



City of
RAYMORE,
MISSOURI



ADOPTED ANNUAL BUDGET FOR FISCAL YEAR BEGINNING NOV.1, 2020



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CITY LEADERSHIP

Mayor and City Council

Kristofer P. Turnbow, Mayor

Dale Jacobson	Ward I
Reginald Townsend (Mayor Pro Tem)	Ward I
Joseph Burke III	Ward II
Tom Circo	Ward II
Kevin Barber	Ward III
Jay Holman	Ward III
Sonja Abdelgawad	Ward IV
John Berendzen	Ward IV

City Manager and Management Team

Jim Feuerborn, City Manager
Mike Ekey, Assistant City Manager

Jim Cadoret, Assistant to the City Manager / Development Services Director
Jan Zimmerman, Assistant to the City Manager / Chief of Police

Shawn Aulgur	Human Resources Manager
Donna Furr	Municipal Court Administrator
David Gress	Economic Development Director
Melissa Harmer	Communications Manager
Mike Krass	Public Works Director / City Engineer
Jim Mayberry	Integrated Technology Systems Director
Ryan Murdock	Emergency Management Director
Nathan Musteen	Parks & Recreation Director
Elisa Williams	Finance Director
Erica Hill	City Clerk

Volunteer Boards & Commissions
 Arts Commission
 Board of Appeals
 Board of Zoning Adjustment
 License Tax Review Committee
 Planning & Zoning Commission
 Tax Increment Financing Committee
 Tree Board

City of Raymore

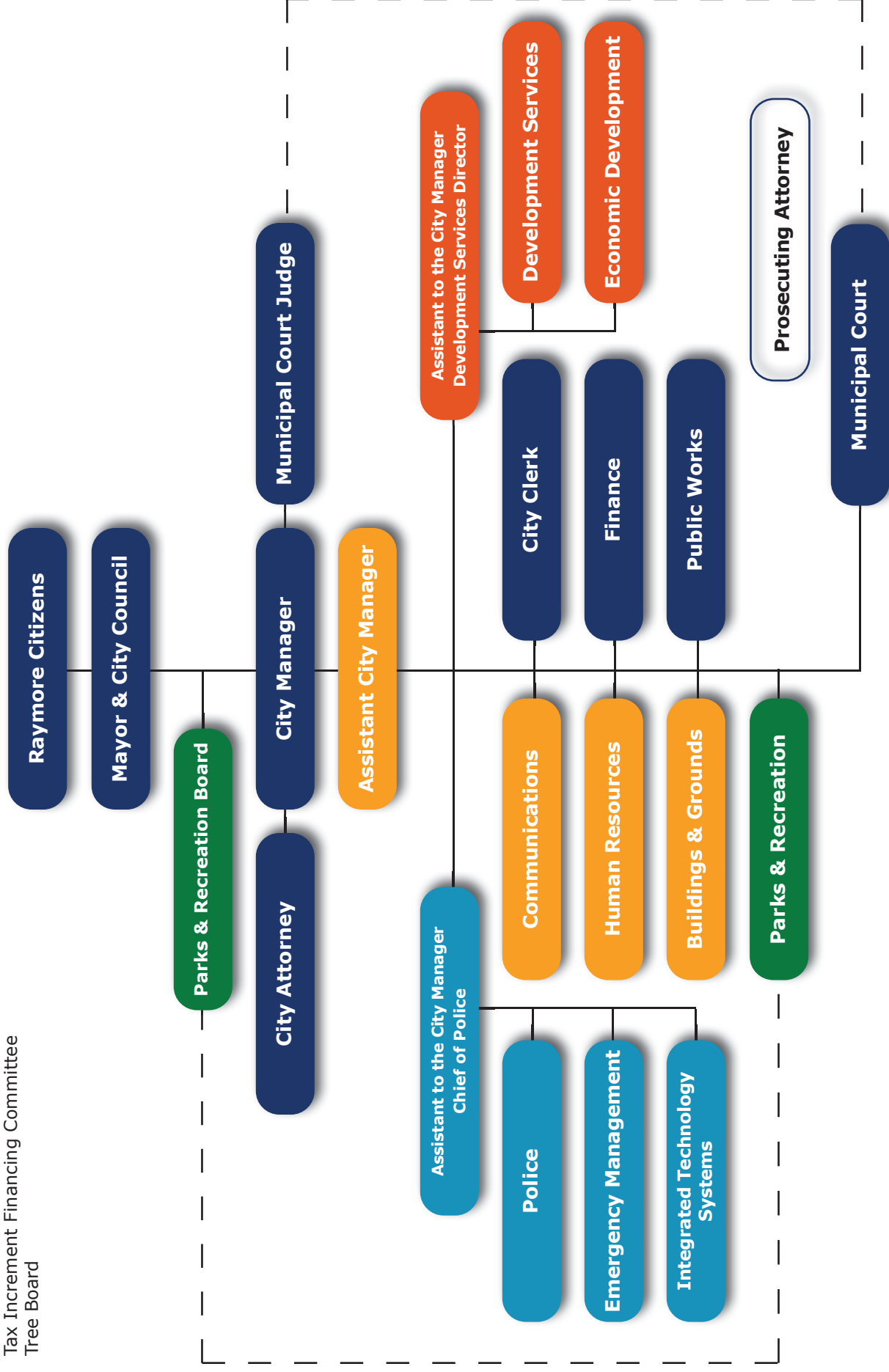


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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Raymore
Missouri**

For the Fiscal Year Beginning

November 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Raymore, Missouri for its annual budget for the fiscal year beginning Nov. 1, 2019. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, 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.



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CITY OF RAYMORE



The Amphitheater at Hawk Ridge Park

HISTORY

The Raymore Township was one of the last areas settled in Cass County due to the scarcity of large creeks, rivers and timbered areas. Prior to the Civil War, the township possessed only three inhabitants and it was not until after the war that settlement grew rapidly. The prairie soil was used for farms and ranches, some of which still exist today.

Raymore was initially platted in 1874, incorporated on March 20, 1877, and became a Fourth Class city on March 5, 1988. The community was named after its founding fathers, George Rea and Henry Moore. Rea

and Moore were instrumental in building the Kansas City, Clinton and Springfield Railroad, which later brought the railroad through Raymore in 1885. For almost 50 years, the Raymore Depot and local hotel hosted eight daily trains and their passengers and crew in transit from Kansas City to Springfield.

Located in northwestern Cass County along Interstate 49, Raymore's recent history is dominated by rapid growth. Raymore is one of the fastest growing communities in the area, consistently placing among the top communities for new residential construction in the Kansas City Metropolitan area.



GENERAL

The City is a constitutional charter city and political subdivision, duly created and existing under the laws of the State of Missouri. Additional information regarding the City, its history, socio-economic structure, commercial and residential growth may be obtained by contacting City Hall or visiting the City's website.

The City is almost 20 square miles in area and is located approximately 23 miles south of Downtown Kansas City in the west central part of the state. The present estimated population of the City is 22,194.

Government

A council/manager form of government leads the City of Raymore. The City adopted its Charter in November 1997. The City Council consists of eight members with two members elected from each of the four wards. The Council Members serve two-year, staggered terms. The Mayor is elected at-large, serves a three-year term and presides over meetings of the City Council.

The City Manager is appointed by the Mayor, with the advice and consent of the City Council and serves as the chief administrative officer of the City. Council Members set the policy for the City and the City Manager is responsible for administering this policy in the day-to-day activities of City operations.

Department heads for municipal operations report to the City Manager.

The City Council establishes utility and tax rates, and authorizes all municipal indebtedness and tax rates to support the adopted budget. The City's fiscal year ends on Oct. 31.

City staff consists of approximately 106 full- and part-time employees. The City participates in the Missouri Local Government Employees Retirement System (LAGERS), administered by a seven-member, independent board of trustees pursuant to Missouri statutes. The plan is a defined benefit plan that provides for normal, early and disability retirement benefits to participants meeting certain eligibility requirements. The plan covers substantially all full-time employees of the City.

Municipal Services and Utilities

The City owns and operates its own water and sewer systems. Evergy provides a majority of the electrical service and Spire provides a majority of the natural gas service. The City provides its citizens with services such as street maintenance and construction, police protection, code enforcement, engineering and planning, building inspections and parks and recreation programs.

COMMUNITY

Police Protection

The City of Raymore Police Department provides public service to the community 24 hours a day, year-round. These functions are performed through two divisions: the Operations Division and the Support Services Division. These are further subdivided into the Patrol Unit, Investigations Unit, Traffic Enforcement Unit, Community Interaction Unit, Animal Control and, Property, Evidence and Supply Unit.

Fire Protection

The South Metro Fire District provides fire suppression and advanced life support emergency medical response for 52 square miles in Cass County, including the cities of Raymore and Lake Winnebago, and unincorporated parts of the county.

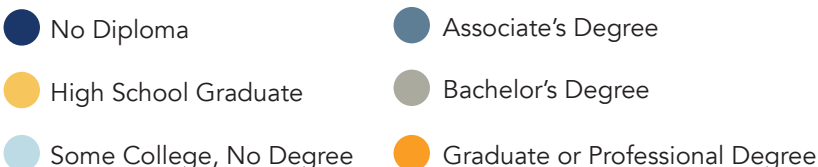
EDUCATION

The public school population for the City of Raymore is adjoined with the City of Peculiar to create the Raymore-Peculiar School District, which covers approximately 94 square miles of the Cass County area.

The City's residents have access to more than 22 colleges and universities, nine community colleges and numerous religious, technical and business schools.

- 45.5% of Raymore residents over the age of 25 have earned at least one college degree.
- 37.3% of Raymore residents have a bachelor's degree or higher. The national average is 30.3%.
- 97.2% of Raymore residents over the age of 25 are high school (or equivalent) graduates. The national average is 87.3%.

Education Attainment of Raymore Residents Age 25 & Over

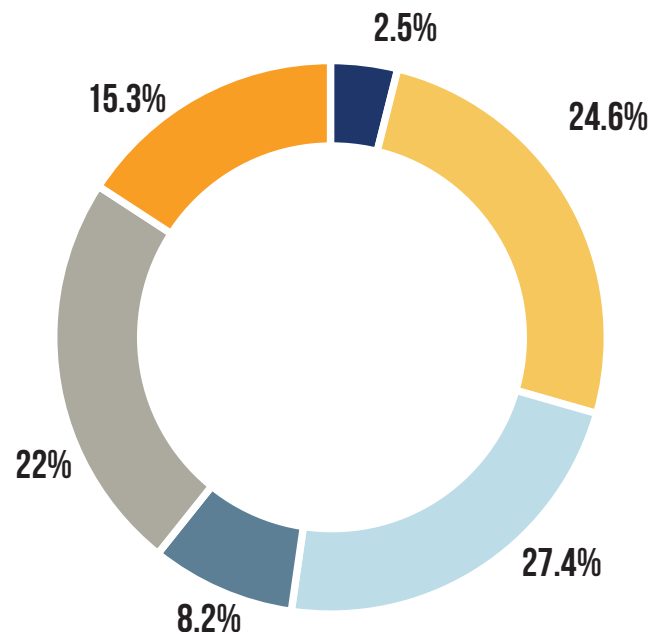


Public Schools

The Raymore-Peculiar School District consists of 10 schools, which had 6,293 students enrolled for the 2020-2021 school year. This includes students enrolled in the district's virtual learning program instituted following the COVID-19 pandemic. The district is accredited with distinction in performance by the Missouri Dept. of Elementary & Secondary Education and has regularly received regional and statewide recognition as a world class system for public education.

The district includes:

- Raymore-Peculiar High School (serving 9-12)
- Raymore-Peculiar East Middle School (6-8)
- Raymore-Peculiar South Middle School (6-8)
- Bridle Ridge Elementary (K-5)
- Eagle Glen Elementary (K-5)
- Creekmoor Elementary (K-5)
- Peculiar Elementary (K-5)
- Stonegate Elementary (K-5)
- Raymore Elementary (K-5)
- Timbercreek Elementary (K-5)
- Shull Early Learning (Pre-K)



PARKS & RECREATION

The City of Raymore provides numerous venues for sporting and recreation activities. The City's incorporated boundary includes seven parks with various amenities. Events throughout the year included: Touch-a-Truck, Easter Festival, Mini Mud Run, Movies in the Park, Fishing Derby, Spirit of America Fourth of July Celebration, Veterans Celebration and the Mayor's Christmas Tree Lighting, as well as sporting leagues and instructional programs.

The Raymore Parks & Recreation Board oversees recreation programming. The Board was established under City Code Chapter 120 and Chapter 90 of the Revised Statutes of the State of Missouri as an administrative board.

The mission of the Raymore Parks & Recreation Board is to be fiscally responsible in maintaining and expanding land, facilities and programs. The Board also strives to provide diverse recreational programs and a range of parks and green spaces accessible to all residents. The Board, in conjunction with the City Council, oversees the Parks & Recreation Department, which manages the day-to-day operations.

Memorial Park - 400 Park Lane

Memorial Park is located off Olive St. behind Raymore Elementary School. The park area is 20+ acres and has a pleasant mix of passive and active space. The park hosts several of Raymore's special events and festivals.

Park amenities include:

- Arboretum with walking trail
- One large shelter house with stage
- One small shelter house
- Two tennis courts
- One concession stand with attached restrooms
- Four ball fields, shared with Raymore Elementary
- Two sand volleyball courts
- One basketball court
- Playground equipment

Recreation Park – 1011 S. Madison

Located on the southern end of town on 80 acres, Recreation Park is the largest of Raymore's parks. It is also the most active park with approximately 80% of its space dedicated to active programmable use.

Park amenities include:

- Raymore Activity Center (*listed on the next page*)
- Six-field baseball / softball complex
- Soccer fields
- Football field

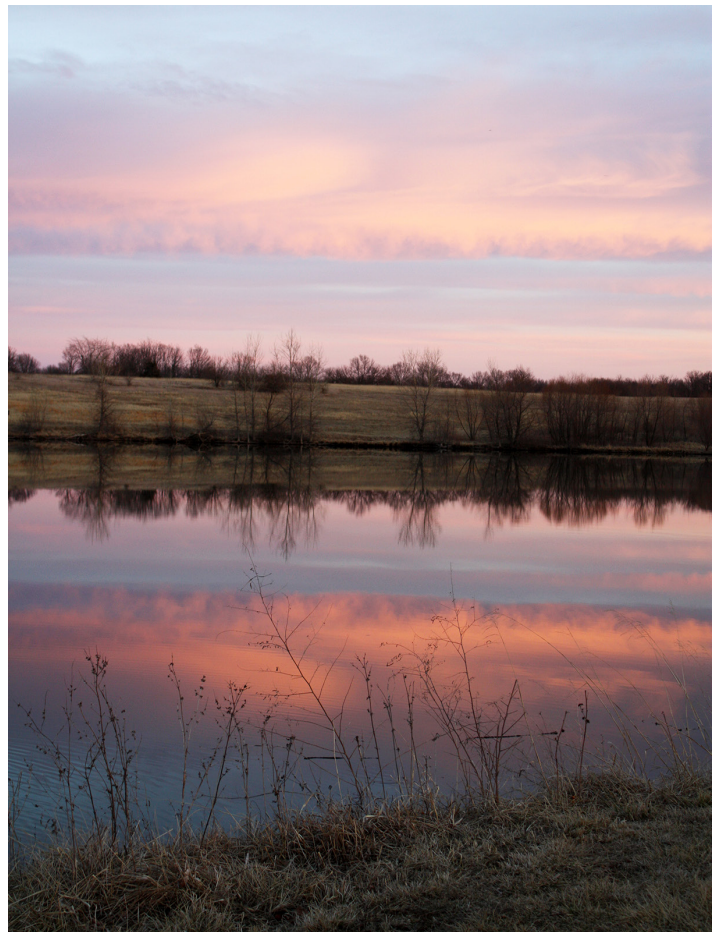
- Two concession stands
- Four lighted tennis courts
- One lighted basketball court
- Two playground areas
- Two shelter houses - Optimists Shelter and Moon Valley Shelter
- A fishing pond
- Skate park
- Exercise trail (approximately 1.5 miles)
- Disc golf course

Hawk Ridge Park – 701 Johnston Parkway

The City's newest community park, Hawk Ridge Park is 79 acres of rolling hills with a fishing lake. (daily creel limits for fishing are four channel catfish, two bass, 20 blue gill, 30 crappie). The City officially opened the park's newest amenities, a shelter, fishing dock, restrooms, trail and amphitheater.

Ward Park

Located on 3.88 acres on the western end of Sierra Drive in Ward Park Place Subdivision. Ward Park received playground equipment and a paved walking trail in 2011.





Good Parkway Linear Park

Located in a greenway between the Wood Creek and Stonegate subdivisions, Good Parkway is a functional drainage way. An additional .75 mile section of the recreational trail was added in 2009.

Eagle Glen Linear Park

Located in a greenway within the Eagle Glen subdivision, Eagle Glen Linear Park is a functional drainage way. In 2004, a recreation trail (approximately 1.0 mile) was added. Playground equipment was added in 2012.

Eagle Park

Located in an easement in the parking lot of a retail shopping area along Highway 58, the park was once the home of the Mayor's Christmas Tree Lighting. Residents donated funds to purchase and install a 70-foot flagpole, lighting and memorial.

T.B. Hanna Station - 215 S Washington St.

This park sits in the center of Raymore's Original Neighborhood and includes one of the region's first inclusive sprayground and playground. Along with trails, The Depot Shelter and seasonal ice rink, this park is a regional destination.

Centerview - 227 Municipal Circle

Whether planning a meeting for a few or organizing a major wedding for 350, the unique style of Centerview makes it the perfect place to host a private event. Centerview was designed to provide seamless indoor and outdoor spaces that can accommodate any event in any season and will make your day truly unforgettable.

Raymore Activity Center - 1011 S. Madison

This 16,000 square-foot gymnasium and multi-purpose activity center is home to City's various athletic leagues and Summer Camp program. Residents can also rent the facility for larger events, parties and sports activities.

ECONOMIC & DEMOGRAPHIC DATA

COMMERCE AND INDUSTRY

Major Employers

	Employer	Product/Service	Number of Employees
1	Ray-Pec School District*	Education	325
2	Wal-Mart	Retail	320
3	Foxwood Springs	Senior Living/Care	316
4	Cosentino's Price Chopper	Grocery Store	192
5	Lowe's	Home Improvement	154
6	Sam's Club	Wholesale Club	140
7	Rehabilitation Center of Raymore	Medical	108
8	City of Raymore	Government	107
9	Benton House of Raymore	Senior Living/Care	55
10	McDonald's	Restaurant	34

Source: Raymore Department of Finance - Contacted businesses for information

*Raymore-Peculiar School District - Number of employees for the entire district is 871; the number of employees employed within the City of Raymore is 325 – Contacted Human Resources Department for school district.

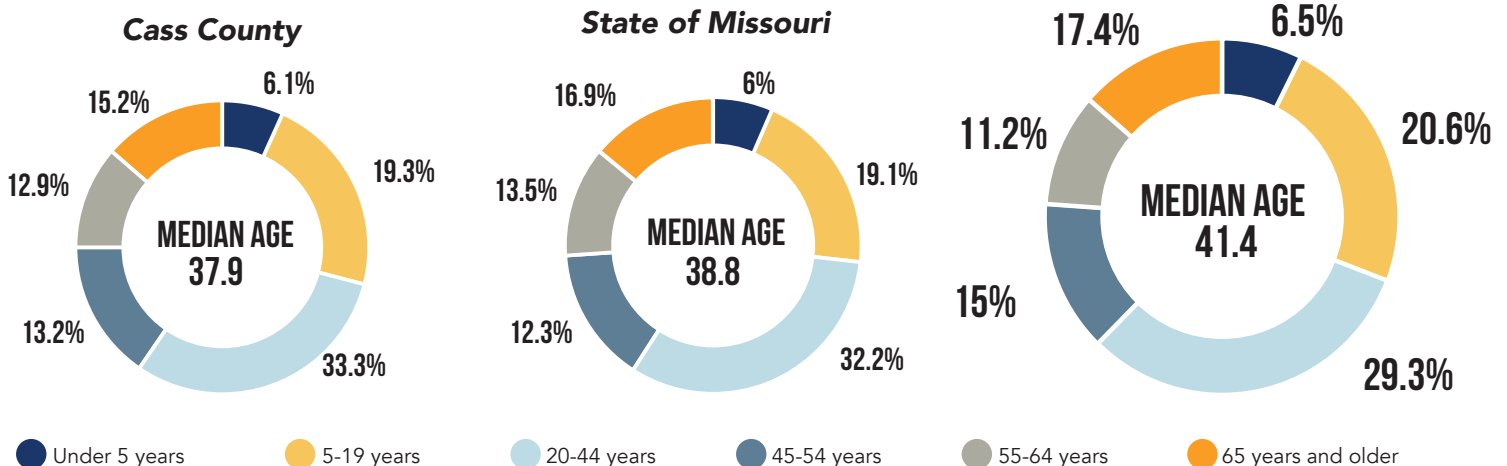
GENERAL AND DEMOGRAPHIC INFORMATION

Census Population Data

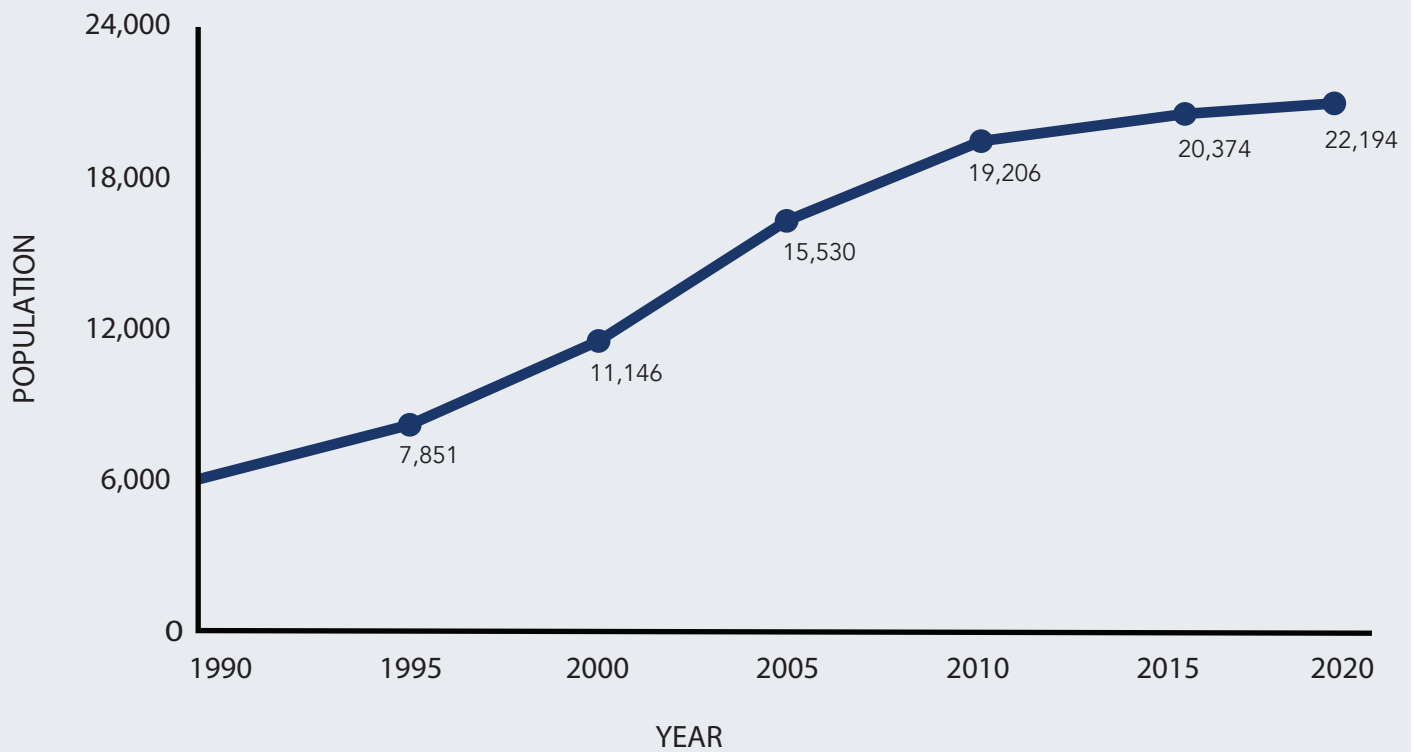
	1970	1980	1990	2000	2010	2019
City of Raymore	587	3154	5592	11,146	19,206	22,194
Cass County	39,448	51,029	63,808	82,092	99,478	105,780
State of Missouri	4,677,623	4,916,776	5,117,073	5,595,211	5,988,927	6,137,428

Source: U.S. Department of Commerce, Economics & Statistics Administration; Bureau of the Census. Missouri Data Center, Jefferson City, Missouri and City Department of Economic Development

Population Distribution by Age



Population Statistics*



*1990, 2000 and 2010 are actual per U.S. Bureau of Census, all other years are estimates.

Unemployment Figures

	2016	2017	2018	2019	2020*
City of Raymore					
Total Labor Force	10,902	11,165	11,372	11,344	11,059
Unemployed	356	372	342	310	858
Unemployment Rate	3.3%	3.3%	3.0%	2.7%	7.8%
Cass County					
Total Labor Force	53,919	54,448	54,792	54,386	52,161
Unemployed	1,950	1,963	1,709	1,660	4,237
Unemployment Rate	3.6%	3.6%	3.1%	3.1%	8.1%
State of Missouri					
Total Labor Force	3,093,755	3,059,676	3,076,794	3,052,386	3,012,321
Unemployed	123,719	124,198	101,966	97,578	303,259
Unemployment Rate	4%	4.1%	3.3%	3.2%	10.1%

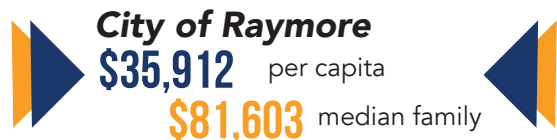
Source: Missouri Economic Research & Information Center (MERIC), MO Dept E.D. – Civilian Labor Force Date May 2020.

The unemployment data for 2020 is as of May 2020.

* Unemployment numbers nationwide increased in 2020 as the nation faced an unprecedented shut down of businesses in response to the COVID-19 pandemic.

INCOME STATISTICS

Income Figures per 2013 US Census Quick Facts



State of Missouri

\$29,537 per capita
\$53,560 median family

Cass County

\$31,675 per capita
\$67,659 median family

Median Earnings

Male (full-time) \$63,240

Female (full-time) \$52,124

Employment Status

Population 16+ years 16,189

In labor force 10,790

Civilian Labor Force 10,787

Employed 10,507

Unemployed 274

Occupation

Management, Professional 47.7%

Service Occupations 13.9%

Sales and Office Occupations 22.3%

Natural Resources, Const. and Maint. Occupations 7.5%

Production, Transp. & Matl Moving Occupations 8.6%

Source: US Census Bureau, Quick Facts 2020 American Community Survey 5-Year Estimates

HOUSING STRUCTURES

Housing Type	Number of Units	Percent of Units
Single-Family	6,915	80%
Duplex	382	4%
Multi-Family	1,344	16%

Median Home Value

City of Raymore **\$194,000**
Cass County **\$171,800**
State of Missouri **\$151,600**

Source: U.S. Department of Commerce Bureau of the Census and Raymore Development Services Department.



BUILDING CONSTRUCTION

Total Building Permits and Estimated Cost by Type

	2015	2016	2017	2018	2019
Residential					
Number of Permits	172	211	247	245	132
Estimated Cost	\$38,854,800	49,128,800	49,545,900	\$50,686,500	\$32,607,900
Non-Residential					
Number of Permits	24	21	37	19	18
Estimated Cost	\$9,157,100	987,200	8,647,900	\$5,229,300	\$1,805,800

PROPERTY TAXES

	Major Property Tax Payers	Local Assessed Valuation	% of Total Top 10 Local Assessed Valuation
1	Wal-Mart / Sam's Club	\$6,929,320	30.15%
2	Foxwood Springs	\$3,355,030	14.6%
3	MCI Eagle Glen Apartments	\$3,474,840	15.12%
4	Lowe's	\$2,647,400	11.52%
5	Spire Missouri Inc	\$1,764,120	7.68%
6	Raymore SLP LLC (Benton House)	\$1,139,910	4.96%
7	Raymore Group LLC (Raymore Mkt Ctr)	\$1,116,225	4.86%
8	Creekmoor Property Owners Association	\$918,150	4%
9	G&G Storage LLC	\$840,630	3.66%
10	Willowind LLC	\$791,500	3.44%

Source: County Assessor. Assessed valuation includes real estate and personal property. (Based upon assessed valuation for 2019)

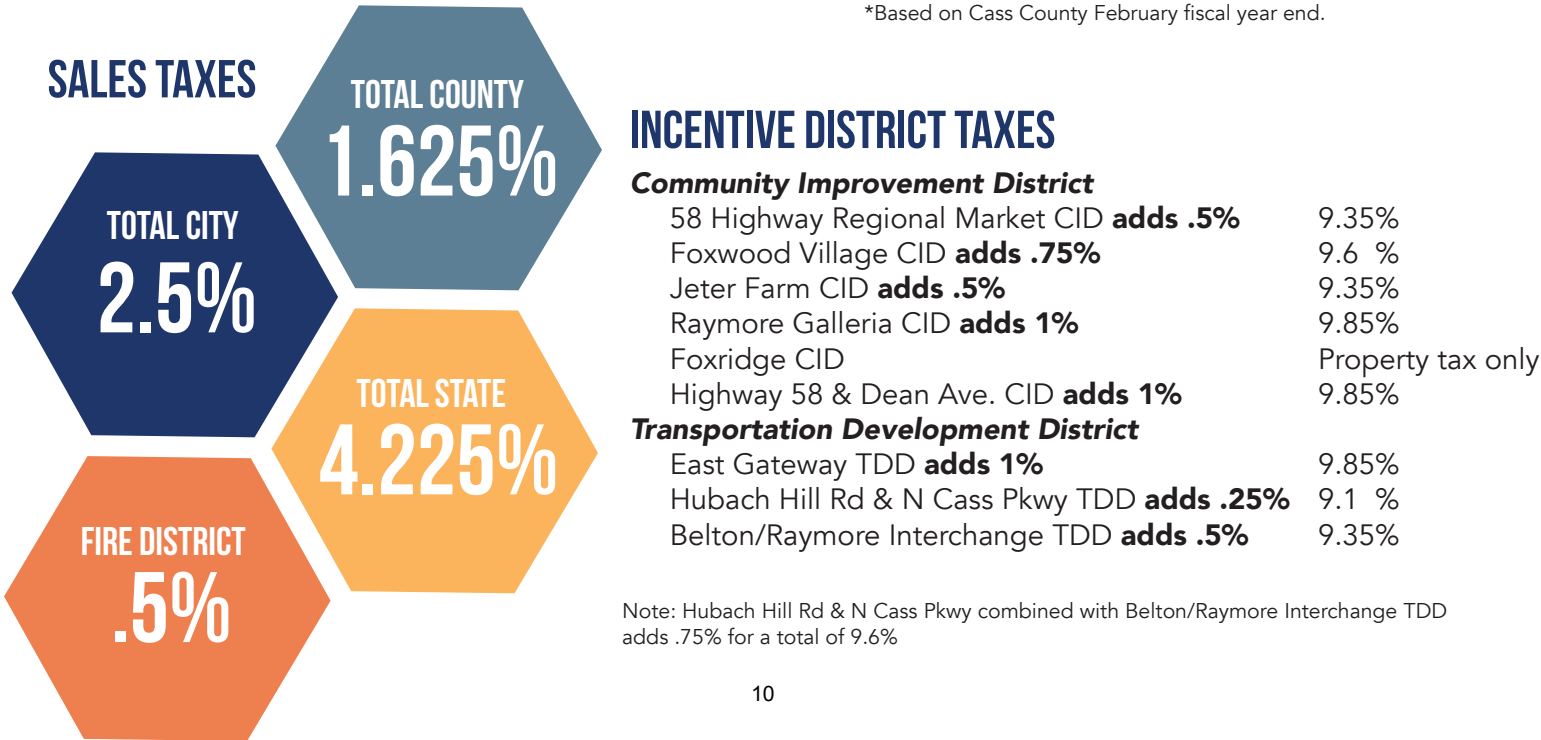


TAX COLLECTION RECORD

The following table sets forth tax collection information for the City for fiscal years for which audited financial statements are available.

Year Ended*	Total Levy	Taxes Levied	Current and Delinquent Collections
2020	1.2502	-	-
2019	1.2497	\$4,698,128	\$4,251,882
2018	1.2856	\$4,303,605	\$4,032,719
2017	1.2859	\$4,074,263	\$3,588,950
2016	1.3057	\$3,798,313	\$3,516,570

*Based on Cass County February fiscal year end.



FINANCIAL POLICIES

ACCOUNTING AND AUDITING OVERVIEW

The City of Raymore currently produces financial information that is in conformity with generally accepted accounting principles, inclusive of GASB's 34 requirements. The financial information structure of the City is organized on the basis of funds and account groups within each fund, with each fund considered a separate accounting entity. The activities and operations of each fund are accounted for separately, with a set of self-balancing accounts that make up the funds assets, liabilities, fund equity, revenues and expenditures or expenses as appropriate.

The City's financial information is audited annually by a firm of independent certified public accountants, in accordance with generally accepted governmental auditing standards.

The following is an overview and summary of the policies and practices used to develop the annual budget. To view the full text of each policy, visit www.Raymore.com/FinancialPolicies

OPERATING RESERVES

Resolution 10-70

The City of Raymore believes that in order to

provide security for any foreseeable contingency, a restriction of 20% of the proposed fund expenditures should be held in reserve for application to next years fund balance.

Resolution 10-70 adopted Sept. 27, 2010 states, "It shall, in the budget annually adopted by the City Council, be the policy of the Council to hold an amount equivalent to 20 percent of the departmental operating expenditures in the General Fund, Park Fund and Enterprise Fund in reserve, in order to be prepared for unforeseen emergencies that may occur."

INVESTMENT POLICY

It is the policy of the City of Raymore to invest public funds in a manner which will provide a reasonable investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

Except for cash in certain restricted and special funds, the City of Raymore will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

Investment through external programs, facilities and professionals operating in a manner consistent with this policy will constitute compliance with this policy.

General Objectives

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield.

DEBT POLICY

The ability of the City to incur debt is limited by Article VI of the Constitution of the State of Missouri. Section 26(a) of the Article provides that a city may not become indebted in an amount exceeding in any year, the income and revenue provided for such year plus any unencumbered balances from previous years, except as set forth in Section 23(a) and Sections 26(b-e). Section 27 of the Article provides that a city may issue revenue bonds for the purpose of paying all or part of the cost of purchasing, constructing, extending or improving municipal utilities.

The City of Raymore is authorized under the aforementioned Articles, to issue General Obligation Bonds, Revenue Bonds, Special Revenue Bonds and Certificates of Participation. When determining the type of bond to issue, the following factors are considered:

- The direct and indirect beneficiaries of the project to be financed. The larger proportion of citizens should benefit from projects financed with General Obligation Bonds.
- The lifetime of the 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 project of equal or higher priority.
- The true interest and net interest cost of each type of bond.
- The impact on the City's financial condition and credit ratings.

CAPITALIZATION POLICY

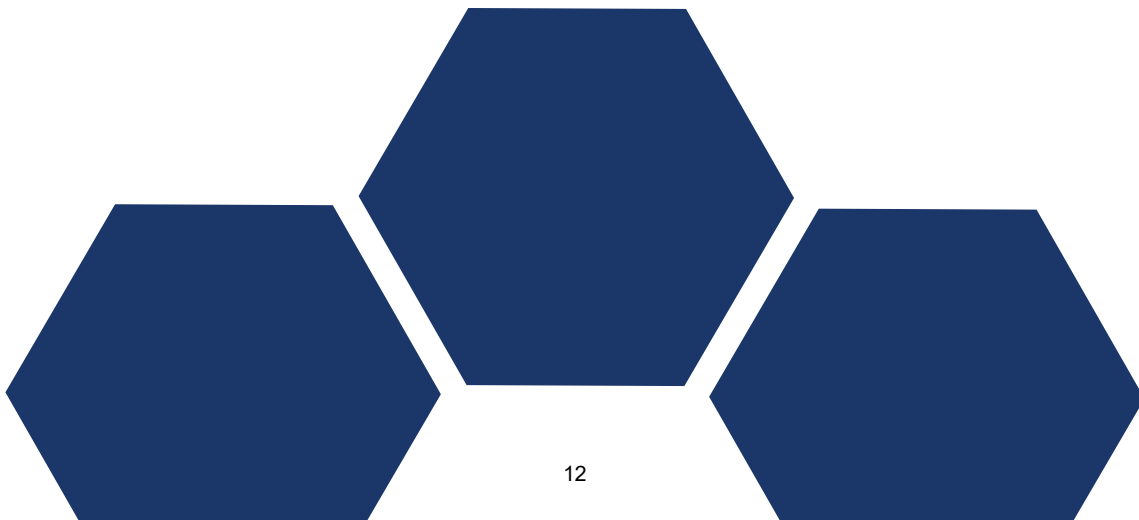
Resolution 03-23

To establish for the City of Raymore a policy for capitalization for real property, infrastructure, equipment, works of art and historical treasures, intangible assets, donated assets and leased property.

Historically, City of Raymore has complied with the financial reporting requirements of the Government Accounting Standards Boards (GASB.) City assets for the Proprietary Funds have been recorded and depreciated. Governmental fund assets will be recorded in the General Fixed Asset Account Group (GFAAG) at original or historical cost and adjusted each year for new assets purchased and assets replaced due to obsolescence, damage, theft or loss.

The GASB issued Statement No. 34, effective June 30, 2003, requires City infrastructure, works of art, historical treasures, intangible assets and depreciation to be recorded for all funds in the government-wide financial statements.

This policy addressed the elements of financial reporting introduced by GASB Statement No. 34 and ensures that capital asset transactions are accounted for consistently and in accordance with generally accepted accounting principles.



PURCHASING POLICY

City Code Chapter 135

Section 135.010: General Provisions - This Chapter provides guidelines to be followed in purchasing goods and services for the City. These policies and procedures supersede all prior purchasing directives, memoranda, and practices. The City Manager shall be responsible for enforcing this policy.

BASIS OF PRESENTATION

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

FUND STRUCTURE

Governmental Fund Types:

General Fund

The general fund is the general operating fund of the City. GAAP prescribe that the general fund be used "to account for all financial resources except those required to be accounted for in another fund." That is, it is presumed that all of a government's activities are reported in the general fund unless there is a compelling reason to report an activity in some other fund type.

Internal Service Funds

Governments often wish to centralize certain services and then allocate the cost of those services within the government. Internal service funds are generally used for central garage and motor pools, duplicating and printing services, information systems, purchasing, and central stores. The goal of an internal service fund is to measure the full cost of providing goods and services provided and recouping that cost through fees or charges.

Capital Project Funds

Capital Project Funds are used to report major capital acquisition and construction separately from their ongoing operating activities. Separate reporting enhances an understanding of the

government's capital activities, and it helps to avoid the distortions in financial resources trend information that can arise when capital and operating activities are mixed.

Special Revenue Funds

Special revenue funds most often have certain revenue sources set aside for a specific purpose. GAAP provide that special revenue funds be used "to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes." Parties outside the government as well as the governing body itself can impose these legal restrictions.

Debt Service Funds

Resources set aside to meet current and future debt service requirements on general long-term debt are recorded in a Debt Service Fund. GAAP permit the use of debt service funds "to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest."

Fiduciary Funds

Fiduciary Funds are used "to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs." Fiduciary funds include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds. The distinction between trust funds and agency funds is that trust funds normally are subject to a trust agreement that affects the degree of management involvement and the length of time that the resources are held.

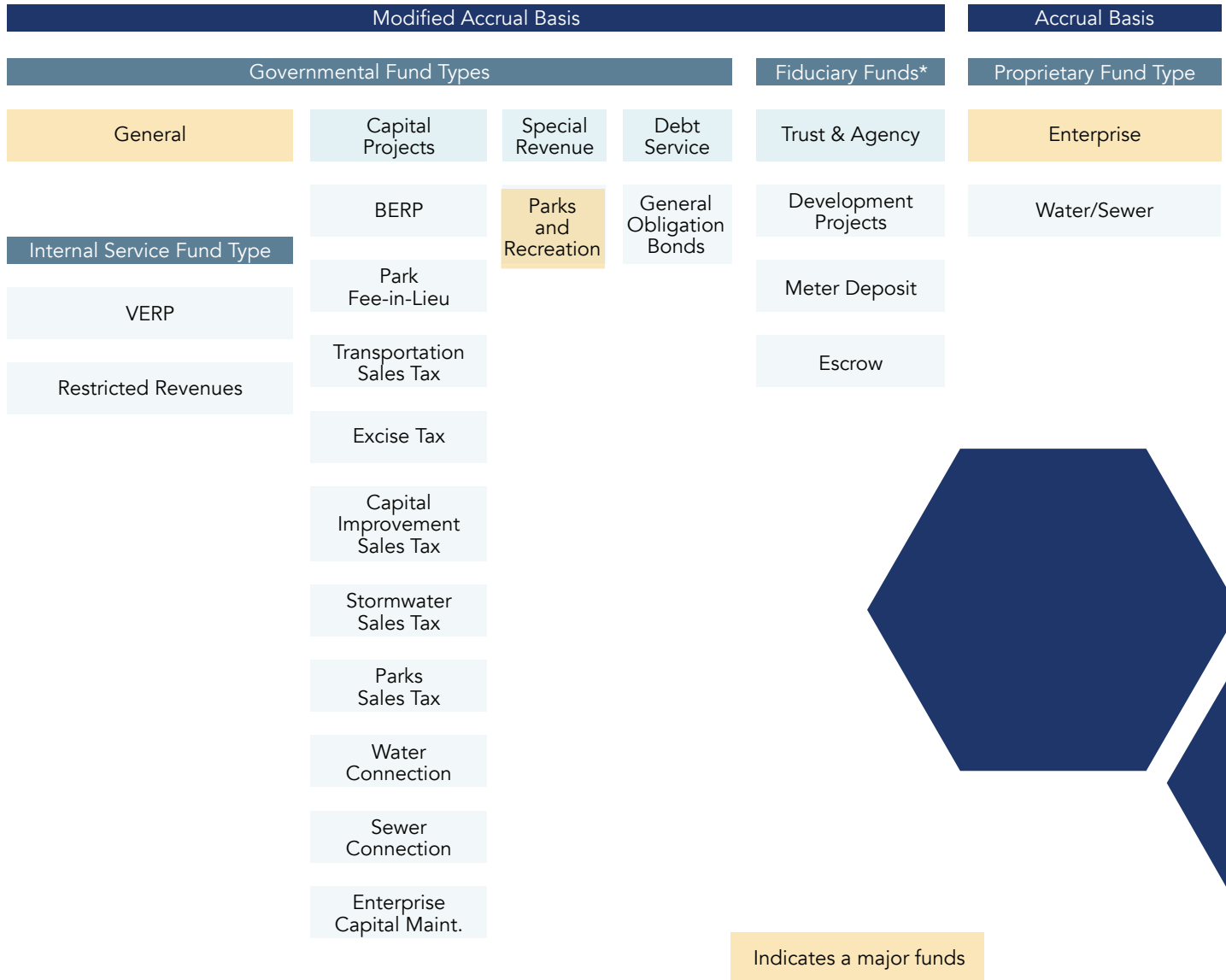
Proprietary Fund Types:

Enterprise Funds

An enterprise fund may be used to report any activity for which a fee is charged to external users for goods or services. GAAP also require the use of an enterprise fund for any activity whose principal revenue sources meet any of the following criteria: 1) debt backed solely by fees and charges; 2) legal requirement to recover cost; or 3) policy decision to recover cost.

FUND STRUCTURE

BASIS OF ACCOUNTING AND BUDGETING



BASIS OF ACCOUNTING

All governmental fund types use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or seen enough thereafter to be used to pay liabilities of the current period. 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. Those revenues susceptible to accrual are sales taxes, property taxes, franchise taxes.

Proprietary fund types utilize the accrual basis

of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

The final budget adopted by the City Council must be a balanced budget, where total resources equal total obligations. The City Charter prohibits a budget which projects spending in excess of available resources. The City's budget is prepared on the modified accrual basis (which is the same accounting basis used for all governmental funds) and assumes that prior year's ending cash balances can be utilized to balance the budget.

The Proprietary fund types utilize the accrual basis of budgeting.

DISCUSSION OF BUDGET PROCESS

RSMo. Chapter 67 requires the City to prepare a balanced budget and provide specific budgetary information within the budget document. The City prepares the overall budget on a modified accrual basis, with departmental budgets prepared on a zero-based, maintenance and expansion basis. This same modified accrual basis is used in preparation and reporting of the City's audited financial statements. All unexpended budget appropriations expire at the end of the fiscal year. Primary budgetary control focuses at the department level with transfers between programs within a department allowed upon the authorization of the City Manager.

Upon receipt of the departmental budget request, the following events occur:

- All departmental budget requests for the coming year are submitted to the Finance Department, which consolidates and compares the current year requests to prior year actual and current year budgets.
- *Budget Division Hearings* - Meetings are held with the department directors and City Manager prior to submission of the recommended budget to the Mayor and City Council.
- *City Council Work Session(s)* - The City Council reviews the proposed budget and expansion

requests in one or more work sessions prior to the public hearing.

- *Public Hearing* - A public hearing is held prior to the budget's approval and adoption. The City Council votes on possible changes to the City Manager's recommended budget and the final budget is proposed for adoption.
- *Budget Adoption* - Budget approval and adoption takes place at the second regular council meeting in October preceding the new fiscal year. The ordinance to adopt the proposed budget is read and acted on at the City Council meeting preceding the start of the fiscal year.

LONG-TERM FINANCIAL PLANNING

A long-range financial plan (LTFP) provides guidance for where the City wants to go financially and how it plans to get there. The LTFP combines financial forecasting with financial strategies, allowing City officials and management to evaluate the long-term sustainability of the annual budget. The LTFP has a multi-year horizon; with two years shown in the annual budget on most funds and five years shown on the capital funds. Internally management looks at ten to twenty years.

The LTFP is reviewed annually and updated each year using the most recent information available. Revenues are forecast using historical trend analysis that is appropriately adjusted based on known business openings/closings and any additional known facts. Expenditures are forecast using projected inflation as well as any known future impacts. Debt is reviewed annually both internally and with the assistance of a Financial Advisor to maintain the most appropriate debt portfolio and debt margin.

Long-range financial plan can be broken into four major phases:

1. Mobilization: resources to undertake planning, preliminary financial analysis, definition of the underlying purpose of the planning process, the City's service level preferences, financial policies, and the scope of the planning effort.
2. Analysis: focuses on the City's financial position, making long-term projections, and the analyzing the City's probable future financial position.
3. Decision: strategies, plans and adjustments are created and agreed upon.
4. Execution: strategies become operational through the budget, financial performance measures, and action plans.

To read more of the City's LTFP, visit our website at www.Raymore.com/FinancialPolicies.

BUDGET ADMINISTRATION

Personnel Services

Expenditure control in the area of personnel services is provided through position control rosters. There are no new positions created without the approval of the City Manager, Mayor and the City Council. This category consists of all wages, salaries, associated taxes and benefits.

Commodities

The Commodities category consists of non-capitalized and consumable items such as, fuel and lubricants used for motorized equipment and

vehicles, communication equipment (mobile phones, pagers) computer equipment, tools and equipment, office supplies and furniture and other non-contractual items.

Maintenance & Repairs

Buildings, grounds, plant and equipment maintenance, and vehicle maintenance are included in this category, which encompasses the maintenance and repair expenses incurred in the routine operation of the department.

Utilities

Utility expenditures are those incurred for gas, electric, phone, water and sewer. These are recorded in the Building and Grounds department by building. Individual departmental budgets do not include any utility amounts.

Contractual Services

Contractual Services are professional fees such as legal fees, advertising, auditing, testing, education, training, travel expenses and service and equipment rentals.

Capital Outlay

Capital Outlay are expenditures that exceed \$5,000 incurred through the acquisition or enhancement of fixed assets, to the extent the expenditure exceeds \$5,000 and has useful life or can be expected to extend the life three years or more. These include building improvements, capital lease payments, and vehicles.

Debt Service

Debt Service consists of the principal, interest, and fiscal agent expenditures relating to General Obligation and Revenue bonds.

Inter-fund Transfers/Miscellaneous

Inter-fund Transfers are used to provide resources on a program basis while still maintaining fiscal integrity by fund source and type. Miscellaneous items include bad debt, depreciation expense, amortization and losses incurred on sale of assets or bond refunding.

Capital Expenditures

Capital Expenditures are monies expended for the acquisition, improvement or replacement of capital assets. No capital expenditures shall be made unless:

- The Capital Expenditure was specifically budgeted for in the adopted annual budget, or
- The Finance Director determines that there are funds available within the department's budget, and the City Manager approves the purchase in writing, or
- The City Council may authorize unbudgeted expenditures in excess of \$10,000 when the re-appropriation 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 included and highlighted on the Council's Regular Agenda, and support material shall be provided that explains the purpose of the change and its impact on budget priorities.

CONTROL OF BUDGET AMENDMENTS

Reporting

The Finance Department provides monthly reports of budget position on a timely basis to each Department Director, the City Manager, Mayor, and City Council.

Expenditure Projection and Analysis

The Finance Department analyzes the expenditures of each department on a monthly basis and informs each Department Director whose expenditures appear to be exceeding the adopted budget. By the end of the seventh month of each budget year, the Finance Department notifies all Department Directors whose budgets are likely to be exceeded and also notifies the City Manager, Mayor, and City Council. Within two weeks of notification, each Department Director will inform the Finance Director and City Manager of the actions that will be taken to avoid exceeding the departmental budget.

Transfers

Departmental transfers not changing fund balances may be made as follows:

- Department Directors may transfer within the department's budget up to \$500 with a written request approved by the Finance Director.
- Department Directors may transfer within the department's budget \$500 to \$10,000 with written approval from the City Manager and the Finance Director.
- Transfers over \$10,000 within or between departments require City Council Approval.

Budget Amendments

If during the budget year, the Finance Department determines that a department's expenditures will exceed the approved departmental budget without exceeding the fund budget, the Finance Director shall, with the approval of the City Manager prepare an adjustment to the budget.

If any department's or fund's expenditures are expected to exceed the approved fund budget, a Budget Amendment shall be prepared for submission to the Mayor and City Council.

In the event of a public emergency, the City Manager may authorize expenditures by a department or fund, which is exceeding budget.

Summary

The Director of each department is responsible and accountable for the expenditures of his/her department. The Finance Director will, through timely reports and analysis, keep Department Directors and elected officials informed of any potential budgetary issues. A department shall not exceed its approved budget without authorization from the City Manager and/or Mayor and Council.

Amendments, which change the total budgeted appropriations for any fund, must be made through adoption of a budget amendment ordinance.

**SEE NEXT PAGE
FOR FULL BUDGET
CALENDAR**

BUDGET CALENDAR

Budget Development	Timeline
Management Team Meets to Discuss Budget/CIP Calendar and Training on Budget Preparation Manual if Necessary	April 14
VERP Adjustments/Confirmations Due	April 24
Budget Flow/Design Meeting	April 17
Water and Sewer Rate Analysis	April 27-May 1
Schedule of Fees Adjustments Due	May 8
Equipment Requests Due to Information Technology	May 8
Personnel Requests Due to Human Resources	May 8
End-of-Year Expenditure Projections Due	May 8
Finance Follow Up with Departments	May 11-15
Park Board Work Session - CIP Review	May 12
Park Board Meeting & CIP Approval	May 26
End of Year Expenditure Projections Due	May 29
Water and Sewer Rate Analysis and Recommendation to Management	May 29
Department Revenue Projections and Expenditure Requests Due	May 29
Department Narratives, Org. Charts, and Performance Measures for Budget Due	May 29
Narrative Creation to Assistant City Manager	June 1-5
Water and Sewer Rate Presentation to Council	June 1
Park Board Work Session - Operating Budget Review	June 9
Water/Sewer Rate Public Hearing Notice to the Paper	June 12
Department Budget Meetings	June 15-19
Water/Sewer Rate Public Hearing Notice	June 19
Park Board Meeting and Approval of Operating Budget	June 23
Tax Levy Public Hearing Notice to the Paper	July 10

BUDGET CALENDAR

Finalize and Adopt	
Schedule of Fees-FY21 (Fees, Water/Sewer Rates, Excise Tax Fee) Public Hearing	July 27
Park Board Meeting - Final Review of Park Budget to go to Council	July 28
Budget Discussion with Management Team	Aug. 4
City Manager Changes to Assistant City Manager Due	Aug. 4
Council - Tax Levy Public Hearing and First Reading	Aug. 10
Proposed Budget Document Submitted to Council	Aug. 13
Council - Budget/CIP Work Session	Aug. 17
Council - Tax Levy Second Reading	Aug. 24
Planning & Zoning CIP Work Session and Public Hearing	Sept. 1
Fiscal Year 2021 Budget/CIP Public Hearing Submitted to the Paper	Sept. 11
Council Budget/CIP Work Session (if necessary)	Sept. 7
Council Budget/CIP Work Session (if necessary)	Oct. 5
Budget/CIP Public Hearing & 1st Reading of Budget/CIP Resolution	Oct.12
Budget Second Reading	Oct. 26
Post Adoption	
Adopted Budget Adjustments Finalized	Oct. 28
Post Adoption Memorandums Due	Nov. 2
Adopted Budget Documents to Assistant City Manager due	Nov. 3
FY21 Adopted Budget Book Submitted to Council	Nov. 23



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City of
**RAYMORE,
MISSOURI**

100 Municipal Circle • Raymore, Mo.
(816) 331-0488 • www.raymore.com

August 17, 2020

**The Honorable Kristofer P. Turnbow and
Members of the Raymore City Council**

Dear Mayor Turnbow and Members of Council:

The Proposed Operating Budget for the Fiscal Year 2020-2021 is hereby submitted for your consideration. This budget is the product of a comprehensive team effort from every level of the municipal organization which benefits the entire City of Raymore.

Budget Process

The budget for the Fiscal Year 2020-2021 is the result of a detailed and thoughtful consideration on the part of the City Manager, Management Team, and staff over the past several months, taking into account the public service needs of the community, the City Strategic Plan and the goals and objectives of the Mayor and Council.

Budget development is not a quick or easy process due to the decisions that are encompassed in the proposed document. Determination of the annual budget is the most important single endeavor of the City Council as it impacts future strategic planning and due to its comprehensive nature, entailing the range of services offered and prioritizing the allocation of government resources to meet the needs and desires of our citizens. Core and essential services always receive the highest priority in committing funds, yet all budgeting decisions are challenging due to the City's limited resources. Therefore a great deal of time is spent in review of both operating and capital plans to assure that resources are having the greatest service impact for our citizens. All components of the annual budget were analyzed and prepared by Department Directors and subsequently reviewed and deliberated by the City Manager during department budget meetings.



Staff has worked diligently to draft a proposed budget that meets the goals expressed by the City Council, the needs identified by the strategic plan, the various comprehensive plans, and the needs expressed and desired by the citizens of Raymore. The proposed budget provides a guideline of targeted government services achieved through better communication and understanding of those goals and needs to save taxpayer money. By addressing our long-term financial challenges now, we avoid using existing fund balance on ongoing operations, and instead are able to preserve our reserves for critical long-term infrastructure and city facility needs. City policy requires that each of the City's operating funds carry a restriction on total fund balance of 20% of the proposed fund operating expenditures. The budget is in compliance with the City Charter requirement that total proposed expenditures not exceed estimated revenues plus any unencumbered cash reserves estimated to be on hand at the beginning of the ensuing fiscal year.

This budget has been prepared using the modified zero-based budget and target-based budgeting approach. This combined approach requires each department to prepare a budget request as if it were being done for the first time with the understanding that available resources should be dedicated to targeted service areas to address the strategic plan and other plans described above. While taking historical context into account, requests were reviewed in line item detail to ensure that they did not include incremental additions to prior year's budget numbers. Detail sheets were developed for each appropriate line item to allow for this review and to better serve as a management tool during the implementation of the budget. Budget development was also approached from a "maintenance" and "expansion" request perspective. The maintenance requests represent ongoing provision of targeted services. The single expansion request represents an increase in service level or provision of a new service, program, or a significant capital equipment outlay.

Economic Condition and Outlook

The City anticipates continued but slower growth in residential and commercial development. During FY 2020 staff conservatively projects that there will be approximately 500 residential permits issued and 11 commercial building permits issued. However, this FY 2021 budget conservatively anticipates significantly lower growth numbers from actual in both of those areas. Of significant note is the change in the number of residential permits from actual to FY 2021 budgeted. Staff has increased the number of residential permits budgeted from 85 to 100 for this budget.



This increase in housing permits, along with conservatively budgeting only a small increase in sales tax revenue over FY 2020 projected and coupled with the Hancock Amendments artificial cap placed on realization of housing growth assessed valuation revenues made preparation of the FY 2021 budget very challenging.

COVID-19 Impacts on Economic Condition and Outlook

There can be no doubt that the pandemic has had impacts in all areas of the Raymore economy, individual household spending patterns, and participation in local and regional events. This could not help but impact both the actual final results of the FY2020 budget and what needs to be conservatively done in recommending a proposed budget to the City Council.

Fortunately, Raymore is uniquely positioned in its retail/commercial landscape and saw little to no negative impact from retail closures that impacted other municipalities and counties in the region (and nation).

Unfortunately there was and continues to be a significant downturn in revenues in the Parks and Recreation Fund. Outright event cancellations coupled with closures of the RAC and Centerview to rentals have impacted this year's revenues. Because the future ability to fully "reopen" into FY2021 is an unknown time frame it forces conservative budgeting to push those same budgeted revenues down considerably in the upcoming fiscal year.

Proposed Budget - Fiscal Year 2020-2021

Summaries of revenues and expenditures are included for all City funds, and expenditure information is provided for each department or significant division where they exist within a particular fund. Financial information provided on the summary pages includes actual revenues and expenditures for FY 2018 and FY 2019, the FY 2020 adopted budget, amended budget during the year, and projected revenues and expenditures, and the FY 2021 department requested and City Manager proposed budget for Council consideration. Budget detail was prepared by program for each department and division, which allows cost of service information to be represented and analyzed by service area.

Immediately following this message is an executive summary that provides comparison detail and further summary information about the proposed FY 2021 budget, as well as a presentation of the proposed budget by service area.



Acknowledgments

My sincere thanks go to all the department heads and division managers who worked hard to prepare this budget. It is a long, time consuming process and they all use it to focus on excellence in service delivery to our citizens. A very special thank you to Finance Director Ms. Elisa Williams who has played a major role in producing this document, to Mr. Mike Ekey for his invaluable assistance and advice in putting this document before you, and to Chief Jan Zimmerman and Mr. Jim Cadoret for their background information and advice. I am deeply grateful to all for their time and work.

Respectfully Submitted,



Jim Feuerborn, City Manager

CITY MANAGER'S PROPOSED FY 2021 BUDGET DETAILS

OPERATING & DEBT SERVICE FUNDS HIGHLIGHTS:

The primary non-capital funds for the City are the General Fund, Park Fund, Enterprise Fund, and Debt Service Fund. Some highlights of these follow.

GENERAL FUND

Beginning Balance

A deficit (expenditures over revenues during the fiscal year) of \$441,954 was projected at the end of FY 2019 when the FY 2020 Proposed Budget was submitted last year. The FY 2019 General Fund actually ended up having a deficit of \$252,857. It should be noted that this smaller deficit was in place even after a controlled draw down on fund balance through budgeted transfers to the Capital Improvement Fund and transfers to other funds for specific capital projects. The lower than projected actual deficit amount led to an increase of \$189,097 in actual beginning balance for FY 2020 for a total actual beginning balance of \$3,193,524. This beginning balance represented an increase in actual General Fund beginning balance from the budgeted FY 2020 beginning balance of 6.29%.

FY 2020 revenues are projected to come in \$77,148 higher (0.77%) than the FY 2020 budget number. While most revenues are in line with budget expectations, there are items of note:

- Franchise Taxes continue their downward trend but will only be slightly less than budgeted as staff has been able to analyze those areas that continue to see erosion in revenues from this category. The primary reduction continues to be in the wireless telecom franchise tax as peoples cell phone usage patterns change to more texting and data usage and most plans offer unlimited calling for a single charge.
- Sales Taxes are projected to be \$36,200 higher (1.03%) than budgeted in spite of the pandemic. As stated in the cover letter this is primarily due to the unique retail landscape in the City of Raymore.
- The Fees and Permits revenue line item is projected to come in higher than budgeted by \$148,926 (76.46%). This significant increase is primarily due to the unbudgeted Lofts Apartments and work associated with the Van Trust property.

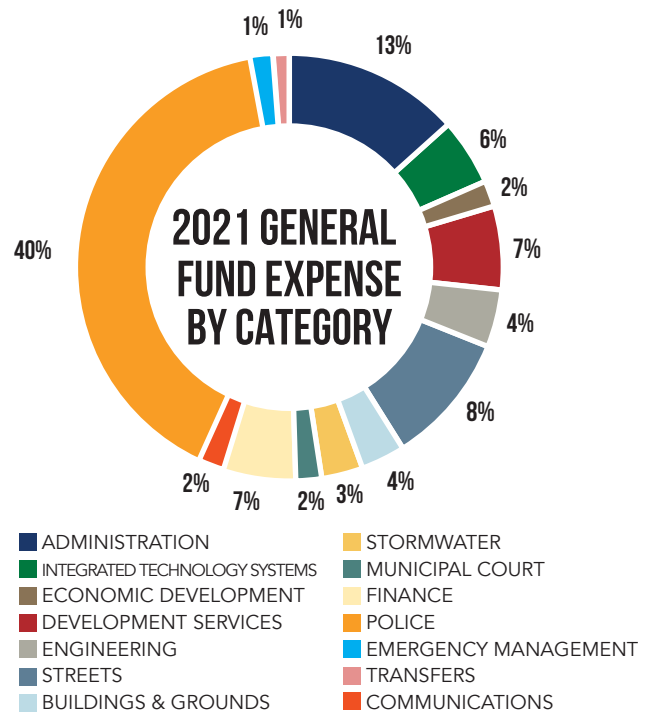
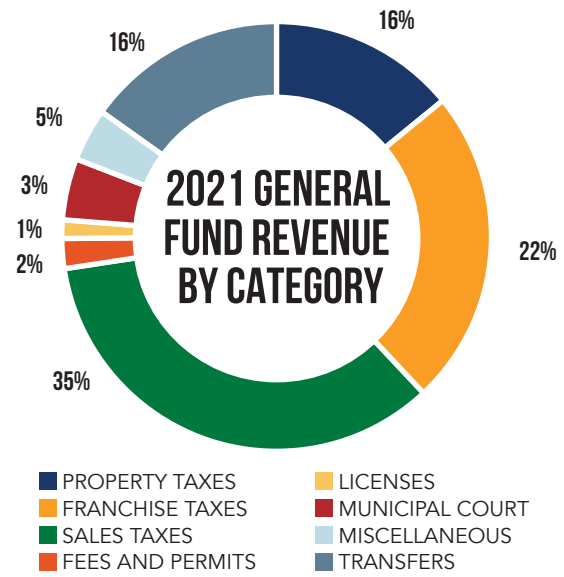
Total Expenditures for FY 2020 are projected to be \$78,844 below the amended expenditure budget (.76%).

The combination of the FY 2019 higher than projected surplus, projected FY 2020 revenues being slightly higher than budgeted and FY 2020 expenditures being down from what was budgeted results in a projected unreserved (gross) fund balance at the end of FY 2020 in the amount of \$3,307,534. This amount is \$270,306 (8.9%) more than budgeted.

FY 2021 Revenues

Staff projects total FY 2021 revenues budgeted to come in \$214,299 (2.15%) higher than the FY 2020 budget amount and \$137,151 (1.37%) higher than FY 2020 projected receipts. Some highlights of projected/ budgeted FY 2021 revenues in the General Fund are as follows:

- **Property Tax:** Property tax receipts in FY 2021 are budgeted to be \$77,844 (5.02%) higher than projected received in FY 2020. This amount reflects limits put on revenue growth due to the Hancock amendment when compared to the very large increase in actual assessed valuation attributable to new growth.
- **Franchise Taxes:** Franchise tax receipts for FY 2021 are budgeted to come in \$65,339 (3.05%) higher than the FY 2020 projected amount. The addition of 100 new residences in FY 2021 is assumed in this budgeted amount. As in past years the number of land-line connections continues to decrease as a source of revenue in this category and as discussed earlier wireless usage patterns also continue to lead to a decline in this revenue category.
- **Sales Tax:** The Sales tax receipts in FY 2021 are budgeted to be \$20,435 (.57%) higher than the FY 2020 projected amount. There is no budgeted revenue for FY 2021 associated with any projected retail sales outlet that is not open as of this writing.
- **Fees and Permits:** As in the previous year FY 2020 saw a significant amount of single family permit revenue associated with multi-family housing and specifically the Lofts. In FY 2021 staff is budgeting permit revenue assuming 100 single family units. Overall in Fees and Permits staff is estimating a decrease in this revenue source of \$132,400 from FY 2020 projected.



- **Municipal Court:** FY 2020 Municipal Court revenues are projected to come in significantly below budget solely due to the several month shutdown of the court system in Missouri due to the pandemic. Staff projects that FY 2020 revenues will come in \$50,079 under budget (15.34%). As virtual cases and in person appearances begin to rise staff believes that revenues from this source will return to budgeted FY2020 levels in FY 2021. The budget is virtually stagnant with a (.25%) increase over budgeted FY 2020.

- **Transfer from Transportation Fund:** Some proceeds from the half-cent Transportation Sales Tax are transferred each year to the General Fund and are used for transportation-related infrastructure maintenance expenditures. A transfer of \$320,000 is again budgeted in FY 2020.

- **Transfer from Stormwater Sales Tax Fund:** The City has a Parks/Stormwater sales tax in the amount of one-half cent. Forty percent of the receipts from this tax is allocated to Parks & Recreation; forty percent is allocated to the Stormwater Sales Tax Fund; and twenty percent is allocated to each of these funds in amounts determined by the City Council each year. For several years staff has recommended that the distribution of this twenty percent be divided equally between the two funds. However as discussed in the budget letter the Park Fund has sustained a considerable revenue shortfall that carries into next year due to the pandemic uncertainty. Staff recommends that the additional 20% be distributed 15% to Park Sales Tax and 5% to Stormwater. This will allow the Park Sales Tax transfer into the Park Fund to be increased to offset the revenue shortfall for FY2021.

- **Transfer from Enterprise Fund:** Transfers are made from the Enterprise Fund to compensate the General Fund for administrative work serving the Enterprise Fund functions such as utility billing and administrative salaries. For FY 2021 it is budgeted to transfer \$967,988. A complete explanation of the methodology used to compute the amount for this transfer is presented in the "Transfers from Enterprise Fund to Other Funds" chapter in the Enterprise Fund budget.

- **Capital Project Administration/ Inspection Transfer:** The City makes a transfer from the Capital Budget to compensate the General fund for staff time administering and inspecting capital projects. For FY 2020, the budget contains a transfer of \$6,000 related to the Street Preservation Program. Capital projects that do not meet this criterion or that can't be assured of taking place in the fiscal year are not included.

COMPENSATION / BENEFITS / STAFFING

Compensation

The FY 2021 proposed budget includes improving the entire salary chart by 1.0% and then "stepping" all employees through the chart. This results in an approximately 3.5% salary increase for all of our employees.

Health Insurance

Health insurance benefits costs are budgeted to increase by 5% for medical, 5% for dental, and no increase for vision care overall. We have not yet received the actual increase for Cigna Health but do know that our usage is, as might be expected during the pandemic, considerably down.

LAGERS

The LAGERS (Local Agency Government Retirement System) contributions decreased from 15.5% to 15.4% for the General Employee population and from 17.8% to 17.6% for the Sworn Police Department Personnel.

Deputy City Clerk to Administrative Assistant

The position of Deputy City Clerk is being eliminated and replaced with an Administrative Assistant's position within that office.

DEPARTMENTAL NOTES

Departmental items of particular note are as follows:

- **Administration:** The FY 2021 budget for this department is proposed to decrease from the FY 2020 City Council Amended budget by \$64,025. This decrease is primarily due to personnel costs associated with retirement and departmental personnel changes.
- **Integrated Technology Services:** The FY 2021 budget is proposed to decrease from the FY 2020 Budget amount by \$18,640. This decrease is associated with the reduction in personnel costs associated with a retirement.
- **Development Services:** The FY 2021 budget is proposed to increase from the FY 2020 budget by \$42,600. This increase is primarily associated with personnel changes and benefits.
- **Buildings & Grounds:** The FY 2021 budget is proposed to decrease from the FY 2020 budget by \$23,333. This decrease primarily represents the decrease in personnel costs associated with reallocation of Parks personnel to the Parks department and privately contracting mowing services for city buildings.
- **Finance:** The FY 2021 budget for this department is proposed to increase from the FY 2020 amended budget by \$42,820. This is primarily due to increased costs associated with credit card usage for utility payments.
- **Police:** The FY 2021 budget for this department is proposed to increase from the FY 2020 budget by \$185,295. This is exclusively associated with normal personnel cost increases.

Transfers from General Fund to Park Fund: This budget includes maintaining the transfer from the General Fund to the Park Fund to help support those operational activities in the amount of \$100,000.

Expansion Items:

- Vehicle Counting Services - \$5,000 - Economic Development
- Website Redesign - \$9,100 - Communications

Expansion Items Not Included in City Manager's General Fund Proposed Budget:

- Attenuator - \$28,390 - Streets
- Dump Bed Plow and Spreader - \$77,972 - Streets

FY 2020 Ending Fund Balance – Operations:

After all the foregoing it is projected that the General Fund ending fund balance for FY 2021 will be a total of \$3,319,202. After reserving an amount equivalent to 20% of operating expenditures (\$2,015,215), as is the City's policy, a net unrestricted (available) fund balance of \$1,303,987 is projected at the end of FY 2021.

This amount is available for additional use as the Council directs. However, the economic climate at this time is uncertain and the pandemic leads to uncertainty among developers for future projects.. The need for larger available fund balance reserves is highly dependent on two factors - the predictability of the city's revenues and revenue growth and the volatility of our expenditures.

Because of this, the City Manager would encourage the Council for temperance in their consideration of the use of available fund balance.

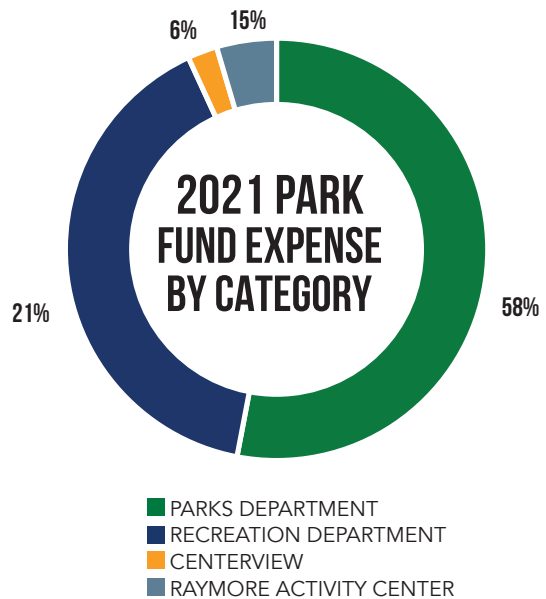
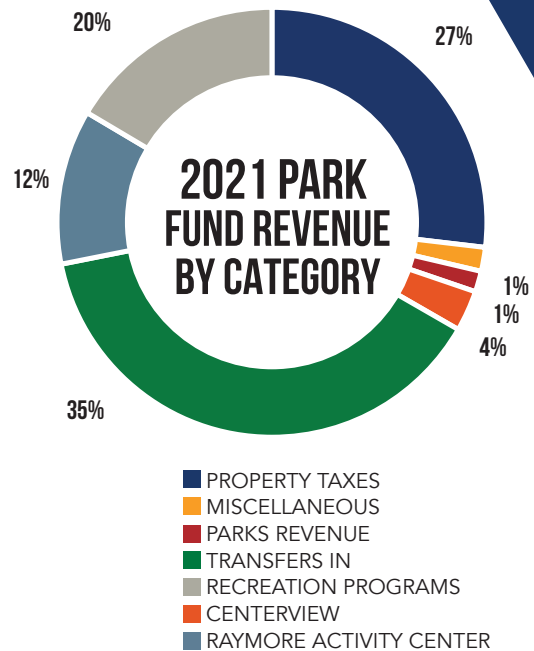
PARK FUND

The Parks & Recreation Board submitted a balanced operating budget as expenditures do not exceed revenues projected for the year and available fund balance to start the year, which, as every year, the City Manager forwards to the Council unchanged.

Revenues

In FY 2021 there is budgeted to transfer back into the Parks and Recreation Fund from the VERP Fund an \$56,192 as we transition from vehicle purchase to the Enterprise Leasing Program. This transfer is a one time amount and is not considered a source of operating revenue. Main sources of operating funding for the Park Fund are as follows:

- **Park Levy:** The Park Levy for the next year is \$0.1139 per \$100 of assessed valuation. Of every dollar of property tax paid by Raymore residents and businesses that come to the City, 9.08 cents goes for funding of the City's Parks & Recreation program. It is currently projected that this levy will generate \$434,873 in FY 2021, or approximately 28.43% of the total operating revenue.
- **Program Revenue:** Operating revenues derived from resident participation in programs and in rentals of facilities offered by the Department and associated concessions are conservatively budgeted to account for approximately 37.64% of all revenue into the Park Fund. In FY 2021 a total of \$575,760 is budgeted. This amount as a percentage of the overall operating revenue for the department is down from previous years due to the uncertainty of programming in light of the pandemic.
- **Park Sales Tax Fund Transfer:** In addition to the Park Levy, proceeds from part of the City's 2.5-cent sales tax go to the Parks Sales Tax Fund. An amount necessary to balance the Parks & Recreation budget is then transferred to the Park Fund. The department is not able to fund its operations entirely from the Property Tax Levy and Program Revenue and as discussed in the General Fund Revenue section of this message, Parks and Recreation Program Revenue is uncertain for the upcoming fiscal year due to the pandemic.



In FY 2021 it is budgeted to transfer \$400,000 from the Park Sales Tax Fund to the Park Fund.

- **Transfer from General Fund – General Assistance:** As noted above in the discussion of Transfers from the General Fund, it is budgeted in FY 2021 to maintain the transfer to the Park Fund in the amount of \$100,000.

Expenditures

Parks and Recreation Expenditures are budgeted to increase from the FY2020 budget amount by only \$5,083. This increase is primarily associated with normal personnel movement through the chart and changes in personnel.

It should be noted that Recreation personnel costs are again being distributed to the RAC and to Centerview as appropriate.

Expansion Items: None

Expansion Items Not Included: None

ENTERPRISE FUND (WATER, SEWER AND SOLID WASTE)

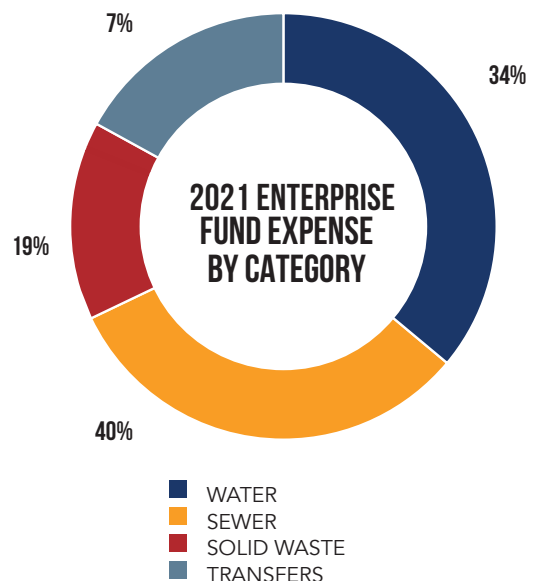
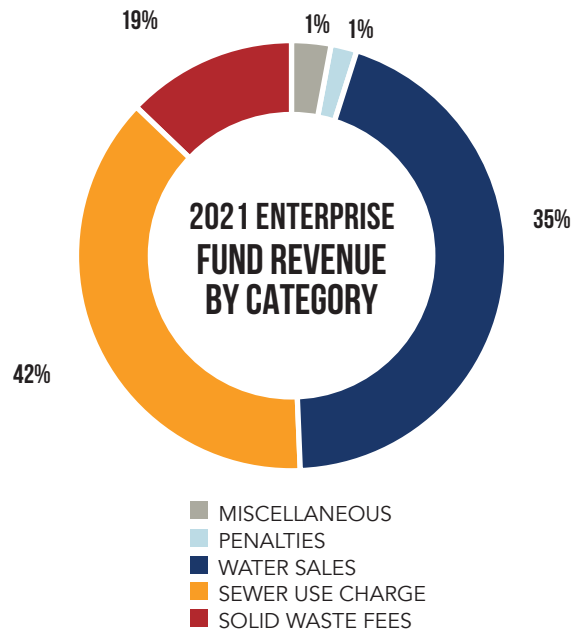
Revenues

- The Enterprise Fund is funded mainly by water and sewer sales and fees charged for solid waste collection. FY 2021 revenues are projected to come in just slightly higher than FY 2020 budgeted as staff continues to refine the cost of service model to accurately reflect revenues in each division (water and sewer) to only cover expenses associated with providing this utility.
- FY 2021 water and sewer use charges reflect water rates remaining the same and an increase in sewer rates of \$0.30.

Expenditures

Water: The cost to purchase water from Kansas City Water Services (KCWS) is included in this budget. The budgeted amount for this purchase in FY 2021 is \$1,882,213. This amount is slightly lower than the FY 2020 budget amount reflecting a decrease in consumption as there will be no increase in the cost to purchase water from Kansas City.

Sewer: The cost of treatment of sewer by the Little Blue Valley Sewer District is included in this budget. The budgeted amount for this service in FY 2021 is \$1,516,529. The cost of treatment of sewer by the Middle Big Creek Sewer will increase to \$37.00 per connection per month for a total cost of \$835,164 in FY 2021.



Solid Waste:

Revenues and expenditures for the solid waste, recycling, and yard waste pickup service are shown in the Enterprise Fund.

In FY 2019 the City changed its provider for these services and purchased new carts used for solid waste and recycling. Households being picked up are charged only what the City is charged to have these services provided and to pay back the cost of the carts over

a six year period. It is a pure cost of service program. For the FY 2020 period the cost for these services was \$14.45 for trash and yard waste service only or \$19.65 for trash, yard waste and recycling. At this writing the provider has not yet determined the rates for FY 2021. The proposed budget reflects no increase at this time.

In addition, each household pays \$1.50 on top of those amounts to pay for the cost of the carts.

Transfers Out:

1. The Enterprise Fund makes an annual payment to the General Fund for services provided by General Fund operations for the benefit of the utility. The payment is made according to a formula for the calculation of the cost of services provided, as outlined in the "Transfers from Enterprise Fund to Other Funds" chapter in the Enterprise Fund. The calculated transfer amount for FY 2021 is \$967,988
2. The Enterprise Capital Maintenance Fund was established in FY 2010. The Fund receives a transfer from the Enterprise Fund to reserve funds to pay for major capital projects that are related to serving existing ratepayers (as opposed to projects related to growth and maintenance, which are funded from the Water Connection Fee Fund or the Sewer Connection Fee Fund). In FY 2021 the amount for this transfer is \$600,000.

Expansion Items: None

Expansion Items Not Included: None

DEBT SERVICE FUND

The Debt Service Fund accounts for debt service on all debt issuances the City has made for capital improvements that are still outstanding.

Prior to the close of FY 2021 total debt service payment is scheduled to be \$3,274,375 plus whatever debt service will be associated with the 2020 Issues passed by the voters on Aug. 4. In order to achieve bank qualified issues the City will most likely do bond sales in the late fall of 2020 and again in early 2021. Eight issues are currently outstanding at this writing. The total debt of the City is currently \$28,470,000.

INTERNAL SERVICES FUNDS

The Vehicle and Equipment Replacement Fund (VERP) is a sinking fund for the replacement of existing equipment. In 2020 the cars and pickups up to 550's transitioned from being purchased through the VERP method to being leased through Enterprise Leasing. Larger vehicles and specialized rolling stock continue to be purchased using the VERP method:

- **Engineering:** 2 salt spreaders
- **Police:** digital cameras for patrol cars
- **Streets:** 1 snowplow, 1 Kubota Mower
- **Water/Sewer:** 1 Sewer Easement Machine
- **Parks and Recreation:** 1 Kubota Mower, 1 Gator, 1 Case Tractor, 1 Brush Hog

The Restricted Revenue Fund (04) is used to account for and restrict funds that the City receives or that the Council allocates for a specific operating purpose, but which might not be spent in that budget year. The funds are deposited directly into the fund using a dedicated revenue account for each source, and expended or transferred from that specific account.

CAPITAL BUDGET

The FY 2021 Capital Budget and 2021–2025 Capital Improvements Program (CIP) are included in a separate document. The first year of the 5-year CIP is incorporated into the annual budget as the Capital Budget. A separate transmittal letter is submitted summarizing the FY 2021 Capital Budget and 5-year CIP.

Combined Operating Expenditures by Fund

General Fund:

Administration	1,345,938
Information Technology	615,336
Economic Development	159,934
Development Services	733,110
Engineering	447,538
Streets	825,134
Stormwater	296,391
Building & Grounds	354,623
Municipal Court	141,670
Finance	690,877
Communications	198,020
Prosecuting Attorney	24,400
Police	4,115,077
Emergency Management	128,028
Transfer Out	401,363

Total General Fund 10,477,439

Parks and Recreation Fund:

Parks	882,359
Recreation	323,139
Centerview	92,782
Raymore Activity Center	227,675

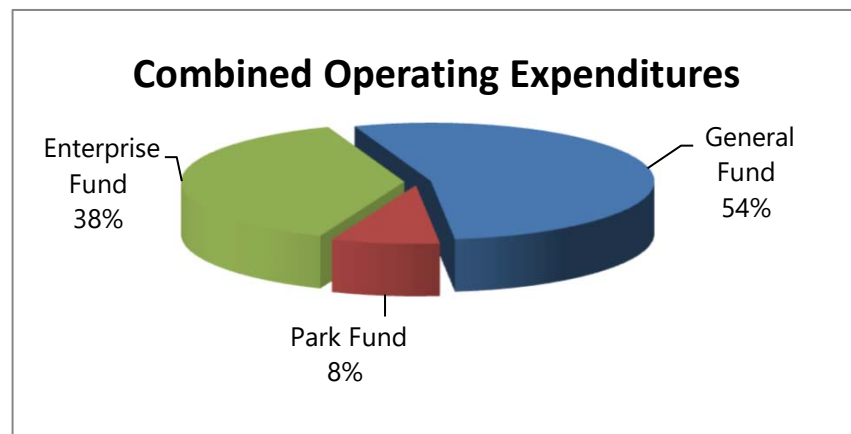
Total Parks and Recreation Fund 1,525,955

Enterprise Fund

Water	2,643,307
Sewer	3,136,279
Debt Service	-
Transfer Out	1,677,542

Total Enterprise Fund 7,457,128

Total Combined Operating Expenditures **\$ 19,460,522**



Combined Operating Expenditures by Service

Administration

Administration	1,345,938
Information Technology	615,336
Finance	690,877
Communications	198,020

Total Administration 2,850,171

Development

Economic Development	159,934
Development Services	733,110

Total Development 893,044

Transfer Out

Transfer Out	401,363
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Total Transfer Out 401,363

Parks and Property

Parks and Recreation	1,525,955
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Total Parks and Property 1,525,955

Public Works

Engineering	447,538
Streets	825,134
Stormwater	296,391
Building & Grounds	354,623
Water & Sewer	7,457,128

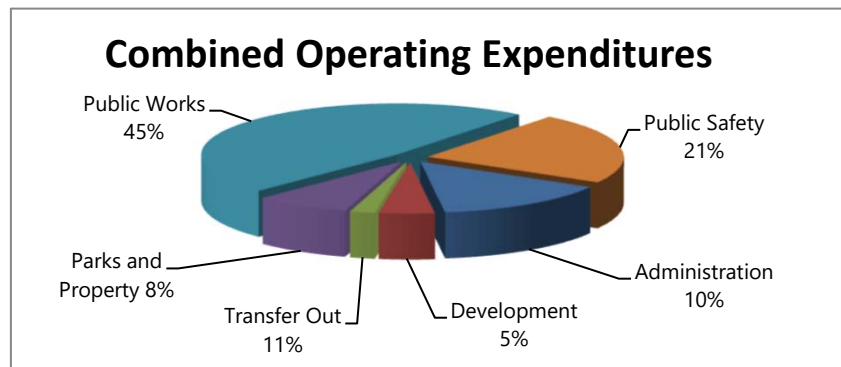
Total Public Works 9,380,814

Public Safety

Police	4,115,077
Emergency Management	128,028
Municipal Court	141,670
Prosecuting Attorney	24,400

Total Public Safety 4,409,175

Total Combined Operating Expenditures \$ **19,460,522**





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General Fund (01)

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 City Manager Proposed	2020-21 Council Adopted
Fund Balance								
Beginning of Year	3,397,540	3,446,381	3,004,427	3,193,524	3,193,524	3,307,534	3,307,534	3,307,534
Revenue								
Property Taxes	1,429,475	1,501,246	1,571,438	1,571,438	1,550,096	1,627,940	1,627,940	1,627,940
Franchise Taxes	2,247,932	2,141,098	2,171,765	2,171,765	2,139,770	2,205,109	2,205,109	2,205,109
Sales Taxes	3,457,607	3,518,612	3,518,123	3,518,123	3,554,323	3,574,758	3,574,758	3,574,758
Fees & Permits	593,788	379,521	194,779	194,779	343,705	211,305	211,305	211,305
Licenses	133,208	126,863	133,184	133,184	122,034	123,243	123,243	123,243
Municipal Court	306,974	364,807	326,464	326,464	276,385	327,167	327,167	327,167
Miscellaneous	457,892	561,866	544,193	544,193	509,384	494,233	494,233	494,233
Other Sources & (Uses)								
Transfer from Restricted Revenue Fund		14,000	-	-	-	30,000	30,000	30,000
Transfer from Transportation Fund	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000
Transfer from Stormwater S.T.	285,209	295,000	295,000	295,000	295,000	300,000	300,000	300,000
Transfer from Enterprise Fund	810,118	829,280	892,498	892,498	892,498	967,988	967,988	967,988
Transfer from Capital Funds	-	4,885	6,000	6,000	47,400	6,000	6,000	6,000
One-Time revenues								
Total Revenue	10,042,203	10,057,178	9,973,444	9,973,444	10,050,592	10,187,743	10,187,743	10,187,743
Total Fund Bal & Revenues	13,439,743	13,503,559	12,977,871	13,166,968	13,244,116	13,495,278	13,495,278	13,495,277
Expenditures								
Administration	952,361	1,133,388	1,336,407	1,409,963	1,376,839	1,345,938	1,345,938	1,345,938
Integrated Technology Systems	422,664	445,831	633,976	633,976	612,449	615,336	615,336	615,336
Economic Development	180,691	151,317	193,464	193,464	178,064	159,934	159,934	159,934
Development Services	660,929	669,458	690,510	690,510	679,765	733,110	733,110	733,110
Engineering	393,907	420,309	421,283	421,283	409,353	447,538	447,538	447,538
Streets	802,701	844,295	828,992	828,992	814,266	825,134	825,134	825,134
Building & Grounds	295,631	373,436	377,956	420,706	417,106	354,623	354,623	354,623
Stormwater	285,388	299,597	310,536	310,536	294,601	296,391	296,391	296,391
Municipal Court	128,249	122,331	139,454	145,054	140,318	141,670	141,670	141,670
Finance	624,343	598,580	632,057	648,057	643,094	690,877	690,877	690,877
Communications	279,685	179,544	186,021	186,021	182,321	198,020	198,020	198,020
Prosecuting Attorney	21,200	24,000	24,400	24,400	24,400	24,400	24,400	24,400
Police	3,911,255	3,989,485	3,929,782	3,962,215	3,932,283	4,115,077	4,115,077	4,115,077
Emergency Management	121,781	126,274	135,805	135,805	131,723	128,028	128,028	128,028
	9,080,785	9,377,845	9,840,643	10,010,982	9,836,582	10,076,076	10,076,076	10,076,077
Other	(3,775)							
Transfer Out to BERP Fund								
Transfer Out to Park Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer Out to Transportation Fund	62,220							
Transfer Out to Park Sales Tax Fund	20,000							
Transfer Out to Stormwater Sales Tax Fund								
Transfer Out to Capital Improvement Fund	600,000	708,000						301,362
Transfer Out to Restricted Revenue Fund	134,132	124,190						
	912,577	932,190	100,000	100,000	100,000	100,000	100,000	401,362
Total Expenditures	9,993,362	10,310,035	9,940,643	10,110,982	9,936,582	10,176,076	10,176,076	10,477,439
<i>Net Revenue over / under</i>	<i>48,841</i>	<i>(252,857)</i>	<i>32,801</i>	<i>(137,538)</i>	<i>114,010</i>	<i>11,667</i>	<i>11,667</i>	<i>(289,697)</i>
Fund Balance (Gross)	3,446,381	3,193,524	3,037,228	3,055,986	3,307,534	3,319,202	3,319,202	3,017,838
Less: Restricted Balances								
Less: Reserve Balance 20% of Exp	(1,816,157)	(1,875,569)	(1,968,129)	(2,002,196)	(1,967,316)	(2,015,215)	(2,015,215)	(2,015,215)
Available Fund Balance-End of Year	1,630,224	1,317,955	1,069,099	1,053,789	1,340,218	1,303,987	1,303,987	1,002,623

Real Estate Property Tax

General Ledger Codes:

01-00-4010-0000

Legal Authority:

Municipal Charter: Article XI; Section 11.8
State Statute: Chapter 67.110 & 140 RSMo
Missouri State Constitution: Article X

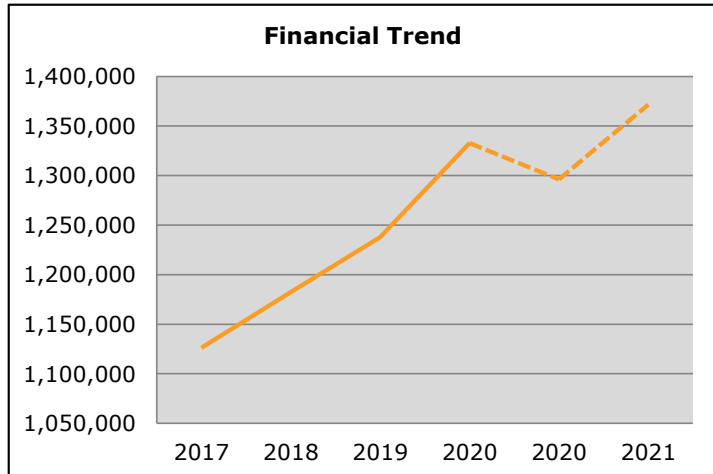
Revenue Description

Real Property Tax- Assessed property values are determined by taking the market value of the property, as determined by the county assessor, and multiplying by the assessment ratio. Assessment ratios are commercial at 32%, residential at 19%, and agricultural at 12%. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments through a vote of the people and within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Cass County collects and distributes the property taxes for the City of Raymore.

The FY21 City General Operating levy is 0.4231; the Debt Service levy is 0.7170 and the Parks levy is 0.1139 with real estate assessed valuation at \$327,462,696 compared to \$319,448,641 last year. The collection rate is estimated at 99%.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	1,018,838	3.41%
2012 Actual	1,022,402	0.35%
2013 Actual	1,049,059	2.61%
2014 Actual	1,029,637	-1.85%
2015 Actual	1,057,119	2.67%
2016 Actual	1,090,194	3.13%
2017 Actual	1,126,200	3.30%
2018 Actual	1,182,571	5.01%
2019 Actual	1,237,964	4.68%
2020 Budget	1,332,788	7.66%
2020 Projected	1,296,209	-2.74%
2021 Adopted	1,371,675	5.82%



Personal Property Tax

General Ledger Codes:

01-00-4020-0000

Legal Authority:

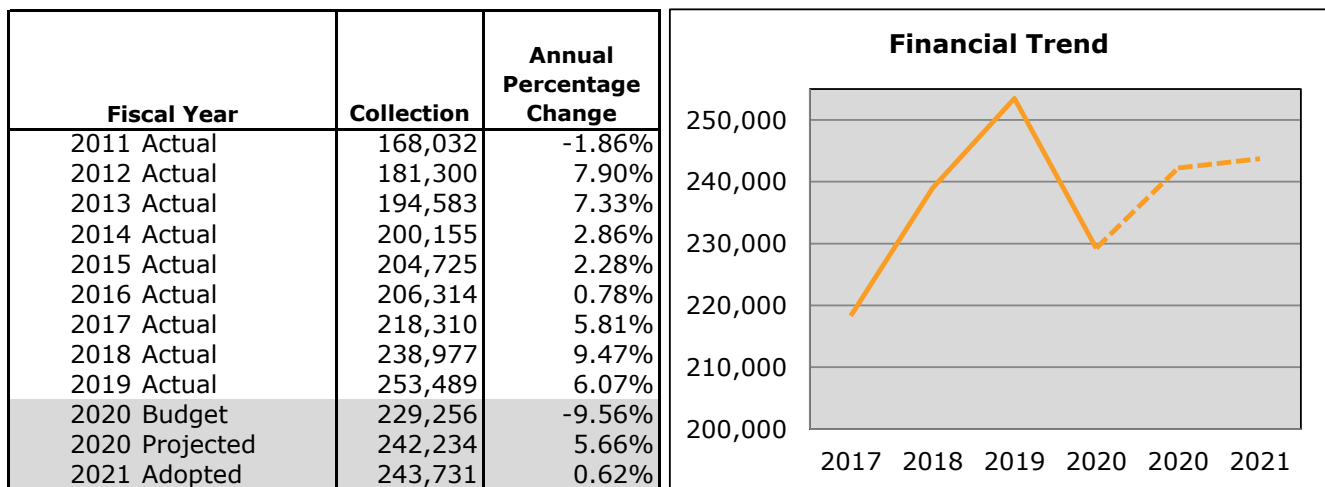
Municipal Charter: Article XI; Section 11.8
State Statute: Chapter 67.110 & 140 RSMo
Missouri State Constitution: Article X

Revenue Description

Personal Property Tax - assessed valuation is equal to 33% of market value set by the State Tax Commission. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments through a vote of the people within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, as determined using a formula from the State Tax Commission and applied by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY21 City General Operating levy is 0.4231; the Debt Service levy is 0.7170 and the Parks levy is 0.1139 with personal property assessed valuation at \$58,187,945 compared to \$55,175,555 last year. The collection rate is estimated at 99%.



Penalties

General Ledger Codes: 01-00-4030-0000	Legal Authority: Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 67.110 & 140 RSMo Missouri State Constitution: Article X
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Revenue Description

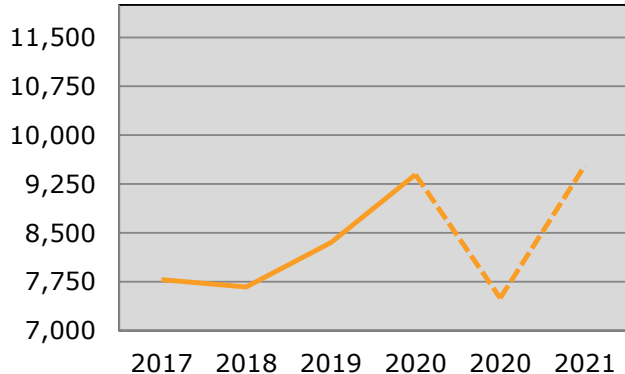
Penalties- are accrued beginning January 1 following the December 31 due date for yearly property tax billings. The delinquent property tax accrues interest at the rate of 2% per month compounded.

Property tax rates are set by local governments through the vote of the people within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, applied by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY21 revenue is estimated based on historical data trends.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	10,418	-2.93%
2012 Actual	9,906	-4.91%
2013 Actual	11,463	15.72%
2014 Actual	7,546	-34.18%
2015 Actual	7,612	0.88%
2016 Actual	7,614	0.03%
2017 Actual	7,785	2.24%
2018 Actual	7,672	-1.45%
2019 Actual	8,353	8.89%
2020 Budget	9,394	12.46%
2020 Projected	7,499	-20.17%
2021 Adopted	9,534	27.13%

Financial Trend



Motor Vehicle License Tax

General Ledger Codes:

01-00-4045-0000

Legal Authority:

Municipal Charter: Article XI; Section 11.8
State Statute: Chapter 137 RSMo.
State Statute: Section 301.340 RSMo.
Missouri State Constitution: Article X

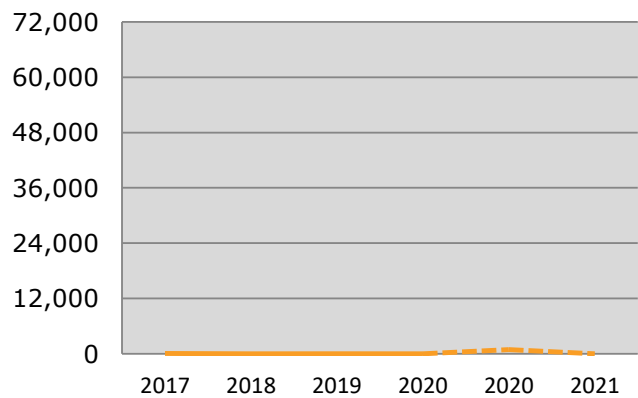
Revenue Description

Motor Vehicle License Tax -Upon voter approval a municipality is authorized to impose a motor vehicle license tax. Section 301.310 RSMo. establishes the basis for the license tax as either a flat rate or based on horsepower. Through FY 2012, the City of Raymore assessed a flat \$5.00 per vehicle and billing and collection was done in conjunction with property tax through the County.

On January 23, 2012 the City Council repealed this tax, effective in FY 2013. Revenues for FY16 were therefore budgeted at zero. The amount projected represents collections of delinquent taxes associated with this tax.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	67,050	5.38%
2012 Actual	68,642	2.37%
2013 Actual	3,673	-94.65%
2014 Actual	575	-84.34%
2015 Actual	270	-53.11%
2016 Actual	48	-82.31%
2017 Actual	100	110.04%
2018 Actual	0	N/A
2019 Actual	14	N/A
2020 Budget	0	N/A
2020 Projected	904	N/A
2021 Adopted	0	-100.00%

Financial Trend



Financial Institution Tax

General Ledger Codes:

01-00-4043-0000

Legal Authority:

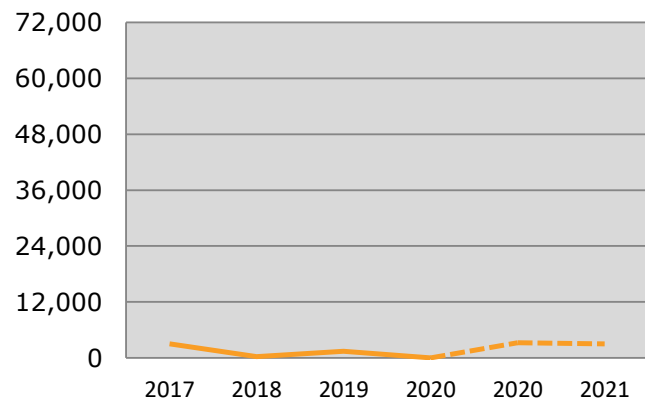
Municipal Charter: Article XI; Section 11.8
 State Statute: Chapter 137 RSMo.
 State Statute: Section 301.340 RSMo.
 Missouri State Constitution: Article X

Revenue Description

Financial Institution Tax-

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	1,126	-60.69%
2012 Actual	1,169	3.80%
2013 Actual	728	-37.68%
2014 Actual	23	-96.81%
2015 Actual	149	541.73%
2016 Actual	47	-68.38%
2017 Actual	3,040	6350.59%
2018 Actual	255	-91.60%
2019 Actual	1,425	N/A
2020 Budget	0	N/A
2020 Projected	3,250	N/A
2021 Adopted	3,000	-7.68%

Financial Trend



Land-Line Telecom Franchise Tax

General Ledger Codes:

01-00-4060-0000

Legal Authority:

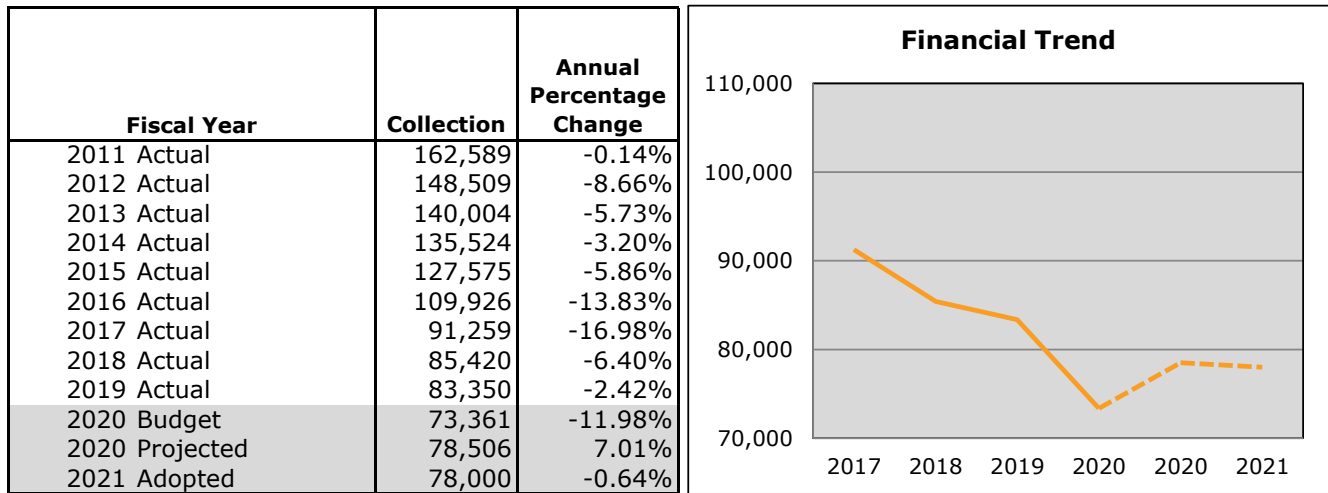
Municipal Charter: Article XII
Municipal Code: Section 640.010
Municipal Code: Section 640.030
State Statute: 67.2675-2714
Missouri State Constitution: Article X

Revenue Description

Each company or corporation engaged in the business of supplying public, non-municipal telephone services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the City limits.

Land-line and wireless telecommunications are split into separate accounts for budget reporting purposes.

Staff is projecting FY20 based on YTD revenue through June and average three years revenue for July through October. Staff is conservatively estimating FY21 revenues using FY20 projections.. The revenue in this line item is expected to decline over the years as customers discontinue land line service.



Evergy Franchise Tax

General Ledger Codes:

01-00-4065-0000

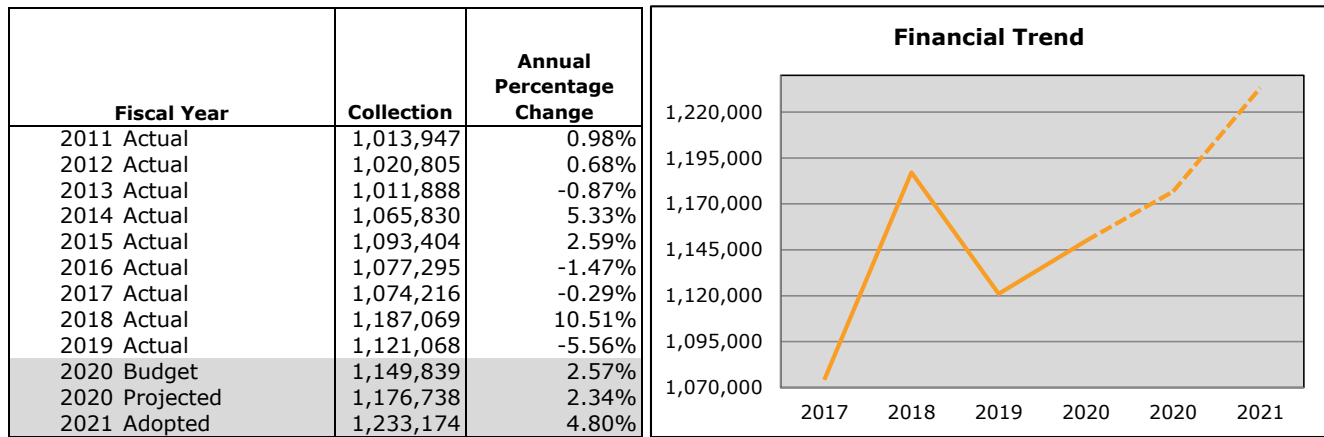
Legal Authority:

Municipal Charter: Article XII
Municipal Code: Section 640.010
State Statute: 393.297
Missouri State Constitution: Article X

Revenue Description

Evergy Electric (formerly KCP&L) - Each company or corporation engaged in the business of supplying public, non-municipal electric services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the city limits. This revenue source is dependent on weather conditions resulting in variances that are sometimes material.

During 2017 Staff requested an audit of accounts questioning the decrease of revenues being realized. During that audit it was discovered that not all of our city neighborhoods were appropriately marked within Raymore city limits. During 2019, KCP&L was required by the Public Utility Commission to refund customers for overcharging in the prior year. This resulted in approximately \$40,000 reduction of franchise revenue in FY19. FY20 projected revenues are based on actual revenues plus the average of the prior two years. Staff is conservatively estimating FY21 revenues using FY20 projections.



Osage Valley Elec Franchise

General Ledger Codes:

01-00-4070-0000

Legal Authority:

Municipal Charter: Article XII

Municipal Code: Section 640.010

State Statute: 393.297

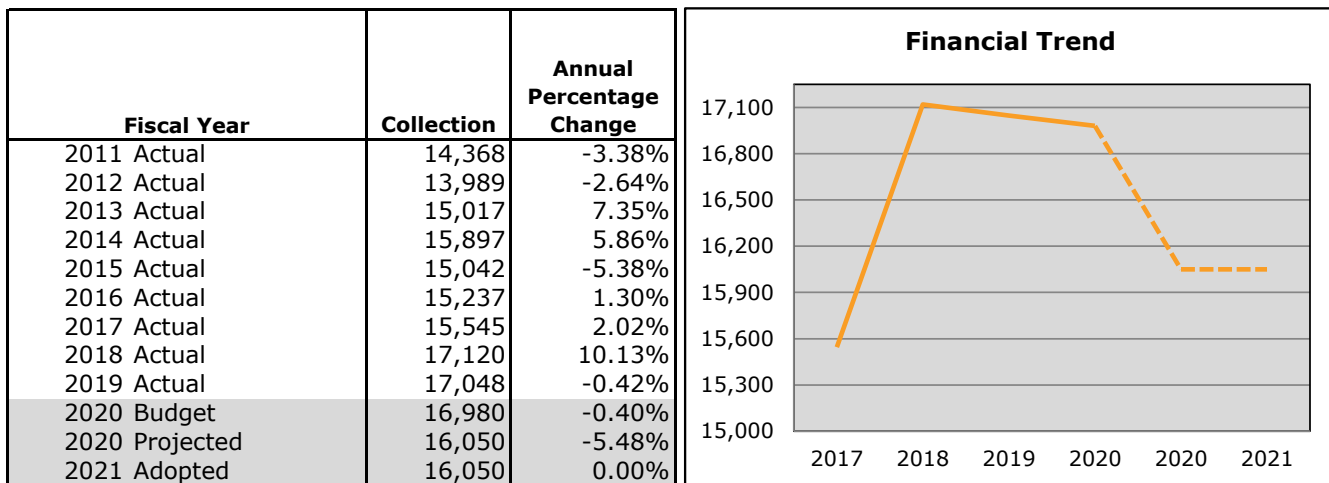
Missouri State Constitution: Article X

Revenue Description

Osage Valley Electric - Each company or corporation engaged in the business of supplying public, non-municipal electric services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the city limits. This revenue source is dependent on weather conditions resulting in variances that are sometimes material.

Osage Valley Electric serves the southern portions of the city limits bordering the county areas. Any land annexed further south will be served by this utility.

Because Osage Valley Electric revenues will only increase due to rate increases, annexation of additional property, and actual building taking place on same, FY20 projected is based YTD revenue through May and average three years revenue for June through October. The proposed FY21 revenue is conservatively estimated based on FY20 projection.



Spire Franchise Tax

General Ledger Codes:

01-00-4075-0000

Legal Authority:

Municipal Charter: Article XII
Municipal Code: Section 640.010
State Statute: 393.297
Missouri State Constitution: Article X

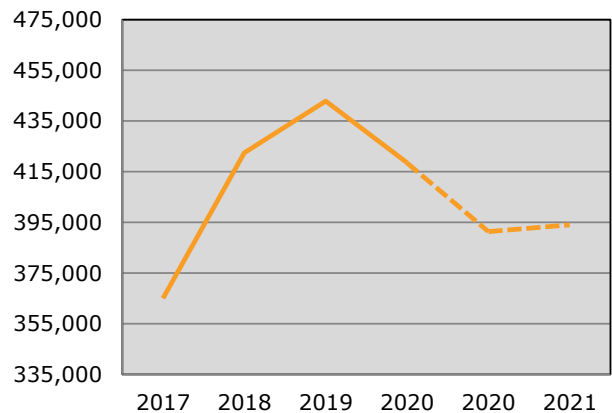
Revenue Description

SPIRE- Each company or corporation engaged in the business of supplying public, non-municipal natural gas services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the city limits. This revenue source is dependent on weather conditions resulting in variances that are sometimes material.

FY20 revenue is projected using YTD receipts through May and three-year average for Jun through Oct. The proposed FY21 revenue is conservatively estimated based on FY20.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	476,527	11.23%
2012 Actual	345,571	-27.48%
2013 Actual	400,566	15.91%
2014 Actual	441,005	10.10%
2015 Actual	436,592	-1.00%
2016 Actual	338,932	-22.37%
2017 Actual	365,051	7.71%
2018 Actual	422,436	15.72%
2019 Actual	442,869	4.84%
2020 Budget	418,459	-5.51%
2020 Projected	391,370	-6.47%
2021 Adopted	394,029	0.68%

Financial Trend



Internet Cable / Video Franchise Tax

General Ledger Codes:

01-00-4080-0000

Legal Authority:

Municipal Charter: Article XII

Municipal Code: Section 640.010

State Statute: 67.2689

Missouri State Constitution: Article X

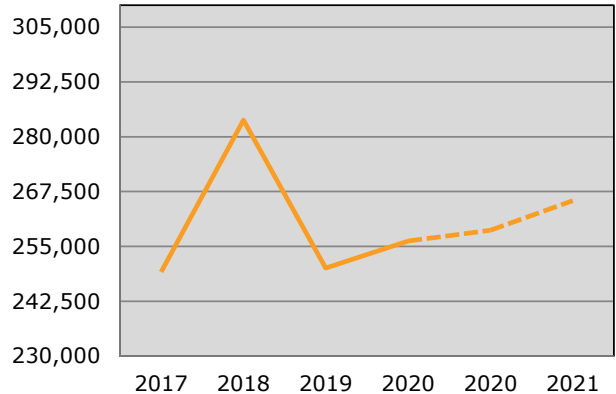
Revenue Description

Internet Cable / Video - Each company or corporation engaged in the business of supplying public, non-municipal cable services to the citizens pays an annual franchise tax of five percent (5%) of the gross receipts collected from the sale of this public utility service within the city limits.

FY20 revenues are projected using current receipts and historical trends. FY21 revenues are estimated using current rates and an additional 60 homes.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	222,379	6.55%
2012 Actual	237,278	6.70%
2013 Actual	242,431	2.17%
2014 Actual	255,751	5.49%
2015 Actual	271,528	6.17%
2016 Actual	300,334	10.61%
2017 Actual	249,165	-17.04%
2018 Actual	283,792	13.90%
2019 Actual	250,036	-11.89%
2020 Budget	256,223	2.47%
2020 Projected	258,667	0.95%
2021 Adopted	265,417	2.61%

Financial Trend



Wireless Telecom Franchise Tax

General Ledger Codes:

01-00-4090-0000

Legal Authority:

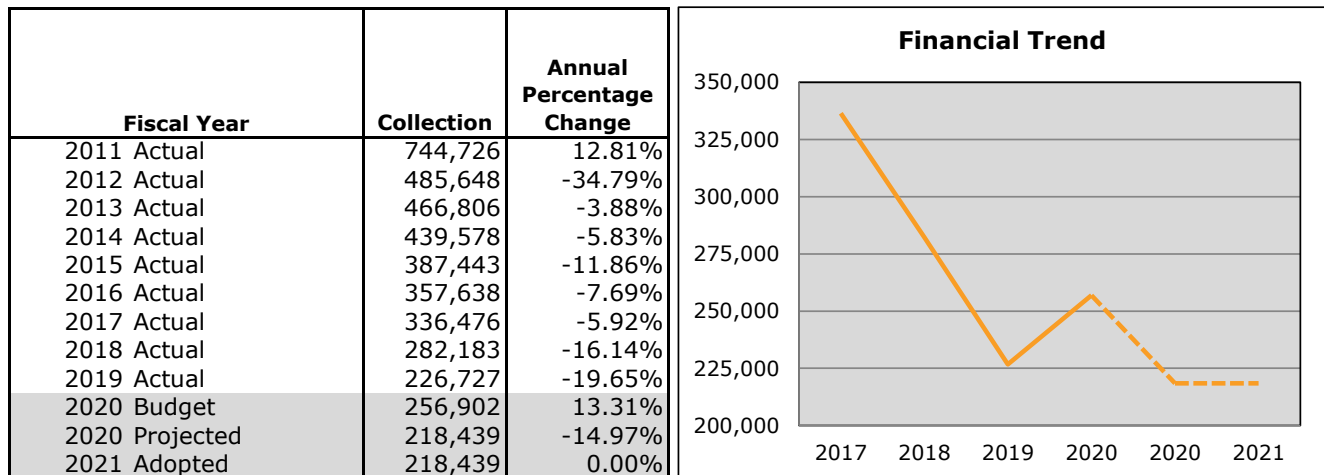
Municipal Charter: Article XII
Municipal Code: Section 640.010
Municipal Code: Section 640.030
State Statute: 67.2675-2714
Missouri State Constitution: Article X

Revenue Description

Miscellaneous - This revenue source reports franchise receipts from cellular telecommunications companies. Companies pay an annual franchise tax of seven percent (7%) of gross receipts collected.

In the recent past the spikes in revenue seen below can be attributed to various one-time settlements with the different wireless carriers. FY11 marked the end of the large settlements.

This revenue source has experienced decline over the past few years, due to the way the industry is offering coverage. This tax is only applicable to the cellular service and not the data service. Staff is projecting FY20 revenues based on current receipts and the percentage trend being observed. FY21 estimated revenues are based on the FY20 projections.



City Sales Tax

General Ledger Codes:

01-00-4100-0000

Legal Authority:

Municipal Code: Sections 145.010
State Statute: 94.500-94.550 RSMo
Missouri State Constitution: Article X

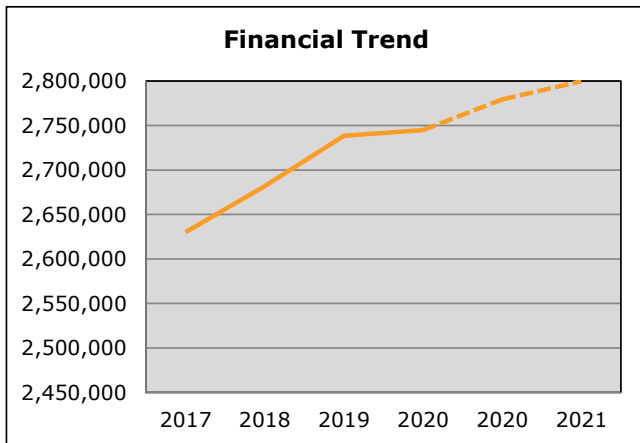
Revenue Description

City Sales Tax – All cities except those located in St. Louis County are authorized to collect a general revenue sales tax. City voters approved a general sales tax of one percent (1%) on receipts from the sale at retail of tangible personal property or taxable services.

In 2012 the Missouri Supreme Court invalidated out-of-state sales tax collection on motor vehicles for any jurisdiction that had not adopted a use tax. Raymore does not currently have a use tax. In 2013 a statute was enacted that restored this source as a sales tax, at least temporarily. Cities were given until the deadline date of November, 2016 to put before the voters a measure to permanently adopt this sales tax. In 2016 the legislation was passed to extend this deadline to 2018. In August of 2016 Raymore voters allowed this sales tax to remain in place.

The FY20 projected revenues are based on current receipts through May and the average receipts collected in the prior two years for June through October. The FY21 revenue is conservatively based on FY20 projections and a 2%

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	1,965,337	2.43%
2012 Actual	1,966,631	0.07%
2013 Actual	2,002,242	1.81%
2014 Actual	2,398,121	19.77%
2015 Actual	2,461,621	2.65%
2016 Actual	2,540,608	3.21%
2017 Actual	2,630,157	3.52%
2018 Actual	2,681,797	1.96%
2019 Actual	2,738,313	2.11%
2020 Budgeted	2,744,877	0.24%
2020 Projected	2,779,340	1.26%
2021 Adopted	2,799,775	0.00%



Gasoline Tax

General Ledger Codes:

01-00-4135-0000

Legal Authority:

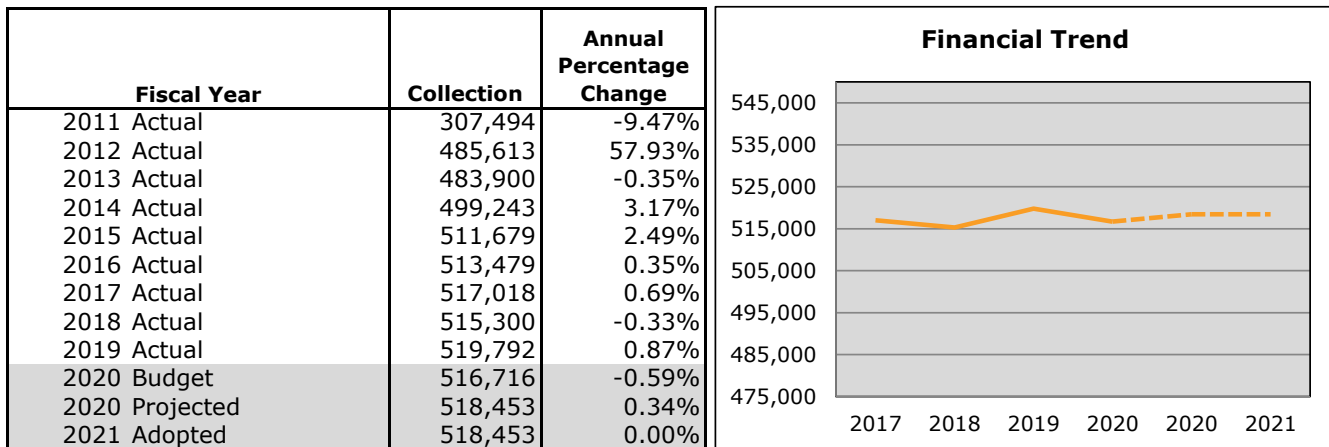
Missouri State Constitution: Article IV; Section 30b

Revenue Description

Gasoline Tax - All municipalities over 100 population share in 15 percent of the state highway fund, which includes revenues from the motor fuel tax. The state vehicle fuel tax (gasoline tax) is the local share of the state tax on motor vehicle fuel sold. Distribution is based on the population of the City as of the 2010 census count

Starting January 2012 the City recognized a significant increase in revenues received due to the adjustment associated with the 2010 census count.

The FY20 projected revenues estimated revenues are projected using YTD receipts through May and two year historical trend for June through October. FY21 is estimated using FY20 projections.



State Vehicle Sales Tax

General Ledger Codes:

01-00-4140-0000

Legal Authority:

Missouri State Constitution: Article IV; Section 30b

Revenue Description

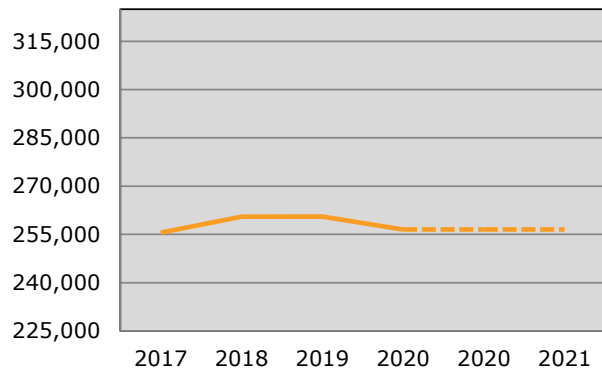
State Vehicle Sales Tax - All municipalities over 100 population share in 15 percent of the state highway fund that includes revenues from motor fuel tax, license and registration fees and one-half of the regular state sales tax on automobiles. The vehicle sales tax is based and allocated to the city in which the vehicle is titled.

Starting January 2012 the City recognized a significant increase in revenues received due to the adjustment associated with the 2010 census count.

The FY20 projected revenues estimated revenues are projected using YTD receipts through May and two year historical trend for June through October. The FY21 revenue is conservatively estimated using FY20 projections.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	114,900	9.32%
2012 Actual	194,382	69.18%
2013 Actual	206,143	6.05%
2014 Actual	230,377	11.76%
2015 Actual	239,915	4.14%
2016 Actual	247,175	3.03%
2017 Actual	255,531	3.38%
2018 Actual	260,510	1.95%
2019 Actual	260,507	0.00%
2020 Budget	256,530	-1.53%
2020 Projected	256,530	0.00%
2021 Adopted	256,530	0.00%

Financial Trend



Miscellaneous Permits

General Ledger Codes:

01-00-4155-0000

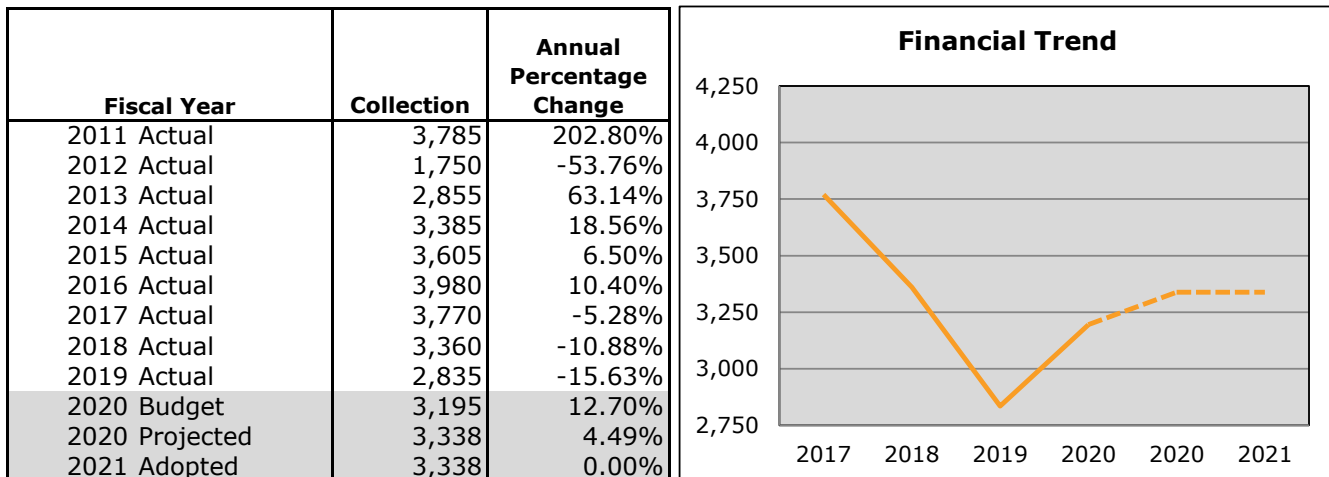
Legal Authority:

Municipal Charter: Section 12.3
Municipal Code: Section 500.080
Municipal Code: Section 215.030
Municipal Code: Section 610.010
State Statute: Chapter 89

Revenue Description

Miscellaneous Permits - Firework permits, solicitor permits and sign permits are recorded in this revenue account. Projections for future revenues are based on most recent historical activity.

FY20 projected revenues are based on YTD receipts through May and expected fireworks and solicitor permits. FY21 revenues are estimates to remain the same as FY20 projections.



Residential Building Permits & Plan Reviews

General Ledger Codes:

01-00-4160-0000

Legal Authority:

Municipal Code: Section 455

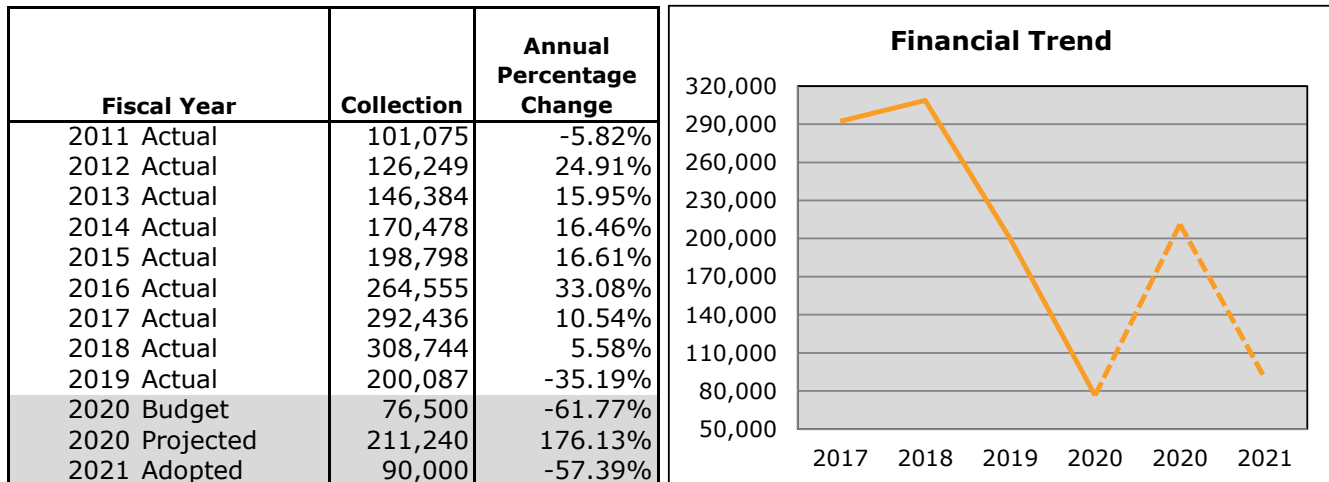
Municipal Code: Section 500-545

State Statute: Chapter 89

Revenue Description

Building Permits - A building permit must be obtained from the City before work is initiated on any construction job. Building valuation is calculated based on the Building Valuation Data from the April issue of Building Standards Magazine. Presently the fee is four dollars (\$4.00) per one thousand dollars (\$1,000) of building valuation. The residential building valuation to which the \$4.00 fee is applied is calculated on living area multiplied by the per square foot cost to build the individual structure.

Staff projects FY20 revenues based on current receipts through May. Revenues for FY21 are estimated based on 100 projected residential starts for the fiscal year with an average permit fee for these homes of \$900.



Commercial Building Permits & Plan Reviews

General Ledger Codes:

01-00-4161-0000

Legal Authority:

Municipal Code: Section 455

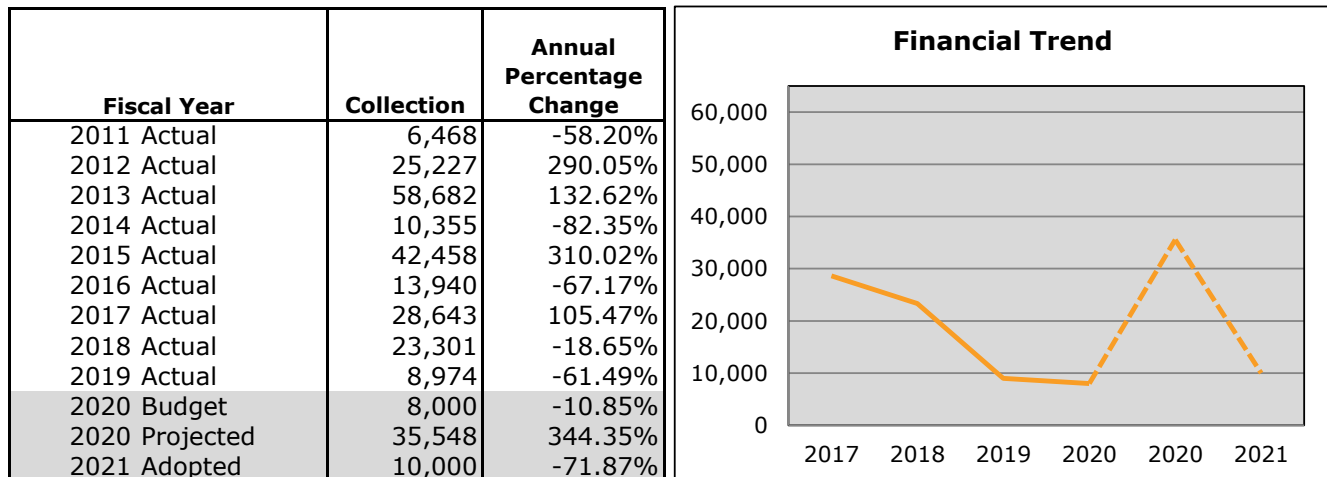
Municipal Code: Section 500-545

State Statute: Chapter 89

Revenue Description

Building Permits - A building permit must be obtained from the City before work is initiated on any building construction job. Building valuation is calculated based on the Building Valuation Data from the April issue of Building Standards Magazine. Presently the fee is four dollars (\$4.00) per one thousand dollars (\$1,000) of building valuation. Building valuation for all building types, other than residential, is calculated on the gross floor area multiplied by the per square foot cost to build the structure.

FY20 revenues are based on current receipts. FY21 revenues are a conservative estimate.



Engineering Inspection & Plan Reviews

General Ledger Codes:

01-00-4165-0000

Legal Authority:

Municipal Code: Section 455

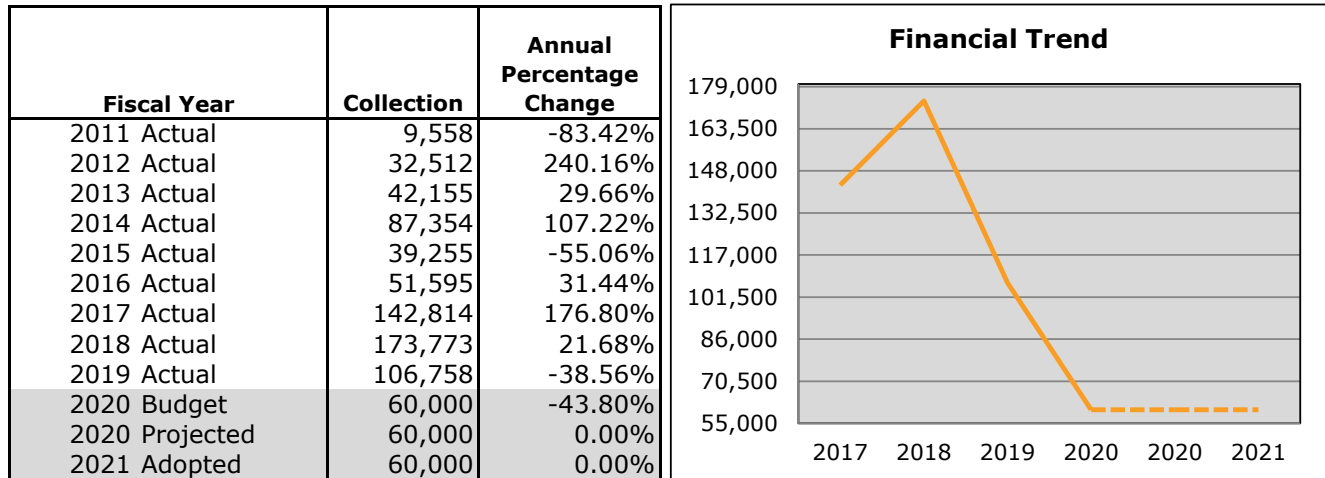
Municipal Code: Section 500-545

State Statute: Chapter 89

Revenue Description

Inspection Fees - These fees are collected for City-provided inspection of all infrastructure installed on private development projects. The fee is 5% for inspection services and an additional 1% for administrative costs in plan review.

FY20 projections are based on current receipts as well as one additional subdivision and Dean Avenue extension. FY21 is estimated based on one additional subdivisions



Land Disturbance Permits

General Ledger Codes:

01-00-4170-0000

Legal Authority:

Municipal Code: Section 455

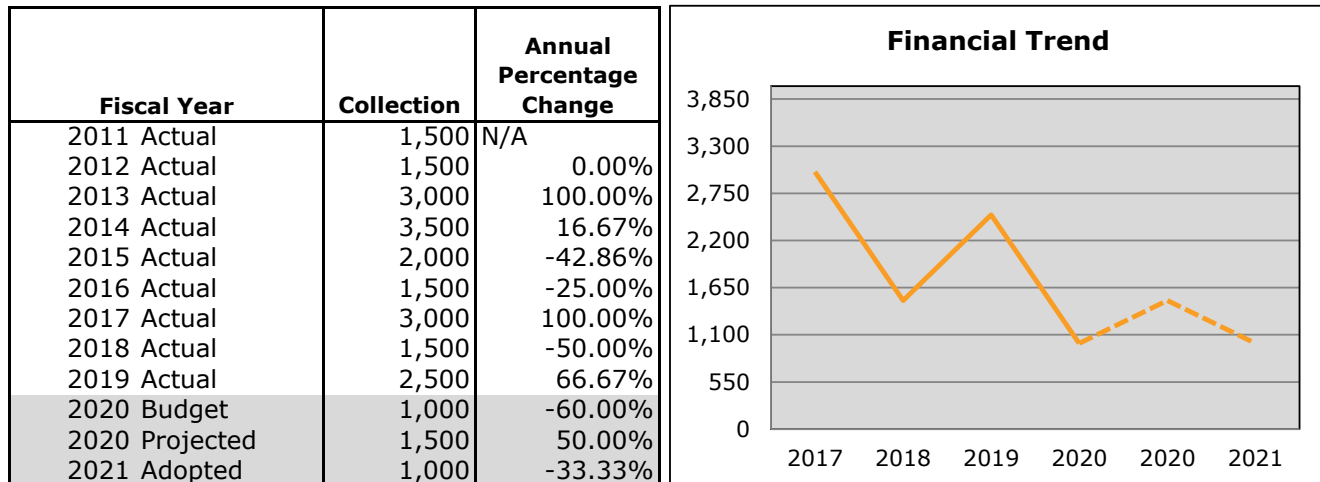
Municipal Code: Section 500-545

State Statute: Chapter 89

Revenue Description

Grading Permit - The revenues recorded in this account are fees charged to cover Engineering's inspection of initial grading for new projects.

FY20 projections are based on current receipts. FY21 staff anticipates two additional subdivisions in the coming year.



Right of Way Fees

General Ledger Codes:

01-00-4175-0000

Legal Authority:

Municipal Code: Section 455

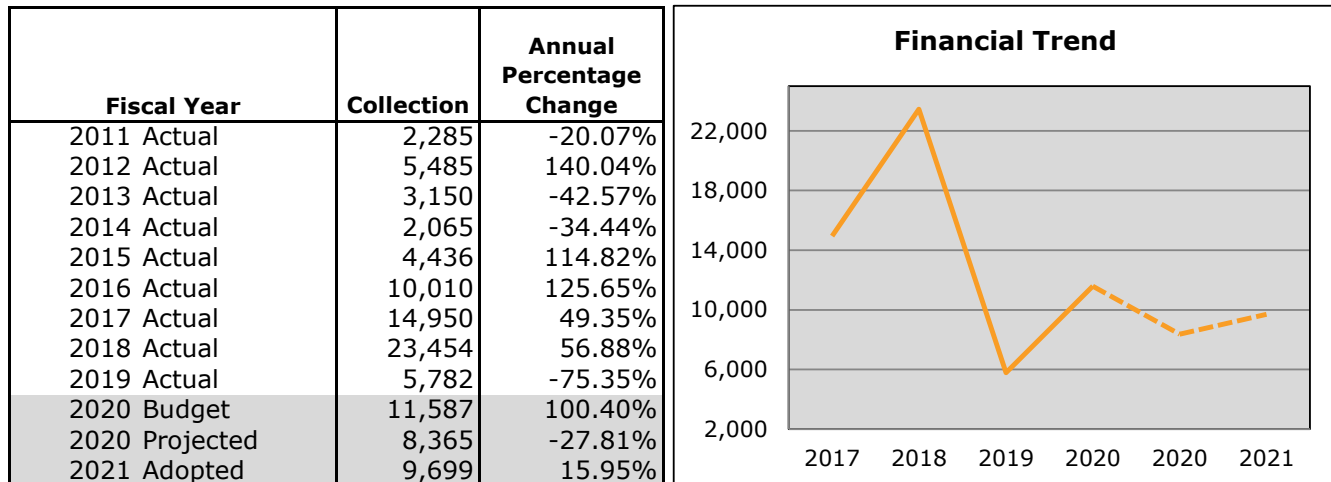
Municipal Code: Section 500-545

State Statute: Chapter 89

Revenue Description

Right of Way Fees are collected as part of the Land Disturbance Ordinance. This Ordinance helps the City keep track of what entity is working within our right-of-way. The permit fee covers the administrative costs and degradation fees associated with any disturbed infrastructure. The Right-of-Way fee is recommended by the City Engineer, approved by the City Council, and listed in the Schedule of Fees maintained in the City Clerk's office.

FY20 projections are based on current receipts and historical trends prior to Google permits. FY21 is conservatively based on the average of FY17, FY19 & FY20.



Zoning Fees

General Ledger Codes:

01-00-4180-0000

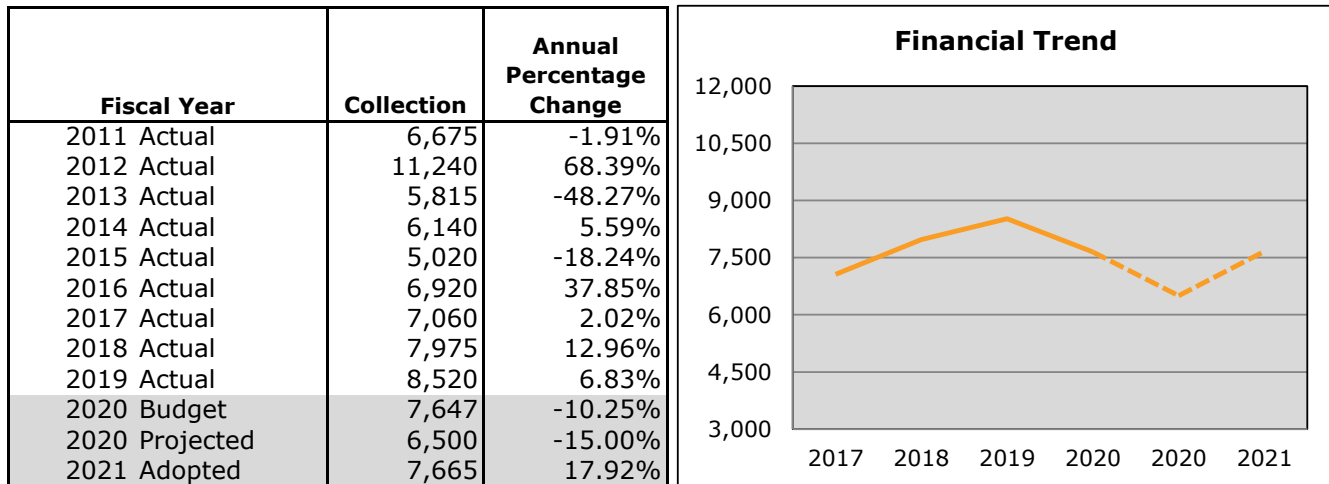
Legal Authority:

Municipal Code: Section 455
Municipal Code: Section 500-545
State Statute: Chapter 89

Revenue Description

Zoning Fees - Filing fees are charged for rezoning, variance requests and subdivision and conditional use permit requests. The fees offset advertising and administrative expenses.

Revenue estimates for FY20 and FY21 are based on best information available to date for the number and type of requests being estimated for the fiscal period.



Street Lights

General Ledger Codes:

01-00-4181-0000

Legal Authority:

Municipal Code: Section 455

Municipal Code: Section 500-545

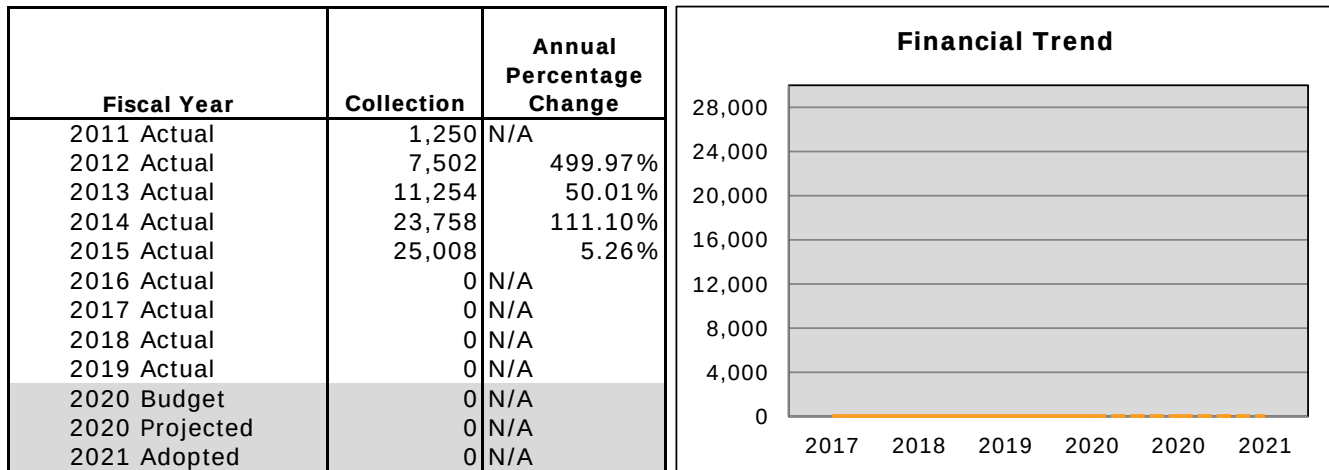
State Statute: Chapter 89

Revenue Description

Street Lights - Based on engineering estimates, five (5) years of estimated operating costs for street lighting in new developments is charged and recorded in this revenue account. After five years, the cost of street lighting in a development is assumed by the City.

During FY16, there was no additional development that required installation of street lights.

FY17 will have no revenue associated due to the fact that this fee will be eliminated effective November 1, 2016, as developers will be responsible for the installation of the street lights.



Plan Review Fees

General Ledger Codes:

01-00-4182-0000

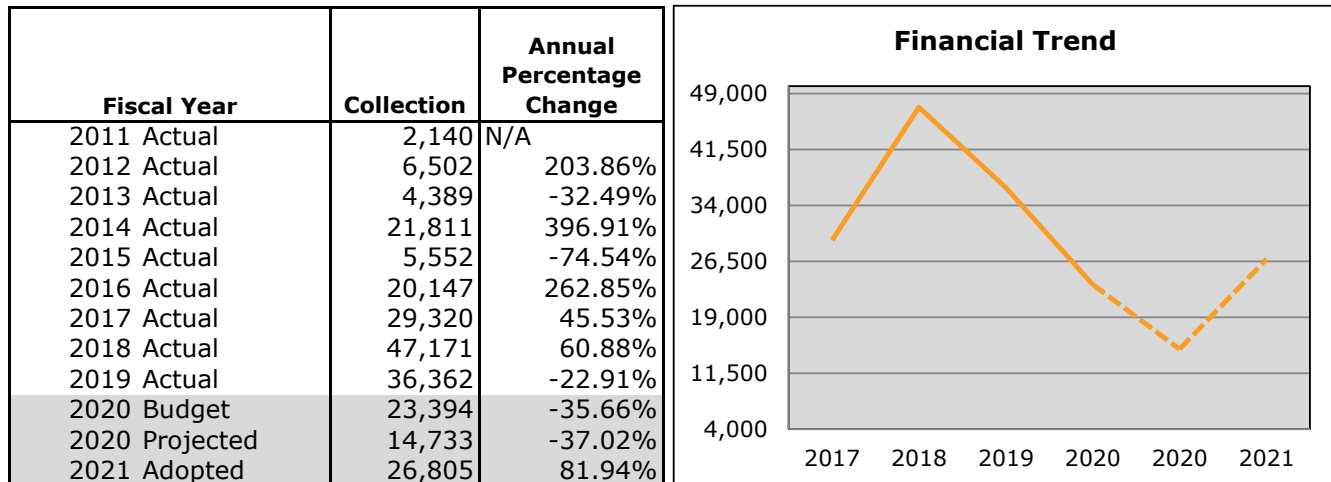
Legal Authority:

Municipal Code: Section 500.080
Municipal Code: Section 500-150
Municipal Code: 515.170
State Statute: Chapter 89

Revenue Description

Building Plan Review Fees - Plan review fees are set at a one-time forty-two dollar (\$42.00) fee for each new residential, duplex, or four-plex building plan submitted. For all other buildings the fee is forty-two dollar (\$42.00) for the first one hundred thousand dollars (\$100,000) of building valuation plus two dollars (\$2.00) per each additional one thousand dollars (\$1,000) of building valuation thereafter. Valuation is set by International Building Code specifications.

Revenues are based in part on historical trends and in part on estimated number of reviews projected for the fiscal year. FY20 revenue is based on receipts as of May and historical data. FY21 revenues are estimated based on the average of FY17, FY19 & FY20.



Code Enforcement Reimbursement

General Ledger Codes:

01-00-4184-0000

Legal Authority:

Municipal Code: Section 200

Municipal Code: Section 400

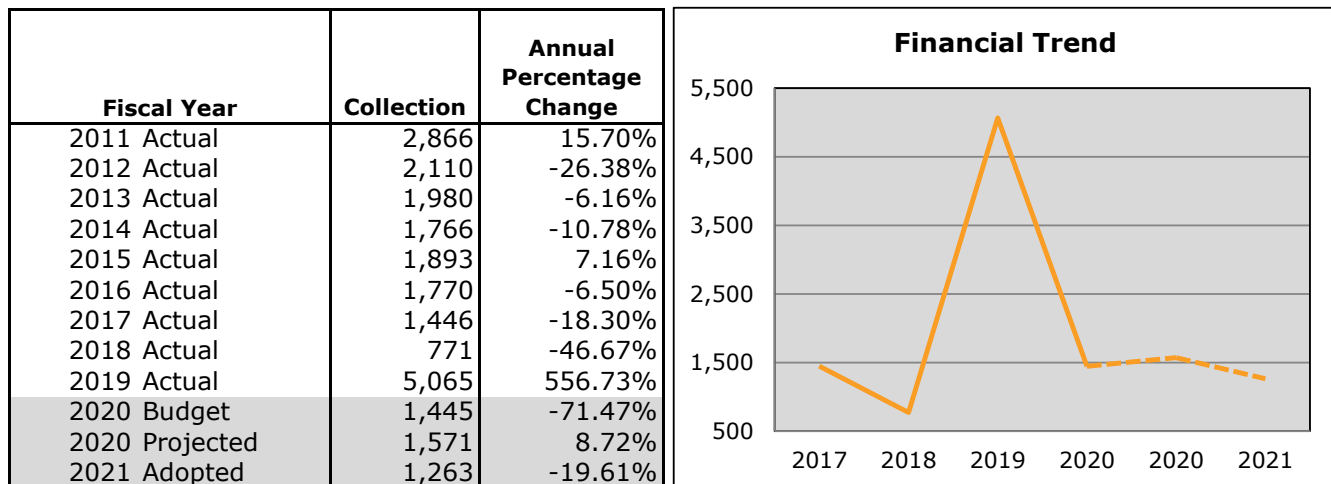
Municipal Code: Section 500

State Statute: Chapter 89

Revenue Description

Code Enforcement Reimbursement - The City is at times required to contract out code enforcement services for nuisance violations. The citizen is billed for actual reimbursement cost plus an administrative fee.

FY10 was the first year of recognition of this revenue stream by the City. FY20 projection is based on Nov-May actual plus the two year average of June-Oct. FY21 is estimated based on the average of FY17, FY18 & FY20.



Warning System Fees

General Ledger Codes:

01-00-4185-0000

Legal Authority:

Municipal Code: Section 455

Municipal Code: Section 500-545

State Statute: Chapter 89

Missouri Constitution: Article VI; Section 19-22

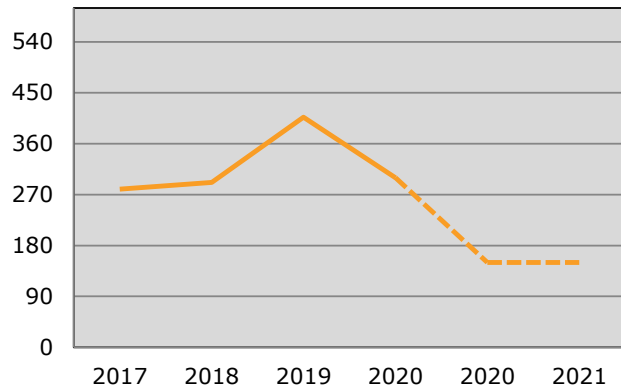
Revenue Description

Warning System Fees - Fees are derived from subdivision developments that require additional weather warning systems installed (tornado siren). Nine dollars (\$9.00) per acre is charged.

FY20 projections are based on current receipts. Staff is budgeting FY21 based on one new subdivision.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	20	N/A
2012 Actual	575	2764.97%
2013 Actual	265	-53.91%
2014 Actual	508	91.65%
2015 Actual	572	12.57%
2016 Actual	197	-65.47%
2017 Actual	280	41.59%
2018 Actual	292	4.38%
2019 Actual	407	39.44%
2020 Budget	300	-36.62%
2020 Projected	150	-49.99%
2021 Adopted	150	-0.02%

Financial Trend



Farmers Market

General Ledger Codes:

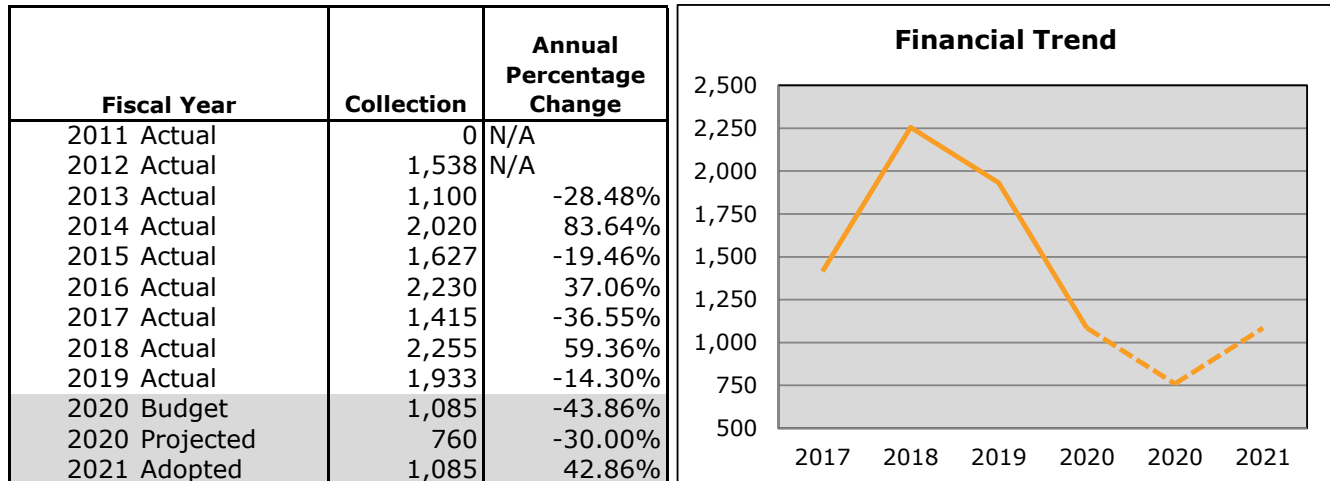
01-00-4186-0000

Legal Authority:

Revenue Description

Farmers Market - The City started a Farmers Market in 2012. Fees associated with rental of booth spaces are accounted for here.

The 2020 Farmers Market did not open until July. FY20 projected revenue is based on a late start to the Farmers Market due to COVID-19 Pandemic as well as historical data. FY21 projected revenues are estimated using FY20 projections.



Arts Commission

General Ledger Codes:

01-00-4187-0000

Legal Authority:

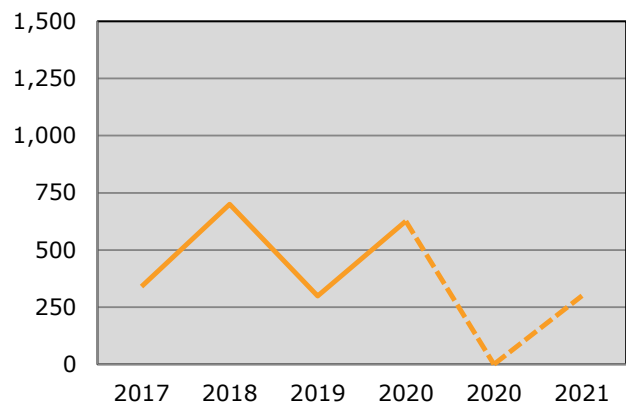
Revenue Description

Arts Commission- The City created an Arts Commission in 2015. Fees associated with art projects, rental of booth spaces, etc. are accounted for here.

FY20 projected revenue is \$0 because of no Summer Scene booth rentals due to the COVID-19 pandemic. FY21 projected revenues are estimated based on FY19 actual.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	620	N/A
2017 Actual	340	-45.16%
2018 Actual	700	105.88%
2019 Actual	299	-57.24%
2020 Budget	626	109.12%
2020 Projected	0	N/A
2021 Adopted	300	N/A

Financial Trend



Filing Fees

General Ledger Codes:

01-00-4190-0000

Legal Authority:

Municipal Code Section 105.040

State Statute: Section 115.001-122.650 RSMo.

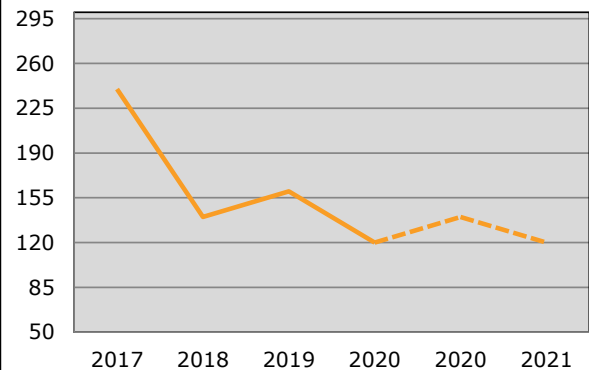
Revenue Description

Filing Fees - The City of Raymore charges \$20 per person for candidate filings for positions on the City Council.

FY21 revenues are based on an estimate of six filing fees.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	140	-46.15%
2012 Actual	220	57.14%
2013 Actual	240	9.09%
2014 Actual	100	-58.33%
2015 Actual	140	40.00%
2016 Actual	140	0.00%
2017 Actual	240	71.43%
2018 Actual	140	-41.67%
2019 Actual	160	14.29%
2020 Budget	120	-25.00%
2020 Projected	140	16.67%
2021 Adopted	120	-14.29%

Financial Trend



Occupational License Tax Fees

General Ledger Codes:

01-00-4200-0000

Legal Authority:

Municipal Code: Chapters 605

State Statute: Section 94.110 & 94.270 RSMo.

Revenue Description

Occupational License Tax Fees - This is a fee instituted for doing business within the City and is due and payable by the business, trade, occupation or avocation at the time of commencing operations with an annual renewal on or before the first day of January of each year. The City of Raymore fee is based on a flat rate of \$100 per business, with the exception of home-based occupations which was lowered to \$25.00 beginning November 1, 2014. The Hancock Amendment requires that an increase in business license fees must be put before a vote of the people.

FY20 revenues are projected based on YTD receipts through May plus a 4 year average of revenue for June through October. Staff estimates FY 2021 revenue based on the average of FY18, FY19 & FY20.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend
2011 Actual	110,900	5.47%	
2012 Actual	115,495	4.14%	
2013 Actual	106,555	-7.74%	
2014 Actual	98,777	-7.30%	
2015 Actual	106,553	7.87%	
2016 Actual	114,690	7.64%	
2017 Actual	119,746	4.41%	
2018 Actual	113,970	-4.82%	
2019 Actual	108,785	-4.55%	
2020 Budget	114,557	5.31%	
2020 Projected	105,336	-8.05%	
2021 Adopted	110,000	4.43%	

Liquor Licenses

General Ledger Codes:

01-00-4210-0000

Legal Authority:

Municipal Code: Section 600

State Statute: Section 94.270 RSMo.

State Statute: Chapters 311 & 312 RSMo.

Revenue Description

Liquor License - The City charges one and one-half times the rate charged by the state to licensed liquor providers as allowed by Section 311.220 RSMo.

FY20 projections are based on current receipts and historical trends. Staff estimates FY 2021 revenue based on the average of FY18, FY19 & FY20.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend
2011 Actual	9,165	4.53%	
2012 Actual	11,013	20.16%	
2013 Actual	11,466	4.11%	
2014 Actual	11,150	-2.76%	
2015 Actual	11,400	2.24%	
2016 Actual	11,588	1.64%	
2017 Actual	14,055	21.29%	
2018 Actual	13,568	-3.47%	
2019 Actual	13,354	-1.57%	
2020 Budget	13,698	2.57%	
2020 Projected	12,448	-9.12%	
2021 Adopted	13,123	5.42%	

Dog and Cat Licenses

General Ledger Codes:

01-00-4220-0000

Legal Authority:

Municipal Code: Section 205

State Statute: Section 94.270 RSMo.

Revenue Description

Dog License - All dogs or cats over the age of six months within the City limits must be licensed annually. The license is valid for the calendar year and is renewed each January 1st thereafter at the rate of \$5 for neutered and \$20 for un-neutered animals. Fees are increased to \$7.50 and \$30 if paid after January 31st.

FY20 projections are based November - May actual and the average of June - October for the two prior years. In FY21, dog & cat licenses will be no longer required.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend
2011 Actual	7,553	-4.30%	
2012 Actual	7,978	5.62%	
2013 Actual	7,078	-11.29%	
2014 Actual	6,950	-1.81%	
2015 Actual	7,115	2.38%	
2016 Actual	5,699	-19.90%	
2017 Actual	6,682	17.25%	
2018 Actual	5,511	-17.53%	
2019 Actual	4,564	-17.19%	
2020 Budget	4,809	5.38%	
2020 Projected	4,109	-14.56%	
2021 Adopted	0	-100.00%	

Municipal Court Fines

General Ledger Codes:

01-00-4250-0000

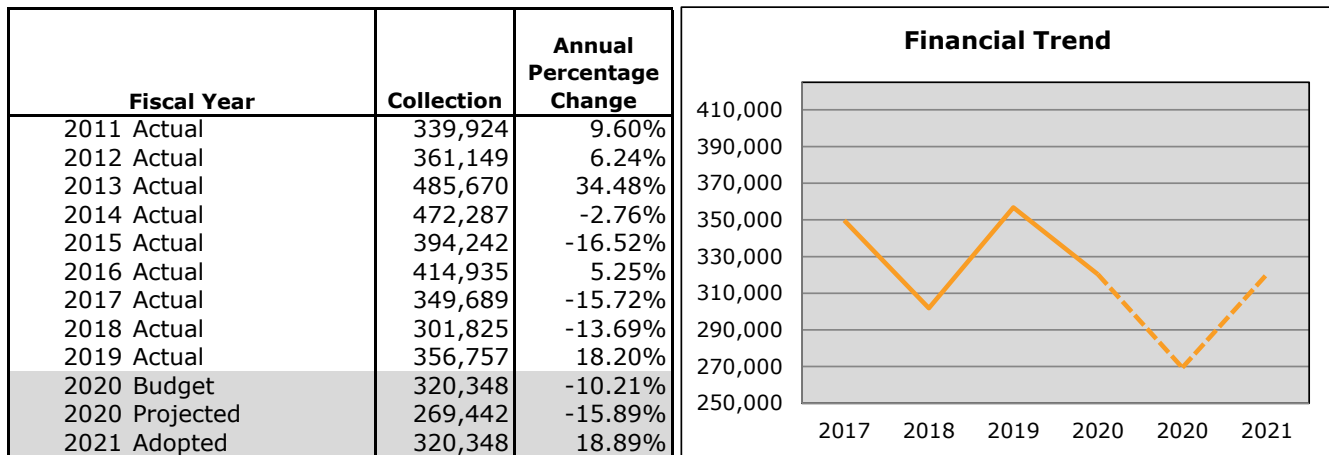
Legal Authority:

Municipal Code: Chapter 130
State Statute: Chapter 479

Revenue Description

Municipal Court Fines - Municipalities derive revenue from the fines and forfeitures collected in municipal court.

The FY20 projected revenues are based on current receipts through May and estimating receipts for June through October based on the average prior two years revenues for the same period. During FY20, the COVID-19 Pandemic forced the courts to be closed for several months. FY21 is held at the FY20 budget.



DWI-Drug Offense Reimbursement

General Ledger Codes:

01-00-4252-0000

Legal Authority:

Municipal Code: Section 130.290

State Statute: Chapters 479 & 483 & 590

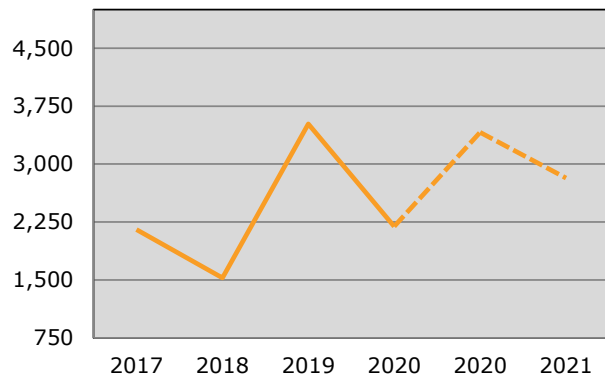
Revenue Description

DWI-Drug Offense Reimbursement - In addition to fines, municipalities may impose a court fee of \$12-\$15 (488.013 RSMo.) and levy a fee to recoup the additional costs related to traffic violations involving alcohol and drugs.

The inconsistent nature of when this type of offense may occur makes it difficult to project. FY21 revenue is based on the average of the previous three years.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	5,101	2.94%
2012 Actual	7,936	55.58%
2013 Actual	7,765	-2.15%
2014 Actual	3,400	-56.22%
2015 Actual	4,377	28.74%
2016 Actual	2,100	-52.02%
2017 Actual	2,154	2.57%
2018 Actual	1,527	-29.12%
2019 Actual	3,520	130.54%
2020 Budget	2,193	-37.69%
2020 Projected	3,411	55.54%
2021 Adopted	2,819	-17.35%

Financial Trend



Inmate Prisoner Detainee Security Fund

General Ledger Codes:

01-00-4253-0000

Legal Authority:

Municipal Code: Section 130.290

State Statute: Chapters 488

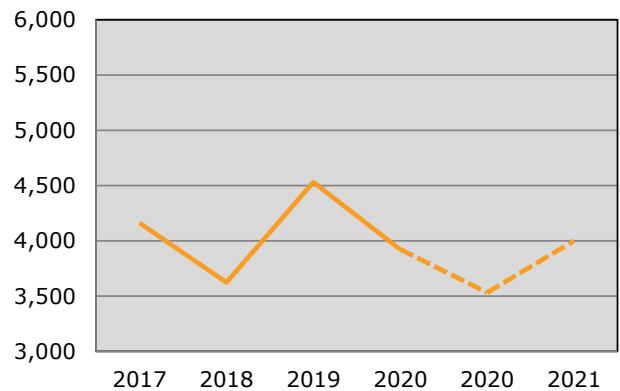
Revenue Description

Police Training Fees - In addition to any fine that may be imposed by the Municipal Judge there are assessed fees, as costs in all cases, an Inmate Prisoner Detainee Security Fund of \$2.00. This assists in providing additional funds for reimbursement of costs associated with inmate incarceration.

This revenue source was enacted by ordinance by the City Council on May 13, 2013. FY21 revenue is based on the average of the previous three years.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	864	N/A
2014 Actual	5,312	514.77%
2015 Actual	4,747	-10.63%
2016 Actual	5,044	6.25%
2017 Actual	4,161	-17.50%
2018 Actual	3,622	-12.95%
2019 Actual	4,530	25.07%
2020 Budget	3,923	-13.41%
2020 Projected	3,532	-9.97%
2021 Adopted	4,000	13.26%

Financial Trend



Animal Shelter Donations

General Ledger Codes:

01-00-4270-0000

Legal Authority:

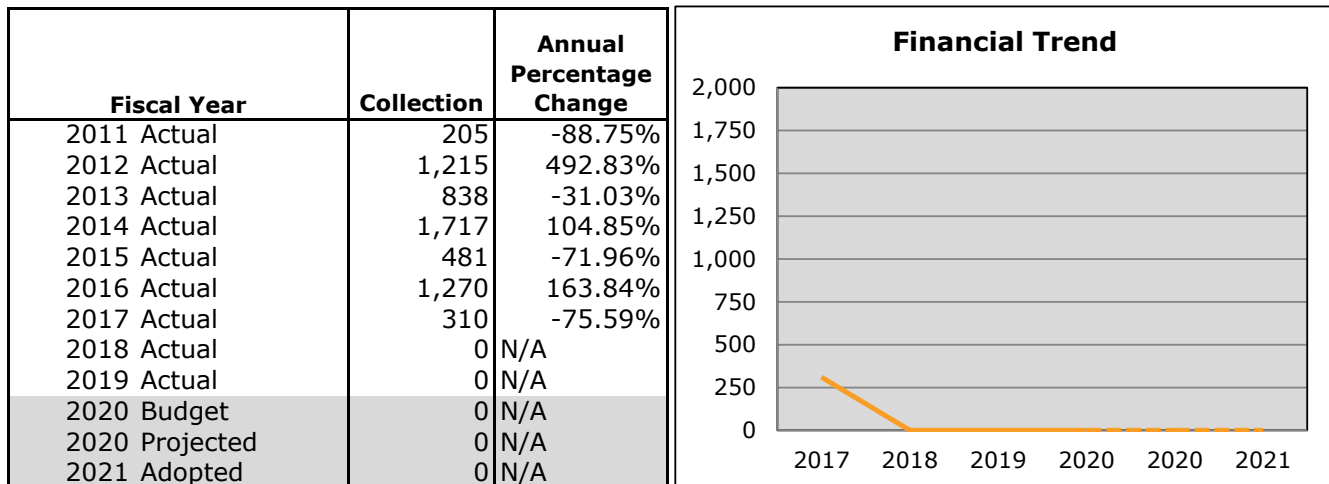
Municipal Code: Section 205

State Statute: 89

Revenue Description

Animal Shelter Donations - This account is used to account for donations received by citizens and local business to support the City's animal shelter. The inconsistent nature of revenue sources makes it very difficult to project and budget.

Animal Shelter Donations are deposited to the Raymore Foundation and distributed as needed by the Foundation.



Animal Control Fine Revenue

General Ledger Codes:

01-00-4275-0000

Legal Authority:

Municipal Code: Chapter 205

State Statute: Chapter 82

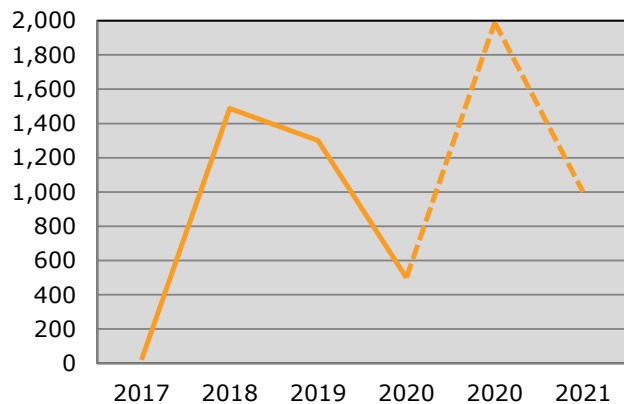
Revenue Description

Animal Control Fine - This account collects fines imposed by the Municipal Court for violations of the City's animal control regulations.

FY20 revenues are projected based on YTD receipts through May. FY21 is estimated using the average of FY18, FY19 & FY20 projection.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	938	14.39%
2012 Actual	791	-15.67%
2013 Actual	220	-72.19%
2014 Actual	865	293.18%
2015 Actual	265	-69.36%
2016 Actual	40	-84.91%
2017 Actual	20	-50.00%
2018 Actual	1,488	7337.50%
2019 Actual	1,300	-12.61%
2020 Budget	500	-61.54%
2020 Projected	1,990	298.00%
2021 Adopted	1,000	-49.75%

Financial Trend



Animal Sheltering Services

General Ledger Codes:

01-00-4280-0000

Legal Authority:

Municipal Code: Chapter 205

State Statute: Chapter 82

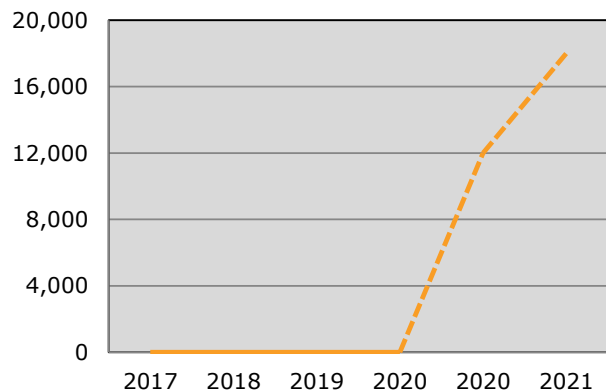
Revenue Description

Animal Control Fine - This account collects revenue for sheltering services provided to the City of Peculiar.

FY20 projections are based on a contract beginning March 1, 2020 at \$1500 per month. FY21 projections are based on 12 months of animal sheltering services at \$1500 per month.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	0	N/A
2020 Budget	0	N/A
2020 Projected	12,000	N/A
2021 Adopted	18,000	50.00%

Financial Trend



Dispatch Fees

General Ledger Codes:

01-00-4310-0000

Legal Authority:

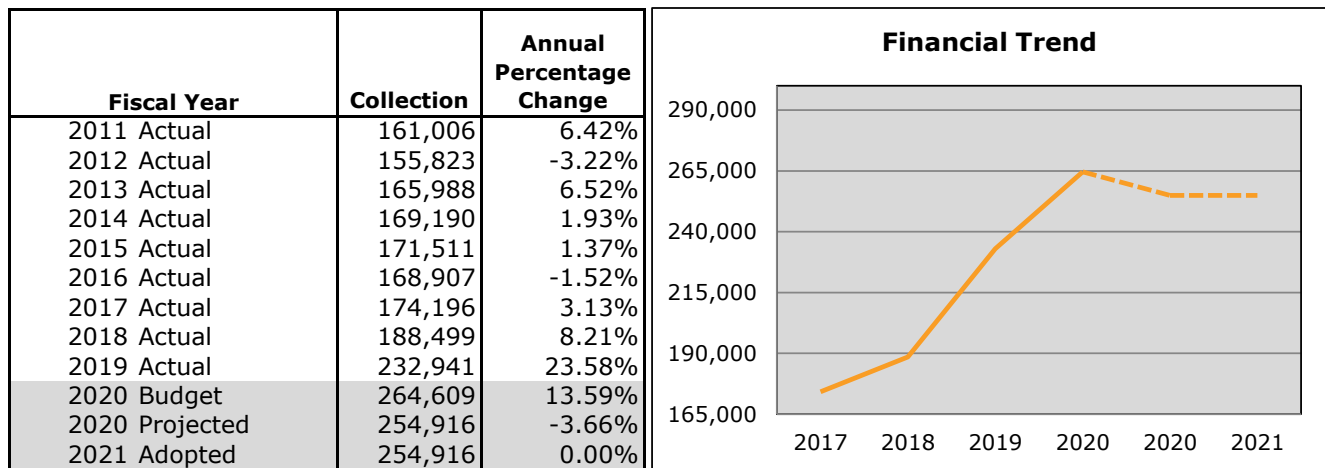
Municipal Code: 200

State Statute: Chapter 82

Revenue Description

Dispatch Fees - The City of Raymore Police Department provides dispatch service for the City of Peculiar, South Metro Fire Protection District and West Peculiar Fire District. The City of Peculiar is assessed a fee based on 5% of that City's assessed property values each year. South Metro Fire Protection District is assessed a fee based on the levy amount imposed by the fire district on all real and personal property within the district boundaries for the purpose of paying for a centralized dispatch center. Currently this levy is \$0.7091 per \$100 of assessed valuation in accordance with RSMo. 3210243(1). West Peculiar Fire District is assessed a fee based on 3% of the District's assessed property values each year. The City bills each jurisdiction annually. The South Metro Fire Protection District is allowed to submit communication equipment receipts up to 5% of the annual dispatch fee paid by the South Metro Fire Protection District.

The FY20 estimates to be received by both South Metro Fire Protection District, the City of Peculiar and West Peculiar Fire District are based on a 2% increase in their total assessed valuation and South Metro submitting a reimbursement request up to the maximum allowed amount.



SRO Services

General Ledger Codes:
01-00-4311-0000

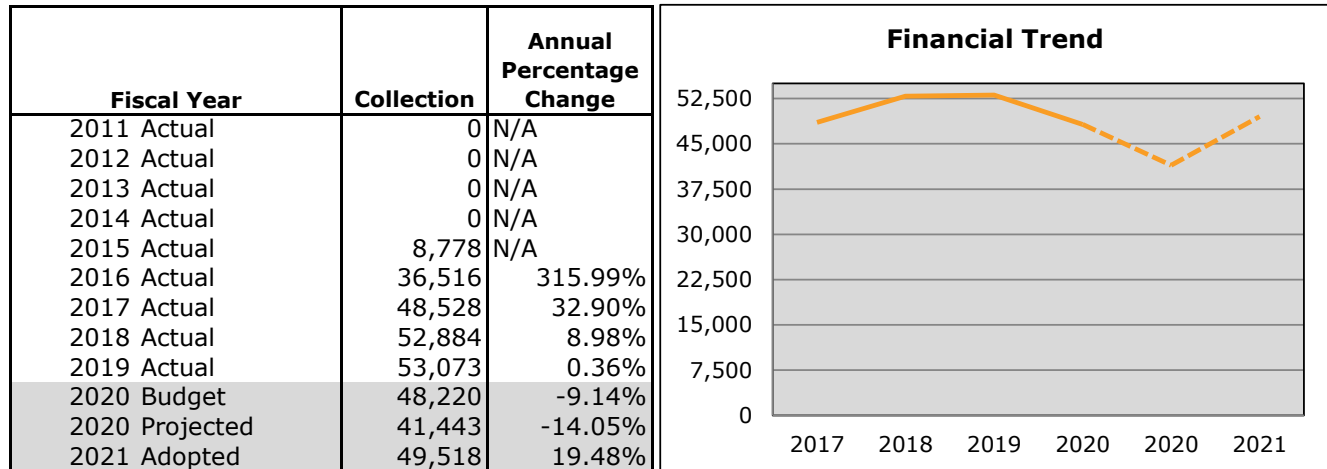
Legal Authority:
Municipal Code: State Statute: Chapter

Revenue Description

SRO Services- The City of Raymore provides school resource Officer services for schools in Raymore and the East Middle School. Ordinance 2020-035.

Rate is \$262 per day for each full day or \$131 per half day. Maximum of 212 full work days or combination thereof whenever school is in session.

Term of the agreement shall be from July 1, 2020 through June 30, 2021 as outlined in the SRO calendar and may be extended by mutual agreement of the City and District as deemed necessary to satisfy attendance requirements that may have been affected by inclement weather, or other factors.



Police Grants

General Ledger Codes:

01-00-4320-0000

Legal Authority:

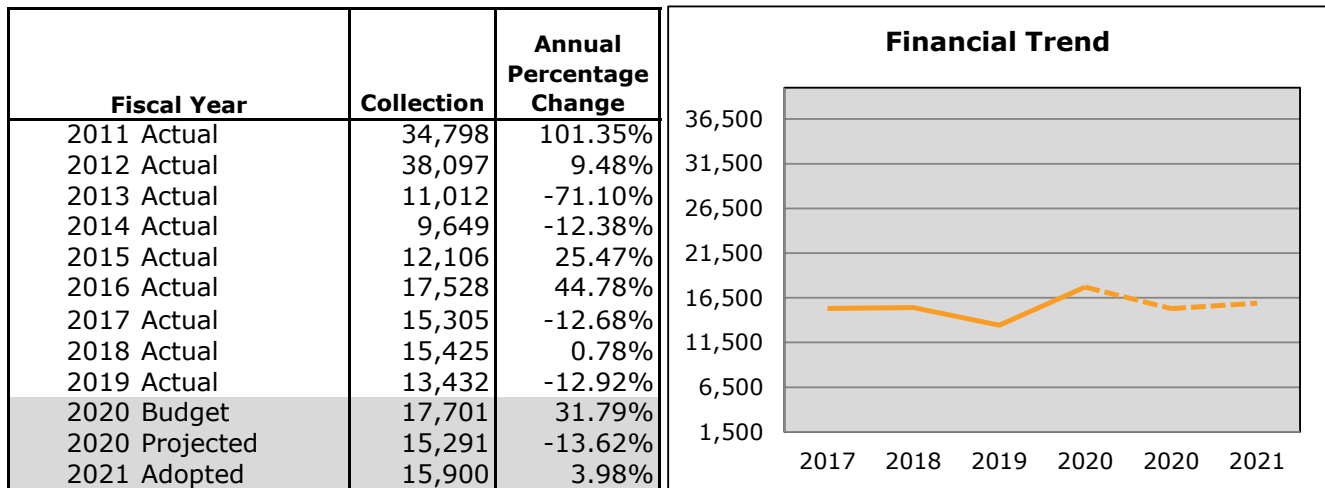
State Statute: Chapter 82

Revenue Description

Police Grants - The Safety Traffic Enforcement Program (S.T.E.P.) Grant provides reimbursement of overtime wages for hazardous moving violation enforcement and DWI checkpoints through the Missouri Division of Highway Safety. The City receives reimbursement for one-half the cost of body armor ballistic vests. Funding is approved through the U.S. Department of Justice-Bulletproof Vest Partnership Program.

FY20 revenues are projected using current receipts and estimated additional claims on available grant funds. FY21 revenues are estimated using the following applications and awards:

S.T.E.P.	\$ 13,500
BVP	\$ 2,400



Emergency Mgmt Grant

General Ledger Codes:

01-00-4325-0000

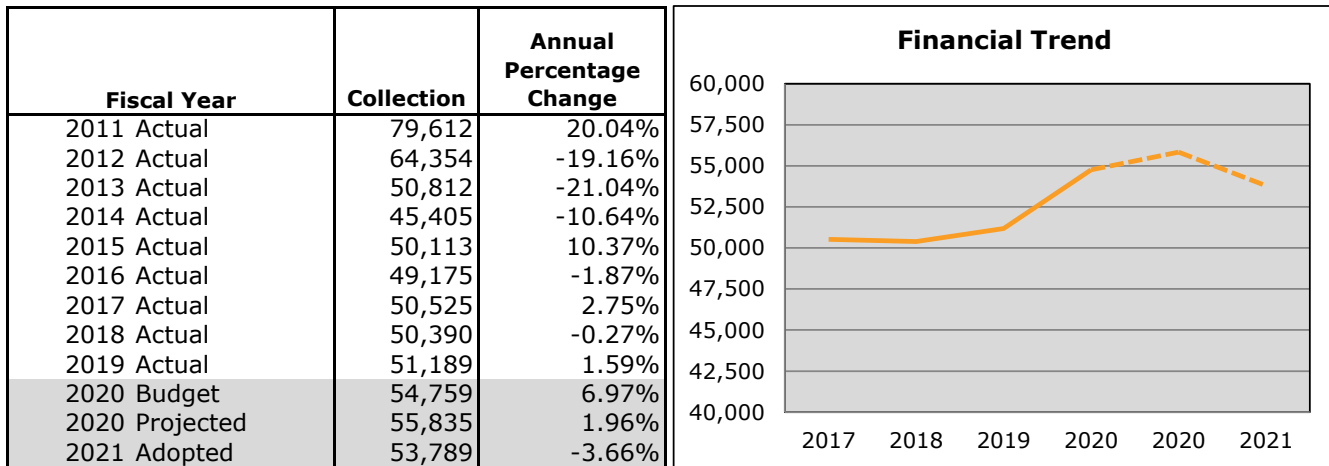
Legal Authority:

State Statute: Chapter 82

Revenue Description

Emergency Management Grant - Grants received for the current fiscal year (FY19) include \$54,788 from the Federal Government for emergency management related expenditures, primarily salary and benefit costs. Additional funds are distributed to each entity at the end of each grant year if leftover funds are available.

FY20 revenues are estimated based on grant application submitted and accepted.



Copies

General Ledger Codes:

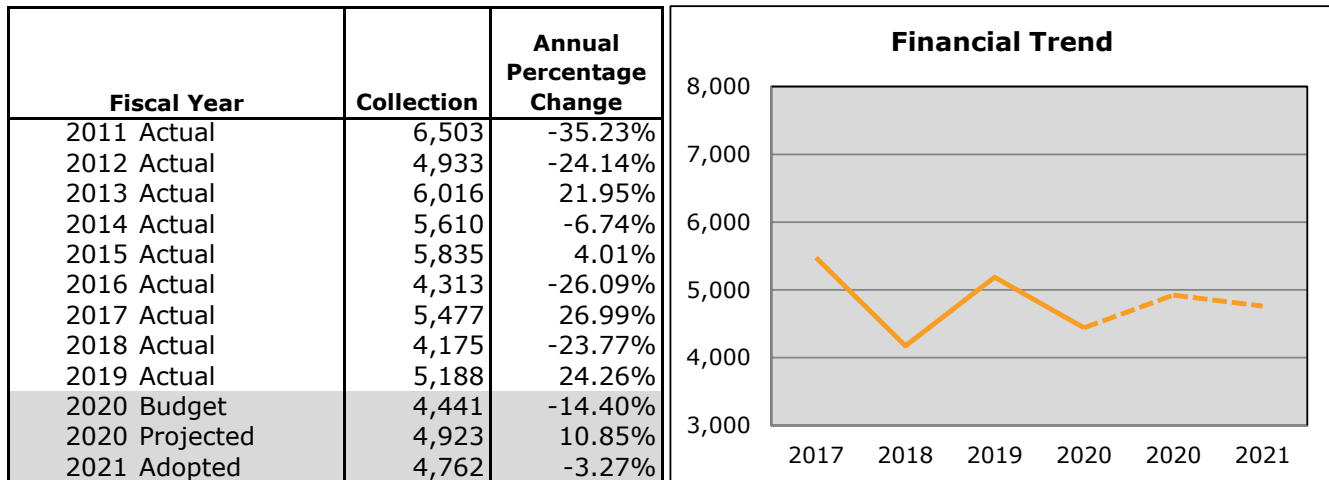
01-00-4330-0000

Legal Authority:

State Statute: Chapter 82
"Sunshine Law" on public information

Revenue Description

Copies - Photocopies are provided to the citizens by request. Color map reproduction cost ranges from \$5.00 - \$25.00 depending on the size of the map. Standard black and white copies are \$.10 per copy. This revenue is unpredictable in nature. FY20 revenue is projected based on the three year average historical trend. FY21 revenue is estimated using FY20 projections.



Refunds & Reimbursements

General Ledger Codes:

01-00-4340-0000

Legal Authority:

State Statute: Chapter 82

Revenue Description

Refunds & Reimbursements - Reimbursements/refunds to the City are recorded in this account. In the current fiscal year, the majority of the reimbursements are from state tax refunds for gasoline purchases. Historical revenues are not a reliable predictor of this account. Revenues are estimated conservatively and based on the five year historical trend.

Listed below are highlights of a few of the larger revenues receipted, projected and estimated:

	2017	2018	2019	2020
City gas purchase state tax refund	9,911	9,900	18,203	12,919
Property tax liens (mowing)	3,000	1,297	3,009	3,368
Rebates	1,951	2,280	2,630	2,517

Fiscal Year	Collection	Annual Percentage Change	Financial Trend			
2011 Actual	47,562	38.29%				
2012 Actual	52,168	9.69%				
2013 Actual	39,607	-24.08%				
2014 Actual	36,112	-8.83%				
2015 Actual	14,538	-59.74%				
2016 Actual	26,586	82.87%				
2017 Actual	25,288	-4.88%				
2018 Actual	27,108	7.20%				
2019 Actual	28,722	5.95%				
2020 Budget	23,537	-18.05%				
2020 Projected	21,770	-7.51%				
2021 Adopted	25,866	18.82%				

COVID-19 Reimbursements

General Ledger Codes:

01-30-4340-0000

Legal Authority:

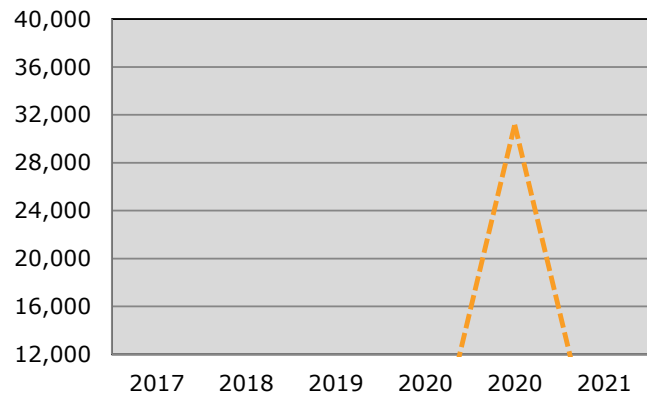
State Statute: Chapter 82

Revenue Description

COVID-19 Reimbursements - This account was created to track the COVID-19 Reimbursements reimbursed to the City from Cass County for the Cares Act established in 2020 in response to the COVID-19 pandemic.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	0	N/A
2020 Budget	0	N/A
2020 Projected	31,180	N/A
2021 Adopted	0	N/A

Financial Trend



Interest Revenue

General Ledger Codes:

01-00-4350-0000

Legal Authority:

State Statute: Chapter 82

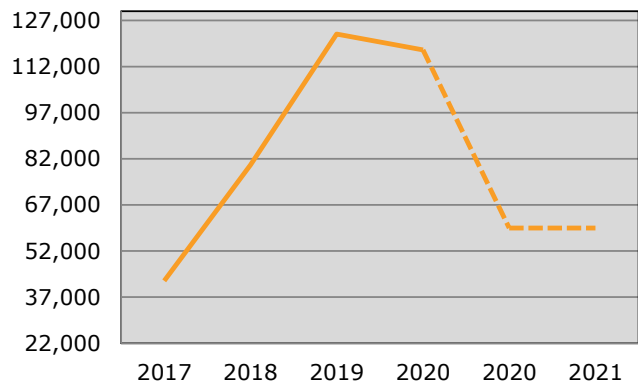
Revenue Description

Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds. FY18 revenues were estimated based on the assumption of no change in interest rates or carrying balances of the FY18 investments, however, interest rates have risen throughout the year and continue to do so.

FY20 revenues are based on current interest rates being earned. FY21 is estimated based on FY20 projection.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	32,280	20.12%
2012 Actual	9,712	-69.91%
2013 Actual	12,674	30.50%
2014 Actual	12,630	-0.35%
2015 Actual	25,770	104.03%
2016 Actual	34,902	35.44%
2017 Actual	42,304	21.21%
2018 Actual	80,001	89.11%
2019 Actual	122,569	53.21%
2020 Budget	117,426	-4.20%
2020 Projected	59,482	-49.35%
2021 Adopted	59,482	0.00%

Financial Trend



Miscellaneous Revenue

General Ledger Codes:

01-00-4370-0000

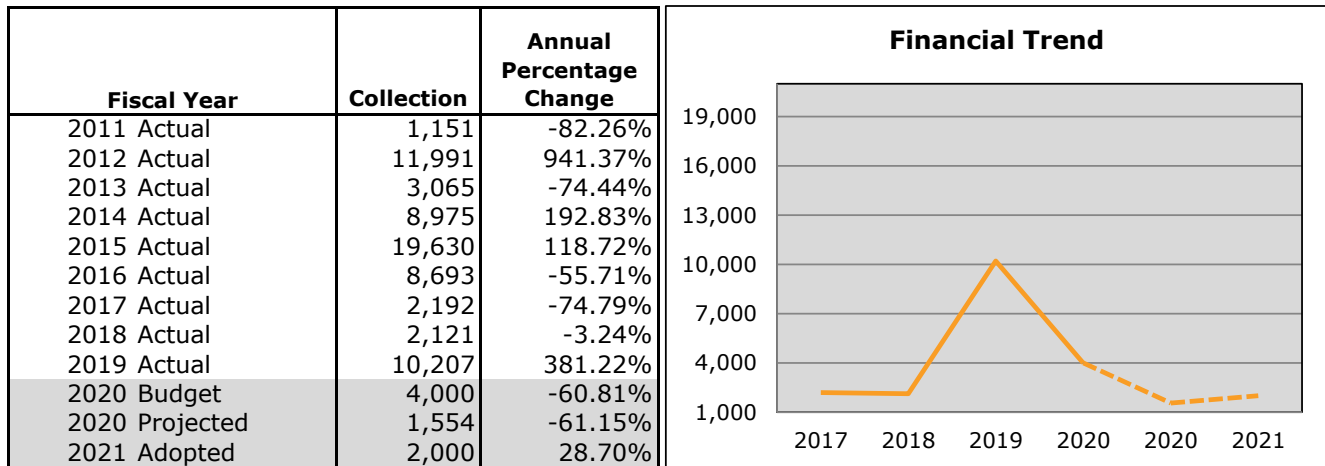
Legal Authority:

State Statute: Chapter 82

Revenue Description

Miscellaneous Revenue - Sale of real and personal property (auction of surplus property) and municipal court restitution are recorded in this account. This revenue source is unpredictable in nature.

FY20 revenues reflect the sale on multiple items on GovDeals, an auction website. FY21 revenues are estimated based on historical trends as well as the intention to continue utilizing the GovDeals auction.



Cell Tower Revenue

General Ledger Codes:
01-00-4410-0000

Legal Authority:
Municipal Ordinance: 28057 & 26066
State Statute: Chapter 82

Revenue Description

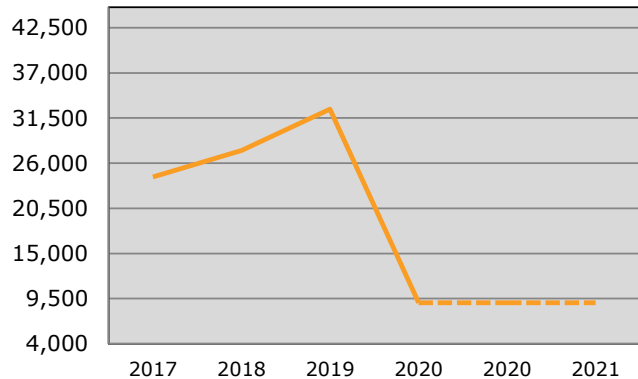
Cell Tower Revenue - The City had lease options with APT of Kansas City and Cricket Communications for the cellular companies to locate communication antennas on City water towers. Both of these options have been terminated.

FY18 revenues were estimated to decrease considerably due to the removal of the Elm Street water tower to be performed by an independent contractor in exchange of land rental for a mono-tower with a 6% cell phone revenue for all equipment placed on the tower. That contract was delayed getting the cellular service transferred properly. The water tower will be taken down during the summer of 2018.

FY21 revenues are estimated based on the new contract with the mono-tower contract that began in FY20.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	39,560	6.48%
2012 Actual	39,560	0.00%
2013 Actual	39,560	0.00%
2014 Actual	39,560	0.00%
2015 Actual	42,734	8.02%
2016 Actual	39,334	-7.96%
2017 Actual	24,334	-38.13%
2018 Actual	27,534	13.15%
2019 Actual	32,584	18.34%
2020 Budget	9,000	-72.38%
2020 Projected	9,000	0.00%
2021 Adopted	9,000	0.00%

Financial Trend



Transfer in From Restricted Revenue Fund

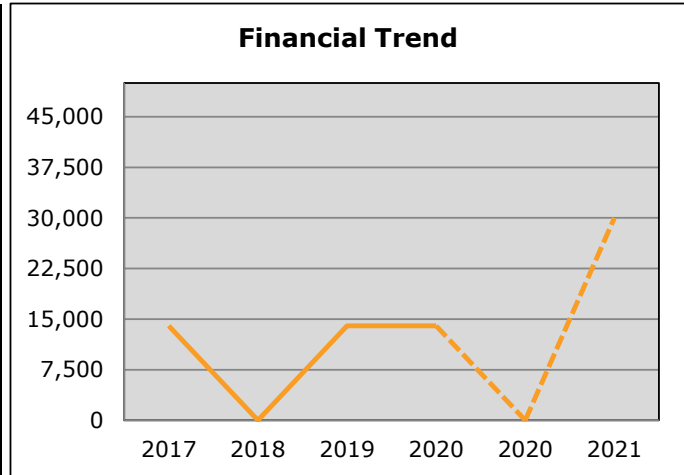
General Ledger Codes: 01-00-4904-0000	<u>Legal Authority:</u> Municipal Ordinance: n/a State Statute: n/a
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Revenue Description

Transfer From the Restricted Revenue Fund -

The transfer in FY21 is to reduce the balance in the restriced fund for the GMP update.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	94,666	N/A
2013 Actual	0	-100.00%
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	30,000	N/A
2017 Actual	14,000	-53.33%
2018 Actual	0	N/A
2019 Actual	14,000	N/A
2020 Budget	14,000	0.00%
2020 Projected	0	N/A
2021 Adopted	30,000	N/A

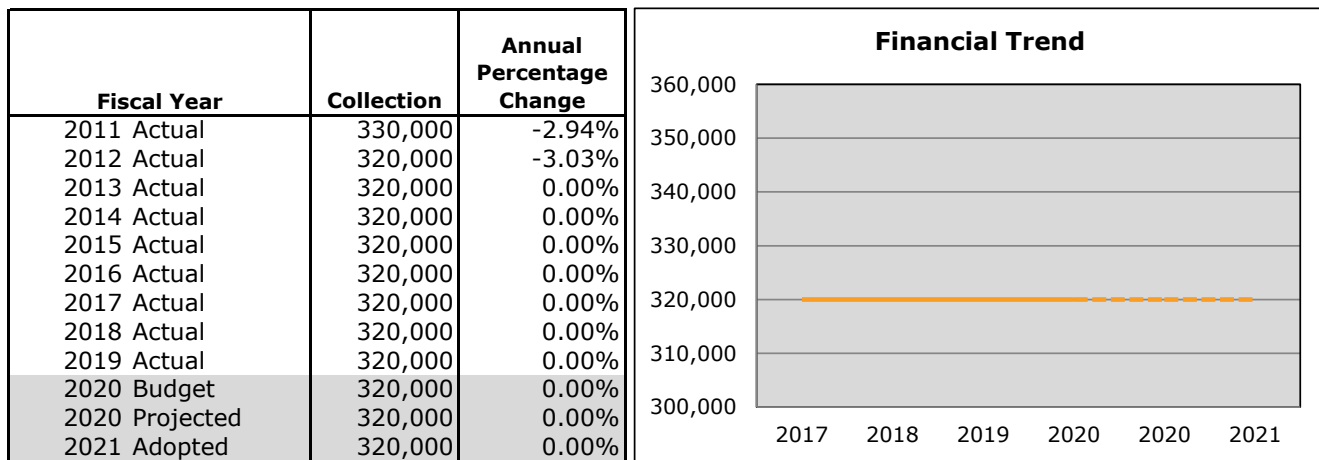


Transfer in From Transportation Fund

General Ledger Codes: 01-00-4936-0000	<u>Legal Authority:</u> Municipal Ordinance: n/a State Statute: n/a
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Revenue Description

Transfer From the Transportation Fund - These funds represent a fund balance transfer from the Transportation Fund (36) to the City. The funds are used to offset costs incurred by the Street Department in the General Fund.



Transfer in From Stormwater Sales Tax Fund

General Ledger Codes:

01-00-4946-0000

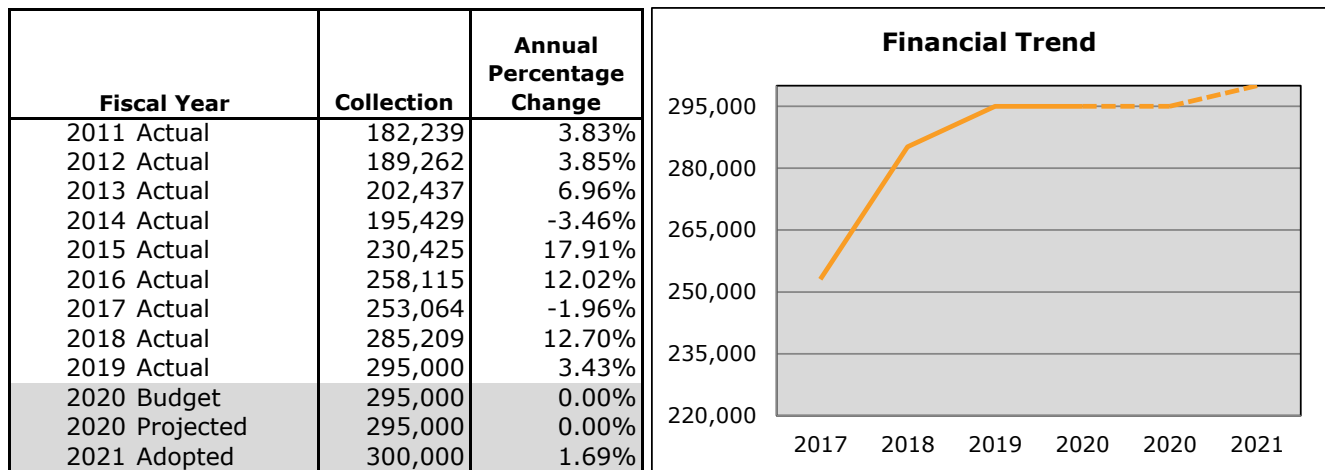
Legal Authority:

Municipal Ordinance: n/a

State Statute: n/a

Revenue Description

Transfer from the Stormwater Sales Tax Fund - These funds represent a transfer from the Stormwater Sales Tax Fund (46) to support the direct costs associated with expenditures related to the personnel costs of the Stormwater Department in the General Fund.



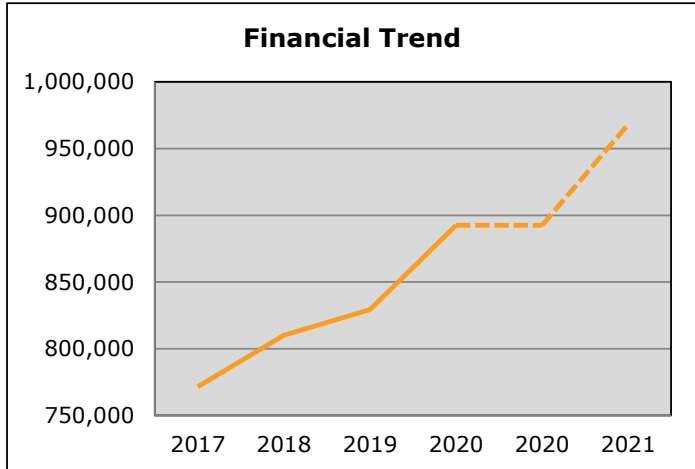
Transfer in From Enterprise Fund

General Ledger Codes: 01-00-4950-0000	Legal Authority: Municipal Ordinance: n/a State Statute: n/a
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Revenue Description

Transfer from the Enterprise Fund - These funds represent a payment to the General Fund for costs associated with administrative support of the activities of the Enterprise Fund.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	603,760	2.79%
2012 Actual	630,310	4.40%
2013 Actual	658,676	4.50%
2014 Actual	687,527	4.38%
2015 Actual	727,606	5.83%
2016 Actual	756,464	3.97%
2017 Actual	771,540	1.99%
2018 Actual	810,118	5.00%
2019 Actual	829,280	2.37%
2020 Budget	892,498	7.62%
2020 Projected	892,498	0.00%
2021 Adopted	967,988	8.46%



Transfer in From Capital Projects

General Ledger Codes: 01-00-4998-0000	Legal Authority: Municipal Ordinance: n/a State Statute: n/a
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Revenue Description

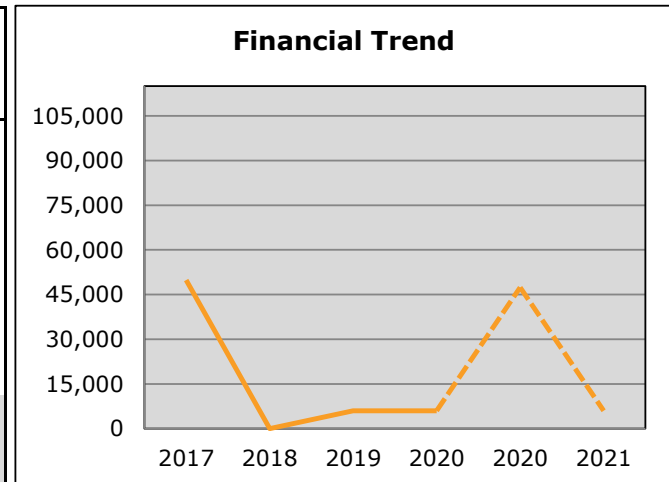
Capital Project A&I - These funds represent a payment of six percent (6%) against those Capital Funds which have been provided administrative and inspection services by the General Fund. These fees are assessed against projects which are programmed in the CIP.

The FY20 estimated revenue is based on projects listed in the CIP on schedule to be completed during FY20 and shown below:

Annual Sidewalk Program FY19 & FY20 \$ 12,000
 GO - Kentucky Drive \$35,400

The FY21 estimated revenue is based on the annual sidewalk program, all other capital projects are either maintenance or parks related.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	191,721	-10.39%
2012 Actual	43,034	-77.55%
2013 Actual	32,134	-25.33%
2014 Actual	36,808	14.54%
2015 Actual	0	N/A
2016 Actual	17,000	N/A
2017 Actual	49,873	193.37%
2018 Actual	0	N/A
2019 Actual	6,000	N/A
2020 Budget	6,000	0.00%
2020 Projected	47,400	690.00%
2021 Adopted	6,000	-87.34%





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ADMINISTRATION

The Administration Department is the focal point of activities between the Mayor, City Council, and City Departments. It provides administrative leadership for the organization and translates the policies and directives of the City Council into operating programs. The department directs the delivery of municipal services and provides leadership on City operations, community visioning and intergovernmental/regional cooperation.

PROGRAMS

City Council

The powers of the City, as provided by state law and the City Charter, are vested in the Mayor and City Council. The Council is composed of eight members, from four wards, and the Mayor.

City Management/Administration

The City Manager is the chief administrative officer of the City and is responsible for the management of all personnel, the administration of all departments, provision of support and policy recommendations to the Council, development and implementation of the annual budget and capital program, enforcement of laws, and carrying out all Council policies and directives.

City Clerk

The City Clerk's office manages and retains all City records. This includes:

- Assisting citizens and the media in research of ordinances, contracts and other public information.
- Coordinating the preparation of information required for City Council meetings.
- Providing permanent record retention for all City Council, Board and Commission meetings; coordinates the election process.
- Ensuring the City Code is updated and maintained
- Issuing occupational licenses, fireworks permits, low speed neighborhood vehicle registrations, and liquor licenses.

Legal Services

The City Attorney serves as the chief legal advisor to the City and represents the City in all legal proceedings in some form.

GOALS

City Management/Administration

1. Provide leadership to the elected officials and professional staff on citywide issues.
2. Respond to Council and citizen requests for information.
3. Ensure that citizens receive excellent customer service from employees.

4. Ensure that City services are provided at the highest level of quality within available funding.

City Clerk

1. Maintain compliance with governmental record management guidelines and practice requirements in accordance with Chapter 109 of the Revised Statutes of the State of Missouri.
2. Maintain compliance with Chapter 610, Missouri Sunshine Law, of the Revised Statutes of the State of Missouri for providing transparency in government.
3. Maintain the City Code with Council approved legislation on a biannual basis.
4. Maintain compliance with City Code requirements for licensing and permitting.

Legal Services

1. Provide appropriate legal advice to the governing body. **(4.1.3)**

FY 2020 PERFORMANCE SUMMARY

1. Continue transparency in government by providing login access to permanent records of the City on the City's website.
2. City Clerk began serving the second of a two-year term on the Board of Directors for Missouri Municipal League **(1.2.2)**
3. Deputy City Clerk made application to the International Institute of Municipal Clerks for the Master Municipal Clerk certification program **(4.1.3)**
4. Provided project management for Raymore Activity Center Construction.
5. Successful conclusion of Water District litigation.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.



ADMINISTRATION

HUMAN RESOURCES DIVISION

Human Resources partners with the departments of the City to provide programs, services and environments that maximize the potential of its workforce. We are committed to maintaining a customer focus while supporting the organizational goals and objectives.

The Human Resources Division is organized under the Administration Department, and operates as an internal service for all departments and employees.

Human Resources administers and oversees all personnel and employee service programs including recruitment and hiring, performance management, employee relations, employee benefit programs, training and development, and safety and risk management efforts.

GOALS

1. Develop a high quality City workforce. Position Raymore as an employer of choice in the region. **(4.2.1)**
2. Develop an on-boarding process that clearly defines expectations of employees. **(4.2.2)**
3. Create a culture that places priority on retaining employees. **(4.2.2)**
4. Continuously review, update and administer the City's comprehensive compensation and benefit package to ensure we remain competitive in our offerings and costs. **(4.2.1)**
5. Oversee and facilitate training and development for all personnel.

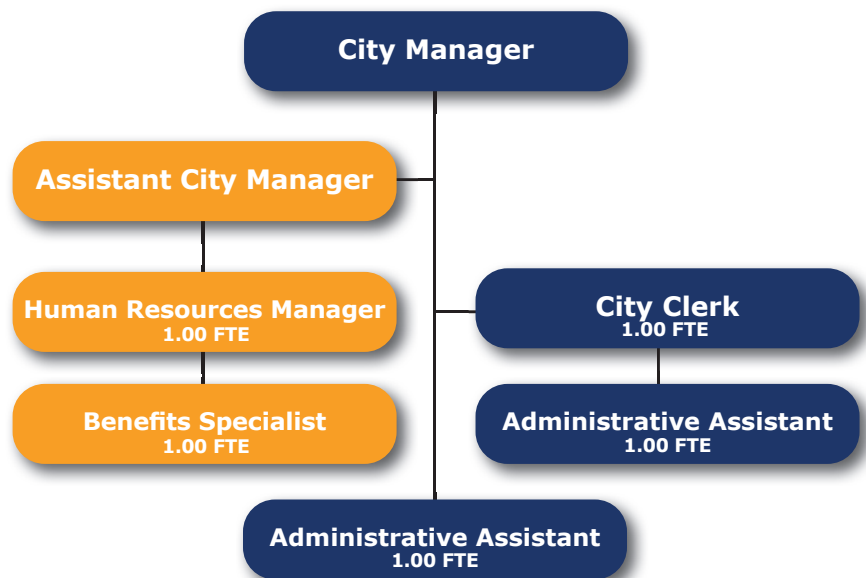
FY 2020 PERFORMANCE SUMMARY

1. Implementation of Fit-For-Duty testing for Public Works, Police and Building Maintenance.
2. Continued implementation of EDI migration for benefits.
3. Hosted a successful Citywide day of training and appreciation day.
4. Successful vendor transition of ancillary benefits.
5. Strengthened relationship with MPR to provide additional training and safety enhancements.
6. Analysis and successful implementation of improved Public Works classifications.
7. HR Manager assumed the role as President for IPMA-GKC.

SIGNIFICANT BUDGETARY ISSUES

No significant changes in this budget

ADMINISTRATION



ADMINISTRATION

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	621,230	779,091	958,452	1,032,008	1,032,008	987,456	987,456	987,456
Commodities	27,707	8,663	12,344	12,344	11,800	12,105	12,105	12,105
Maintenance and Repairs	2,140	3,043	2,540	2,540	2,540	2,540	2,540	2,540
Utilities	0	0	0	0	0	0	0	0
Contractual	272,006	318,060	338,540	338,540	305,960	326,279	326,279	326,279
Capital Outlay	3,132		0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	26,146	24,531	24,531	24,531	24,531	17,558	17,558	17,558
Total	952,361	1,133,388	1,336,407	1,409,963	1,376,839	1,345,938	1,345,938	1,345,938

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
City Manager	1.00	1.00	1.00
Assistant City Manager*	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk***	1.00	1.00	0.00
Manager, Human Resources	1.00	1.00	1.00
Benefits Specialist***	0.00	1.00	1.00
Administrative Assistant **	1.00	1.00	2.00
Office Assistant**	1.00	0.00	0.00
Total FTE	7.00	7.00	7.00

By Program

	2020-21 Adopted
City Management/Admin	751,785
City Clerk	167,284
City Council	80,203
Human Resources	256,665
Legal Services	90,000
Total	1,345,938

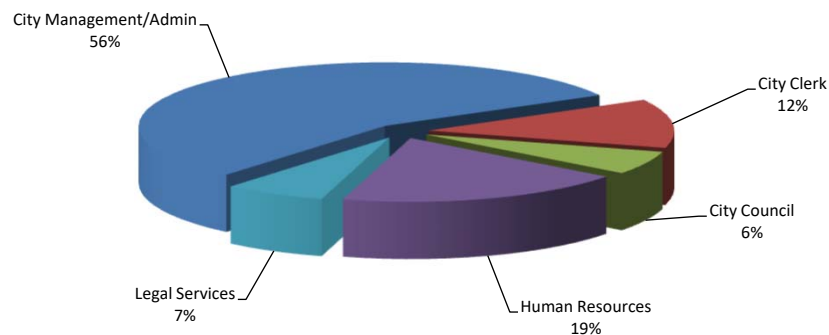
*The Communications Director was promoted to the Assistant City Manager in January 2019; this FTE was moved to the administration department.

**The Office Assistant was promoted to Administrative Assistant in November 2019.

*** The Administrative Assistant to HR was replaced by a Benefits Specialist in August 2020.

****The Deputy City Clerk position was eliminated and replaced by an Administrative Assistant

Program as a Percentage of the Department Budget





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INTEGRATED TECHNOLOGY SYSTEMS

The Integrated Technology Systems Department (ITS) has four programs: Systems Administration, Client Support, Capital Asset Replacement, and Training. The following is a description of each functional area within those programs. This department includes the Information Systems Director, Senior ITS Technician and the Network Technician.

PROGRAMS

Systems Administration

Network Administration – The City of Raymore's local area network is built using the core services of the Windows 2012, and 2016 Server Operation System. These servers provide services used by all PC users such as sharing files, access to network printers, and service to access email and Internet connections. Workstation operating systems used Windows 10 and Mac OS.

Applications Administration – The department provides administration and end user support for all applications running on the network platforms. The services ITS provides include all technical design, installation, configuration, vendor coordination, support, end user training and support, installation of upgrades, development of interfaces as required and application troubleshooting. Related administrative duties include tracking of software licensing, ensuring that common versions are installed, and managing any

related software contracts for maintenance and support.

Technology Planning/Internal Consulting – The department is responsible for coordination with each department to ensure that their needs are met. ITS works with departments to assess, define and identify needs. This includes research, development and implementation of solutions to meet those demands.

Telephone System Administration – The department has the responsibility of supporting all facility telephones, voicemail, and mobile devices. These responsibilities include coordination of all telephone-related moves, additions and changes as well as monitoring and managing hardware located at City facilities.

Client Support

Video Production Support - Provides maintenance, support, and video production for the government access channel; diagnoses and repairs problems with computer, video and audio equipment; upgrades/replace equipment as needed; records or sets up camera/audio system for meetings; transfers film to DVD media; programs recordings for playback; encodes recordings; places recordings on the website for public access; provide copies as requested.

Network Support – The department supports, configures, and maintains all network devices used by the City of Raymore.

Desktop Support – Centralized and coordinated

staff support for hardware, software or telephone systems is delivered via the ITS Department.

Police Department Support - Provides support for all police department information and technology needs. This includes: mobile and hand-held radios, in-car computers and video cameras, audio and video reproduction requests and responsibility for the police department fleet.

Capital Asset Replacement

Replacement of computers is on a five-year cycle that provides each City employee with equipment that is based on current technology. The ITS Department, utilizing input from department managers, determines the computer style that best suits the department needs. Monitors and printers are replaced on an as-needed basis.

Technology Training

The ITS Department provides employee training for network security, cloud applications, telephone equipment, and various software programs.

GOALS

Systems Administration

1. Provide reliable communication and network services to City staff, businesses, and to the citizens of Raymore. **(1.3.1) (4.1.2)**
2. Maintain a high level of security and disaster recovery capability. **(2.1.2)**
3. Ensure effective technical and fiscal management of department resources. **(4.3.1)**

Client Support

1. Deliver timely and effective service to customer requirements through communication, teamwork, and a skilled staff. **(1.2.3) (4.1.2)**

Capital Asset Replacement

1. Continue the computer replacement program to ensure that the latest technology is implemented for City use. **(4.3.1)**

Technology Training

1. Continue user education programs for security training, end-user software products and telecom systems. Provide focused training in GSuite, and network security. **(4.2)**

FY 2020 PERFORMANCE SUMMARY

1. Replaced 20 computer workstations.
2. Combined the security camera system, door access system and the duress alarm system into the security management software for use in Dispatch.
3. Installed VoIP phones, computers, and network systems in the command vehicle.
4. Installed security cameras at TB Hanna Park.
5. Installed guest WiFi and security cameras at Moon Valley Park.
6. Incorporated the parks concessions and parks restroom doors to the door access system.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

INTEGRATED TECHNOLOGY SYSTEMS



INTEGRATED TECHNOLOGY SYSTEMS

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	159,833	174,273	297,564	297,564	297,564	261,678	261,678	261,678
Commodities	47,332	39,729	58,715	58,715	43,670	48,925	48,925	48,925
Maintenance and Repairs	276	105	350	350	100	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	215,222	231,724	277,347	277,347	271,115	301,219	301,219	301,219
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	3,514	3,514	3,514
Total	422,664	445,831	633,976	633,976	612,449	615,336	615,336	615,336

Position Control Roster

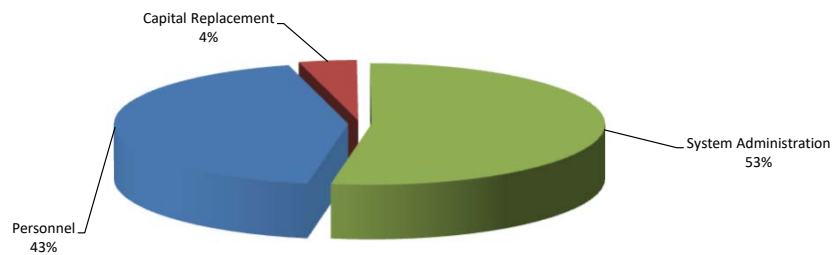
	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Director, Integrated Technology Systems	1.00	1.00	1.00
ITS Senior Network Technician*	0.00	1.00	1.00
ITS Network Technician	1.00	1.00	1.00
Total FTE	2.00	3.00	3.00

By Program

	2020-21 Adopted
Personnel	265,357
Capital Replacement	24,640
System Administration	325,339
Total	615,336

*The FY 2020 budget includes the addition of a ITS Senior Network Technician. This position will provide technological services to the police department.

Program as a Percentage of the Department Budget



ECONOMIC DEVELOPMENT

Growing the local economy is the primary focus of the Economic Development Department. Our community accomplishes this goal mainly through the recruitment and attraction of new businesses while also working with existing companies on retention and expansion.

The department provides staff support to City Administration, elected leaders, other City departments and the Tax Increment Financing Commission.

The department is charged with creating an environment that is responsive to the concerns of residents and the development community. It is also focused on improving the quality of life in the City by increasing the City's tax base and employment opportunities. The department develops and administers plans, policies, and programs consistent with community and leadership goals.

PROGRAMS

Administration

Respond in an efficient manner to development inquiries from developers, brokers, design professionals, community leaders and staff on policy, data, incentives, procedures, demographics and more.

Coordinate City development efforts as they relate to the business community and address business needs for local or state assistance.

Marketing

Maintain cooperative marketing efforts through the Missouri Department of Economic Development, Kansas City Area Development Corporation, the Cass County Corporation for Economic Development, real estate and economic development journals, trade publications, trade shows, impact trips, local, regional and national retailers and developers.

Create and update marketing materials; maintain database of information essential for evaluating the Raymore community for the location of commercial, industrial and residential projects; market the community through advertising, trade shows, impact trips, etc.; conduct ceremonial events for new businesses; and work directly with businesses to fill spots in City shopping centers.

GOALS

Administration

1. Recruit aesthetically appealing, high-quality real estate development projects that align with the community's desires **(3.1.1, 3.1.2)**.
2. Heighten the pursuit of attracting industries and businesses that have the ability to dramatically strengthen the employment and economic base of Raymore (often referred to as "primary employers") **(3.1.1, 3.1.2, 3.2.1)**.

3. Coordinate and further advance the establishment of an extensive workforce development program catering to the community's needs **(3.2.1)**.
4. Expand and enhance the City's Business Retention & Expansion (BRE) program to align with community needs and priorities **(3.3.2)**
5. Visit with and offer assistance to at least 15 existing businesses that call Raymore home **(3.3.2)**.
6. Research amendments to the Economic Development Policy and potentially city codes that further shape local incentives which directly align with business recruitment strategies **(3.3.1)**.

Marketing

1. Continue to update and maintain the department's website and marketing communications in order to provide streamlined and accurate information on prospective projects **(3.3.1)**
2. Explore and implement new marketing and outreach strategies to expand the scope and reach of the department **(3.3.1)**
3. Implement the findings from the Retail Recruitment Plan for the community **(3.1.2)**.
4. Make Raymore the place to live and play for a diverse array of residents and workers of surrounding large employers **(3.1.2, 3.2.4)**.
5. Coordinate with other subject matter expert departments on assessing the readiness of real estate sites **(3.3.4)**.

FY 2020 PERFORMANCE SUMMARY

1. Continued to work with master developer VanTrust Real Estate on the development of a large-scale industrial business park at I-49 & North Cass Parkway.
2. Confirmed interest from multiple developers and/or anchor users for the master-planned town center mixed-use development at I-49 & North Cass Parkway.
3. Coordinated with the owner/developer of Raymore Galleria to obtain a firm commitment from a major entertainment retail user behind Firestone and Belfonte's Car Wash.
4. Collaborated with a master developer to redevelop and locate new commercial development within the 58 Highway and Foxridge Drive redevelopment area.
5. Connected with 50+ real estate developers, brokers and other related professionals interested in real estate development opportunities in Raymore.
6. Originated business retention and expansion survey interviews with a core group of existing businesses throughout Raymore.
7. Responded to multiple requests for information for new development projects from the Missouri Partnership, Kansas City Area Development Council (KCADC) and other sources.
8. Conducted an east-coast site visit with KCADC and ED Team members regarding a major distribution company considering Raymore as a potential site relocation.
9. Worked with education partners and other organizations to further establish a robust, comprehensive workforce development program in order to attract larger employers who offer higher skilled careers.
10. Updated the Department's website to increase effectiveness and reflect citywide branding efforts.
11. Revitalized the Department's marketing and outreach materials in both print and digital media to increase the reach of marketing efforts.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	116,976	116,567	126,484	126,484	126,484	93,204	93,204	93,204
Commodities	150	21	300	300	300	300	300	300
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	60,136	34,730	66,680	66,680	51,280	66,430	66,430	66,430
Capital Outlay	3,429	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Total	180,691	151,317	193,464	193,464	178,064	159,934	159,934	159,934

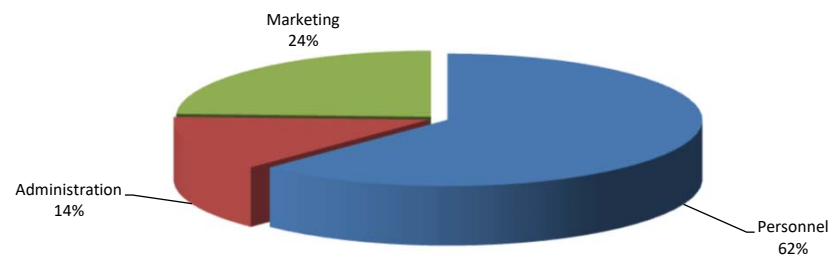
Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Economic Development Director	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00

By Program

	2020-21 Adopted
Personnel	99,554
Administration	21,500
Marketing	38,880
Total	159,934

Program as a Percentage of the Department Budget



DEVELOPMENT SERVICES

The Development Services Department is involved in the development and implementation of the Unified Development Code, the Growth Management Plan, overseeing the development and plan review process, codes compliance, building inspections and the City's GIS program. The department serves as primary staff support to the Planning & Zoning Commission, Board of Appeals, and Board of Adjustment. The Development Services Director supervises the day-to-day activities of the department, and reports to the City Manager.

PROGRAMS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management and budget administration.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries. It includes providing informational brochures, statistics, and procedural manuals to residents, businesses, and the development community.

Geographic Information Systems

The services in this program include those necessary for the development and maintenance of graphical representations related to development activities within the City, and other mapping requirements. This program will provide support primarily for development activities related to planning, zoning, and engineering as well as police, parks, and other City departments as necessary.

Planning & Zoning

The services in this program include those associated with comprehensive planning, rezoning, conditional use permit, subdivision plat process, site plan review, and variances. This includes the organization of work sessions and recording of minutes for the Planning & Zoning Commission, as well as public notification and providing staff support to the Planning & Zoning Commission, City Council, Board of Appeals and Board of Adjustment.

Codes/Inspections

This program identifies, investigates, and responds to complaints concerning violations of the city code, and related policies. This program is responsible for the investigation and enforcement of complaints concerning nuisances, weeds, property maintenance, signs, and the Unified Development Code. Building inspections includes inspection activities necessary to ensure residential, commercial and industrial structures conform to applicable codes and approved plans.

GOALS

Administration

1. Continue involvement in committees, programs and meetings sponsored by the Mid-America Regional Planning Council **(1.3.3)**
2. Identify processes that could benefit from the use of additional technology **(4.1.2)**

Customer Service

1. Improve customer service processes to increase the opportunities for customers to receive the information they need on the first try **(1.3.1)**
2. Provide opportunities to front-line employees for cross-training with other departments **(1.3.4)**

Geographic Information Systems

1. Continue providing GIS applications to assist City Departments with programs and activities

Planning & Zoning

1. Establish new policy recommendations in an updated Community for All Ages Master Plan **(1.3.2)**
2. Complete steps necessary to submit application for recognition as a Walk Friendly Community **(1.3.2)**
3. Explore alternate modes of transportation for residents to participate in community events, medical appointments and basic need services **(2.2.2)**
4. Explore opportunities for bike lanes on existing roadways **(2.2.2)**
5. Explore opportunities to expand and enhance water quality treatment requirements related to new development **(2.2.3)**
6. Explore the creation of town centers **(3.2.3)**
7. Assist Economic Development Department with identification of opportunity sites and review of any process changes that could affect development **(3.3.4)**

Codes/Inspections

1. Continue annual review of the property maintenance and building codes **(2.1.4)**
2. Expand use of online permitting program
3. Explore establishment of a City/Volunteer partnership to provide assistance to those most in need with code compliance matters

FY 2020 PERFORMANCE SUMMARY

1. Continued to increase mapping and data capabilities of the internal Raymore GIS for all employees to access GIS information.
2. Provided in-house review of all building plans for residential and commercial projects.
3. Maintained a development report that is updated monthly to reflect existing housing units, units under construction, and available building lots in the City.
4. Administered a program to register properties that have been foreclosed on and complete weekly inspections to ensure code compliance and ensure structures are secured.
5. Continued implementation of a proactive inspection procedure for property maintenance code violations. Building inspectors completed a drive-by inspection of all properties in the City and commenced enforcement procedures on those properties deemed to have a violation of the property maintenance code.
6. Continued creation of excerpts from the Unified Development Code that provides quick reference material for residents and applicants.
7. Assisted the Planning & Zoning Commission with implementation of the adopted Growth Management Plan.
8. Completed one amendment to the Unified Development Code
9. Continued an inspection program of existing commercial and industrial buildings and tenant spaces. Inspections of each building occur every five years.
10. Completed updates to the mapping applications utilized by the public and by city employees.
11. Implemented a Universal Design Pilot Project as part of a new home construction

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

DEVELOPMENT SERVICES



DEVELOPMENT SERVICES

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	575,513	604,932	623,686	623,686	623,686	666,791	666,791	666,791
Commodities	13,815	17,337	13,300	13,300	12,611	13,700	13,700	13,700
Maintenance and Repairs	202	966	800	800	500	800	800	800
Utilities	0	0	0	0	0	0	0	0
Contractual	34,611	28,464	34,965	34,965	25,209	35,065	35,065	35,065
Capital Outlay	17,742	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	19,046	17,759	17,759	17,759	17,759	16,754	16,754	16,754
Total	660,929	669,458	690,510	690,510	679,765	733,110	733,110	733,110

Position Control Roster

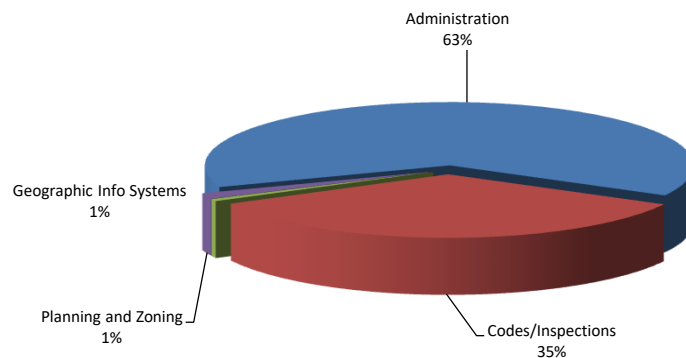
	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Director, Development Services	1.00	1.00	1.00
Associate Planner*	1.00	0.00	0.00
GIS Coordinator	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00
Building Official	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00
City Planner*	0.00	1.00	1.00
Total FTE	7.00	7.00	7.00

By Program

	2020-21 Adopted
Administration	464,763
Codes/Inspections	253,023
Geographic Info Systems	4,450
Planning and Zoning	10,875
Total	733,110

*The Associate Planner was promoted to City Planner in November 2019.

Program as a Percentage of the Department Budget



PUBLIC WORKS DEPARTMENT OVERVIEW

The Raymore Public Works Department has broad responsibilities in the City including:

- Civil engineering and design support
- Maintenance and improvement of the City's infrastructure
- Stormwater quality and system maintenance
- Delivering safe, potable water
- Operation and maintenance of sanitary sewer collection

The department is made up of two divisions. Engineering and Operations and Maintenance. In addition to the divisions the department is further broken down into the following functions; Streets, Stormwater, Water and Sewer.

The leadership and administrative oversight of the Public Works Department is the duty of the leadership team. This team is comprised of the Director of Public Works, Assistant Director of the Operations and Maintenance Division and the Assistant Director of Engineering Division.

This leadership team is responsible for but not limited to addressing citizen concerns and

complaints, project management, long range planning for infrastructure improvements, expansion and maintenance, developing training plans for all members of the department, strategic planning, budget preparation, control and purchasing. This team is responsible, in conjunction with the Finance Department, for the projects and funding within the capital project funds and the operations of the water and sewer functions of the Enterprise Fund.

GOALS

1. Maintain an efficient and properly trained staff to meet the changing needs of maintaining the City's infrastructure.
2. Respond to resident concerns/complaints within 24 hours.
3. Assure all necessary training is obtained across all divisions to maintain required licenses and registrations.
4. Provide training and resources in order to provide professional customer service with every contact

PUBLIC WORKS ENGINEERING DIVISION

Engineering is responsible for the management, design, construction, administration, and review of all projects containing infrastructure. This includes the water distribution system, the sewer collection system, the street system, the storm drainage system, and facilities. Engineering is responsible for the long-term planning of infrastructure for projected growth, constant review of ordinances for updates, plan review of development, coordination of utilities, negotiation of easements, and acting as the City's liaison to all federal agencies, state agencies, and neighboring communities. The Engineering Department consists of the Director of Public Works, the Assistant Director of Public Works Engineering, two Engineering Technicians, and one Administrative Assistant.

PROGRAMS

Administration

This program involves the administration and managerial tasks required for the effective operation of the Public Works Department including staff time spent on policies, special projects, personnel management and budget administration. The Public Works Director is a member of the Capital Improvement Plan (CIP) Committee and is responsible for the creation of 5-year projects, implementation of current year projects, and project management in conjunction with the Finance Department for all of the capital budget funds.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries. It includes providing information, statistics, and standards manuals to residents, contractors, businesses, and the development community.

Infrastructure Improvements

The services in this program include those necessary for the design, administration, and inspection of all capital improvements and development.

Support to Development

The services in this program include those associated with rezoning, conditional use permit and platting processes, site plan review, and variances. This includes the technical review and analysis to assure the proposed infrastructure complies with our ordinances and also complies with all State and/or Federal regulations.

Streets and Traffic

This program involves determining the need for street improvements based on criteria and maintenance records, assessing and maintaining contracts for signals, determining the need for access management and provides recommendations to the traffic safety committee regarding traffic control measures.

GOALS

Customer Service

1. Work with the Communication Department to develop an information campaign for all Capital Improvement Projects. **(4.1.1)**

Infrastructure Improvement

1. Collaborate with the Community Development and Police Departments to develop a traffic enhancement plan for 58 Highway. **(2.2.2)**

Support to Development

1. Review Master Plans as they relate to the Comprehensive Plan Update. **(2.2.1)**
2. Continue to provide technical support to Community Development related to development applications. **(2.2)**

Streets and Traffic

1. Explore expansion of on-street and off-street bicycle routes throughout the City **(2.2.2)**

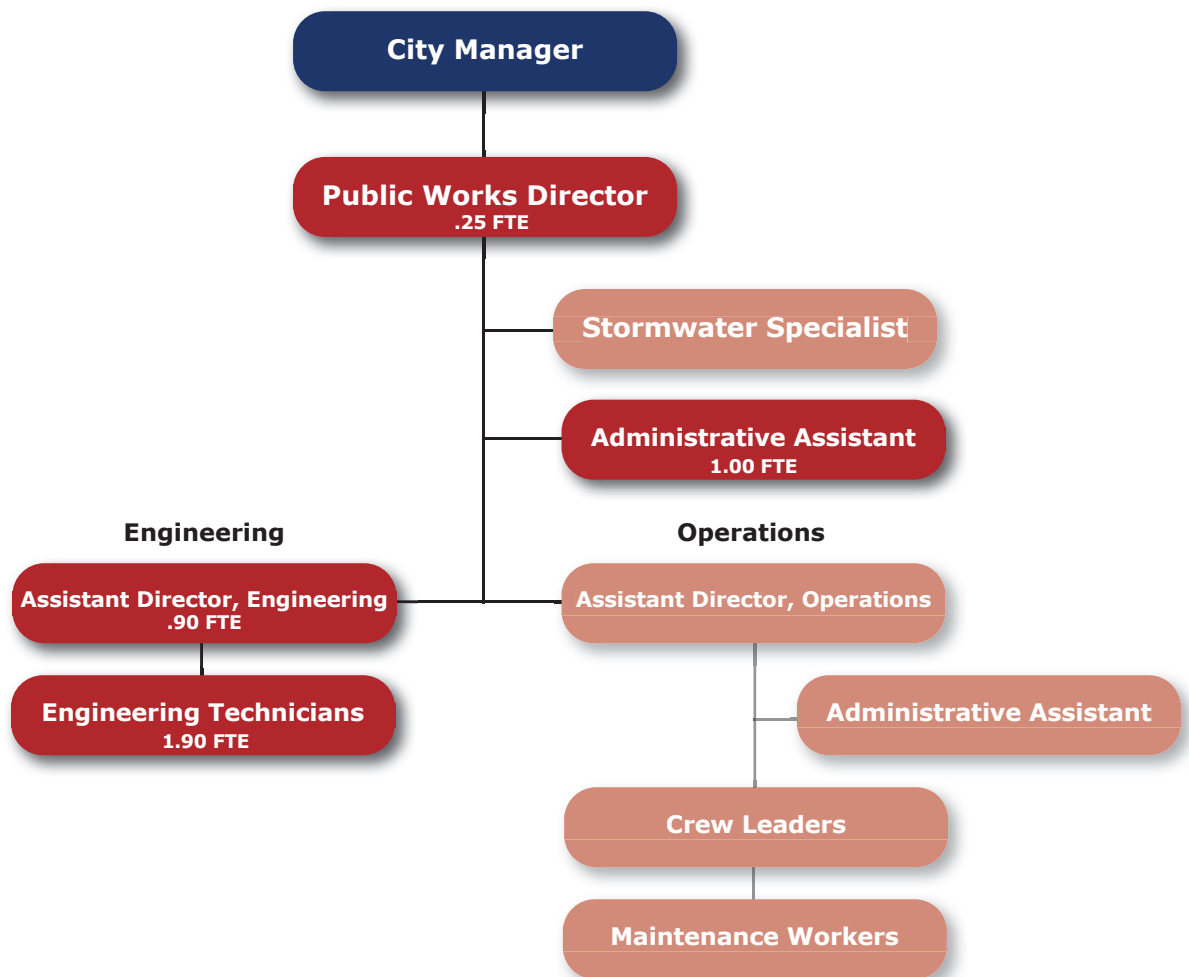
FY 2020 PERFORMANCE SUMMARY

1. Participated in the MARC Transportation Priorities Committee which oversees the distribution of transportation funding.
2. Coordinated design and construction of the annual Street Preservation program, annual Curb Replacement program, and other CIP Projects.
3. Provided construction management oversight for the construction of Hawk Ridge Park Improvements.
4. Initiated in-house design for CIP projects.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

PUBLIC WORKS ENGINEERING DIVISION



ENGINEERING

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	364,733	385,423	375,683	375,683	375,683	394,066	394,066	394,066
Commodities	6,529	4,906	8,505	8,505	6,425	8,505	8,505	8,505
Maintenance and Repairs	2,149	6,488	4,500	4,500	3,000	4,500	4,500	4,500
Utilities	0	0	0	0	0	0	0	0
Contractual	8,872	13,286	18,888	18,888	14,038	17,820	17,820	17,820
Capital Outlay	0	0	3,500	3,500	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	11,624	10,207	10,207	10,207	10,207	22,647	22,647	22,647
Total	393,907	420,309	421,283	421,283	409,353	447,538	447,538	447,538

Position Control Roster

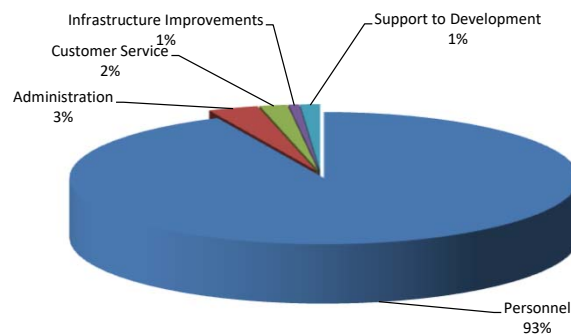
	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Director, Public Works and Engineering*	0.17	0.17	0.25
Assistant Director, PW-Engineering	0.90	0.90	0.90
Engineering Technicians	1.90	1.90	1.90
Administrative Assistant	1.00	1.00	1.00
Total FTE	3.97	3.97	4.05

*FY21 Reallocated Public Works Director to 25% Engineering

By Program

	2020-21 Adopted
Personnel	416,713
Administration	14,320
Customer Service	7,880
Infrastructure Improvements	3,000
Support to Development	5,625
Total	447,538

Program as a Percentage of the Division Budget





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PUBLIC WORKS

OPERATIONS & MAINTENANCE DIVISION: STREETS

The Operation & Maintenance Division includes four sections: Streets, Stormwater, Water, and Sewer. The Assistant Director of Public Works and the Administrative Assistant handle the administration of these sections. The Assistant Director of Public Works handles work detail, approval of work schedules, priority of work, and customer service. The Assistant Director of Public Works reports directly to the Public Works Director who approves all major decisions made by the Assistant Director of Public Works.

STREETS

Streets is responsible for the maintenance of our street network. This includes right of way maintenance, pothole patching, street sign maintenance and new installation, crack sealing, asphalt paving, snow removal, pavement maintenance, and sidewalk evaluations and repairs. The Street Department is comprised of the Assistant Director of Public Works, Crew Leaders, Maintenance Workers, and the Administrative Assistant, all of whom also work in the Stormwater, Water, and Sewer.

PROGRAMS & GOALS

Administration

This program includes administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects, personnel management and budget administration.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries.

Street Maintenance

The services in this program include those activities associated with streets, signs, curb, and sidewalks.

Snow Removal

The services provided in this program include removal of snow from the City's streets.

GOALS

Administration

1. Continue to implement career development/training plans for division employees. **(4.2)**

Customer Service

1. Respond to requests for service within 24 hours. **(4.1)**

Street Maintenance

1. Conduct crack sealing, pothole patching, and other maintenance operations associated with extending the life expectancy of Raymore's streets. **(2.2.2)**
2. Regularly inventory, assess, and upgrade the City's current street signs and striping in accordance with MUTCD reflectivity standards. **(2.2.2)**
3. Inventory, assess and program sidewalk repairs throughout the City. **(2.3.3)**
4. Explore intergovernmental relationships to positively affect city infrastructure. **(4.3)**
5. Re-stripe arterial streets on an annual basis and 58 Highway on a semi-annual basis as needed. **(2.2.2)**

Snow Removal

1. Perform an annual review of the Ice and Snow Control Policy to adjust to changes in street network and manpower. **(2.2.1)**

FY 2020 PERFORMANCE SUMMARY

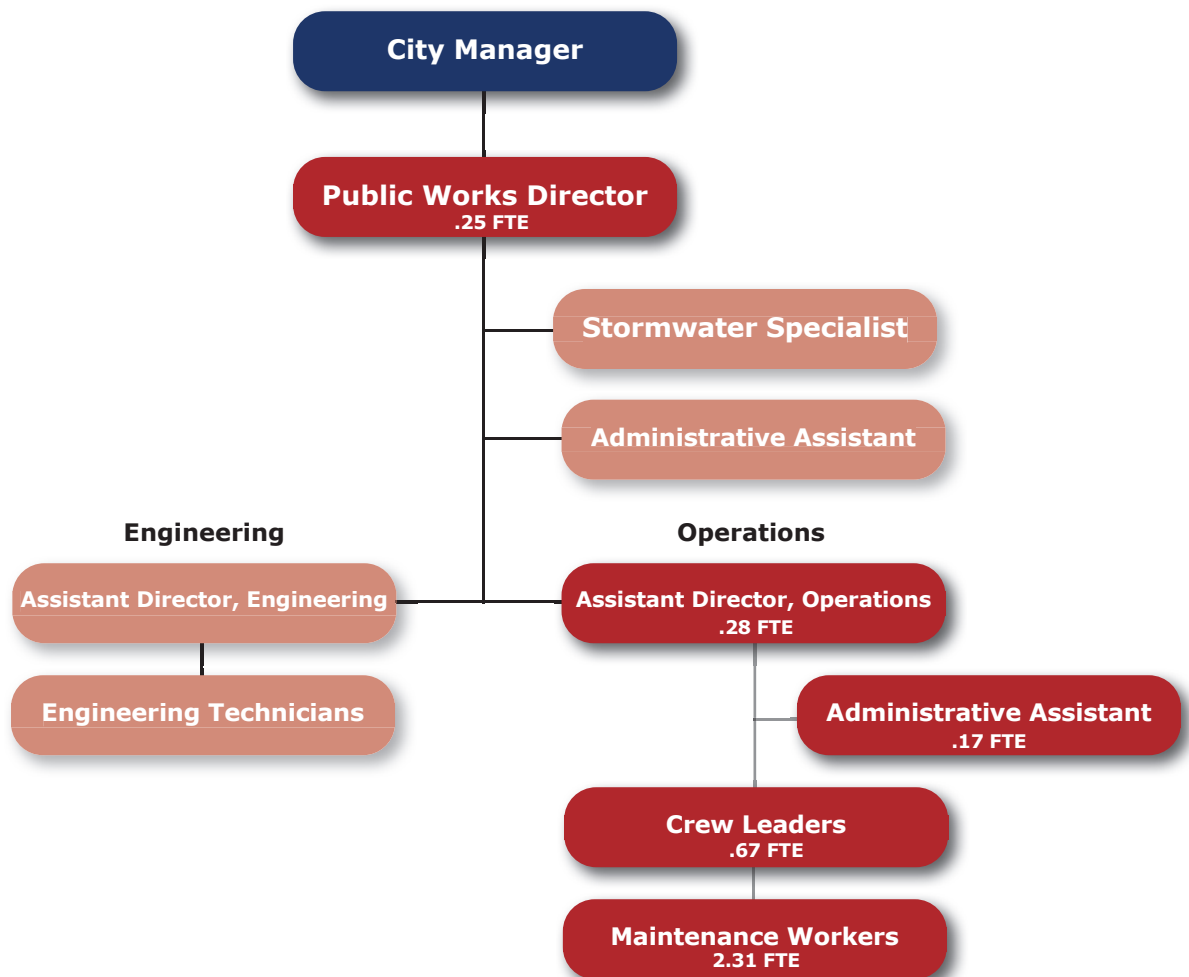
1. Snow crews mobilized for 10 snow events.
2. Crews used approximately 200 tons of asphalt to make street repairs and patch potholes at various locations around the City.
3. Crews mud-jacked approximately 2,500 feet of sidewalks at various locations around the City.
4. Crews inspected 177 new driveway approaches.
5. Crews inspected 158 new sidewalk installations.
6. Crews patched approximately 1,400 potholes.

SIGNIFICANT BUDGETARY ISSUES

- Trailer Mounted Attenuator. \$28,390
- Spreader, Plow, and Dump Bed for the new dump truck. \$77,972
- APWA Accreditation Renewal. \$2,000



PUBLIC WORKS STREETS DIVISION



STREETS

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	276,110	299,838	304,591	304,591	304,591	295,956	295,956	295,956
Commodities	150,059	161,577	129,880	129,880	159,934	129,655	129,655	129,655
Maintenance and Repairs	53,466	66,770	65,500	65,500	51,849	54,000	54,000	54,000
Utilities	2,868	101	3,408	3,408	0	0	0	0
Contractual	223,347	219,256	228,859	228,859	201,138	237,859	237,859	237,859
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	96,851	96,754	96,754	96,754	96,754	107,664	107,664	107,664
Total	802,701	844,295	828,992	828,992	814,266	825,134	825,134	825,134

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Director, Public Works & Engineering***	0.18	0.18	0.25
Assistant Director, PW-Operations	0.28	0.28	0.28
Crew Leader	0.67	0.67	0.67
Maintenance Workers III **	0.00	0.00	1.00
Maintenance Workers I & II *	2.31	2.31	1.31
Administrative Assistant	0.17	0.17	0.17
Total FTE	3.61	3.61	3.68

By Program

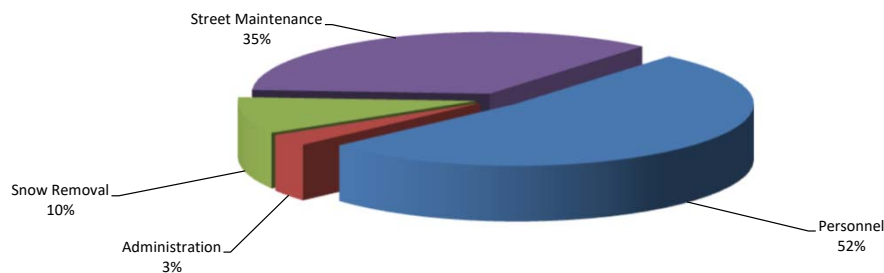
	2020-21 Adopted
Personnel	430,620
Administration	25,539
Snow Removal	79,100
Street Maintenance	289,875
Total	825,134

* FY18 Expansion added an additional FTE split with Streets, Storm Water, Water and Sewer

** FY20 added a Worker III position and promoted an employee from Worker II

*** FY21 Reallocated Public Works Director to 25% Streets

Program as a Percentage of the Function Budget



BUILDINGS & GROUNDS

The Buildings & Grounds Department is responsible for maintaining City buildings, equipment, systems and surrounding grounds. The department is responsible for the maintenance and care of municipal complex and the Public Works Operations Facility, Animal Shelter and manages the contract for care of various median planters and islands. The department staff cares for the facility on a day-to-day basis and consists of a Building Maintenance Technician and Building Maintenance Assistant Technician.

PROGRAMS

This program area is responsible for the day-to-day maintenance, improvement and care of all existing city facilities and grounds, including City Hall.

GOALS

1. Establish a level of service for maintenance of all buildings and public spaces **(2.2.1)**
2. Develop a long term maintenance plan and CIP for City Facilities
3. Perform an annual risk management inspection of City buildings and offices **(2.1.4)**
4. Assist in the development of a transition plan for safety regulations and ADA standards **(2.1.4)**

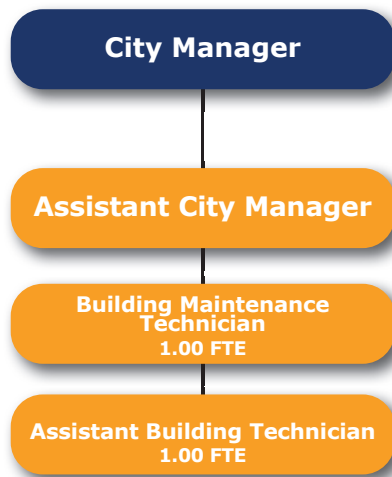
FY 2020 PERFORMANCE SUMMARY

1. Completed the emergency modifications to the City Hall tower.
2. Successfully hired an Assistant Building Technician
3. Cleaned and painted all stucco and masonry on the exterior of City Hall.
4. Completed the Public Works and Animal Shelter natural gas conversion project for an overall savings by eliminating the use of propane
5. Managed all cleaning, disinfecting and sterilizing of surfaces and work spaces during the COVID-19 Pandemic.
6. Partnered with the Ray-Pec School District to share cleaning resources to ensure safety and health of employees at City Hall, Centerview and Public Works.
7. Used new electron-spraying methods to regularly disinfect all vehicles - including Police vehicles - to ensure work spaces were clean.
8. Started oversight of a citywide mowing and landscaping contract.
9. Completed a comprehensive buildings analysis and needs report.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues

BUILDINGS & GROUNDS



BUILDINGS & GROUNDS

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	130,442	163,773	168,621	168,621	168,621	102,939	102,939	102,939
Commodities	2,110	763	2,495	10,245	10,245	2,670	2,670	2,670
Maintenance and Repairs	16,048	20,236	23,020	48,020	48,020	49,020	49,020	49,020
Utilities	117,189	133,272	135,254	145,254	141,654	141,274	141,274	141,274
Contractual	29,842	55,392	48,566	48,566	48,566	55,206	55,206	55,206
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	3,514	3,514	3,514
Total	295,631	373,436	377,956	420,706	417,106	354,623	354,623	354,623

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Director, Public Works ****	0.15	0.15	0.00
Crew Leader, Parks Maintenance****	0.25	0.25	0.00
Parks Maintenance Workers I & II****	0.55	0.55	0.00
Office Assistant *	0.00	0.00	0.00
Building Technician	1.00	1.00	1.00
Assistant Building Technician ** (***)	0.25	0.25	1.00
Superintendent, Parks Operations****	0.20	0.20	0.00
Total FTE	2.40	2.40	2.00

By Program

	2020-21 Adopted
Personnel	106,453
Administration	1,875
Buildings & Grounds Maint	246,295
Total	354,623

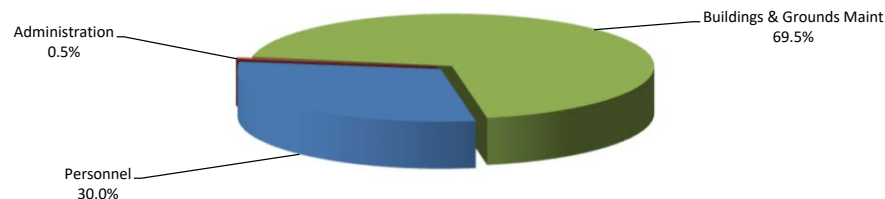
* FY19 reallocation of FTE to better reflect parks staff time assigned to the department

** FY19 FTE was added the opening of Centerview, the Activity Center, and soon Hawk Ridge Park needing to be kept in first class condition along with City Hall, split 0.25 with Buildings & Grounds, 0.25 Stormwater, 0.50 Parks

***FY21 reallocation of FTE to better reflect assistant building technician staff time

****FY21 reallocation of Parks & Public Works personnel to their own department.

Program as a Percentage of the Function Budget





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PUBLIC WORKS

STORMWATER WATER QUALITY

The Stormwater Department's Water Quality division is responsible for the monitoring of the City's stormwater systems to ensure compliance with local, state and federal regulations.

Department staff perform tasks associated with the inspection and maintenance of our stormwater systems including detention ponds, stream buffers and erosion and sediment controls and all other elements of the stormwater conveyance system.

The Stormwater Department is made up of the Public Works Assistant Director, Stormwater Quality Specialist and the Administrative Assistant.

PROGRAMS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management and budget administration.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries and service requests.

Pollution Prevention

The services provided in this program area include the inspection and maintenance of the stormwater collection system which includes conduits, streams and ponds, and implementing all tasks outlined in the NPDES Phase II Permit. This includes tasks such as:

- Public Education and Outreach regarding stormwater quality.
- Increasing Public Participation in matters regarding stormwater quality.
- Detecting and eliminating illicit discharges.
- Inspecting construction sites for erosion and sediment control.
- Plan review and inspection of water quality measures.
- Educating staff on stormwater quality issues.

GOALS

Customer Service

1. Develop outreach and education giving residents the tools to improve privately owned streams and waterways. **(2.2.3)**
2. Explore opportunities to host more stream clean-up days. **(2.2.3)**

3. Partner with Mid-America Regional Council's Water Quality Education Committee to hold a water quality Best Management Practice workshop for a large lakeside/streamside homeowners association. **(2.2.3)**

Pollution Prevention

1. Explore opportunities to expand and enhance water quality treatment requirements related to development and redevelopment. **(2.2.3)**
2. Enhance preservation and improvement efforts for greenways and linear parks. **(2.2.3)**
3. Educate Builders and Public on Illicit Discharge Prevention.

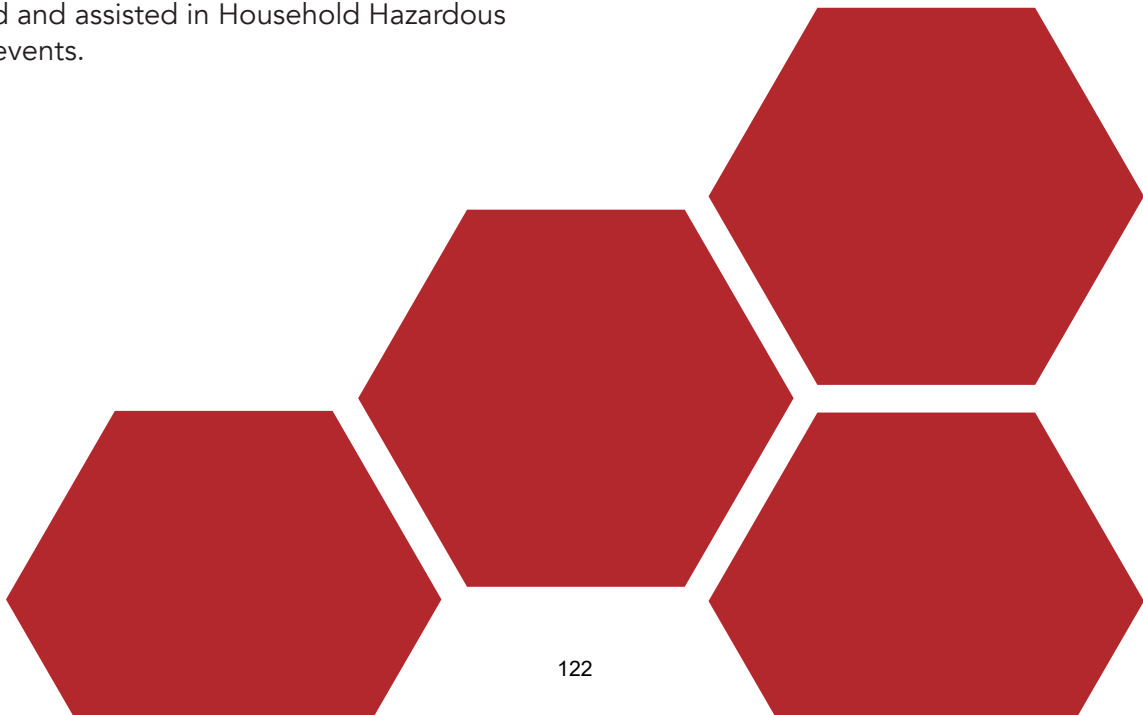
FY 2020 PERFORMANCE SUMMARY

1. Inspected all new residential and commercial sites for initial Erosion Control Compliance with ongoing inspection for all open building and grading permits.
2. Reviewed Stormwater Drainage Studies, Stormwater facility/BMP plans, and Stormwater Pollution Prevention Plans for all commercial and development construction.
3. Inspected all outfalls identified in the 2020 plan. Mapped and added an additional 395 outfalls.
4. Completed an inventory of all public and privately held BMPs.
5. Inspected all public and privately held BMPs on a yearly basis and during initial construction
6. Conducted IDDE training for all Engineering, Parks and Public Works employees.
7. Conducted three Stream Clean-ups and assisted a local environmental club in two litter and stream clean-ups.
8. Advised and assisted in Household Hazardous Waste events.

9. Distributed stormwater educational information to residents via social media, postcards, and door hangers.
10. Provided on line erosion control training, testing and certification for all single family home builders.
11. Enforced Construction site runoff and illicit discharge violations.
12. Developed site specific Stormwater Pollution Prevention Plans and SOP's for all Municipal Facilities.
13. Replaced 40 feet of storm pipe at 102 Libby Ln.
14. Replaced 80 feet of storm pipe at N Madison and Elizabeth.
15. Replaced 80 feet of storm pipe at 1200 Wesley Ave.
16. Completed 45 storm water service requests.
17. Continued the annual street sweeping program.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.



PUBLIC WORKS STORMWATER SYSTEM MAINTENANCE

The Stormwater System Maintenance is involved in flood control, system maintenance and pollution prevention. Staff perform tasks associated with the inspection and maintenance of our stormwater systems including detention ponds, stream buffers and erosion and sediment controls and all other elements of the stormwater conveyance system.

System Maintenance is comprised of the Public Works Assistant Director, Crew Leaders, Maintenance Workers, and the Administrative Assistant.

PROGRAMS

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries and service requests.

Flood Control

The services provided in this program area include tasks such as: administration of the Floodplain Ordinance, review of development plans to assure compliance with the City's stormwater runoff control requirements, investigation of stormwater related complaints.

System Maintenance

The services provided in this program area include tasks such as: storm inlet cleaning and inspection and under road culvert cleaning and inspection.

GOALS

Customer Service

Respond to customer concerns/complaints in a timely manner.

Flood Control

Inspect and clean as necessary major under road culverts on an annual basis.

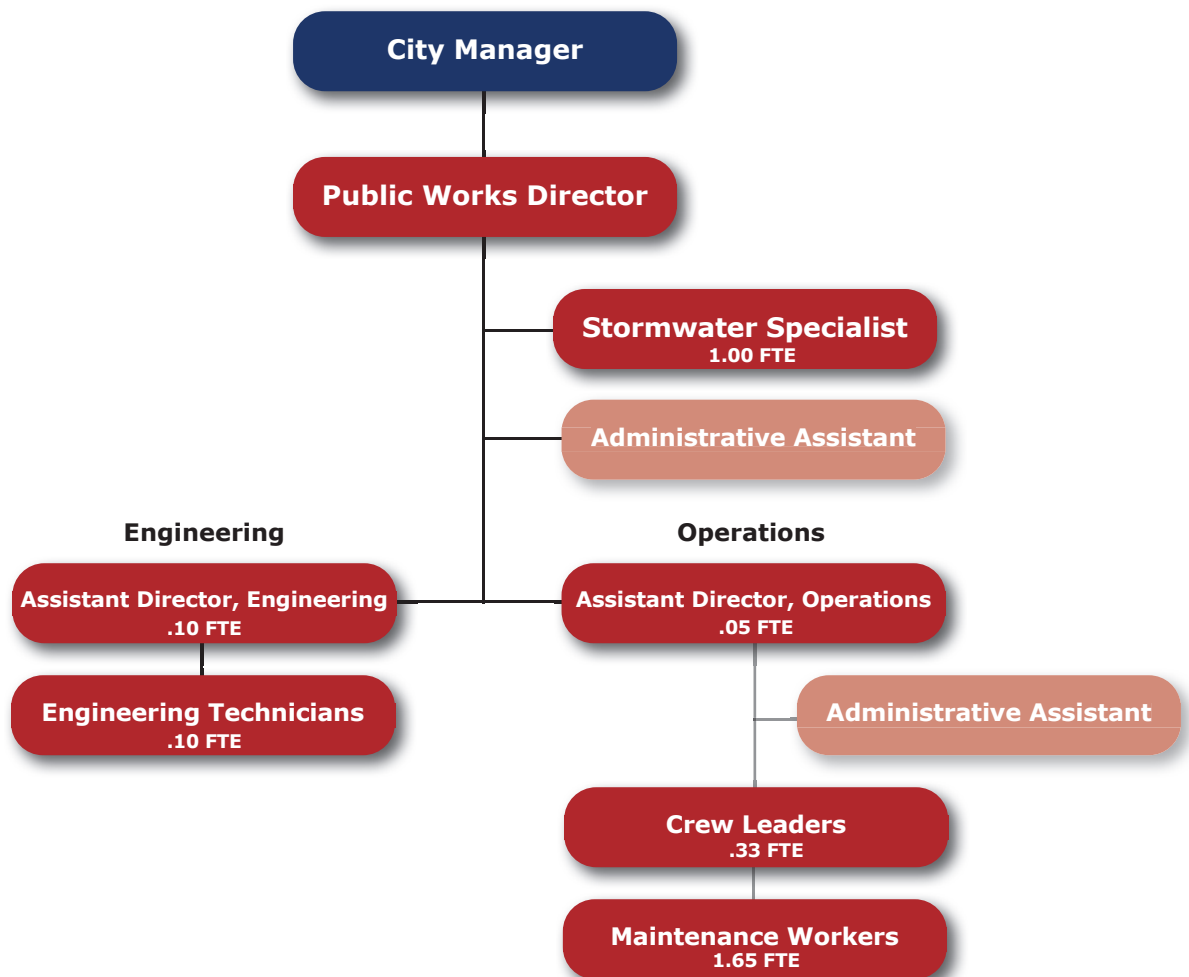
System Maintenance

Clean and inspect inlet structures in accordance with the frequency established in the Department's Standard Operating Procedures.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

PUBLIC WORKS STORMWATER



STORMWATER

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	274,809	280,867	282,466	282,466	282,466	268,071	268,071	268,071
Commodities	1,633	2,235	3,870	3,870	3,620	3,870	3,870	3,870
Maintenance and Repairs	4,108	10,667	12,400	12,400	2,315	12,400	12,400	12,400
Utilities	0	0	0	0	0	0	0	0
Contractual	4,838	5,828	11,800	11,800	6,200	12,050	12,050	12,050
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Total	285,388	299,597	310,536	310,536	294,601	296,391	296,391	296,391

Position Control Roster

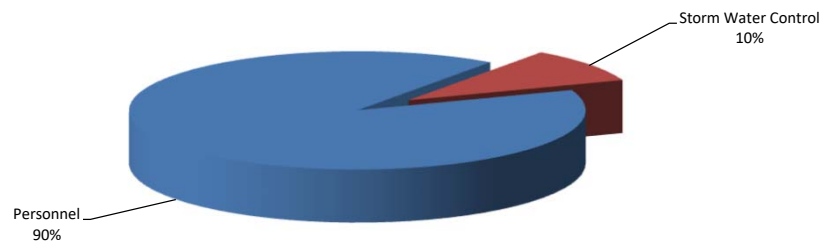
	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Assistant Director, PW - Engineering	0.10	0.10	0.10
Assistant Director, PW - Operations	0.05	0.05	0.05
Stormwater Quality Specialist	1.00	1.00	1.00
Administrative Assistant	0.17	0.17	0.17
Crew Leader Public Works	0.33	0.33	0.33
Maintenance Worker I & II*	1.65	1.65	1.65
Engineering Technicians	0.10	0.10	0.10
Assistant Building Technician **	0.25	0.25	0.00
Total FTE	3.65	3.65	3.40

By Program

	2020-21 Adopted
Personnel	268,071
Storm Water Control	28,320
Total	296,391

** FY19 FTE was added the opening of Centerview, the Activity Center, and soon Hawk Ridge Park needing to be kept in first class condition along with City Hall, split 0.25 with Buildings & Grounds, 0.25 Stormwater, 0.50 Parks

Program as a Percentage of the Function Budget





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MUNICIPAL COURT

The Raymore Municipal Court, as a division of the Cass County Circuit Court, has jurisdiction to hear and rule on all complaints under City Code. The Municipal Court maintains all files and documents necessary to schedule and conduct trials, pleas, pre-trial hearings, sentencing, probation revocation hearings, and post-trial motions related to violations of City Code. The mission of the court's staff is 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. These responsibilities are carried out in three programs: Administration, Court Operations and Customer Service.

PROGRAMS

Administration

Administration provides services necessary to operate the department including probation programs, implementing new legislation, preparing and administering department budget, developing and implementing court policies and procedures, evaluating staffing requirements, supervising court personnel, attending training sessions, ensuring effective communication with Court staff, the public, Police Department and other city personnel.

Court Operations

Court Operations adjudicates all code violations filed by the City Prosecutor, including all traffic tickets, domestic violence, common assault, drug possession, general ordinance violations, animal control violations, building/inspection code violations, zoning violations and any new violations approved by City Council.

Customer Service

Customer Service provides permissible information about court cases to defendants, defense attorneys, other authorized City departments, witnesses, other government agencies and the public. Customer Service also collects fines, filing fees, and bail bonds and provides efficient and effective probation services.



GOALS

Administration

1. Continue to update court policies and procedures as new legislation is implemented.
2. Continue research, review, and utilization of practical alternative sentencing for appropriate defendants.
3. Continue intervention through education and self-help materials.
4. Continue to work with MML (Missouri Municipal League) and MACA (Missouri Association Court Administration) on legislative changes that affect the courts.

Court Operations

1. Continue to improve communication with City Personnel, Police Department, Circuit Court, Presiding Judge and the public. **(1.3.4)**
2. Create new procedures to improve upon the organization and efficiency of the Municipal Court. **(4.1.2)**
3. Correspond with incarcerated defendants serving time or being held in the county or Department of Corrections who wish to plead guilty and receive credit for time served. This helps clear up old warrants & account receivables that would probably never get collected.
4. Add additional Community Service Organizations to the existing list. Document printed in carbon form so that the second page could be given to the defendant at the court window. Cuts down on toner, paper and time on court nights.

5. Re-designed the case jacket we use with each citation for court. These changes have made things more efficient for the Judge during court.
6. **Customer Service**
7. Improve customer service to the public with courtesy, efficiency, and professionalism. **(1.2.3)**
8. Strive to have coverage in the office and ensure phone calls and emails are being returned in a timely manner. **(1.2.3)**
9. Phoning defendants the day before their payment plan is due to ensure they are made on time. This cuts down on the show cause hearings the court is having to schedule on a docket.
10. To make payments convenient for the defendants who do not want to come to court or have access to the Internet, credit/debit card payments are available online or by phone. This alleviates the number of people appearing in court and makes the docket numbers more manageable. **(4.1.2)**

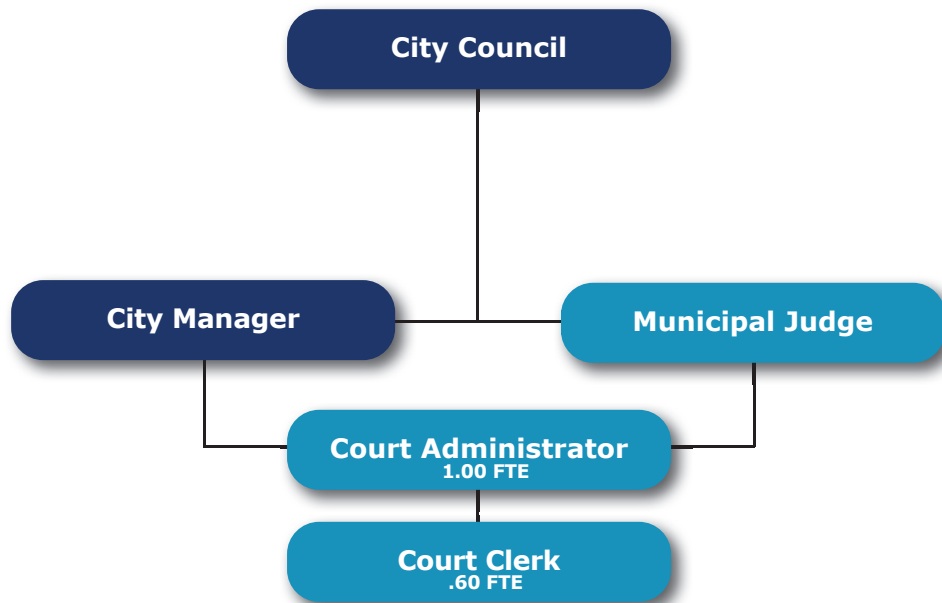
FY 2020 PERFORMANCE SUMMARY

1. Maintained 100% compliance rating from the Dept. of Revenue on the seven day record of conviction reporting requirement.
2. Utilize the State Contract with Language Line Solutions for interpreting services.
3. Community Service is offered to defendants in lieu of payments. Payment plans are also made available by the Judge for defendants that need time to pay.
4. For payment convenience, the court is now taking credit card/debit card payments by phone along with credit/debit payments online . This reduces the numbers on the docket and people personally appearing in court or at the office window. **4.1.2)**
5. Continue to accept attorney entry of appearances and motions via email. This allows for quicker interaction time for the clerks and attorneys.
6. Complete continuing education hours to maintain certification for Judge and Court Administration.
7. Utilize WebEx for virtual appearances for attorneys, their clients and defendants who do not wish to make a personal appearance in court.
8. The court will employ two part-time bailiff's to work the monthly dockets. They will maintain security in the courtroom and screen all persons entering the building for court.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

MUNICIPAL COURT



MUNICIPAL COURT

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	117,292	110,226	111,847	116,147	116,147	114,373	114,373	114,373
Commodities	2,372	2,072	2,564	3,364	2,767	3,205	3,205	3,205
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	8,584	10,033	25,043	25,543	21,404	24,092	24,092	24,092
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Total	128,249	122,331	139,454	145,054	140,318	141,670	141,670	141,670

Position Control Roster

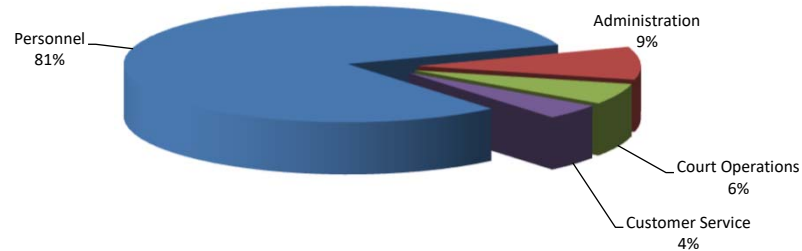
	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Municipal Court Administrator	1.00	1.00	1.00
Municipal Court Clerks *	1.10	0.60	0.60
Total FTE	2.10	1.60	1.60

By Program

	2020-21 Adopted
Personnel	114,373
Administration	13,000
Court Operations	8,257
Customer Service	6,040
Total	141,670

* FY19 During the fiscal year, the full-time position was vacated, reviewed and determined that it should be replaced with a part-time position

Program as a Percentage of the Department Budget



FINANCE

The Finance Department manages the day-to-day financial operations of the City including utility billing, purchasing, vendor payment and staff payroll.

The department also directs the city's overall financial planning, accounting, budgeting and cash/debt management. The Finance Department is responsible for the administration of the city budget, directly manages the Debt Service Funds, Internal Service Funds as well as the utility billing, debt service and the solid waste contract management within the Enterprise Fund.

The Finance Department leads the Capital Improvement Plan (CIP) Committee overseeing projects and funding within the capital project funds.

The department provides transparency and oversight to comply with federal, state and local laws to ensure the the City is being held accountable when it comes to the use of taxpayer funds. To meet the high level of transparency expected from this department, the professional staff develops and maintains internal controls and procedures to ensure the safekeeping of assets, investments and the effective collection of City revenues.

The Finance Department is divided into four programs of responsibility: Administration/Purchasing; Accounting/Payroll; Cash and Debt Management and Utility Billing.

PROGRAMS

Administration/Purchasing

Administration includes but is not limited to: providing department management, establishment of internal controls and procedures, development and administration of fiscal policy. Representation of the City to the public in matters of financial considerations, audit coordination, and budget preparation.

Purchasing includes all matters of procurement including but not limited to: quotes, requests for proposals, cooperative agreements, and contracts.

Accounting/Payroll

Accounting includes reporting of the City's financial activity in compliance with federal, state and local requirements and in accordance with Generally Accepted Accounting Principles (GAAP) maintenance.

Payroll includes but is not limited to: collection and verification of timesheets, preparation of materials associated with the payroll function, preparation of payroll checks, preparation of payroll taxes and reports.

Cash and Debt Management

Cash and debt management provides fiduciary and custodial duties for the City's cash and debt management policies, procedures and activities.

Utility Billing

Providing accurate utility account management to more than 8,334 service addresses and coordinating utility services between the Public Works Department and customers.

GOALS

Administration/Purchasing

1. Continuously explore and develop new funding sources to support city facilities. **(4.8.1)**
2. Effectively communicate and accurately report the City's financial information to all users with standardized reporting and easy to read, understandable budgets. **(4.3.2)**
3. Continuously review, update and revise all Finance policies and procedures; stay abreast of the changing business climate and compliance with federal, state and local statutes, regulations and codes. **(4.3.1)**
4. Establish a strong connection between the budget and the strategic plan. **(4.3.2)**
5. Assure prudent use of public funds through effective procurement. **(4.3.2)**

Accounting/Payroll

1. Timely monthly and annual reporting of the City's financial activity with increased emphasis on fund reconciliation reporting. **(4.3)**
2. Refinement of the reporting and accounting of capital funds and debt service issues, to better present the annual budget and financial reports. **(4.3.2)**
3. Continue to process employee compensation accurately. Process taxes and reports to federal and state agencies on a timely basis.

Cash and Debt Management

1. Maximize investment yields and minimize debt financing interest costs through continued analysis of internal and external economic influences and the establishment of benchmarks for investing.

Utility Billing

1. Continue to refine the water and sewer rate model and present the annual proposed utility rates for Council's consideration. **(4.3.1)**
2. Continue to expand the use of statement billing, electronic billing and electronic notifications for utility billing. **(4.1.2)**
3. Convert the two billing cycles into one single billing cycle for the City. **(4.1.2)**

4. Implement Text To Pay and Email Reminders with Billing Software Company to provide efficient methods for customers to pay their bills timely. **(4.1.2)**

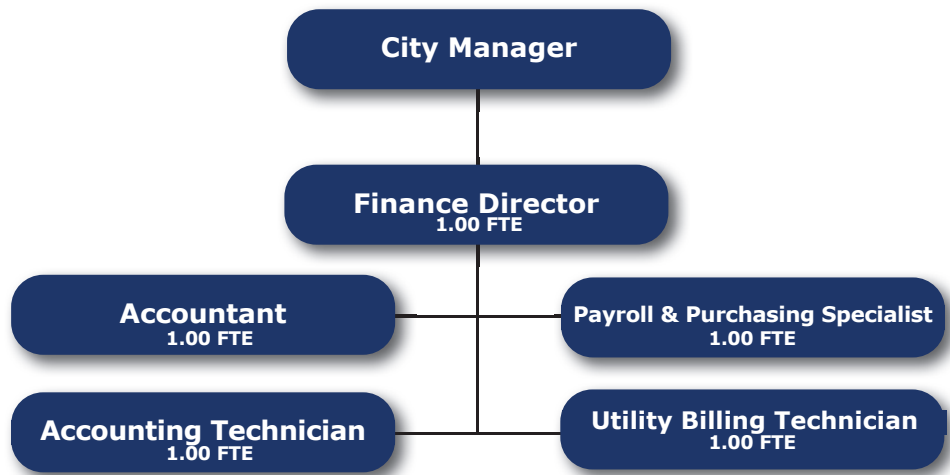
FY 2020 PERFORMANCE SUMMARY

1. Received the GFOA Distinguished Budget Presentation Award for the 16th year.
2. Received the GFOA Award of Financial Reporting Achievement on the City's Comprehensive Annual Financial Report (CAFR) for the ninth year.
3. Received the Agency Certification Award from Universal Public Procurement Certification Council (UPPCC) for the tenth year.
4. Ensured the City's compliance with all annual reporting for all outstanding debt in accordance with SEC reporting regulations.
5. Worked with Administration, the City's Financial Advisor and the City Council to refinance Hubach Hill TDD Debt Service.
6. Implemented Interactive Voice Recognition (IVR) automated phone payments for utility customers.
7. Finance Director received Certified Public Manager credentials from the KU Public Management Center.
8. Led the COVID-19 Response Team's efforts to apply for reimbursements for Federal CARES act funding.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

FINANCE



FINANCE

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	452,893	430,568	420,672	420,672	420,672	431,830	431,830	431,830
Commodities	10,151	8,429	42,198	42,198	42,198	43,323	43,323	43,323
Maintenance and Repairs	6,808	4,562	3,927	3,927	3,927	932	932	932
Utilities	0	0	0	0	0	0	0	0
Contractual	154,491	155,021	165,260	181,260	176,297	214,792	214,792	214,792
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Total	624,343	598,580	632,057	648,057	643,094	690,877	690,877	690,877

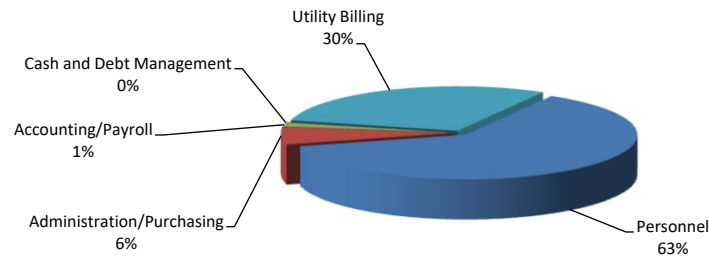
Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Director, Finance	1.00	1.00	1.00
Assistant Director, Finance	1.00	0.00	0.00
Accountant	0.00	1.00	1.00
Payroll & Purchasing Specialist	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00
Utility Billing Technician	1.00	1.00	1.00
Total FTE	5.00	5.00	5.00

By Program

	2020-21 Adopted
Personnel	431,830
Administration/Purchasing	43,769
Accounting/Payroll	9,209
Cash and Debt Management	1,780
Utility Billing	204,289
Total	690,877

Program as a Percentage of the Department Budget



COMMUNICATIONS

The Communications Department promotes the City and staff to the community and region through unique and memorable storytelling. We do so by developing and implementing clear, consistent and engaging strategies that enhance public understanding of the City and local government as a whole. The Communications Department also works to inspire our residents to connect with one another through public, cultural events aimed at building a stronger community.

PROGRAMS

Administration

The administration of the Communications Department is dedicated to providing high quality support and customer service internally to all departments and employees at the City of Raymore.

The Communications Manager develops speaking notes and materials for department heads, the City Manager and elected officials when they are offered the opportunity to speak in the community or at regional events. The department also works closely with local and KC regional media to respond to questions and ensure the City is well represented in all

media channels.

The Communications Manager creates a number of weekly, monthly and quarterly publications (both online and in print). These publications tell the City's overall story and let residents know about what is happening in their community.

Arts Commission

The Communications Department provides staff support to the Arts Commission and acts as a liaison to other departments on its behalf. The Arts Commission hosts a number of arts and cultural programs, including the annual Summer Scene arts & music festival. The Arts Commission also is the primary advisory body that manages relationships with local artists and selects artists/artwork to create unique public art for the City.

Digital/Social Media

The Communications Department oversees the City's website, Report-a-Concern system and Social Media venues.

These three areas make up a considerable amount of resident interaction and have proven to be successful areas to connect with residents to provide high quality customer service.

GOALS

Administration

1. Expand opportunities for residents to personally engage with the City's brand. **(1.1)**
2. Continue to provide residents with regular department level communication on a standard schedule regarding plans and various projects and implement a communications process to encourage public participation and feedback across a variety of media **(1.3.1, 1.3.3)**
3. Enhance internal and employee-focused communications that give staff the opportunity to provide input on topics and recognize their good works. **(1.3.4)**
4. Establish a report card for the City based on feedback garnered in the Reimagine Raymore community conversation and ETC community survey. **(4.4.3)**

Arts Commission

1. Foster opportunities for all citizens to feel valued and connected within the Raymore community. **(1.3)**
2. Explore new opportunities for public art in new development and redevelopment areas. **(3.2.3)**

Digital/Social Media

1. Continue to grow online venues that advertise and promote the City and its projects/programs **(1.3.1)**
2. Promote venues, both in-person and online, that allow residents to provide feedback and input on City issues. **(1.3.3)**

FY 2020 PERFORMANCE SUMMARY

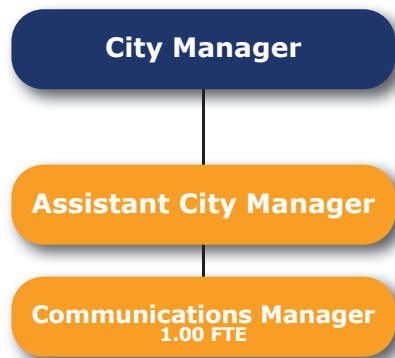
1. Oversaw the artist selection process and development of the Arts Commission's fifth public art piece.
2. Expanded the number of events sponsored/ hosted through the Raymore Arts Commission. **(3.2.3)**
3. Continued development and expansion of the City's website.
4. Positive growth and community outreach recognition through the City's social media platforms.
5. Ramped up video production to create informative videos for multiple departments.
6. Assisted Police Department, Animal Control and Parks & Recreation with fundraising through the Raymore Community Foundation.
7. Led community events to celebrate the ribbon cuttings/grand openings for Hawk Ridge Park Improvements Project, T.B. Hanna Station's Variety KC Inclusive Sprayground and Playground.
8. Managed communications to residents and local business owners/operators regarding the COVID-19 pandemic and its local impact.

SIGNIFICANT BUDGETARY ISSUES

- Website redevelopment \$9,100



COMMUNICATIONS



COMMUNICATIONS

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	191,272	90,755	86,121	86,121	86,121	88,520	88,520	88,520
Commodities	4,601	4,910	6,500	6,500	6,500	7,000	7,000	7,000
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	80,069	83,879	93,400	93,400	89,700	93,400	93,400	93,400
Capital Outlay	3,744	0	0	0	0	9,100	9,100	9,100
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Total	279,686	179,544	186,021	186,021	182,321	198,020	198,020	198,020

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Communications Director*	0.00	0.00	0.00
Communications Specialist	1.00	0.00	0.00
Communications Manager**	0.00	1.00	1.00
Total FTE	1.00	1.00	1.00

By Program

	2020-21 Adopted
Personnel	97,620
Community Outreach	100,400
Total	198,020

*The Communications Director was promoted to the Assistant City Manager in January 2019; this FTE was moved to the administration department.

**The Communications Specialist was promoted to Communications Manager in November 2019.

Program as a Percentage of the Department Budget



PROSECUTING ATTORNEY

The Prosecuting Attorney Department was created in 2017 in order to comply with mandates that the court administration and Prosecuting Attorney functions be distinctly separate.

The Prosecuting Attorney is a contracted service, with a two year term, appointed by the Mayor with the advice and consent of six (6) out of eight (8) members of the entire City Council. The Prosecuting Attorney prosecutes violations of the City Ordinances before the Municipal Court.

GOALS

1. Completion of continuing education units to maintain certification as Prosecutor.
2. Compliance with new legislation and City Ordinances.
3. Continued improvement of communication with City Personnel, Police Department, Circuit Court, and the public.
4. Timely review of charges and probable cause statements with Police Department.
5. Timely filing of charges with Municipal Court.

FY 2020 PERFORMANCE SUMMARY

1. Successfully navigates regulations and conditions for Court operations following COVID-19 pandemic.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

PROSECUTING ATTORNEY

By Category

[illegible]

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
	0.00	0.00	0.00

Total FTE	0.00	0.00	0.00
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There are no FTE's associated with this budget, only a contracted Prosecutor

0.00

By Program

	2020-21 Adopted
Prosecution	24,400
Total	24,400



POLICE DEPARTMENT ADMINISTRATION

The Raymore Police Department is charged with providing superior police service to the community 24 hours a day, year-round. This includes, but is not limited to, answering calls for service, conducting community policing activities, education and outreach, crime prevention, enforcement of local, state and federal laws including traffic ordinances, protecting persons and property within the city limits, investigating crimes, and assisting other law enforcement agencies and community partners.

PROGRAMS

Administration

The leadership and administrative oversight of Police Department operations is the duty of the command staff. This team is comprised of the Chief of Police, the Operations Division Captain, the Support Services Division Captain, two Operations Lieutenants, and the Emergency Management Director.

The Police Department performs its mission and goals by separating the organization into two divisions, Operations and Support Services, which are further divided into areas of expertise and staffed by specially trained personnel. Both Division Captains and the Emergency Management Director report directly to the Chief of Police.

The management and direction of the Police Department includes, but is not limited to: addressing citizen concerns and complaints, tracking and addressing crime trends, patterns and sprees, ensuring adequate staffing levels, mandating and securing appropriate training for all department members, providing timely direction, training or discipline in personnel issues, strategic planning, budget preparation and control, purchasing, proper maintenance and allocation of resources, and the coordination of all emergency preparedness activities.

GOALS

1. Maintain an efficient, properly trained staff to meet community needs. **(2.1.1)**
2. Plan deployment according to identified areas of concern. **(2.1.1)**
3. Respond to citizen concerns/complaints within 24 hours. **(1.2.3)**
4. Provide professional customer service with every contact. **(1.3.1)**
5. Address internal issues swiftly and fairly. **(4.2.2)**
6. Maintain emergency reserve for future pandemic/emergency needs **(2.1.2)**
7. Train and equip officers on AED **(2.1.2)**

8. Complete the transition from the National Uniform Crime Reporting System to the National Incident Based Reporting System. **(2.1.3)**
9. Update the Standard Operating Policy Manual **(2.1)**

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues

FY 2020 PERFORMANCE SUMMARY

1. Developed the plan and deployed the Communications/Command vehicle for disaster and crime scene response, mutual aid and proactive community outreach, education and recruitment.
2. Conducted a Fall Citizens Academy
3. All sworn members transitioned to a new handgun, the Sig Sauer P320
4. Assisted Development Services with aerial footage from the Unmanned Aerial Vehicle for a significant development project
5. Partnered with the Raymore Fall Festival Committee and conducted a crime prevention event in conjunction with the Fall Festival.
6. Applied for and received grant funding from the Missouri Division of Highway Safety for continued STEP traffic enforcement activities.
7. Achieved 100% compliance with Missouri Peace Officers Standards and Training requirements.
8. Conducted "Shop With a Cop" with 50 area Raymore children.
9. Conducted "Coffee With a Cop" events at various locations throughout the community.
10. Trained officers and deployed significant technology, such as the License Plate Reader, Mobile Fingerprint Reader and new Livescan.
11. Conducted approximately 60 "Birthday and Graduation Parades" for Raymore youth with South Metro Fire during the COVID stay-at-home orders.
12. Created policy and an emergency reserve for future pandemic/emergency response.
13. Moved the Police Department Administrative Assistant from $\frac{1}{2}$ time to $\frac{3}{4}$ time.
14. Capt. Wilson was selected as the First Vice President of the Missouri Peace Officers Association.

POLICE DEPARTMENT OPERATIONS DIVISION

A Captain commands the Operations Division, which is made up of the Patrol and Investigations Units. Division members are all sworn law enforcement officers and perform their assigned street patrol or investigative duties in both a uniform or plain clothes capacity. The Division Captain, Patrol Lieutenants and Sergeants of the units manage their assignments by planning, assessing, and staffing to most effectively deliver police services to the community. This division contains the largest number of staff members within the Police Department and is most often the initial point of contact with the community. Open, proactive communication with all partners is critical for the Police Department to be successful.

PROGRAMS

Patrol Unit

The Patrol Unit has allocated staffing of two Lieutenants, four Sergeants and 18 Patrol Officers. This number does not include a current complement of reserve officers (former full-time members of the department now employed elsewhere) available for call-in during special events and staffing shortages. The Patrol Unit provides a variety of services such as: 24-hour uniformed police presence, response to calls for service, completion of offense reports, performance of preliminary criminal investigations, enforcement of

traffic laws, investigation of traffic crashes, prevention of criminal behavior through police presence and arrest of offenders for violations of city ordinance, state statute and federal law. Service is also provided through the maintenance of community policing and crime prevention programs, including the Citizen's Police Academy, School Youth/Community Outreach Officer, House/Neighborhood Watch, child fingerprinting and bicycle safety seminars, Raymore Fall Festival Crime Prevention partnership, prescription drug take-backs, presence at City special events, Crisis Intervention, and Chaplain Program.

Several members of the patrol staff are specially trained to provide a variety of additional police services, including the bicycle patrol, crisis intervention, tactical team, accident reconstruction and computer voice stress analysis.

Investigations Unit

The Investigations Unit is made up of specially trained and designated investigators who conduct criminal, special, and juvenile investigations. Personnel also conduct investigations on narcotic, liquor and vice violations; work with local, state and federal investigators to assist in criminal investigations within the Kansas City Metro area; and are active members with the Metro Squad. They also provide security checks for area businesses and speak at local seminars, business and community groups in

an attempt to help detect and prevent crimes. They assist the Patrol Unit with day-to-day activities by obtaining search and arrest warrants and assisting with crime scene processing. Background investigations and maintaining intelligence information are also the responsibility of assigned personnel.

The Investigations Unit is staffed with one Detective Sergeant, two Detectives and the School/Youth Community Outreach Officer. The investigators are responsible for the investigation of criminal and juvenile cases, detection and arrest of criminal offenders, location of missing persons and runaway juveniles, recovery of lost and stolen property, proper conduct of fugitive extradition proceedings, and investigating conditions relating or contributing to criminal activity. The Outreach Officer is responsible for scheduling and conducting community events such as the Community Against Crime/Fall Festival, Citizen's Police Academy, crime prevention presentations, neighborhood meetings and special activities such as the secure shred event.

GOALS

Patrol

1. Enhance citizen satisfaction through community policing activities and focused training in customer service. **(2.1.1 & 2.1.3)**
2. Provide a safer community for citizens through the use of crime prevention techniques and the apprehension of offenders. **(2.1.1)**
3. Reduce the number of traffic accidents through citizen education and aggressive enforcement at high crash locations. **(2.3.2)**
4. Attend neighborhood association and community meetings to provide training and/or crime data as requested. **(2.1.1)**
5. Provide appropriate and timely response to all requests for police service. **(1.2.3)**
6. Add two new bicycle officers for a total complement of four officers with bicycles. **(2.1.1)**
7. Train six (6) additional drivers for the Command/Communication vehicle **(2.1.2)**

Investigations

1. Make Raymore a safer community by meeting or exceeding the national clearance rate for Part I and Part II Crimes. **(2.1.1)**
2. Carry a lower than average caseload per detective to provide more focused, high-quality investigations. **(4.1.2)**
3. Continue specialization through training to more effectively investigate cases. **(4.2)**
4. Enhance interaction with the Cass County Prosecutor and Juvenile Offices. **(2.1.3)**

FY 2020 PERFORMANCE SUMMARY

1. Created and staffed a new Operations Lieutenant position.
2. Hired four new police officers for existing vacancies
3. Partnered in one National Drug Take Back event
4. Conducted one secure city-wide shred event at City Hall
5. Partnered with local businesses to conduct two bicycle safety rodeos
6. Hosted several training seminars at Centerview for regional law enforcement
7. Developed training and deployed exterior ballistic vests to all sworn officers

SIGNIFICANT BUDGETARY ISSUES

Patrol overtime is a significant problem. This account has been underfunded for many years.

POLICE DEPARTMENT SUPPORT SERVICES DIVISION

The Support Services Division is commanded by a Captain and includes emergency dispatch, animal control services, preservation of property and evidence in control of the Police Department, and maintenance of all Police Department records. The Division Captain is also responsible for oversight of all purchasing and supply, coordination of planning and research, policy development, public information, budget and fiscal responsibilities, and grant management. This Division maintains files on licensed firearms dealers and processes applications for solicitors requesting approval to operate within the corporate limits of Raymore.

PROGRAMS

Communications Unit

The Police Department Communications Unit has allocated staffing of one civilian Communications Supervisor, eight civilian Communications Officers, and several on-call positions. The Unit is one of five public safety answering points (PSAPs) in Cass County and provides continuous 9-1-1 emergency service telephone and radio dispatch functions for the Raymore Police Department, Peculiar Police Department, and the South Metropolitan and West Peculiar Fire Protection Districts. In addition, the members of the Communications Unit are responsible

for the operation of local, state and federal computer database systems, which provide information regarding driving records, vehicle registration, warrants and homeland security communications. Members of the unit are also specially trained to provide emergency medical dispatching services as needed.

Animal Control

Two full-time employees are responsible for the coordination of all animal control activities within the city limits of Raymore and sheltering services for the City of Peculiar. Assigned personnel ensure public safety and animal welfare by providing quality animal control of domestic and non-domestic animals within the city limits. This includes, but is not limited to: response to calls on animals that are wild, stray and those running at large, issuance of citations, care of animals and shelter upkeep, adoption, pet vaccination and microchipping.

Property and Evidence

One full-time Property and Evidence Technician is responsible for all aspects associated with the orderly maintenance and chain of custody control of evidence and property collected, seized, or otherwise

obtained by members of the Police Department for the purpose of safekeeping and/or use as evidence in the prosecution of criminal cases. This includes: return of items to rightful owners, escheatment of seized funds to state and other agencies, provision of items for auction, preparation for court appearances by officers and personal court testimony, as well as property destruction.

Records

One full-time Custodian of Records is responsible for maintenance of all police records. This includes: filing, reproduction and overall management of all incident reports generated by the Police Department, including vehicular accidents, arrest jackets, response to open records requests, preparation of documents for courtroom testimony and provision of information to local, state, and national computer databases.

GOALS

Overall Support Services

1. Maintain excellent customer service through prompt/professional citizen contacts. **(1.2.3)**

Animal Control

1. Promote community awareness of animal safety through education and enforcement. **(2.1.1)**
2. Maintain a humane shelter environment for all animals. **(4.1)**
3. Provide a 100% rate of compliance with all state-mandated programs. **(4.1)**
4. Continue animal adoption initiatives. **(2.1.3)**
5. Conduct vaccination and microchip events for Raymore pets. **(2.1.3)**
6. Expand the shelter to provide a better level of service **(2.2.1)**
7. Determine feasibility of adding a shelter attendant **(2.1.3)**

Property and Evidence

1. Continue the systematic review process for the timely return, destruction or sale of property and evidence that no longer needs to be held by the Department. **(1.2.3 & 4.1.1)**
2. Explore regional partnerships/associations for best practices **(2.1.3)**
3. Explore purchase of incinerator or regional agreement **(4.1.2)**

Records

1. Continue with the systematic process for the collection, dissemination, retention and destruction of all records; to include offense reports, accidents, arrests, and traffic citations. **(4.1.2)**
2. Ensure accurate and timely dissemination of data. **(1.2.3)**

Communications

1. Maintain 100% compliance with emergency medical dispatch certifications. **(2.1.1)**
2. Maintain 100% compliance with state-mandated training requirements.
3. Maintain 100% compliance with CJIS requirements and certifications.

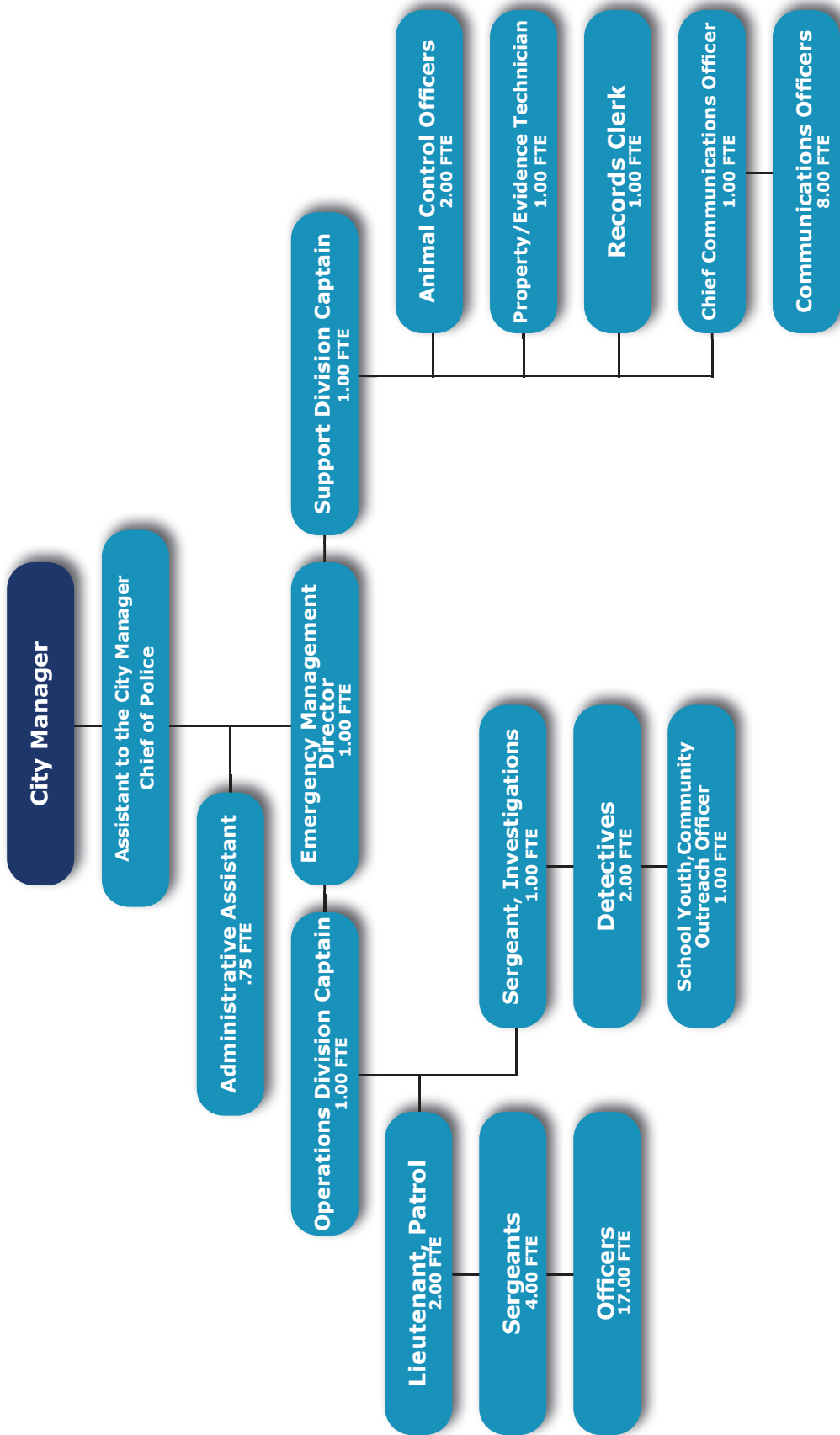
FY 2020 PERFORMANCE SUMMARY

1. Replaced three vehicles in the marked police fleet
2. Hired five full-time dispatchers.
3. One Animal Control Officer received Veterinary Technician certification, enabling staff to provide more comprehensive care.
4. Added Animal Control sheltering services for the City of Peculiar
5. Raymore Communications Officers were trained in the full implementation of dispatching from the mobile command vehicle.
6. Raymore Communications led the County PSAP's in the execution of virtual CAD in accordance with the consolidation study.
7. The Property and Evidence Technician became a founding member and First Vice President of the newly formed and incorporated Missouri Association of Property and Evidence.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

POLICE



POLICE

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	3,540,300	3,626,120	3,624,470	3,656,903	3,677,033	3,784,723	3,784,723	3,784,723
Commodities	100,137	93,971	104,850	104,850	91,053	104,000	104,000	104,000
Maintenance and Repairs	22,100	26,591	27,000	27,000	22,000	26,000	26,000	26,000
Utilities	0	0	0	0	0	0	0	0
Contractual	95,060	85,971	74,676	74,676	43,411	74,176	74,176	74,176
Capital Outlay	54,878	32,546	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	98,780	124,286	98,786	98,786	98,786	126,178	126,178	126,178
Total	3,911,255	3,989,485	3,929,782	3,962,215	3,932,283	4,115,077	4,115,077	4,115,077

Position Control Roster

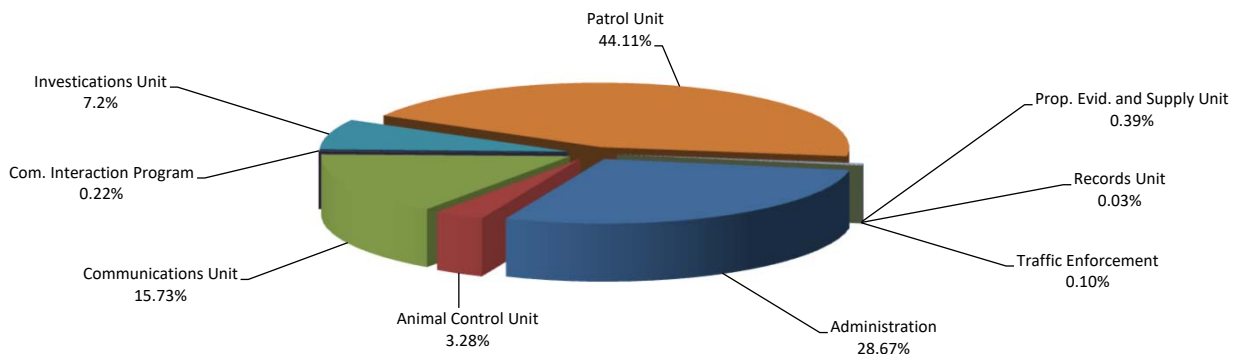
	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Chief of Police	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00
Police Lieutenant	2.00	2.00	2.00
Police Patrol Sergeant	4.00	4.00	4.00
Police Detective Sergeant	1.00	1.00	1.00
Police Detective	2.00	2.00	2.00
Police Officer	18.00	18.00	18.00
Chief Communications Officer	1.00	1.00	1.00
Communications Officer	8.00	8.00	8.00
Animal Control Officer	2.00	2.00	2.00
Administrative Assistant*	0.50	0.75	0.75
Property & Evidence Clerk	1.00	1.00	1.00
Police Records Clerk	1.00	1.00	1.00
Total FTE	43.50	43.75	43.75

*The Administrative Assistant position moved to .75 in January 2020.

By Program

	2020-21 Adopted
Administration	1,179,710
Animal Control Unit	134,926
Communications Unit	647,190
Com. Interaction Program	4,900
Investigations Unit	312,035
Patrol Unit	1,815,066
Prop. Evid. and Supply Unit	16,200
Records Unit	1,050
Traffic Enforcement	4,000
Total	4,115,077

Program as a Percentage of the Department Budget



EMERGENCY MANAGEMENT

Raymore Emergency Management is responsible for the planning and management of resources during local and regional emergency events that affect the citizens of Raymore. An essential component of the department is communication, notably in community outreach, public education, and organization of volunteers for the Community Emergency Response Team (CERT).

Other responsibilities include but are not limited to the development and update of policies, procedures and plans that conform to state and national guidelines. Efforts focus on the execution of all emergency and disaster operations and provision of support and assistance to other agencies in the greater metropolitan area. Actions to mitigate, prepare for, respond to and recover from the effects of an emergency, disaster, or catastrophic event are coordinated through this office. Raymore Emergency Management is constantly promoting citizen preparedness and best practices in dealing with emergencies.

The Emergency Management Director has overall authority for all activities related to emergency management and reports to the Chief of Police. During an emergency or disaster, Emergency Management may assign various department heads to certain functions or coordinate mutual-aid assistance from local, state and federal agencies to accomplish the critical response and recovery from such events.

Department management, procurement of equipment and resources, policy and procedure review

and implementation, long and short-range budgeting and planning as well as emergency preparedness are the primary functions of Emergency Management. Coordination of resources and tracking availability of these resources in the event a need arises are critical to providing an effective emergency management response. Additional responsibilities include maintaining and operating the emergency operations center and alternate emergency communications operations (Mobile Command and Communications vehicle) and developing contingency plans should the emergency operation center need to be outside the Raymore area.

GOALS

1. Review, update and implement policies and procedures for emergency preparedness to maintain compliance with State and Federal requirements.
2. Monitor local, regional and national homeland security issues or events (including budgetary concerns) and localized emergencies for dissemination of information and response to any event.
3. Continue professional development in emergency management, disaster preparedness and recovery, homeland security and other areas pertinent to the City's emergency management program and in accordance with state and regional

- recommendations and provisions.
4. Continue to enhance the comprehensive emergency preparedness educational program for employees, the community, and other relevant stakeholders. **(2.3.2)**
5. Represent the City on the Metropolitan Emergency Managers Committee, Local Emergency Planning Committee, Regional Homeland Security Coordinating Council, Integrated Warning Team and as a member of the International Association of Emergency Managers (IAEM). **(1.2.2)**
6. Continue the social media presence of Emergency Management and work toward building a sustained audience in order to promote preparedness and community involvement **(2.1.2)**
7. Investigate and explore additional emergency management funding opportunities through regional, state, and federal grants. **(4.3.1)**
8. Review, revise, and update all relevant policies applicable to the response efforts during the Covid-19 pandemic and plan for any future resurgence by creating an emergency equipment and supply reserve.
9. Update and revise the city's Local Emergency Operations Plan in preparation for the bi-annual review by the State of Missouri.
10. Maintain and update all plans for the Communications/Command vehicle regarding disaster and crime scene response, mutual aid, community outreach, education and recruitment.
6. Participated in the Region A annual exercise including workshops, discussions, and a tabletop exercise.
7. Continued the public outreach campaign to promote individual, family, and business preparedness. This included presentations at area businesses, organizations, and visiting our senior living facilities within Raymore. Additional efforts will be made this upcoming year to ensure those facilities have shared their emergency plans with the City of Raymore.
8. Continued overall administration of the CERT program. Volunteer coordinators conduct day-to-day operations of the CERT program, to include communications, meetings and inviting guest speakers whenever possible. Additionally, CERT members are sent numerous volunteer opportunities throughout the year.
9. Participated in several local and regional training exercises throughout the metropolitan area in conjunction with the state and other local agencies.
10. Continued participation in conferences and professional development on a wide range of issues impacting emergency management functions including the national IAEM conference, multiple classes on emergency management planning and legislative issues, and coordinating of volunteers during disasters

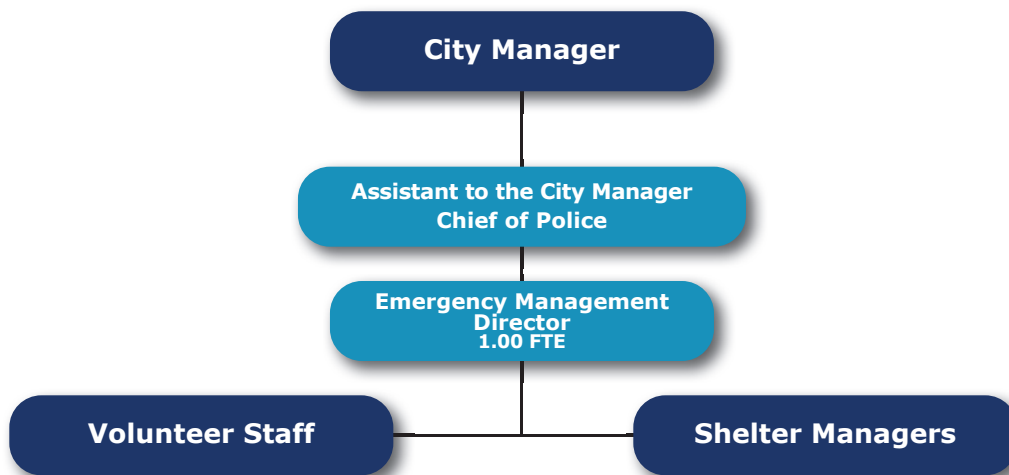
SIGNIFICANT BUDGETARY ISSUES

Each year, Raymore relies heavily on the Emergency Management Performance Grant (EMPG) to cover nearly half of the costs associated with the Emergency Management Department. Due to the Covid-19 pandemic and accompanying supplementary funding bills passed by Congress, EMPG is being extended to an 18 month grant cycle. While this will allow for an extended reporting period it does not provide any true additional dollars (and will in fact cost the city minimal funds). Additionally, the new EMPG grant cycles will be starting on July 1 and run through June 30 of the following year. As a result, the 2021 EMPG cycle will be starting around the time our 2021 budget year is ending, which could add some confusion to our budget processes and ensuring there is no supplanting of funds. Since the grant is a federal award, budget considerations occurring in Washington D.C. can have a significant impact on funding at the local level. It will be important to continue to look for other sources of funding to continue to maintain and expand the outreach of our Emergency Management program.

FY 2020 PERFORMANCE SUMMARY

1. Completed the acquisition and deployment of the new mobile Communications/Command vehicle and oversaw deployment and routine maintenance throughout the year.
2. Participated and helped lead the City's Covid-19 planning and response efforts including the Covid-19 reopening task force for Cass County and our internal Covid-19 meeting group.
3. Continued as administrator for the regional credentialing system for Cass County to print and credential first responders.
4. Maintained the co-chair position on the Integrated Warning Team committee that serves the MEMC and works with local broadcast partners to promote coordinated messaging during severe weather threats.
5. Responded and opened the Emergency Management Office during several severe weather events, including coordinating the opening of our Red Cross approved shelter during multiple events.

EMERGENCY MANAGEMENT



EMERGENCY MANAGEMENT

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	103,038	107,891	111,164	111,164	111,164	98,440	98,440	98,440
Commodities	2,583	2,698	5,894	5,894	4,130	5,830	5,830	5,830
Maintenance and Repairs	7,136	7,664	9,350	9,350	8,102	8,700	8,700	8,700
Utilities	0	0	0	0	0	0	0	0
Contractual	5,088	4,385	5,760	5,760	4,690	6,363	6,363	6,363
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	3,936	3,637	3,637	3,637	3,637	8,695	8,695	8,695
Total	121,781	126,274	135,805	135,805	131,723	128,028	128,028	128,028

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Adopted
Emergency Management Director	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00

By Program

	2020-21 Adopted
Administration	128,028
Total	128,028

Program as a Percentage of the Department Budget



COVID-19 RESPONSE

In March of 2020, the State of Missouri, Cass County and City Council declared a state of emergency in response to the COVID-19 Pandemic.

Many of the City's day-to-day operations continued, but required additional policies and protocols to ensure the safety of our staff and the community as a whole. The City, in cooperation with the County Health Department, began meeting daily to assess the constantly changing situation and ensure the City was responding in a prudent, safe and fiscally responsible way.

One of those initiatives was to create a COVID-19 Budget that specifically tracked expenses related to our COVID response. These expenses include, but are not limited to: cleaning supplies, personal protective gear, equipment purchases, modifications to facilities or vehicles, software to facilitate remote meetings and workspaces, etc.

Revenues for this budget are generated from the Federal CARES Act, as administered by the Cass County Commission and reimburses the City for any expenditures that qualify under the County and CARES Act program. As of August 2020, the City was eligible for \$900,000 in reimbursements.

PROGRAMS

Supplies

This includes any physical supplies that were necessary for the cleaning of City facilities. This also included any personal protective gear or items such as face coverings that were regularly used.

Capital Expenditures

This budget line includes any Capital expenditures for software for remote working, or physical building improvements that ensured the safety of staff and residents.

Professional Services

This budget includes any contracted services that were required during the response to the pandemic.

Personnel

Through the CARES Act, employees were eligible for reimbursement if an individual needed to take time due to a COVID-19 illness. The CARES Act also allowed for reimbursement of sick or vacation time taken as employees were required to stay home to care for a child or dependent with schools and daycares closed.

FY 2020 PERFORMANCE SUMMARY

1. Continue transparency in government by providing a safe and reliable way for Council to meet and continue conducting City business.
2. Provided necessary supplies to all employees to ensure safety and security from COVID-19 while continuing all City services as allowed the Health Department.
3. Made improvements to City facilities and Council chambers to ensure the safety of all visitors.
4. Successfully worked with all employees who needed time off work to ensure they could properly care for their own children and dependents without working about loss of income.

SIGNIFICANT BUDGETARY ISSUES

As of August 2020, the City has received \$1,124,198.46 in reimbursements from the County and CARES Act.



TRANSFERS FROM GENERAL FUND TO OTHER FUNDS

This chapter is included to note any transfers from the General Fund that are included in the fiscal year budget.

SIGNIFICANT BUDGETARY ISSUES

Transfers to Park Fund:

1. Raymore Festival in the Park: An amount to pay for an in-kind contribution to the Raymore Festival in the Park is budgeted at \$5,000.
2. General Transfer: The City has traditionally transferred a small amount from the General Fund to this fund to support Parks & Recreation programs. FY 2021 is budgeted at \$95,000.

Transfers to Capital Improvement Fund:

1. Streets Attenuator: An amount to pay for a safety device used in roadway maintenance \$28,390.
2. Streets Dump bed, Plow & Spreader: An amount to purchase the necessary equipment for snow removal activities. \$77,972.
3. Streets Traffic Calming Study: An amount to fund for the study and analysis of various traffic calming devices that could be used on City streets. \$50,000

4. Police License Plate Reader/License Plate Camera: An amount to purchase an install a stationary license plate reader. \$45,000
 5. Parks Hawk Ridge Park Inclusive Playground: An amount to support the completion of the playground feature. \$100,000
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Parks and Recreation (25)

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Council Adopted
Fund Balance						
Beginning of Year	576,832	461,537	454,305	461,353	461,353	337,272
Revenue Parks						
Property Taxes	384,680	403,678	420,565	420,565	419,437	434,873
Miscellaneous Revenues	27,458	27,053	23,641	23,641	11,500	11,500
Park Revenues	6,170	5,588	6,790	6,790	1,800	7,350
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000
Transfer from VERP						56,192
Transfer from Parks Sales Tax Fund	350,000	350,000	375,000	375,000	375,000	400,000
Revenue Recreation						
Miscellaneous	3,621					
Programs	333,163	255,232	229,950	229,950	139,305	211,970
Facility Rental Revenue	13,058	25,304	32,900	32,900	15,000	32,900
Concession Revenue	47,893	53,743	67,500	67,500	40,000	65,000
Revenue Centerview						
Facility Rental Revenue	32,050	47,390	62,125	62,125	35,000	62,125
Program Revenue	2,520	4,095	6,600	6,600	4,000	6,600
Revenue The RAC						
Miscellaneous		174	3,000	3,000	1,000	2,700
Concession Revenue		2,400	6,000	6,000	1,000	5,400
Facility Rental Revenue	275	3,968	9,875	9,875	1,800	9,325
Program Revenue	(40)	147,000	181,475	181,475	134,050	179,740
Total Revenue	1,300,846	1,425,625	1,525,421	1,525,421	1,278,892	1,585,675
Total Fund Bal & Revenues	1,877,679	1,887,162	1,979,726	1,986,774	1,740,245	1,922,947
Expenditures Parks						
Personnel	477,162	479,271	567,737	567,737	586,960	626,591
Commodities	24,538	19,670	25,183	25,183	18,320	21,710
Maintenance & Repairs	50,997	50,886	48,750	48,750	42,998	45,750
Utilities	47,764	40,910	53,975	53,975	47,070	49,059
Contractual	65,314	76,481	81,320	81,320	68,511	73,689
Capital Outlay	-	-	1,500	1,500	1,500	3,500
Transfers/Miscellaneous	122,617	48,366	50,650	50,650	50,650	62,060
Expenditures Recreation						
Personnel	347,253	434,739	180,088	180,088	180,088	179,461
Commodities	17,185	6,087	7,350	7,350	4,400	6,050
Contractual	232,793	186,558	178,378	178,378	115,025	137,628
Capital Outlay			-	-	-	-
Expenditures Centerview						
Personnel		168	56,257	56,257	56,257	57,372
Commodities	3,851	2,038	2,460	2,460	2,487	2,396
Maintenance & Repairs	1,372	434	2,000	2,000	2,000	2,000
Utilities	10,072	11,032	9,900	9,900	9,100	10,668
Contractual	11,356	10,063	20,346	20,346	17,046	20,346
Expenditures RAC						
Personnel		239	152,404	152,404	152,404	149,503
Commodities	-	4,794	8,000	8,000	6,970	6,830
Maintenance & Repairs	-	431	1,800	1,800	1,800	1,800
Utilities	3,868	15,521	12,900	12,900	10,200	11,640
Contractual	-	38,121	59,873	59,873	29,187	57,902
Total Expenditures	1,416,141	1,425,809	1,520,871	1,520,871	1,402,973	1,525,954
Net Revenue over Expenditures	(115,295)	(184)	4,550	4,550	(124,081)	59,721
Fund Balance (Gross)	461,537	461,353	458,855	465,903	337,272	396,993
Less: Reserve Balance	283,228	285,162	304,174	304,174	280,595	305,191
Available Fund Balance - End of Year	178,309	176,191	154,681	161,729	56,678	91,803

Real Estate Property Tax

General Ledger Codes:

25 25-4010-0000

Legal Authority:

Municipal Charter: Article XI; Section 11.8
State Statute: Chapter 67.110 & 140 RSMo
Missouri State Constitution: Article X

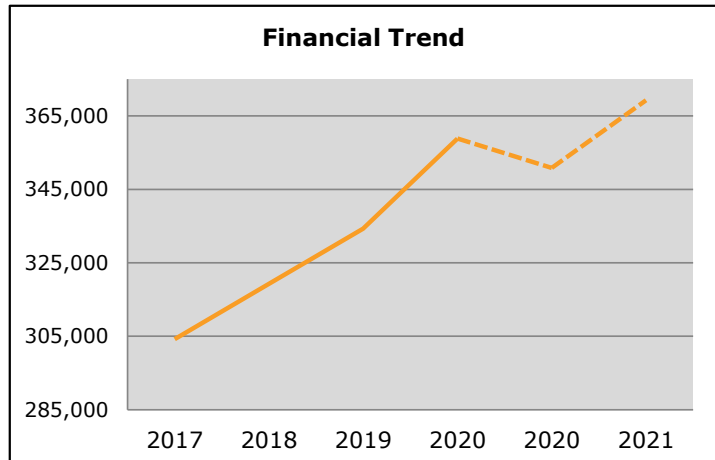
Revenue Description

Real Property Tax- Assessed property values are determined by taking the market value of the property, as determined by the county assessor, and multiplying by the assessment ratio. Assessment ratios are commercial at 32%, residential at 19%, and agricultural at 12%. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments through a vote of the people and within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Cass County collects and distributes the property taxes for the City of Raymore.

The FY21 City General Operating levy is 0.4231; the Debt Service levy is 0.7170 and the Parks levy is 0.1139 with real estate assessed valuation at \$327,462,696 compared to \$319,448,641 last year. The collection rate is estimated at 99%.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	275,532	3.26%
2012 Actual	276,572	0.38%
2013 Actual	283,957	2.67%
2014 Actual	278,201	-2.03%
2015 Actual	285,608	2.66%
2016 Actual	294,513	3.12%
2017 Actual	304,229	3.30%
2018 Actual	319,326	4.96%
2019 Actual	334,327	4.70%
2020 Budget	358,840	7.33%
2020 Projected	350,839	-2.23%
2021 Adopted	369,260	5.25%



Personal Property Tax

General Ledger Codes: 25 25-4020-0000	Legal Authority: Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 67.110 & 140 RSMo Missouri State Constitution: Article X
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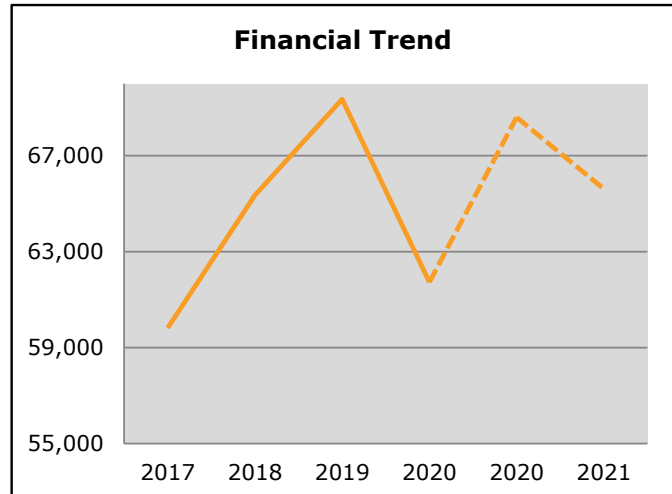
Revenue Description

Personal Property Tax - assessed valuation is equal to 33% of market value set by the State Tax Commission. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments through a vote of the people within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, as determined using a formula from the State Tax Commission and applied by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY21 City General Operating levy is 0.4231; the Debt Service levy is 0.7170 and the Parks levy is 0.1139 with personal property assessed valuation at \$58,187,945 compared to \$55,175,555 last year. The collection rate is estimated at 99%.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	46,787	-1.27%
2012 Actual	50,141	7.17%
2013 Actual	53,926	7.55%
2014 Actual	54,899	1.80%
2015 Actual	56,138	2.26%
2016 Actual	56,566	0.76%
2017 Actual	59,818	5.75%
2018 Actual	65,354	9.25%
2019 Actual	69,352	6.12%
2020 Budget	61,725	-11.00%
2020 Projected	68,598	11.13%
2021 Adopted	65,613	-4.35%



Interest Revenue

General Ledger Codes:
25 25-4350-0000

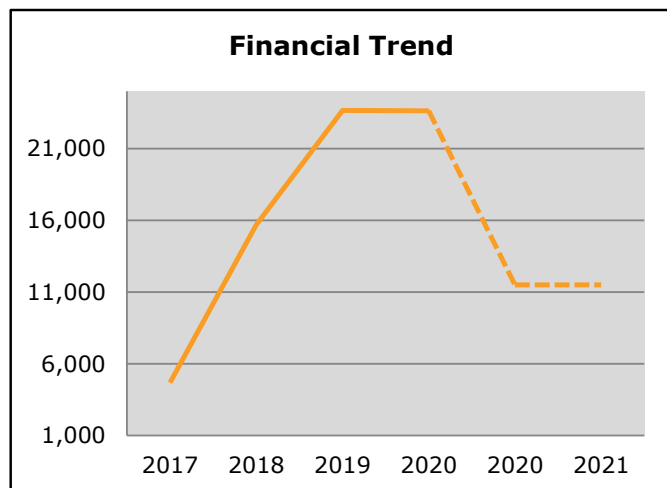
Legal Authority:
State Statute: Chapter 82

Revenue Description

Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds.

FY20 revenues are projected on current interest rates being earned. FY21 revenues are estimated based on FY20.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	5,856	44.03%
2012 Actual	985	-83.19%
2013 Actual	3,333	238.53%
2014 Actual	1,619	-51.43%
2015 Actual	1,516	-6.35%
2016 Actual	5,590	268.69%
2017 Actual	4,684	-16.20%
2018 Actual	15,685	234.86%
2019 Actual	23,662	50.86%
2020 Budget	23,641	-0.09%
2020 Projected	11,500	-51.36%
2021 Adopted	11,500	0.00%



Miscellaneous Revenue

General Ledger Codes:
25 25-4370-0000

Legal Authority:
State Statute: Chapter 82

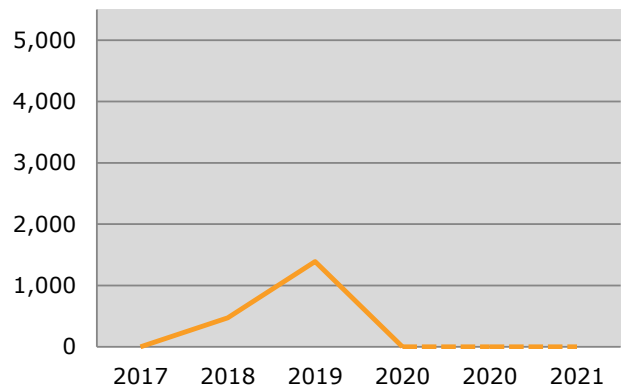
Revenue Description

Miscellaneous Revenue -Various miscellaneous revenues not otherwise categorized. The inconsistent nature of this revenue source make it difficult to predict.

Due to the random receipts this revenue source is not budgeted.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	242	-95.21%
2012 Actual	497	105.28%
2013 Actual	4	-99.15%
2014 Actual	43	916.67%
2015 Actual	48	13.11%
2016 Actual	458	847.89%
2017 Actual	0	N/A
2018 Actual	474	N/A
2019 Actual	1,391	193.46%
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A

Financial Trend



Legacy/Honor Program

General Ledger Codes:
25 25-4480-1500

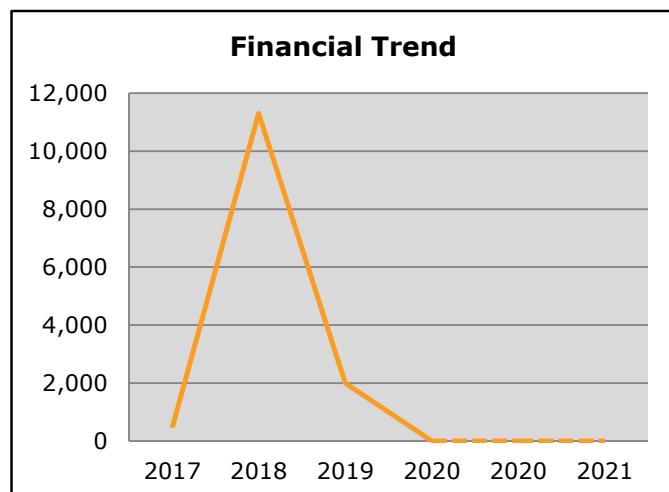
Legal Authority:
State Statute: Chapter 82

Revenue Description

Legacy/Honor Program - FY16 and FY17 revenues are associated with the new Legacy/Honor Programs. These programs include honor bricks, tributees, and memorial benches.

These funds have been reallocated to a trustee account.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	5,960	N/A
2017 Actual	460	-92.28%
2018 Actual	11,300	2356.52%
2019 Actual	2,000	-82.30%
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A



Park Rental Fees

General Ledger Codes:

25 25-4710-0000

Legal Authority:

Municipal Code: n/a
State Statute: n/a

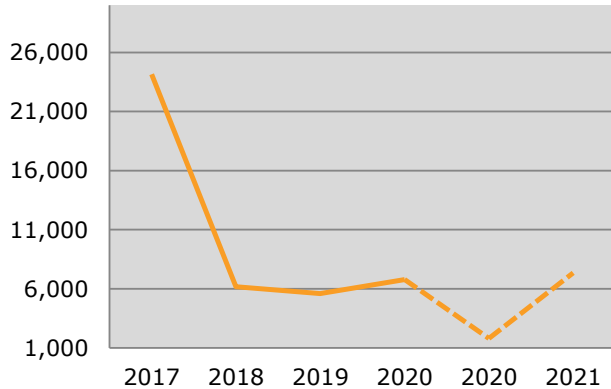
Revenue Description

Park Rental Fees - Rental fees for the use of park facilities by the general public for non-city sponsored activities.

FY21 Estimate is based on shelter rentals for the Lions shelter, West shelter, Optimist shelter, Moon Valley shelter and the Depot.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	11,888	-31.78%
2012 Actual	12,832	7.94%
2013 Actual	19,732	53.78%
2014 Actual	17,741	-10.09%
2015 Actual	21,901	23.45%
2016 Actual	19,420	-11.33%
2017 Actual	24,159	24.40%
2018 Actual	6,170	-74.46%
2019 Actual	5,588	-9.44%
2020 Budget	6,790	21.52%
2020 Projected	1,800	-73.49%
2021 Adopted	7,350	308.33%

Financial Trend



Transfers from General Fund

General Ledger Codes: 25 25-4901-0000	Legal Authority: Municipal Code: n/a
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Revenue Description

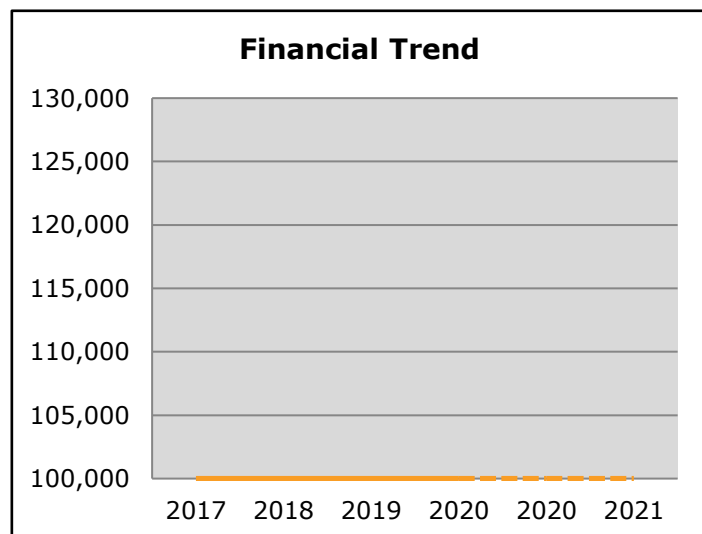
Transfers from General Fund - These funds represent a fund balance transfer from the General Fund of the City and are used to support the Parks Department and associated programs which benefit the citizens as a whole.

FY14 established a new baseline transfer from the General Fund of \$100,000 per year.

During council deliberations of the City Manager's Proposed 2016 Budget, an additional transfer of \$25,000 was directed for the enhancement of competitive sports.

FY17 was reduced back down to the previously set baseline.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	40,000	-14.89%
2012 Actual	40,000	0.00%
2013 Actual	50,000	25.00%
2014 Actual	100,000	100.00%
2015 Actual	100,000	0.00%
2016 Actual	125,000	25.00%
2017 Actual	100,000	-20.00%
2018 Actual	100,000	0.00%
2019 Actual	100,000	0.00%
2020 Budget	100,000	0.00%
2020 Projected	100,000	0.00%
2021 Adopted	100,000	0.00%



Transfer from Park Sales Tax Fund

General Ledger Codes:
25 25-4947-0000

Legal Authority:
Municipal Code: n/a

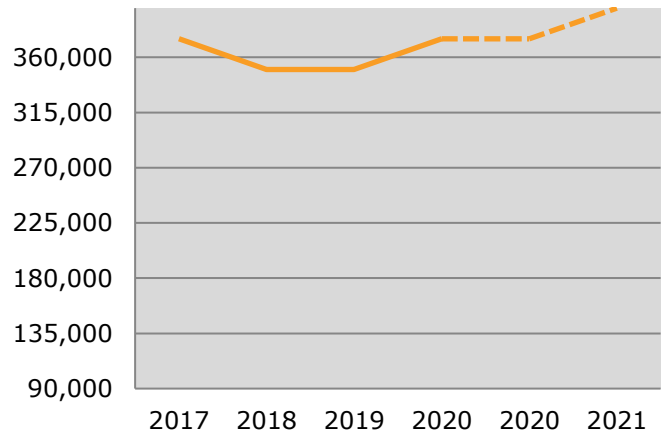
Revenue Description

Transfer from Park Sales Tax Fund - These funds are from a fund balance transfer from the Park Sales Tax Fund to support the Parks and Recreation Department operations.

The FY21 transfer is estimated to increase by \$25,000 to help with the additional operation costs associated with the Raymore Activity Center.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	100,000	-66.67%
2012 Actual	300,000	200.00%
2013 Actual	307,359	2.45%
2014 Actual	350,570	14.06%
2015 Actual	350,000	-0.16%
2016 Actual	150,000	-57.14%
2017 Actual	375,000	150.00%
2018 Actual	350,000	-6.67%
2019 Actual	350,000	0.00%
2020 Budget	375,000	7.14%
2020 Projected	375,000	0.00%
2021 Adopted	400,000	6.67%

Financial Trend



Recreation Programs

General Ledger Codes:
25 26-4715-0000

Legal Authority:
Municipal Code: n/a
State Statute: n/a

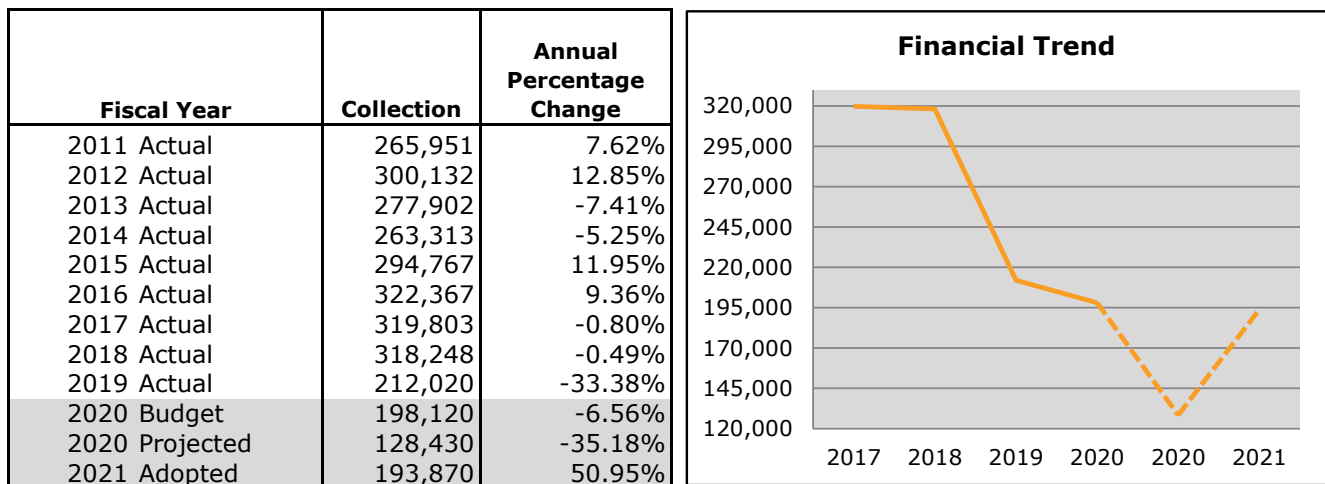
Revenue Description

Recreation Programs - Participant fees for recreation programs are recorded in this account.

FY18 projected revenues are based on current receipts and projected participation on fall sports based on the past 3 years.

During FY18 the Raymore Activity Center (RAC) was opened. This facility will house the basketball, volleyball and camp programs, therefor those revenues have been split out to the RAC department 27 for the FY19 budget.

FY21 revenues are estimated conservatively based on flag football, baseball, softball, soccer, instructional programs, tiny sports, and fitness programs.



Special Event Contributions

General Ledger Codes:
25 26-4720-0000

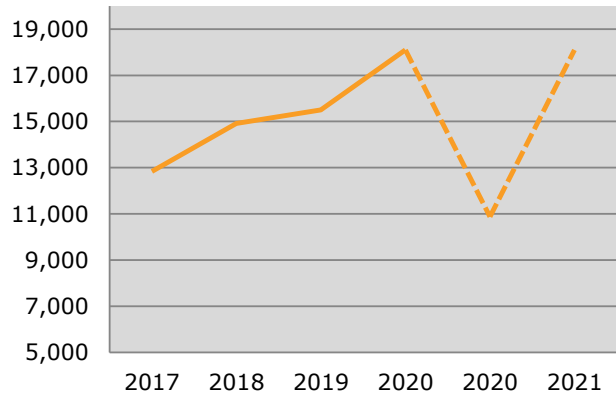
Legal Authority:
Municipal Code: n/a
State Statute: n/a

Revenue Description

Special Event Contributions - This account is for recording of donations, sponsorships and other contributions for special events including the Easter Festival, Spirit of America Celebration, Mini Mud Run, and Mayor's Christmas Tree Lighting.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	6,047	25.73%
2012 Actual	6,622	9.50%
2013 Actual	4,343	-34.41%
2014 Actual	8,240	89.73%
2015 Actual	7,328	-11.07%
2016 Actual	10,590	44.52%
2017 Actual	12,832	21.17%
2018 Actual	14,915	16.23%
2019 Actual	15,500	3.92%
2020 Budget	18,100	16.77%
2020 Projected	10,875	-39.92%
2021 Adopted	18,100	66.44%

Financial Trend



Concession Revenues

General Ledger Codes:

25 26-4700-0000

Legal Authority:

Municipal Code: n/a

State Statute: n/a

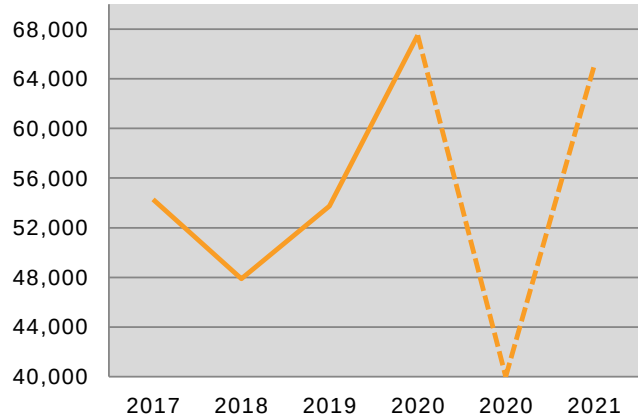
Revenue Description

Concession Revenue - Revenues collected from concession proceeds from the concessions stands located within Recreation Park and Memorial Park are recorded in this account.

FY20 projected revenues are based on current receipts and past 3 years historical data and current pricing. FY21 projected revenues are based on the past 2 years experience and future pricing.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	41,709	-7.10%
2012 Actual	52,170	25.08%
2013 Actual	35,506	-31.94%
2014 Actual	37,340	5.17%
2015 Actual	43,855	17.45%
2016 Actual	43,007	-1.93%
2017 Actual	54,273	26.20%
2018 Actual	47,893	-11.76%
2019 Actual	53,743	12.21%
2020 Budget	67,500	25.60%
2020 Projected	40,000	-40.74%
2021 Adopted	65,000	62.50%

Financial Trend



Facility Rental Revenue

General Ledger Codes:

25 26-4710-0000

Legal Authority:

Municipal Code: n/a

State Statute: n/a

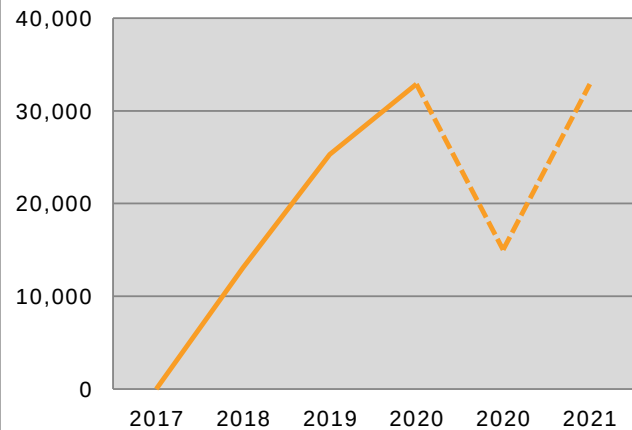
Revenue Description

Facility Rental Revenue- rental fees associate with tournament rentals.

FY21 is estimated with 14 rentals.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	13,058	N/A
2019 Actual	25,304	93.79%
2020 Budget	32,900	30.02%
2020 Projected	15,000	-54.41%
2021 Adopted	32,900	119.33%

Financial Trend



Facility Rental Fees

General Ledger Codes:

25 27-4710-0000

Legal Authority:

Municipal Code: n/a
State Statute: n/a

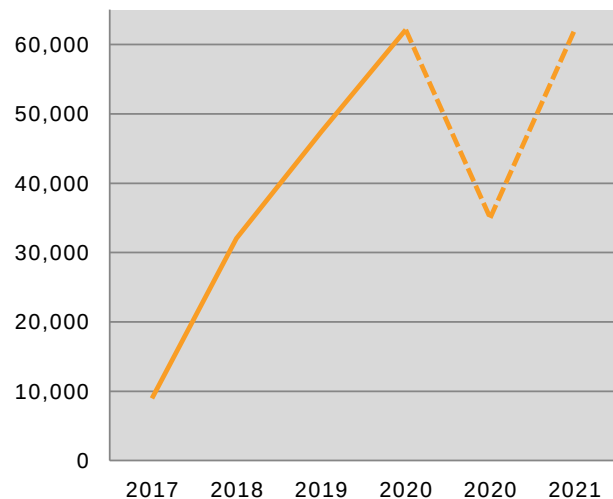
Revenue Description

Facility Rental Fees - revenues associated with the rental of the Centerview event center. This facility celebrated it's grand opening on June 16, 2017.

FY20 revenues are based on current receipts, and projected rentals through the end of the fiscal year. FY21 projected revenues are based on current rentals, current deposits for FY21 rentals, and interest show through phone conversations and tours of the facility.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	8,971	N/A
2018 Actual	32,050	257.25%
2019 Actual	47,390	47.86%
2020 Budget	62,125	31.09%
2020 Projected	35,000	-43.66%
2021 Adopted	62,125	77.50%

Financial Trend



Centerview Programs

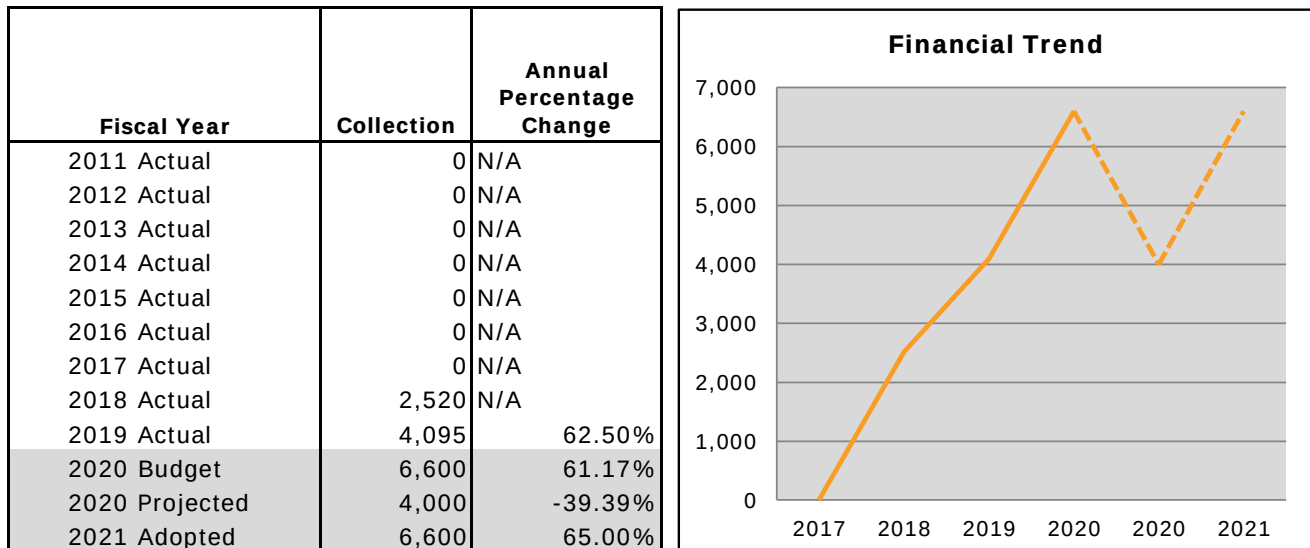
General Ledger Codes: 25 27-4715-1600	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

Centerview Programs - Participant fees for programs offered at Centerview are recorded in this account.

FY20 revenues are based on current receipts and projected receipts for the remaining FY20 programs.
 FY21 revenues are estimated based on the following programs being offered:

- 4 Instructional classes
- 1 Senior Programs
- 1 Facility Special Events



Miscellaneous Revenue

General Ledger Codes:
25 28-4370-0000

Legal Authority:
Municipal Code: n/a
State Statute: n/a

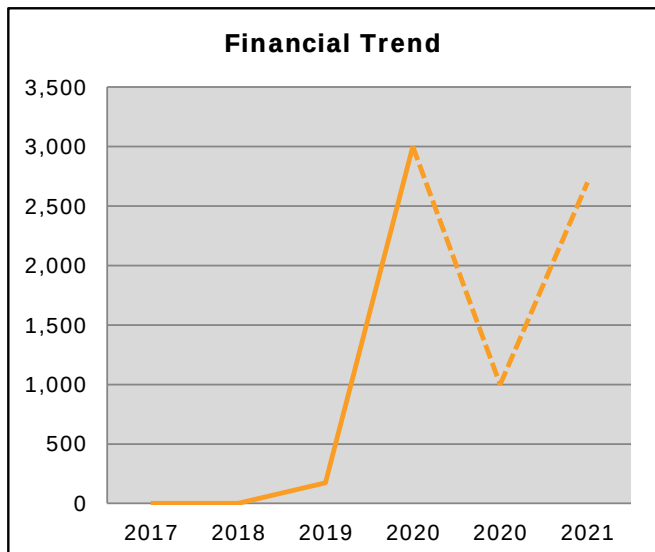
Revenue Description

RAC - Miscellaneous Revenue- Revenue earned from open gym program fees.

The Raymore Activity Center (RAC) opened on August 6, 2018. The facility offers a three lane track, basketball and volleyball.

FY21 estimated revenue is based on a \$3 fee per participant.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	174	N/A
2020 Budget	3,000	1624.14%
2020 Projected	1,000	-66.67%
2021 Adopted	2,700	170.00%



RAC Concession Revenues

General Ledger Codes: 25 28-4700-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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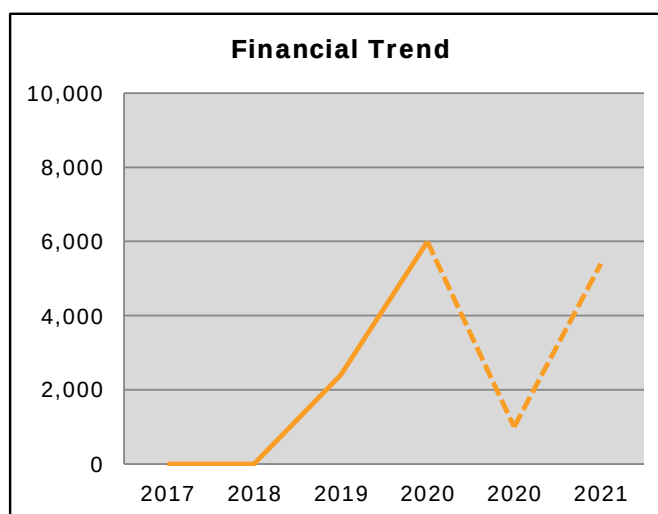
Revenue Description

RAC Concession Revenue - Revenues collected from concession proceeds from the concessions stands located within the Raymore Activity Center (RAC) are recorded in this account.

The Raymore Activity Center (RAC) opened on August 6, 2018. The facility offers a three lane track, basketball and volleyball.

FY21 estimated revenue is based on the basketball and volleyball programs being offered.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	2,400	N/A
2020 Budget	6,000	150.05%
2020 Projected	1,000	-83.33%
2021 Adopted	5,400	440.00%



Facility Rental Revenue

General Ledger Codes:

25 28-4710-0000

Legal Authority:

Municipal Code: n/a

State Statute: n/a

Revenue Description

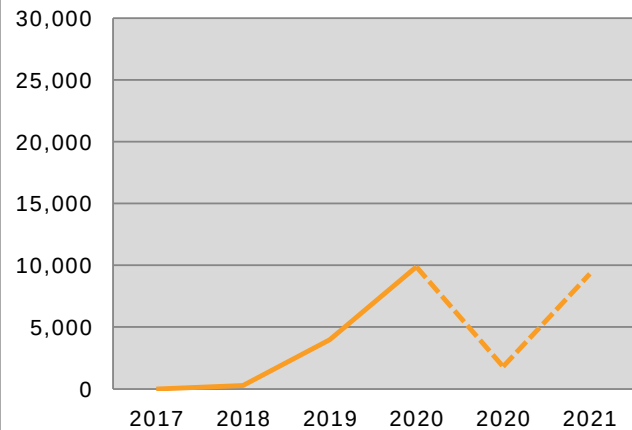
RAC Facility Rental Revenue- rental fees associate with tournament rentals and facility rentals at the Raymore Activity Center (RAC).

The Raymore Activity Center opened on August 6, 2018. The facility offers a three lane track, basketball and volleyball.

FY21 is estimated based on 40 hours of 1/2 court gym rental, 75 hours of full court rental, 2 full day facility rentals.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	275	N/A
2019 Actual	3,968	1342.91%
2020 Budget	9,875	148.87%
2020 Projected	1,800	-81.77%
2021 Adopted	9,325	418.06%

Financial Trend



Raymore Activity Center Programs

General Ledger Codes:
25 28-4715-1600

Legal Authority:
Municipal Code: n/a
State Statute: n/a

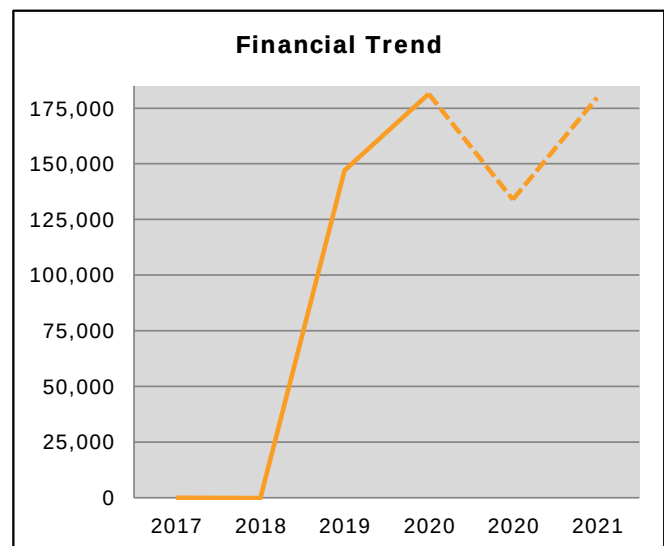
Revenue Description

Raymore Activity Center Programs - Participant fees for programs offered at The RAC are recorded in this account.

The Raymore Activity Center (RAC) opened on August 6, 2018. The facility offers a three lane track, basketball, volleyball, as well as some indoor fitness activities.

FY21 estimated revenue is based on the following programs being offered; volleyball, basketball, karate, fitness, and day camp.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	-40	N/A
2019 Actual	147,000	N/A
2020 Budget	181,475	23.45%
2020 Projected	134,050	-26.13%
2021 Adopted	179,740	34.08%





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PARKS DIVISION

The Raymore Parks & Recreation Department, in conjunction with the Parks & Recreation Board, oversees the acquisition, development and maintenance of various parklands within the city limits. Management of park resources and maintenance of park properties within the city limits are delegated to the Parks Division of the Parks & Recreation Department. Under the leadership of the Parks & Recreation Director, the Park Superintendent uses five full-time employees within the department to care for more than 285 acres of parkland. Seasonal assistance is necessary during the peak park-use months of May through October.

PROGRAMS

Park Administration

Park Administration includes providing park division management, ensuring adherence to policies and best management practices, fiscal accountability, capital improvement project management, budget preparation, purchasing and customer service.

Park Maintenance

Park Maintenance conducts the day-to-day care and management of all public park properties. The division

provides customer service to park patrons through the preparation of athletic fields, mowing and manicuring lawns and landscaped areas and removal of trash and debris. In addition, facility maintenance and upkeep, tree care, natural resource management and routine safety inspections ensure Raymore public areas and amenities are beautiful and inviting for everyone to enjoy.

GOALS

Park Administration

1. Develop and fund a Johnston Lake maintenance plan that manages unwanted vegetation, water quality and overall appearance of the lake. **(2.2.3)**
2. Update the park maintenance plan. Evaluate current staffing and levels of service to maintain the expected quality of parks, facilities and services. **(2.1.4)**

Park Maintenance

1. Utilize Dude Solutions: Asset Essentials, to develop protocols and standard operating procedures for the new park amenities. **(4.1.2)**

FY 2020 PERFORMANCE SUMMARY

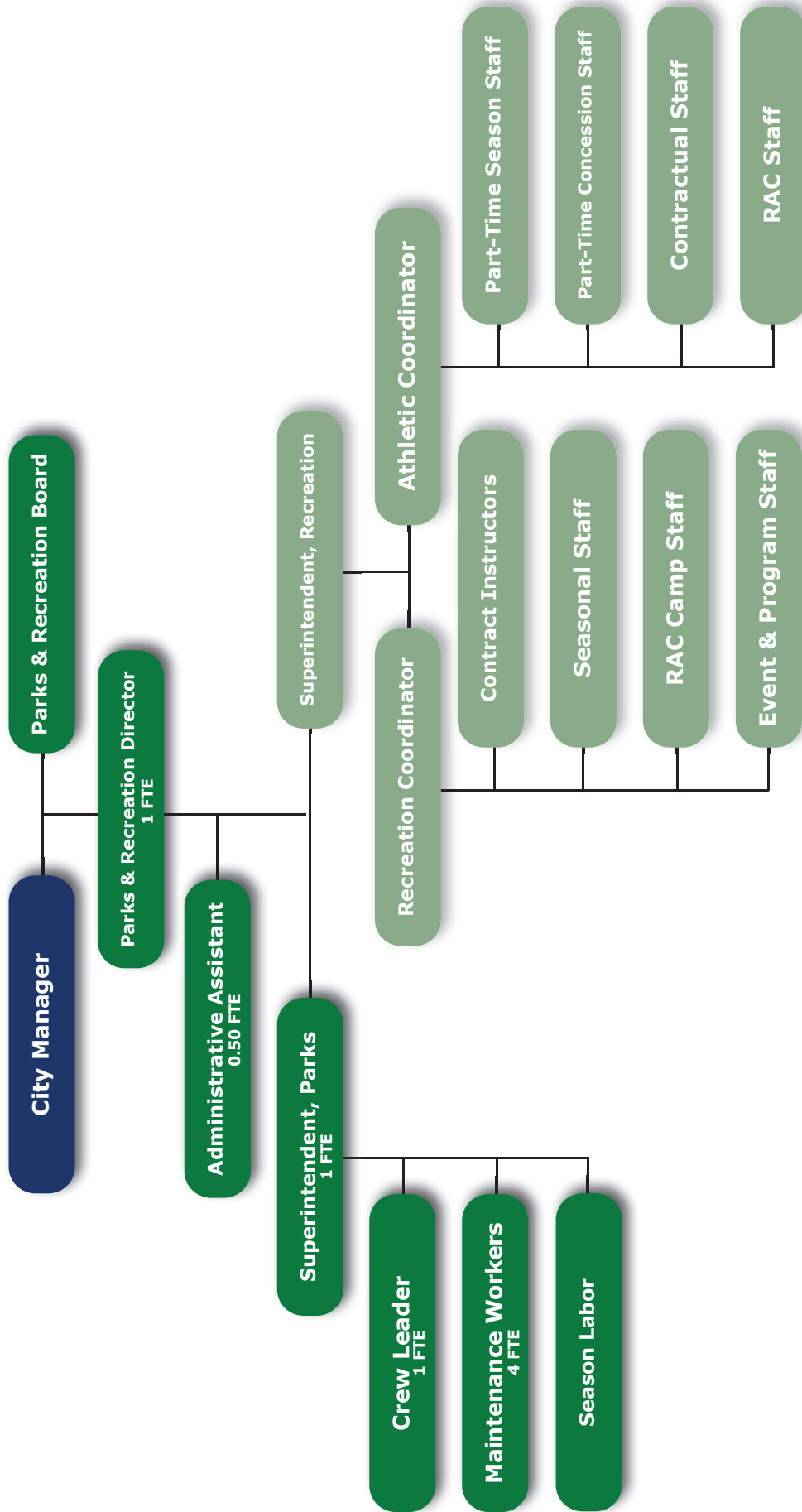
1. New playgrounds were designed, bid and installed at Recreation Park and Memorial Park. **(1.1.4)**
2. The Madison Street sidewalk replacement project between the Skate Park and roundabout was designed and includes the trail gap from the roundabout to the RAC and installation of an ADA accessible trail to the new inlet on the pond for better water access. This project was on hold throughout the COVID-19 shutdown, it will be bid in late 2020. **(2.3.1)**
3. Project Management at T.B. Hanna ensured a successful project of a unique and nationally recognized park with all-inclusive amenities. **(1.2.1)**
4. Successful completion of a turf management plan at Hawk Ridge Park which included a combination of hydro-seed application and sod establishing grass throughout the park. **(2.2.3)**

SIGNIFICANT BUDGETARY ISSUES

With Hawk Ridge Park now open and T.B. Hanna Station scheduled to open in late summer of 2020, park maintenance is a concern as we strive to maintain high levels of service with minimal staffing.



PARKS



PARKS DIVISION

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	477,162	479,271	567,737	567,737	586,960	626,591	626,591	626,591
Commodities	24,538	19,670	25,183	25,183	18,320	21,710	21,710	21,710
Maintenance and Repairs	50,997	50,886	48,750	48,750	42,998	45,750	45,750	45,750
Utilities	47,764	40,910	53,975	53,975	47,070	49,059	49,059	49,059
Contractual	65,314	76,481	81,320	81,320	68,511	73,689	73,689	73,689
Capital Outlay	0	0	1,500	1,500	1,500	3,500	3,500	3,500
Transfers/Miscellaneous	122,617	48,366	50,650	50,650	50,650	62,060	62,060	62,060
Debt Service	0	0	0	0	0	0	0	0
Total	788,392	715,584	829,115	829,115	816,009	882,359	882,359	882,359

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted
Director, Parks & Recreation **	0.72	1.00	1.00
Superintendent, Parks Operation ***	0.80	0.80	1.00
Crew Leader, Parks Maintenance***	0.70	0.75	1.00
Parks Maintenance Worker ***	3.40	3.45	4.00
Assistant Building Technician ***	0.50	0.50	0.00
Office Assistant *	0.45	0.50	0.50
Total FTE	6.57	7.00	7.50

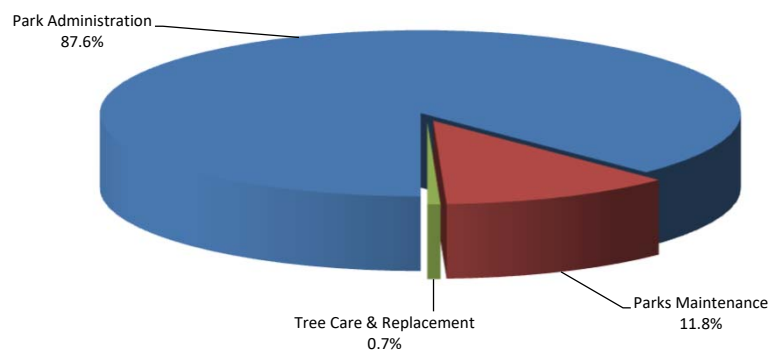
By Program

	2020-21 Council Adopted
Park Administration	772,824
Parks Maintenance	103,685
Tree Care & Replacement	5,850
Total	882,359

** The Parks Director and Superintendent FTE have been adjusted to better reflect time spent per division.

*** FY21 Superintendent, Crew Leader and Parks Maintenance Workers were moved from Buildings & Grounds to be fully in the Park Fund; the Assistant Building Technician was moved to be fully paid from Buildings & Grounds in the General Fund.

Program as a Percentage of the Division Budget



RECREATION DIVISION

The Raymore Parks & Recreation Department, in conjunction with the Parks & Recreation Board, is responsible for planning, organizing and supervising a variety of recreation programs and special events for the benefit of Raymore residents and surrounding communities. Currently, the Recreation Division has three full-time employees.

The Director of Parks & Recreation provides guidance and vision for an ever-changing division. Additional part-time employees and contract employees are hired to supervise, instruct and officiate recreation programs and camps. The department office assistant provides customer service and additional support services as needed.

PROGRAMS

Recreation Administration

The primary focus of the administrative function within the Recreation Division is to implement a strategic plan that meets and exceeds department objectives based on revenue projections and customer expectations. The administrative staff, including the Director of Parks & Recreation and the Recreation Superintendent, work together to coordinate the annual budget, facility programming and coordination

with the Parks Division.

Recreation Services

This program involves planning and organizing a variety of recreation programs and special events for the benefit of the residents of the City. Scheduling and coordinating programs and events within the availability of facilities and overseeing the staff to coordinate activities is a critical responsibility of this division. Customer service is at the forefront of recreation services. The recreation staff provide in-office and on-site customer service to park patrons and program participants everyday.

GOALS

Recreation Administration

1. Implement a new youth sports program focusing on recreational and independent team leagues for all sports.
2. Develop a series of adult sports tournaments and leagues.
3. Evaluate and implement new guidelines for safe programs, leagues and camps associated with social distancing and awareness heightened by COVID-19.

4. Expand virtual programming opportunities that were successful during the national lockdown during the months of March through May due to COVID-19. **(4.1.2)**
5. Market and expand our concessions operations to increase revenue at the RAC and the outdoor sports leagues, tournaments and programs. **(4.3.1)**

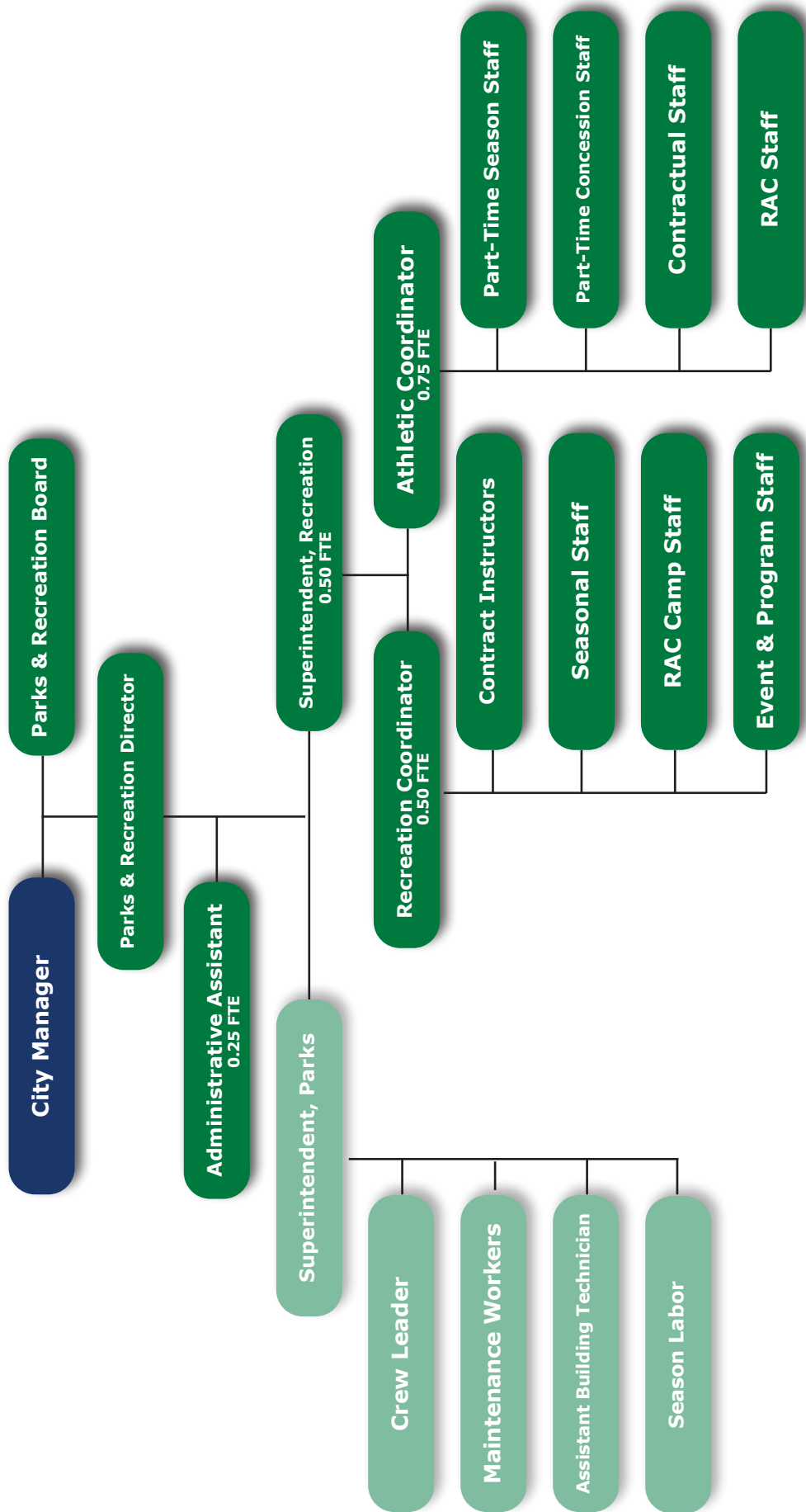
FY 2020 PERFORMANCE SUMMARY

1. The United States Specialty Sports Association (USSSA) added more regional baseball tournaments including a State Championship Tournament at Recreation Park prior to the COVID-19 shutdown, although the performance goal was successful, implementation was not applicable as many tournaments were canceled. **(1.1.4)**
2. The Recreation Staff was instrumental in the successful implementation of the youth baseball/softball program while collaborating with other members of the South Metro Sports Group.

SIGNIFICANT BUDGETARY ISSUES

The worldwide pandemic and shutdown associated with COVID-19 beginning in March 2020 was a reset switch for all of our Recreational programs and leagues. Virtual programming became a necessity while traditional programming became non-existent. During this time, programs were canceled and part-time staff were furloughed. However, during this time, new ideas were implemented and successful and the Recreation Staff took the opportunity to evaluate our programs, leagues and recreational opportunities to be better prepared for future crises.

RECREATION



RECREATION DIVISION

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	347,253	434,739	180,088	180,088	180,088	179,461	179,461	179,461
Commodities	17,185	6,087	7,350	7,350	4,400	6,050	6,050	6,050
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	232,793	186,558	178,378	178,378	115,025	137,628	137,628	137,628
Capital Outlay	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Total	597,230	627,384	365,816	365,816	299,513	323,139	323,139	323,139

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted
Director, Parks & Recreation **	0.28	0.00	0.00
Superintendent, Parks Operation **	0.00	0.00	0.00
Recreation Superintendent	1.00	0.50	0.50
Recreation Coordinator	1.00	0.50	0.50
Athletic Coordinator	1.00	0.75	0.75
Crew Leader, Parks Maintenance	0.05	0.00	0.00
Parks Maintenance Worker **	0.10	0.00	0.00
Office Assistant *	0.50	0.25	0.25
Total FTE	3.93	2.00	2.00

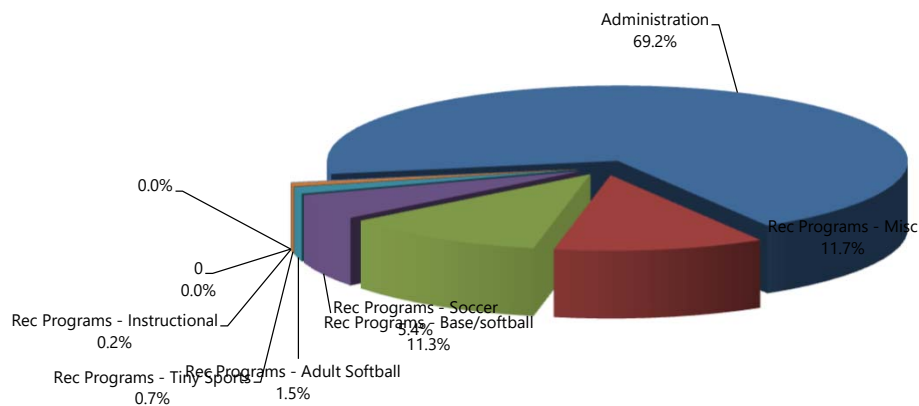
By Program

	2020-21 Council Adopted
Administration	223,516
Rec Programs - Misc	37,910
Rec Programs - Base/softball	36,610
Rec Programs - Soccer	17,503
Rec Programs - Adult Softball	4,800
Rec Programs - Tiny Sports	2,300
Rec Programs - Instructional	500
Total	323,139

0

** The Parks Director, Superintendent, Coordinators, Office Assistant and Maint. Workers FTE have been adjusted to better reflect time spent per division.

Program as a Percentage of the Division Budget



CENTERVIEW

The Raymore Parks & Recreation Department oversees the day-to-day activities, scheduling, programming, rentals of public and private events and maintenance of all public facilities and spaces under the care of the Parks and Recreation Board. The Parks and Recreation Board in conjunction with the Parks and Recreation Department develops and implements policies and procedures by which public facilities are operated and made available for public use.

Centerview is Raymore's premiere event space and home to the Parks & Recreation Administrative offices. Officially opening to the public in June of 2017, the Parks & Recreation Department provides a space that is versatile and functional for all types of events, programs and social gatherings.

PROGRAMS

Centerview Administration

Centerview administration includes evaluating policies, procedures and prices to ensure this facility is competitive with other event spaces and affordable for the public. The goal of the administrative staff

that manages Centerview is to ensure the facility is programmed at a 100% cost recovery and provides a steady revenue source for future programs, staffing and maintenance of the facility. Working with other City departments to ensure cooperative use agreements for all city needs is an essential function of this administrative team.

Centerview Maintenance

The park maintenance crew will provide necessary service and upkeep of Centerview and surrounding landscaping. In conjunction with the City's buildings and grounds crews, Centerview will remain a top tier event space in the Kansas City metro area. Cooperation with the Art's Commission through the will ensure any public art displayed inside the facility or as a permanent feature within the landscaping outside remains attractive and well-kept.

GOALS

Centerview Administration

1. To provide services, programs and rental opportunities that provide 100% cost recovery. **(4.3.1)**
2. Develop new marketing material in cooperation with the Communications Department to increase public awareness of the event space and expand our visual advertising on the website and social media. **(1.2.3)**
3. Develop protocols and procedures for disinfecting and cleaning the facility associated with COVID-19 safety recommendations.

Centerview Maintenance

1. Use Dude Solutions: Asset Essentials software tracking of facility maintenance tracking, scheduling, and budgeting. **(2.2.1)**
2. Hire a part-time facility attendant to reduce the need for full time employees to absorb the additional workload required by rentals and general usage at Centerview.

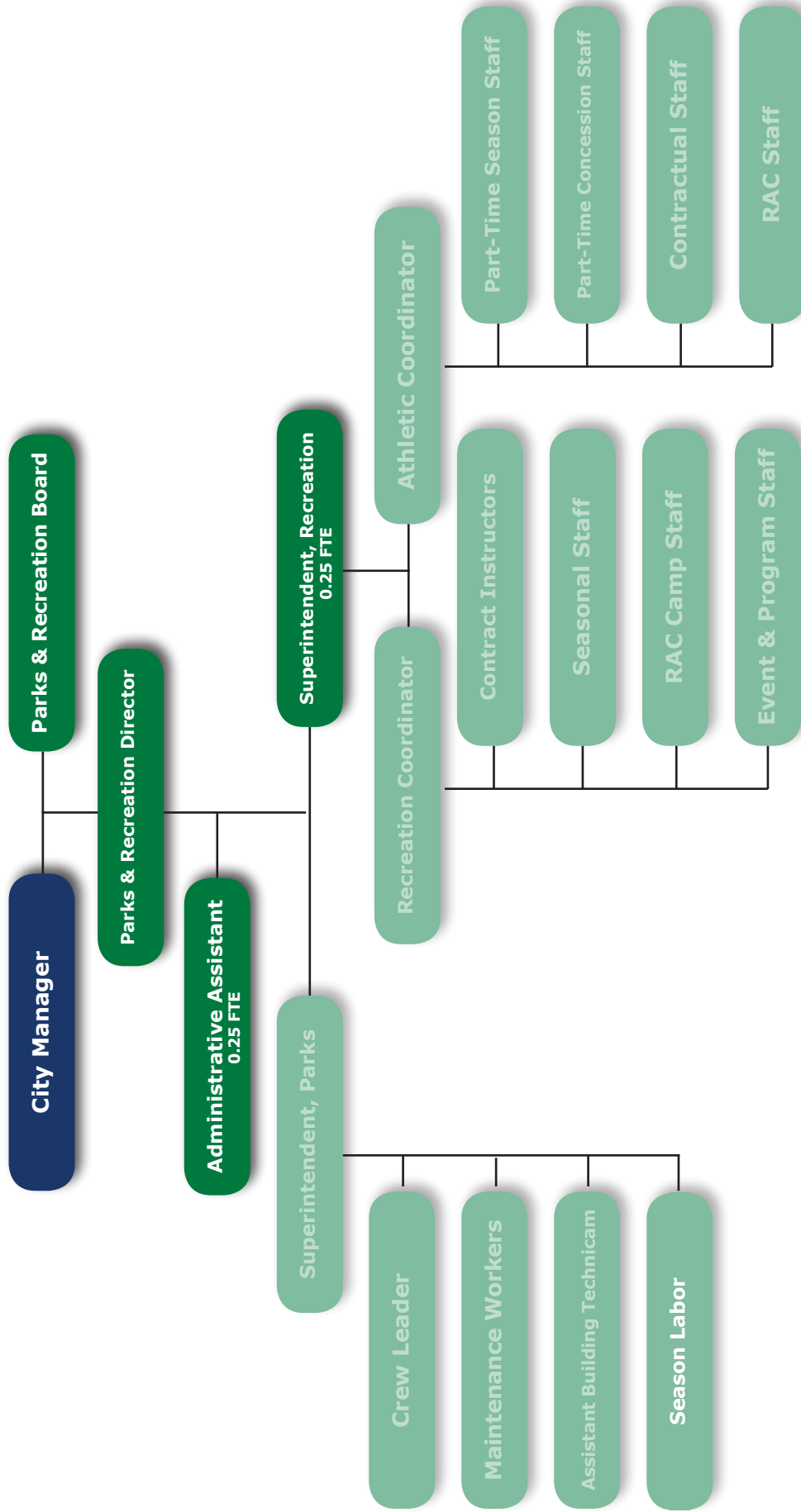
2020 PERFORMANCE SUMMARY

1. Rentals of the facility continued to increase during the winter with the facility heavily booked for spring and summer events. All of the events during March - May were canceled and rescheduled when possible.
2. Centerview became the center of Municipal business as all City Council and Boards/ Commissions utilized its location and space to conduct city business.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

CENTERVIEW



Centerview

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	0	168	56,257	56,257	56,257	57,372	57,372	57,372
Commodities	3,851	2,038	2,460	2,460	2,487	2,396	2,396	2,396
Maintenance and Repairs	1,372	434	2,000	2,000	2,000	2,000	2,000	2,000
Utilities	10,072	11,032	9,900	9,900	9,100	10,668	10,668	10,668
Contractual	11,356	10,064	20,346	20,346	17,046	20,346	20,346	20,346
Capital Outlay	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Total	26,651	23,736	90,963	90,963	86,890	92,782	92,782	92,782

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted
Recreation Superintendent *	0.00	0.25	0.25
Office Assistant P/T*	0.00	0.25	0.25
Event Coordinator**	0.00	0.00	0.00
Total FTE	0.00	0.50	0.50

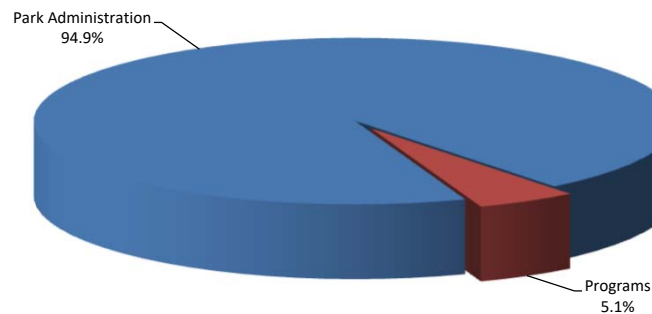
*FY20 change in staff allocation

**Unfunded position

By Program

	2020-21 Council Adopted
Park Administration	88,082
Programs	4,700
Total	92,782

Program as a Percentage of the Function Budget



RAYMORE ACTIVITY CENTER

The Raymore Parks & Recreation Department oversees the day-to-day activities, scheduling, programming, rentals of public and private events and maintenance of all public facilities and spaces under the care of the Parks and Recreation Board. The Parks and Recreation Board in conjunction with the Parks and Recreation Department develops and implements policies and procedures by which public facilities are operated and made available for public use.

The Raymore Activity Center is Raymore's first indoor recreational space and home to the Parks & Recreation summer camp. Officially opening to the public in August of 2018, the RAC will provide a much needed space to complement our youth athletics, enhance our summer camp and provide additional programming space for adult and senior program.

PROGRAMS

Activity Center Administration

The administration of the RAC includes evaluating policies, procedures, programming and prices to ensure this facility is utilized and programmed to its fullest potential. The goal of the administrative staff that manages the RAC is to ensure the facility is programmed at a 100% cost recovery and provides a steady revenue source for future programs, staffing and maintenance of the facility.

Activity Center Maintenance

The park maintenance crew will provide necessary service and upkeep of the surrounding landscaping. The recreation staff and part-time staff will assist in upkeep and maintenance on the inside.

GOALS

Activity Center Administration

1. Continue implementation of a marketing plan in cooperation with the Communications Department to increase public awareness of programs, events, open gym time, and rentable time of the facility. **(1.2.3)**
2. Evaluate current programming and develop a plan that incorporates programs, leagues, events, open gym time, and rentable time of the facility.

Activity Center Maintenance

1. Use Dude Solutions: Asset Essentials software tracking of facility maintenance tracking, scheduling, and budgeting. **(2.2.1)**

2. Hire a part time facility attendant to reduce the need for full time employees to absorb the additional workload required by rentals and general usage at the RAC.

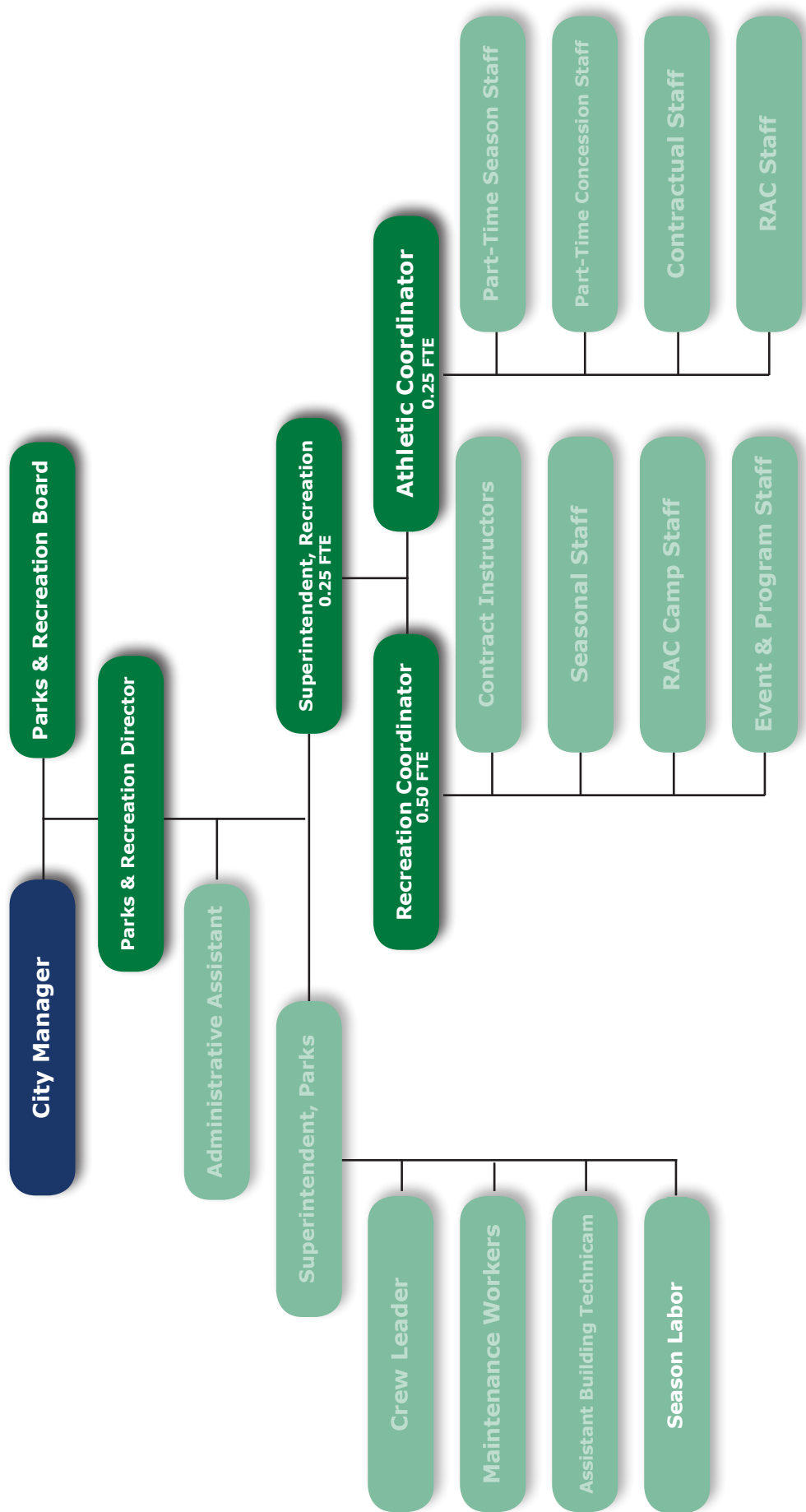
2020 PERFORMANCE SUMMARY

1. A general schedule for Recreation Attendants covering the front desk area during open operation hours to ensure quality customer service was implemented. These staff members were furloughed beginning in March due to COVID-19. The RAC reopened on June 8 for the Summer Day Camp.
2. Youth basketball, fall volleyball and futsal at the RAC was extremely successful this year. The facility functioned well and is a great asset to our department.
3. The Recreation division developed and planned new programs that accommodated all age groups including seniors, adults, and youth programs and special events, unfortunately, not all programs were able to be held.

SIGNIFICANT BUDGETARY ISSUES

The proposed FY21 budget included a full year of estimated operational revenues and expenditures. With the shutdown of services due to COVID-19, we continue to program for a full fiscal year of programming to develop trends and reliable projections.

Raymore Activity Center



Raymore Activity Center

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	0	239	152,404	152,404	152,404	149,503	149,503	149,503
Commodities	0	4,794	8,000	8,000	6,970	6,830	6,830	6,830
Maintenance and Repairs	0	431	1,800	1,800	1,800	1,800	1,800	1,800
Utilities	3,868	15,521	12,900	12,900	10,200	11,640	11,640	11,640
Contractual	0	38,121	59,873	59,873	29,187	57,902	57,902	57,902
Capital Outlay	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Total	3,868	59,106	234,977	234,977	200,561	227,675	227,675	227,675

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted
Recreation Superintendent *	0.00	0.25	0.25
Recreation Coordinator *	0.00	0.50	0.50
Athletic Coordinator *	0.00	0.25	0.25

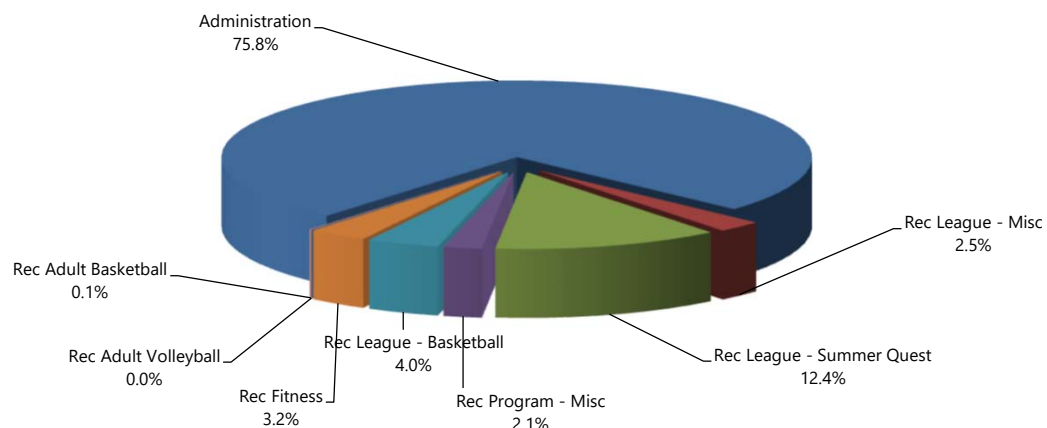
*FY20 change in staff allocation

Total FTE **0.00** **1.00** **1.00**

By Program

	2020-21 Council Adopted
Administration	172,467
Rec League - Misc	5,600
Rec League - Summer Quest	28,175
Rec Program - Misc	4,800
Rec League - Basketball	9,033
Rec Fitness	7,350
Rec Adult Volleyball	0
Rec Adult Basketball	250
Total	227,675

Program as a Percentage of the Division Budget



Enterprise Fund (50)

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council As Amended	2019-20 Projected	2020-21 Council Adopted
Fund Balance - CASH Beginning of Year	1,981,988	2,304,954	2,086,378	2,111,229	2,111,229	1,818,031
Revenue						
Water Sales	3,333,362	3,069,216	3,419,515	3,419,515	3,144,792	3,178,273
Sewer Use Charge	3,432,666	3,364,681	3,581,712	3,581,712	3,483,293	3,763,221
Water Meter Supply Fee	115,730	56,729	38,505	38,505	62,649	45,300
Utility Penalties	115,352	126,398	128,539	128,539	105,843	129,445
Contractual Revenue	10,463	11,743	11,353	11,353	11,353	11,353
Interest	51,260	79,927	48,592	48,592	38,323	38,323
Miscellaneous	4,301	5,879	4,000	4,000	2,511	2,511
SRF/bond-Interest/Credit	158,048	107,903	-	-	-	-
Transfer from VERP						84,525
Total Revenue	7,221,182	6,822,477	7,232,216	7,232,216	6,848,764	7,252,951
Total Fund Bal & Revenues	9,203,169	9,127,431	9,318,594	9,343,445	8,959,992	9,070,982
Expenditures						
Personnel	933,694	932,648	1,004,101	1,004,101	889,209	993,078
Commodities	2,035,149	1,772,648	2,127,730	2,127,730	1,987,381	1,979,837
Maintenance & Supplies	117,498	205,111	152,035	152,035	180,692	170,650
Utilities	91,569	124,851	83,652	83,652	83,652	88,056
Contractual	2,087,818	2,256,075	2,377,783	2,377,783	2,403,343	2,547,965
Capital Projects (Operating)		-	3,500	3,500	-	-
Transfer to VERP	98,290	105,186	105,186	105,186	105,186	109,554
Transfer to General Fund	810,118	829,280	892,498	892,498	892,498	967,988
Miscellaneous	28,627	36,065				
Debt Service	155,352	154,338	-			
Total Operating Expense	6,358,117	6,416,202	6,746,485	6,746,485	6,541,961	6,857,128
Net Operating Revenue (Expense)	863,065	406,275	485,731	546,652	306,803	395,823
Transfer to Restricted Revenue Fund	-	-				
Transfer to Ent. Cap Maint Fund	540,099	600,000	600,000	600,000	600,000	600,000
Total Capital / Other Expenditures	540,099	600,000	600,000	600,000	600,000	600,000
Total Expenditures	6,898,216	7,016,202	7,346,485	7,346,485	7,141,961	7,457,128
Fund Balance (Gross)	2,304,954	2,111,229	1,972,109	1,996,960	1,818,031	1,613,854
Non-operating Income & Loss						
Depreciation Expense	(2,306,506)	(2,284,043)				
Allowance	2,306,506	2,284,043				
Other						
	-	-	-	-	-	-
Net Fund Balance (Cash)	2,304,954	2,111,229	1,972,109	1,996,960	1,818,031	1,613,854
Less: Reserve Balance 20 % of Exp	(1,271,623)	(1,283,240)	(1,349,297)	(1,349,297)	(1,308,392)	(1,371,426)
Available Fund Balance - End of Year	1,033,331	827,988	622,812	647,663	509,639	242,428
Solid Waste Fees	1,087,622	1,256,167	1,679,456	1,679,456	1,570,190	1,739,728
Solid Waste Container Fees		34,477	138,960	138,960	138,426	
Total Revenue	1,087,622	1,290,644	1,818,416	1,818,416	1,708,616	1,739,728
Contractual Services	1,075,136	1,159,168	1,679,456	1,679,456	1,570,190	1,739,728
Transfer to BERP		34,477	138,960	138,960	138,426	
Total Expenditures	1,075,136	1,193,644	1,818,416	1,818,416	1,708,616	1,739,728

Water Sales

General Ledger Codes:

50-00-4610-0000

Legal Authority:

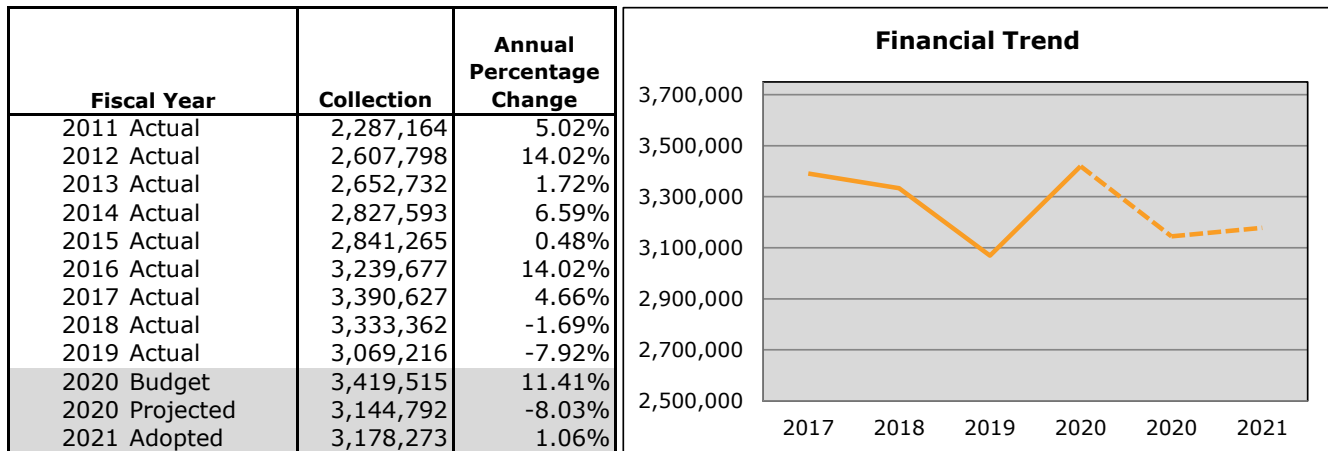
Municipal Code: Section 700 & 705

State Statute: Chapter 91 RSMo.

Revenue Description

Water Sales - City of Raymore FY 2021 proposed water rates are \$6.38 per one thousand (1,000) gallons of water consumed. The FY20 rate was \$6.38. All residents receive a minimum bill for two thousand gallons of water and two thousand gallons sewer usage.

Revenues for FY21 are being based on addition of 100 homes.



Sewer Use Charge

General Ledger Codes:

50-00-4630-0000

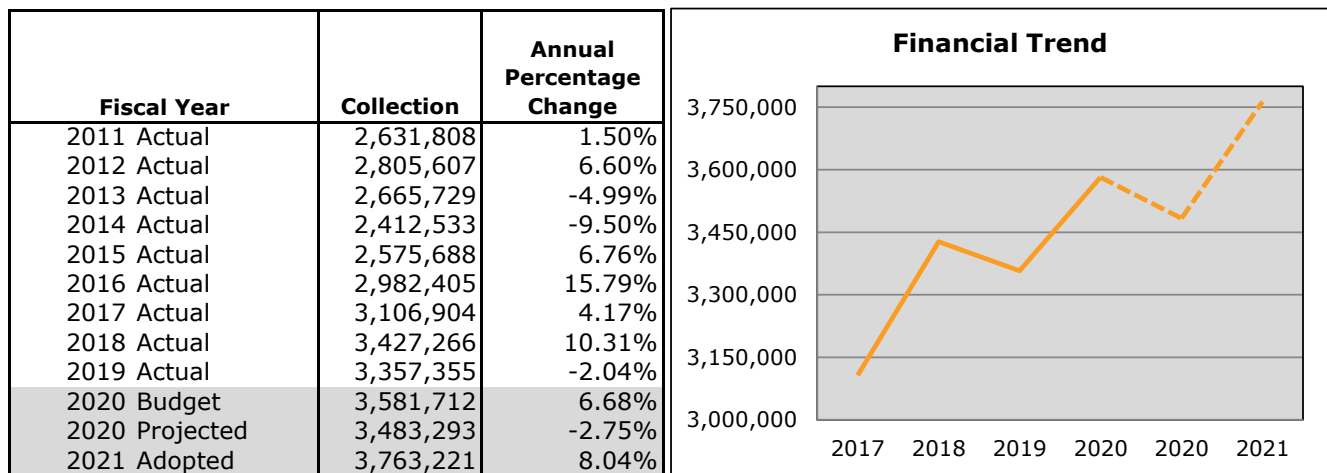
Legal Authority:

Municipal Code: Section 700 & 710
State Statute: Chapter 91 RSMo.

Revenue Description

Sewer Use Charges - Sewerage use rates are charged by either actual use or winter averaging. In FY 2021, proposed use rates are eight dollars and sixty-five cents (\$8.65) per one thousand gallons of actual water consumed. Winter-averaged rates are nine dollars and ten cents (\$9.10) per one thousand gallons of the average monthly water usage during the months of December, January, and February. All customers are billed each month for no less than two thousand gallons.

Revenues for FY21 are being based on addition of 100 homes.



Water Meter Supply Fee

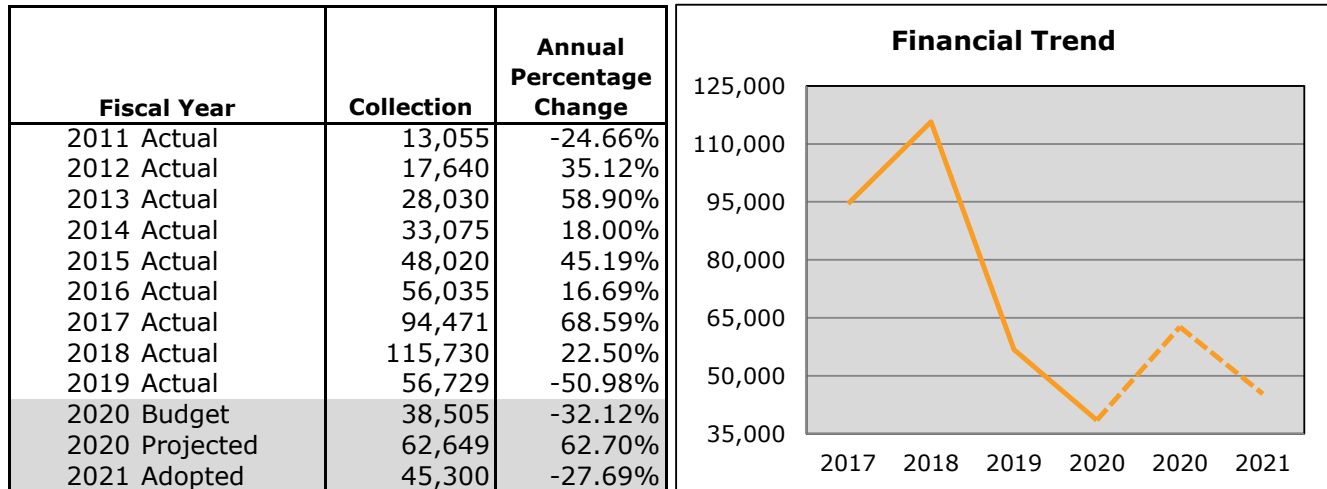
General Ledger Codes:
50-00-4620-0000

Legal Authority:
Municipal Code: Section 700 & 705
State Statute: Chapter 91 RSMo.

Revenue Description

Water Meter Supply Fee - These fees are the initial charges associated with the actual cost to the City for meters, installation and maintenance of meters and access to the water main for all new construction. The current charge is \$453 per 3/4 inch meter size and \$557 per 1 inch meter size.

Revenue projections are based on the estimated amount of 100 new residential and commercial sites being constructed.



Utility Penalties

General Ledger Codes:

50-00-4600-0000

Legal Authority:

Municipal Code: Section 700, 705 & 710

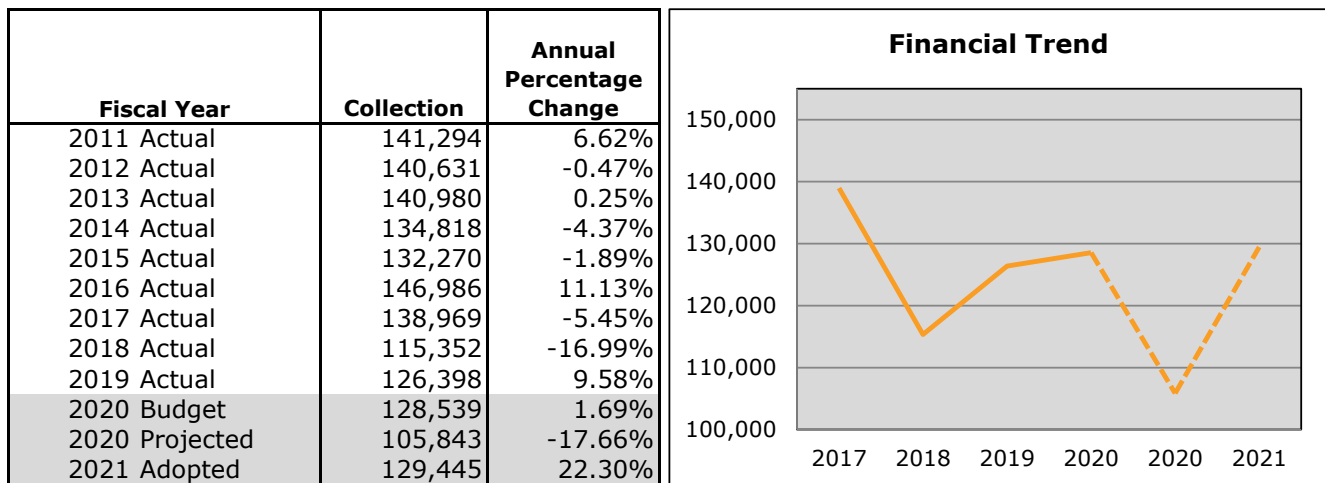
State Statute: Chapter 91 RSMo.

Revenue Description

Utility Penalties - Revenues recorded in this account are late payment fees for water, sewer and trash billings.

FY20 projected lower than budget. During the Covid-19 pandemic, there were no late fees assessed on past due accounts. This occurred for two billing cycles.

Staff is estimating FY21 revenue based on the average of FY17, FY18 and FY19 revenues plus a 2% increase.



Solid Waste Fees

General Ledger Codes:

50-00-4640-0000

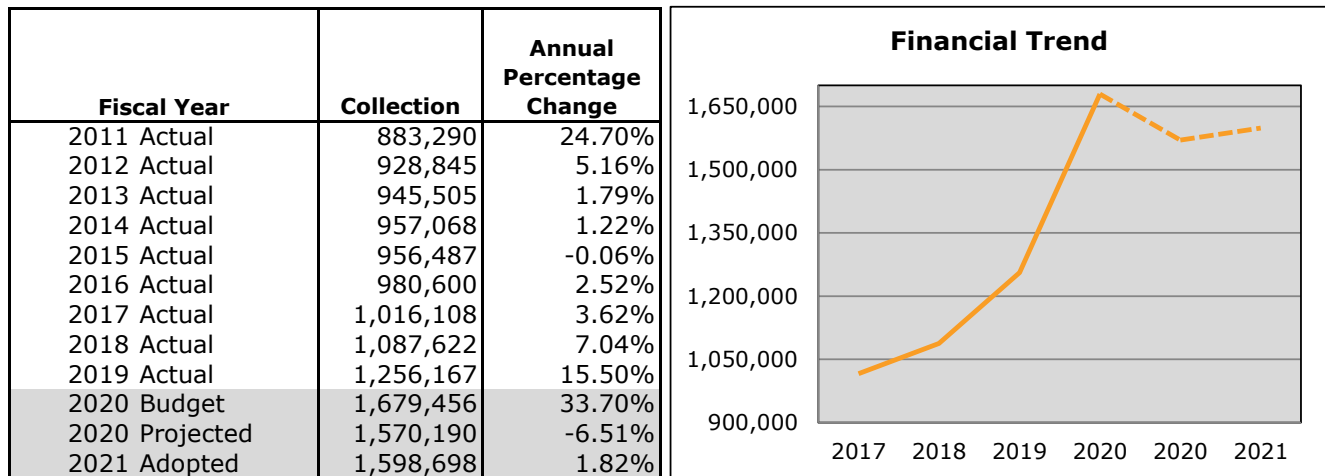
Legal Authority:

Municipal Code: Section 235
State Statute: Chapter 70 RSMo.
State Statute: Chapter 260 RSMo.

Revenue Description

Solid Waste Fees - This revenue was added during the FY10 budget to account for the payment for City-wide solid waste pickup. This payment is set to match the invoice per home with no administration fee added.

FY21 revenue is estimated with an additional 100 homes and the contracted cost of \$18.15 per home for solid waste & recycling disposal.



Solid Waste Container Fees

General Ledger Codes:

50-00-4645-0000

Legal Authority:

Municipal Code: Section 235

State Statute: Chapter 70 RSMo.

State Statute: Chapter 260 RSMo.

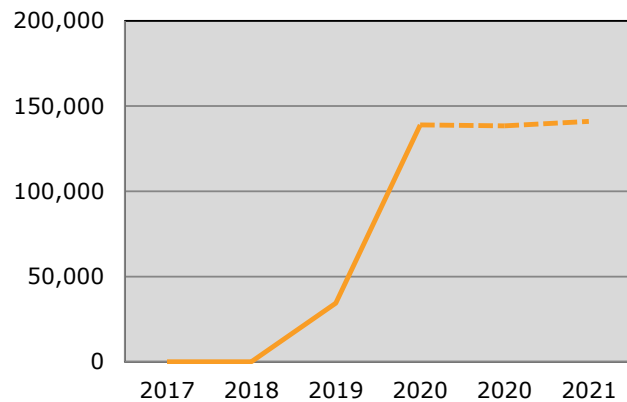
Revenue Description

Solid Waste Fees - This revenue was added during the FY20 budget to pay for the trash carts purchased by the city. The charge for trash carts is \$1.50 per month. This covers up to 2 trash carts per household. Each additional cart is \$0.75 per month.

FY21 revenue is estimated based on 7735 customers in FY20 with an additional 100 homes anticipated in FY21.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	34,477	N/A
2020 Budget	138,960	303.05%
2020 Projected	138,426	-0.38%
2021 Adopted	141,030	1.88%

Financial Trend



Contractual

General Ledger Codes: 50-00-4380-0000	Legal Authority: Municipal Code: Section 700 State Statute: Chapter 82
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Revenue Description

Contractual- This account is used to record the monthly connection fees and annual contract agreement fees between the City and Dikeland Sewer District.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend			
2011 Actual	10,826	101.90%				
2012 Actual	9,778	-9.68%				
2013 Actual	11,249	15.05%				
2014 Actual	11,353	0.92%				
2015 Actual	11,353	0.00%				
2016 Actual	11,363	0.08%				
2017 Actual	11,353	-0.08%				
2018 Actual	10,463	-7.84%				
2019 Actual	11,743	12.24%				
2020 Budget	11,353	-3.32%				
2020 Projected	11,353	0.00%				
2021 Adopted	11,353	0.00%				

Interest Revenue

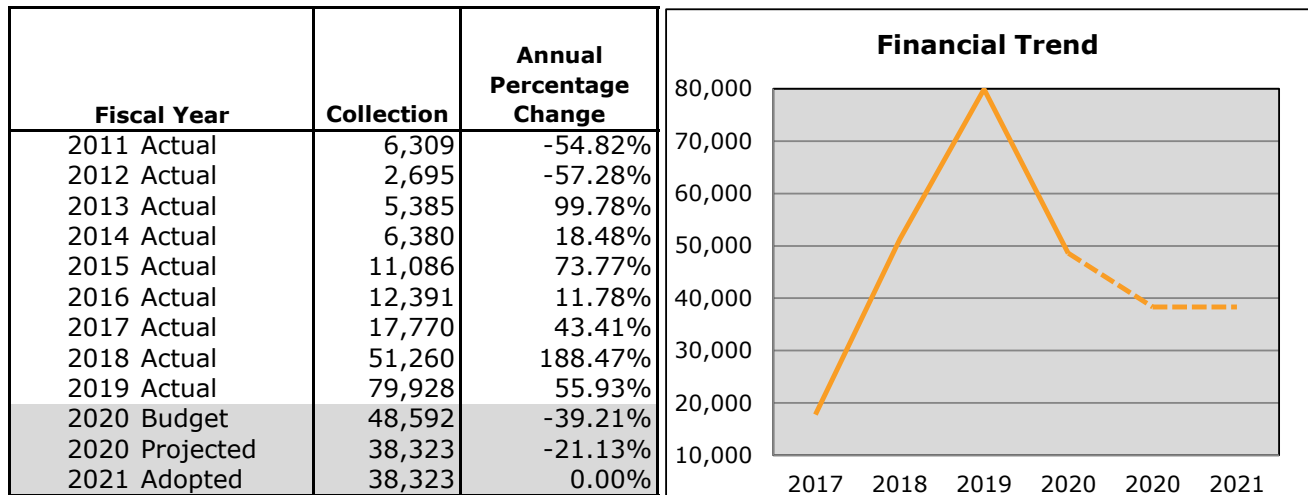
General Ledger Codes:
50-00-4350-0000

Legal Authority:
State Statute: Chapter 82

Revenue Description

Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds.

FY20 revenues are based on current interest rates being earned. FY21 is estimated using average historical data for the previous three years.



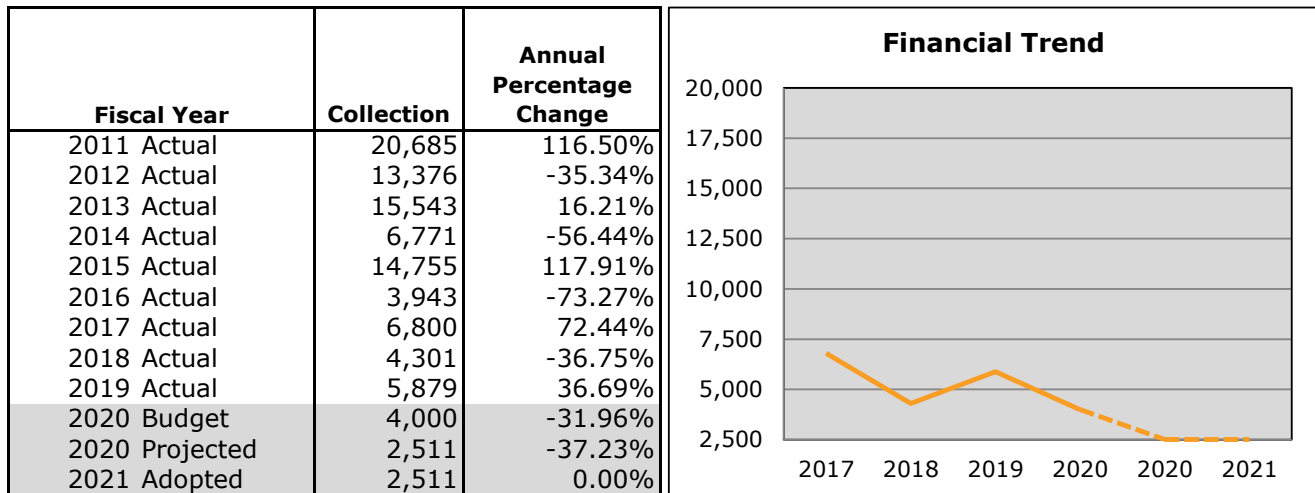
Miscellaneous

General Ledger Codes:
50-00-4370-0000

Legal Authority:
State Statute: Chapter 82

Revenue Description

Miscellaneous - Revenues from various sources not previously categorized. Historically, this amount is generally less than \$10,000 annually. The inconsistent nature of the revenue source makes it difficult to estimate.



WATER UTILITIES

Water Utilities is responsible for the operation and maintenance of the water distribution system serving approximately 7,800 customers. This includes regular inspection and maintenance of the distribution system, Kentucky Pump Station, and three storage facilities; valve location; hydrant inventory and maintenance; and ensuring compliance with state and federal regulations. Water Utilities is comprised of the assistant director of Public Works, crew leaders, maintenance workers, and the administrative assistant, all of whom also work in the Street, Stormwater and Sewer divisions of the Public Works Department.

PROGRAMS

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries.

GOALS

System Inspection and Maintenance

1. Perform distribution system flushing in accordance with best practices established by the American Water Works Association and the Missouri Department of Natural Resources. **(2.2)**

2. Perform valve exercising and maintenance in accordance with best practices established by the American Water Works Association and the Missouri Department of Natural Resources. **(2.2)**
3. Assist the Finance Department with a review and possible modifications of the current water meter reading routes. **(4.1.2)**

Customer Service

1. Respond to customer concerns/complaints within 24 hours.

FY 2020 PERFORMANCE SUMMARY

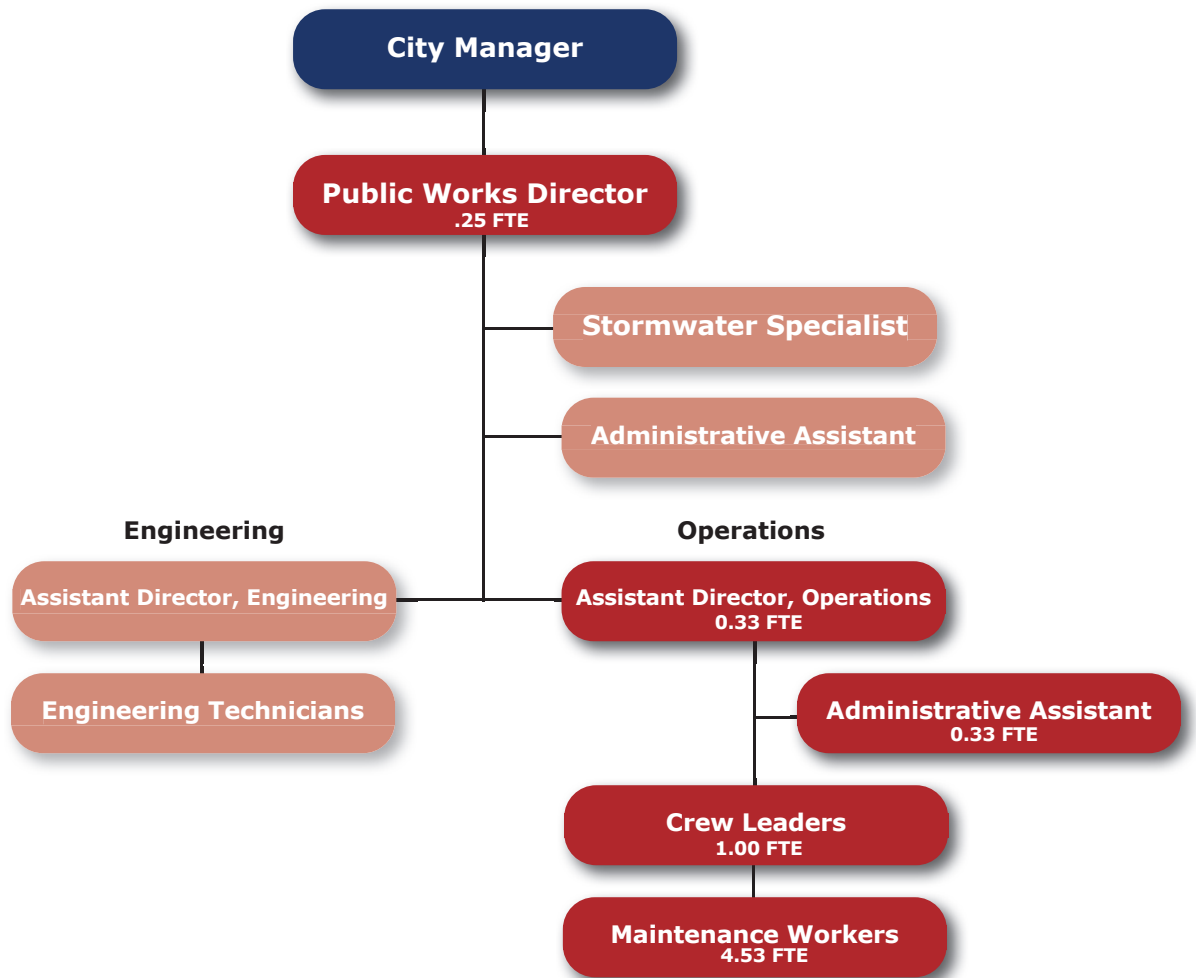
1. Installed approximately 140 service taps related to new home construction.
2. Responded to approximately 4,300 locate tickets.
3. Inspected 141 final right-of-ways for new construction occupancies.
4. Completed 75 meter conversions.
5. Completed 1,010 work orders for Utility Billing.
6. Completed approximately 496 water service requests.
7. Completed the meter conversion program which transferred all City water meters to Sensus radio read meters.

SIGNIFICANT BUDGETARY ISSUES

- APWA Re-accreditation. \$2,000



WATER UTILITIES



WATER UTILITIES

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	471,318	469,714	502,360	502,360	444,803	496,675	496,675	496,675
Commodities	2,021,991	1,760,569	2,111,592	2,111,592	1,971,443	1,963,699	1,963,699	1,963,699
Maintenance and Repairs	32,720	48,881	65,335	65,335	64,335	60,950	60,950	60,950
Utilities	20,251	34,338	16,284	16,284	16,284	19,416	19,416	19,416
Contractual	152,818	77,606	98,553	98,553	156,126	102,567	102,567	102,567
Capital Outlay	0	0	1,750	1,750	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	1,310,648	1,290,801	498,842	498,842	498,842	538,771	538,771	538,771
Total	4,009,746	3,681,908	3,294,716	3,294,716	3,151,833	3,182,078	3,182,078	3,182,078

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted
Director, Public Works & Engineerin	0.25	0.25	0.25
Assistant Director, PW - Operations	0.33	0.33	0.33
Crew Leader, Water/Sewer	1.00	1.00	1.00
Maintenance Worker	4.03	4.03	4.53
Administrative Assistant	0.33	0.33	0.33
Meter Reader**	0.50	0.50	0.00

Total FTE **6.44** **6.44** **6.44**

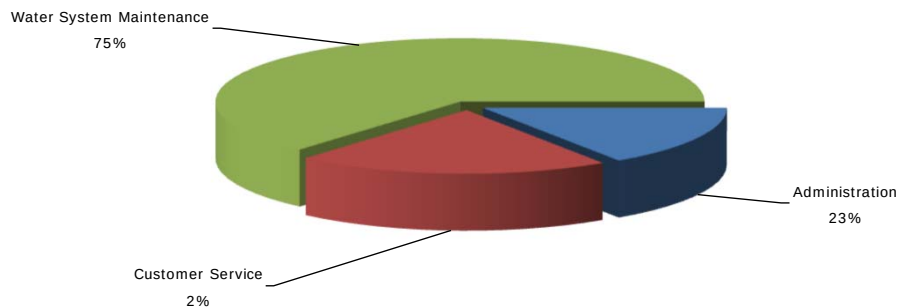
* FY18 Expansion added an additional FTE split with Streets, Storm Water, Water and Sewer

**FY21 The Meter Reader position was eliminated and moved to Maintenance Worker

By Program

	2020-21 Council Adopted
Personnel	496,675
Administration	660,593
Water System Maintenance	2,024,810
Total	3,182,078

Program as a Percentage of the Division Budget



SEWER UTILITIES

Sewer Utilities is responsible for the operation and maintenance of the sanitary sewer collection system. This includes regular inspection and maintenance of the collection system and four lift stations, regular sewer jetting, and assuring compliance with state and federal regulations. Sewer Utilities is comprised of the assistant director of public works, crew leaders, maintenance workers, and the administrative assistant, all of whom also work in the Street, Stormwater and Water divisions of the Public Works Department.

PROGRAMS

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries.

Sewer System Maintenance

The services provided in this program include the operation and maintenance of the sewer collection system.

GOALS

Customer Service

1. Respond to customer concerns/complaints in a timely manner. **(4.1)**

Sewer System Maintenance

1. Perform annual televising and jetting/cleaning in accordance with the Department's Standard Operating Procedures. **(2.2)**

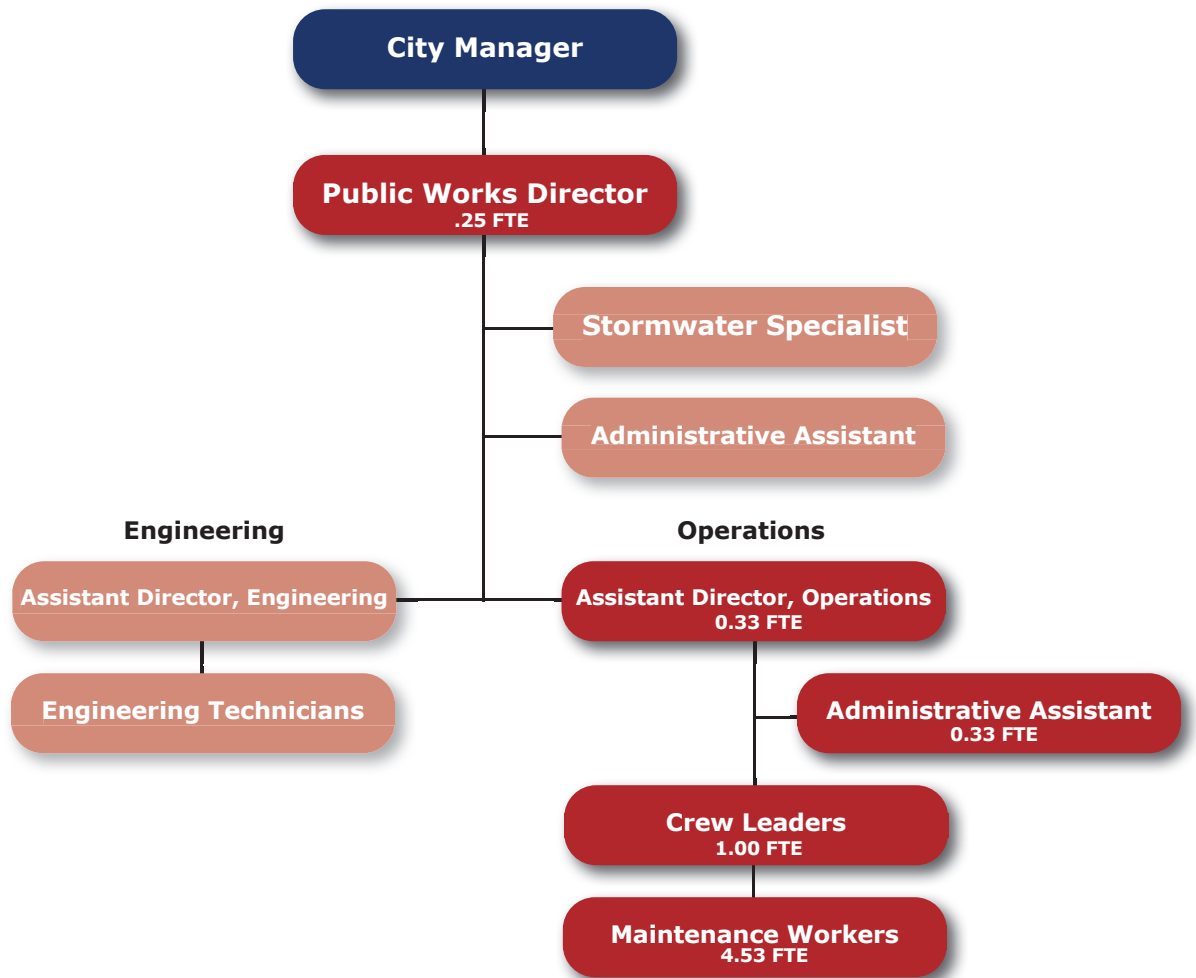
FY 2020 PERFORMANCE SUMMARY

1. Continued the annual sewer jetting program. In FY 2020 approximately 5,000 linear feet were jetted. The goal is to jet the entire system every three years.
2. Inspected approximately 110 new sanitary sewer service connections.
3. Completed approximately 28 sanitary sewer service requests.
4. Had a new pump installed at #7 Hunter's Glen Sewer Lift Station.
5. Two new vacuum pumps were installed at Harold Estates Sewer Lift Station.

SIGNIFICANT BUDGETARY ISSUES

1. APWA Accreditation renewal. \$2,000

SEWER UTILITIES



SEWER UTILITIES

By Category

	2017-18 Actual	2018-19 Actual	2019-20 Council Adopted	2019-20 Council Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel	462,375	462,935	501,741	501,741	444,406	496,403	496,403	496,403
Commodities	13,159	12,080	16,138	16,138	15,938	16,138	16,138	16,138
Maintenance and Repairs	84,778	156,230	86,700	86,700	116,357	109,700	109,700	109,700
Utilities	71,319	90,514	67,368	67,368	67,368	68,640	68,640	68,640
Contractual	1,935,000	2,178,469	2,279,230	2,279,230	2,247,217	2,445,398	2,445,398	2,445,398
Capital Outlay	0	0	1,750	1,750	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	1,860,896	1,866,544	498,842	498,842	498,842	538,771	538,771	538,771
Total	4,427,527	4,766,771	3,451,769	3,451,769	3,390,128	3,675,050	3,675,050	3,675,050

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW - Operations	0.33	0.33	0.33
Crew Leader, Water/Sewer	1.00	1.00	1.00
Maintenance Worker	4.03	4.03	4.53
Administrative Assistant	0.33	0.33	0.33
Meter Reader**	0.50	0.50	0.00
Total FTE	6.44	6.44	6.44

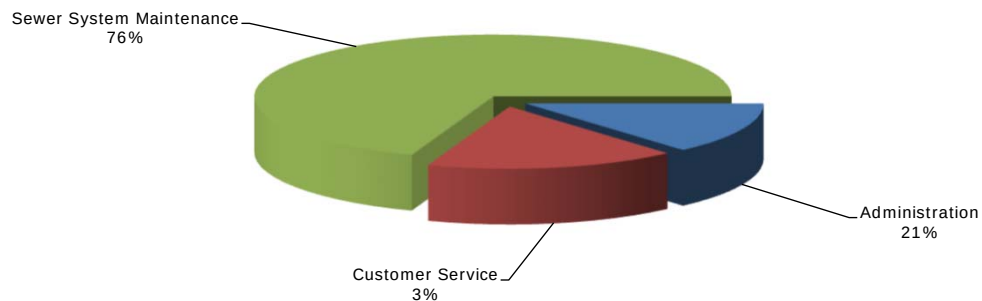
By Program

	2020-21 Council Adopted
Personnel	496,403
Administration	625,564
Sewer System Maintenance	2,553,083
Total	3,675,050

* FY18 Expansion added an additional FTE split with Streets, Storm Water, Water and Sewer

**FY21 The Meter Reader position was eliminated and moved to Maintenance Worker

Program as a Percentage of the Division Budget





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SOLID WASTE

The City provides residential solid waste and recycling collection. Service provision is accomplished by contract from a private solid waste collection company. This chapter is to account for the revenues and expenditures pursuant to provision of this service.

SIGNIFICANT BUDGETARY ISSUES

1. The City monthly charge to residents for trash and yard waste collection is \$12.95 in FY 2021. Recycling is an additional \$5.20.
2. An additional \$1.50 is added to the monthly utility bill for the solid waste cart program. These funds are transferred from the Enterprise Fund to the Building & Equipment Replacement Fund to replenish funds used for the initial purchase of carts.
3. Total projected revenues is expected to be \$1,206,059.40 for trash services, \$359,486.40 for Recycling services and \$139,698 to be transferred to the BERP for cart maintenance.

SOLID WASTE



SOLID WASTE

By Category

	2017-18 Actual	2017-18 Actual	2019-20 Council Adopted	2019-20 Council Amended	2019-20 Projected	2020-21 Department Requested	2020-21 C.M. Proposed	2020-21 Council Adopted
Personnel								
Commodities								
Maintenance and Repairs								
Utilities								
Contractual	1,087,622	1,193,644	1,679,456	1,679,456	1,570,190	1,598,698	1,598,698	1,598,698
Capital Outlay								
Debt Service								
Transfers/Miscellaneous			138,960	138,960	138,426	141,030	141,030	141,030
Total	1,087,622	1,193,644	1,818,416	1,818,416	1,708,616	1,739,728	1,739,728	1,739,728

Position Control Roster

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted
Director, Public Works & Engineering			
Assistant Director, PW - Operations			
Public Works Field Supervisor			
Crew Leader, Water/Sewer			
Maintenance Worker			
Administrative Assistant			
Meter Reader			
Total FTE	0.00	0.00	0.00

By Program

	2020-21 Council Adopted
Solid Waste	1,739,728
Total	1,739,728

Program as a Percentage of the Department Budget



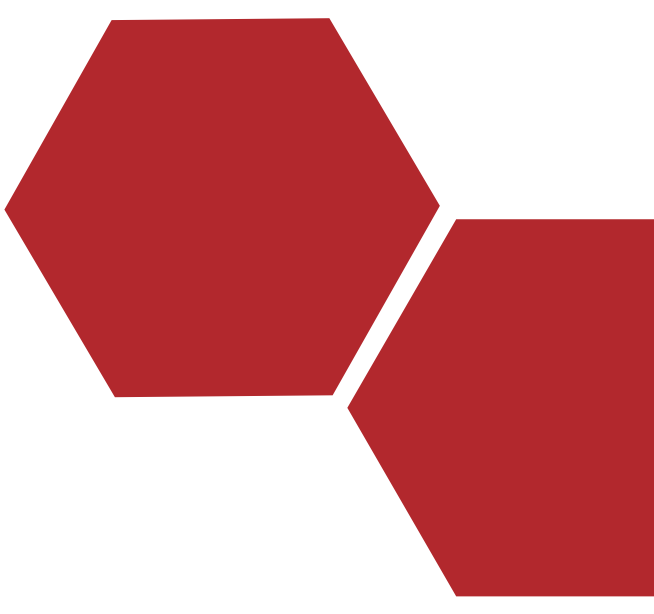


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TRANSFERS FROM ENTERPRISE FUND TO OTHER FUNDS

This chapter is included to note any transfers from the Enterprise Fund that are included in the fiscal year budget.

SIGNIFICANT BUDGETARY ISSUES

1. The Enterprise Fund makes an annual payment to the General Fund for services provided by the General Fund operations for the benefit of the Utility. The payment is made according to a formula for the calculation of the cost of services provided, as outlined in the following pages.
\$967,988
 2. The Enterprise Capital Maintenance Fund was established in FY 2010. The Fund accepts a transfer to support the ongoing maintenance of the water and sewer infrastructure of the City.
\$600,000
 3. The Enterprise Fund will make an annual payment to the Building & Equipment Replacement Program (05) for the initial purchase and maintenance of solid waste carts.
\$141,030
- 

ENTERPRISE FUND PAYMENT TO GENERAL FUND FOR SERVICES

The Enterprise Fund (50) often benefits from expenditures by the General Fund (01) made on its behalf. For example, the Finance Department, whose funding is provided by the General Fund (01), provides purchasing and accounting services to support Enterprise Fund (50) operations. Knowing and accounting for the full cost of the water/ sewer utility sets a basis for financial analysis of the program, and for setting rates appropriately. General Fund (01) revenues should not subsidize the utility, which should be self supporting. Best practices from the fields of finance, accounting, and utility operations indicate that these indirect costs be identified and allocated to the Enterprise Fund (50).

Approaches to calculating an appropriate payment to the General Fund for services vary.

- One approach is to track activities individually and itemize expenses as they occur. While very accurate, this approach is very time consuming, complicated, and costly, so much so that most municipal organizations reject it because the benefits do not outweigh the costs.
- A more common approach is to determine an appropriate indirect cost rate. This involves determining direct and indirect costs for

programs, calculating what percent the indirect costs are of the direct, and using that percentage to calculate the appropriate share of indirect costs for each program. The following is an example using FY 2020 Proposed Budget figures:

Indirect Costs	Budget
Administration	\$ 1,345,938
Information Technology Services	\$ 615,336
Finance (less Utility Billing)	<u>\$ 348,944</u>
	\$ 2,310,218

Direct Costs	Budget
General Fund (less indirect costs)	\$ 7,765,858
Park Fund	\$ 1,525,954
Enterprise Fund	<u>\$ 7,457,128</u>
	\$16,748,940

Indirect/Direct Cost Rate 13.79%
(\$2,310,218 / \$16,748,940)

Enterprise Fund Indirect Calculation \$1,028,518
(\$7,457,128 x 13.79% = \$1,028,338)

Total Enterprise Fund Payment for Services to General Fund:

Indirect Costs	\$1,028,338
Utility Billings	<u>\$ 379,951</u>
Total	\$1,408,289

Using this method, the Enterprise Fund would pay \$1,408,289 to the General Fund.

- Consistent with the full cost of service approach, many cities also charge their franchise fee to their municipal utilities. Assessing our current franchise fee to water/sewer service would result in the following additional charge:

Annual Revenues	\$6,941,494
Fee	<u>7%</u>
Annual Payment	\$ 485,905

Staff is not recommending allocation of this additional fee at this time.

- The City uses a combined method to calculate the appropriate transfer to the General Fund. The steps taken are as follows:

- Calculate Enterprise Fund operating expenditures (not including capital outlay)
- Multiply the amount immediately above by 10%, a generally accepted percentage for determining overhead, or "indirect," costs.
- Add to the resulting number General Fund expenses that are directly for the benefit of the utility.

Using FY 2021 budget numbers, this method results in a transfer from the Enterprise Fund to the General Fund of \$967,988, as follows:

- Calculate Enterprise Fund operating expenditures (not including capital outlay)

Personnel	\$ 993,078
Commodities	\$1,979,837
Maintenance/Supplies	\$ 170,650
Utilities	\$ 88,056
Contractual [1]	\$2,547,965
VERP	\$ 109,554

Total Enterprise Fund Operating Expenses	\$5,889,140
--	-------------

- Multiply the amount immediately above by 10%, a generally accepted percentage for determining overhead costs.

$$\$5,889,140 \times 10\% = \$588,914$$

- Add to the resulting number General Fund expenses that are directly for the benefit of the utility.

Direct Expenses	
Billing Software	\$ 38,018
Utility Billing Payroll	\$ 137,644
Late Notices	\$ 6,142
Statement Billing	\$ 85,200
Other Utility Billing Expenses	<u>\$ 112,070</u>
	\$ 379,074

Allocated Enterprise Fund Indirect Expenses	\$ 588,914
Allocated Direct Expenses	<u>\$ 379,074</u>

Total Allocated Direct & Indirect Expense	\$ 967,988
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[1] This expense only includes those related to water and sewer. Trash services are not included due to the pass-through expense the City is offering at the present time.



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DEBT SERVICE

The Debt Service Fund is utilized to report the City's financing activities. It is used to account for the accumulation of resources for and the payment of financed debt. The City issues bond debt and uses property tax or enterprise revenues to pay off the matured bonds. All general obligation bond debt is included in this fund.

Debt may also be issued through the Enterprise Fund, Park Fund or other funds. All debt service charts are presented in this section.





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GENERAL OBLIGATION BONDS

General Obligation Bonds (G.O. Bonds) are secured by the pledge of the City's full faith, credit and taxing power. The taxing power is usually an unlimited ad valorem tax based upon the assessed value of property located within the City. When unlimited ad valorem taxes are pledged, the City is legally required to raise taxes in order to pay the debt service on the bonds. Due to the pledge of a City's unlimited ad valorem taxes, G.O. Bonds carry the lowest interest rates among the various financing options. The voters must approve G.O. Bonds with either a four-sevenths (4/7ths) or two-thirds (2/3rds) majority, depending upon when the election is held. The City has a Missouri constitutional debt limit not to exceed 20% of the City's assessed valuation.

Bond issues accounted for in this section include:

- Series 2017 New Money (\$1.09M Trans & \$1.66M Parks)
- Series 2016 New Money (\$2.2M Trans & \$5.09M Parks)
- Series 2013 (Refunding the remaining portion of Series 2007)
- Series 2012 (Refunding of Series 2004 and partial refunding of Series 2007)
- Series 2008 (Refunding of Series 1999A)
- Series 1999B (State Revolving Fund)

State law requires the Missouri State Auditor to annually review all taxing jurisdictions throughout Missouri as to their compliance with the tax limitation provisions of Missouri's Hancock Amendment. To accomplish this, the Auditor provides the City a set of worksheets used to calculate the allowable tax rates for each of the General, Park and Debt Service funds. These worksheets contain calculations performed by the Auditor based on information provided by the City. When received, the City verifies or revises these numbers as appropriate. Statute provides that "a tax rate proposed for annual debt service requirements will be prima facie valid if, after making the payment for which the tax was levied, bonds remain outstanding and the debt fund reserves do not exceed the following year's payments (see attached RSMo 137.073 6(2))." The Auditor may also approve a higher rate, if for instance balloon payments would warrant accumulation of a larger reserve.

SIGNIFICANT BUDGETARY ISSUES - HISTORY

1. During 2019, the City's maintained its bond rating, which was upgraded from A1 to Aa2 in FY 2013.

DEBT SERVICE (40)

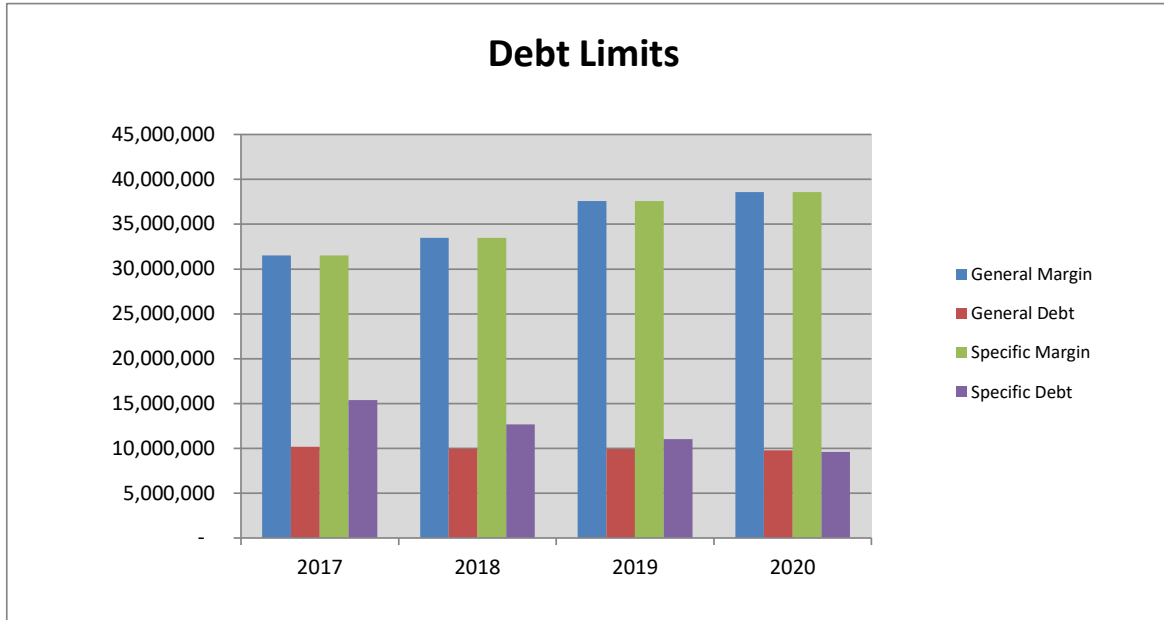
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted
Fund Balance Beginning of Year	1,909,338	1,810,395	1,926,744	2,227,739	2,597,318
Revenue					
Property Tax	2,274,885	2,386,753	2,668,538	2,668,538	2,737,464
Interest	37,180	50,000	33,718	27,216	27,216
Penalties	12,277	13,368	16,011	16,011	16,425
Bond Proceeds	-	-	-	-	-
Transfers In - GO Bond funds					
Total Revenue	2,324,342	2,450,121	2,718,267	2,711,765	2,781,105
Total Fund Bal & Revenues	4,233,680	4,260,516	4,645,010	4,939,503	5,378,423
Expenditures					
Debt Service	2,280,170	1,934,860	2,099,185	2,339,185	2,117,723
Fees	1,449	1,250	3,000	3,000	3,000
Misc. - Cost of Issuance	-	-			
Defease of partial bond issue *					
D.S. Transfer to Enterprise Fund 1999B Water/Sewer Bond	141,667	96,667	-	-	-
Debt Service			-	-	
Series 1999B Water/Sewer (Transfer to Fund 50) **	141,667	96,667	-	-	
Series 2006 SO Bond	-	-			
Series 2008 Water/Sewer Refunding (1)	353,195	-	-	-	
Series 2012 Refunding	463,600	399,300	499,550	499,550	206,650
Series 2013 Refunding	676,225	152,273	1,017,035	1,017,035	1,111,923
Series 2016 - Parks & Transportation	493,550	882,088	264,800	264,800	480,900
Series 2017 - Parks & Transportation	293,600	501,200	317,800	317,800	318,250
Total Expenditures	2,423,286	2,032,777	2,102,185	2,342,185	2,120,723
Annual Difference	(98,944)	417,344	616,082	369,580	660,382
Fund Balance (Gross)	1,810,395	2,227,739	2,542,825	2,597,318	3,257,700

Applicable Data:

Assessed Valuation	\$316,915,279	\$334,754,591	\$375,940,446	\$375,940,446	\$385,650,641
Change in AV	9%	6%	12%	12%	3%
Legal Debt Margin	63,383,056	66,950,918	75,188,089	75,188,089	77,130,128
Collection Rate	0.98	0.98	0.99	0.99	0.99
Debt Service Levy	0.7170	0.7170	0.7170	0.7170	0.7170
Operating Levy	0.5887	0.5686	0.5327	0.5327	0.5332
Total City Property Tax	1.3057	1.2856	1.2497	1.2497	1.2502

Legal Debt Limit

Year	General Margin	General Debt	Specific Margin	Specific Debt	Total Debt	Assessed Value
2017	31,522,260	10,169,002	31,522,260	15,405,998	25,575,000	315,222,599
2018	33,475,459	9,961,422	33,475,459	12,688,578	22,650,000	334,754,591
2019	37,594,045	9,930,251	37,594,045	11,029,749	20,960,000	375,940,446
2020	38,565,064	9,769,095	38,565,064	9,615,905	19,385,000	385,650,641



Notes: Debt margin is the total general obligation indebtedness allowed by the State Constitution. The maximum amount of debt is 20% of assessed value.
 General Margin is 10% that can be issued for any City purpose.
 Specific Margin is 10% that can only be issued for the purpose of acquiring right-of-way, constructing or extending and improving streets, avenues and/or sanitary or storm systems, and purchasing or constructing waterworks or other plants.

As shown in the charts above Raymore carries a healthy debt service balance well within the legal limits.

CITY OF RAYMORE, MISSOURI

AGGREGATE GENERAL OBLIGATION DEBT SERVICE

Date	Series 2012		Series 2013		Series 2016		Series 2017		Total		Fiscal Year Totals
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	P&I	
3/1/2021	-	103,325.00	1,040,000.00	41,161.25	335,000.00	76,300.00	260,000.00	31,400.00	1,635,000.00	252,186.25	-
9/1/2021	-	103,325.00	-	30,761.25	-	69,600.00	-	26,850.00	-	230,536.25	2,117,722.50
3/1/2022	-	103,325.00	1,225,000.00	30,761.25	205,000.00	69,600.00	270,000.00	26,850.00	1,700,000.00	230,536.25	-
9/1/2022	-	103,325.00	-	17,592.50	-	65,500.00	-	22,125.00	-	208,542.50	2,139,078.75
3/1/2023	-	103,325.00	1,355,000.00	17,592.50	130,000.00	65,500.00	280,000.00	22,125.00	1,765,000.00	208,542.50	-
9/1/2023	-	103,325.00	-	6,075.00	-	62,900.00	-	17,225.00	-	189,525.00	2,163,067.50
3/1/2024	920,000.00	103,325.00	675,000.00	6,075.00	-	62,900.00	240,000.00	17,225.00	1,835,000.00	189,525.00	-
9/1/2024	-	89,525.00	-	-	-	62,900.00	-	13,325.00	-	165,750.00	2,190,275.00
3/1/2025	1,875,000.00	89,525.00	-	-	-	62,900.00	-	13,325.00	1,875,000.00	165,750.00	-
9/1/2025	-	61,400.00	-	-	-	62,900.00	-	13,325.00	-	137,625.00	2,178,375.00
3/1/2026	2,135,000.00	61,400.00	-	-	-	62,900.00	-	13,325.00	2,135,000.00	2,272,625.00	-
9/1/2026	-	29,375.00	-	-	-	62,900.00	-	13,325.00	-	105,600.00	2,378,225.00
3/1/2027	2,350,000.00	29,375.00	-	-	-	62,900.00	-	13,325.00	2,350,000.00	2,455,600.00	-
9/1/2027	-	-	-	-	-	62,900.00	-	13,325.00	-	76,225.00	2,531,825.00
3/1/2028	-	-	940,000.00	62,900.00	-	62,900.00	-	13,325.00	940,000.00	76,225.00	-
9/1/2028	-	-	-	51,150.00	-	51,150.00	-	13,325.00	-	64,475.00	1,080,700.00
3/1/2029	-	-	990,000.00	51,150.00	-	51,150.00	-	13,325.00	990,000.00	64,475.00	-
9/1/2029	-	-	-	38,775.00	-	38,775.00	-	13,325.00	-	52,100.00	1,106,575.00
3/1/2030	-	-	1,050,000.00	38,775.00	-	38,775.00	-	13,325.00	1,050,000.00	52,100.00	-
9/1/2030	-	-	-	25,650.00	-	25,650.00	-	13,325.00	-	38,975.00	1,141,075.00
3/1/2031	-	-	1,110,000.00	25,650.00	-	25,650.00	-	13,325.00	1,110,000.00	38,975.00	-
9/1/2031	-	-	-	13,162.50	-	13,162.50	-	13,325.00	-	26,487.50	1,175,462.50
3/1/2032	-	-	1,170,000.00	13,162.50	-	13,162.50	-	13,325.00	1,170,000.00	26,487.50	-
9/1/2032	-	-	-	-	-	-	-	13,325.00	-	13,325.00	1,209,812.50
3/1/2033	-	-	-	-	155,000.00	13,325.00	155,000.00	13,325.00	155,000.00	168,325.00	-
9/1/2033	-	-	-	-	-	11,000.00	-	11,000.00	-	11,000.00	179,325.00
3/1/2034	-	-	160,000.00	11,000.00	-	11,000.00	160,000.00	11,000.00	160,000.00	171,000.00	-
9/1/2034	-	-	-	8,600.00	-	8,600.00	-	8,600.00	-	8,600.00	179,600.00
3/1/2035	-	-	165,000.00	8,600.00	-	8,600.00	165,000.00	8,600.00	165,000.00	173,600.00	-
9/1/2035	-	-	-	6,125.00	-	6,125.00	-	6,125.00	-	6,125.00	179,725.00
3/1/2036	-	-	170,000.00	6,125.00	-	6,125.00	170,000.00	6,125.00	170,000.00	176,125.00	-
9/1/2036	-	-	-	3,150.00	-	3,150.00	-	3,150.00	-	3,150.00	179,275.00
3/1/2037	-	-	180,000.00	3,150.00	-	3,150.00	180,000.00	3,150.00	180,000.00	183,150.00	-
9/1/2037	-	-	-	-	-	-	-	-	-	-	183,150.00
Totals	7,280,000.00	1,083,875.00	4,295,000.00	150,018.75	5,930,000.00	1,232,975.00	1,880,000.00	461,400.00	19,385,000.00	2,928,268.75	22,313,268.75

City of Raymore, Missouri

General Obligation Debt Service

Original Par \$9,335,000
Issue Series 2012
Purpose Refunding Bonds
Dated December 28, 2012

Date	Principal	Interest	Total	Fiscal Year Total
3/1/2021	-	103,325.00	103,325.00	
9/1/2021	-	103,325.00	103,325.00	206,650.00
3/1/2022	-	103,325.00	103,325.00	
9/1/2022	-	103,325.00	103,325.00	206,650.00
3/1/2023	-	103,325.00	103,325.00	
9/1/2023	-	103,325.00	103,325.00	206,650.00
3/1/2024	920,000.00	103,325.00	1,023,325.00	
9/1/2024	-	89,525.00	89,525.00	1,112,850.00
3/1/2025	1,875,000.00	89,525.00	1,964,525.00	
9/1/2025	-	61,400.00	61,400.00	2,025,925.00
3/1/2026	2,135,000.00	61,400.00	2,196,400.00	
9/1/2026	-	29,375.00	29,375.00	2,225,775.00
3/1/2027	2,350,000.00	29,375.00	2,379,375.00	2,379,375.00
	-			
Total	\$7,280,000.00	\$1,083,875.00	\$8,363,875.00	-

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Debt Service

Original Par \$7,150,000
Issue Series 2013
Purpose Refunding Bonds
Dated February 28, 2013

Date	Principal	Interest	Total	Fiscal Year Total
3/1/2021	1,040,000.00	41,161.25	1,081,161.25	
9/1/2021	-	30,761.25	30,761.25	1,111,922.50
3/1/2022	1,225,000.00	30,761.25	1,255,761.25	
9/1/2022	-	17,592.50	17,592.50	1,273,353.75
3/1/2023	1,355,000.00	17,592.50	1,372,592.50	
9/1/2023	-	6,075.00	6,075.00	1,378,667.50
3/1/2024	675,000.00	6,075.00	681,075.00	
9/1/2024	-	-	-	681,075.00
3/1/2025	-	-	-	
9/1/2025	-	-	-	-
3/1/2026	-	-	-	
9/1/2026	-	-	-	-
3/1/2027	-	-	-	-
	-	-	-	-
Total	\$4,295,000.00	\$150,018.75	\$4,445,018.75	

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Debt Service

Original Par \$7,300,000
Issue Series 2016
Purpose New Money
Dated June 2, 2016

Date	Principal	Interest	Total P+I	Fiscal Year Total
3/1/2021	335,000.00	76,300.00	411,300.00	
9/1/2021	-	69,600.00	69,600.00	480,900.00
3/1/2022	205,000.00	69,600.00	274,600.00	
9/1/2022	-	65,500.00	65,500.00	340,100.00
3/1/2023	130,000.00	65,500.00	195,500.00	
9/1/2023	-	62,900.00	62,900.00	258,400.00
3/1/2024	-	62,900.00	62,900.00	
9/1/2024	-	62,900.00	62,900.00	125,800.00
3/1/2025	-	62,900.00	62,900.00	
9/1/2025	-	62,900.00	62,900.00	125,800.00
3/1/2026	-	62,900.00	62,900.00	
9/1/2026	-	62,900.00	62,900.00	125,800.00
3/1/2027	-	62,900.00	62,900.00	
9/1/2027	-	62,900.00	62,900.00	125,800.00
3/1/2028	940,000.00	62,900.00	1,002,900.00	
9/1/2028	-	51,150.00	51,150.00	1,054,050.00
3/1/2029	990,000.00	51,150.00	1,041,150.00	
9/1/2029	-	38,775.00	38,775.00	1,079,925.00
3/1/2030	1,050,000.00	38,775.00	1,088,775.00	
9/1/2030	-	25,650.00	25,650.00	1,114,425.00
3/1/2031	1,110,000.00	25,650.00	1,135,650.00	
9/1/2031	-	13,162.50	13,162.50	1,148,812.50
3/1/2032	1,170,000.00	13,162.50	1,183,162.50	
9/1/2032	-	-	-	1,183,162.50
Total	\$5,930,000.00	\$1,232,975.00	\$7,162,975.00	-

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Debt Service

Original Par \$2,750,000
Issue Series 2017
Purpose New Money
Dated April 27, 2017

Date	Principal	Interest	Total P+I	Fiscal Year Total
3/1/2021	260,000.00	31,400.00	291,400.00	
9/1/2021	-	26,850.00	26,850.00	318,250.00
3/1/2022	270,000.00	26,850.00	296,850.00	
9/1/2022	-	22,125.00	22,125.00	318,975.00
3/1/2023	280,000.00	22,125.00	302,125.00	
9/1/2023	-	17,225.00	17,225.00	319,350.00
3/1/2024	240,000.00	17,225.00	257,225.00	
9/1/2024	-	13,325.00	13,325.00	270,550.00
3/1/2025	-	13,325.00	13,325.00	
9/1/2025	-	13,325.00	13,325.00	26,650.00
3/1/2026	-	13,325.00	13,325.00	
9/1/2026	-	13,325.00	13,325.00	26,650.00
3/1/2027	-	13,325.00	13,325.00	
9/1/2027	-	13,325.00	13,325.00	26,650.00
3/1/2028	-	13,325.00	13,325.00	
9/1/2028	-	13,325.00	13,325.00	26,650.00
3/1/2029	-	13,325.00	13,325.00	
9/1/2029	-	13,325.00	13,325.00	26,650.00
3/1/2030	-	13,325.00	13,325.00	
9/1/2030	-	13,325.00	13,325.00	26,650.00
3/1/2031	-	13,325.00	13,325.00	
9/1/2031	-	13,325.00	13,325.00	26,650.00
3/1/2032	-	13,325.00	13,325.00	
9/1/2032	-	13,325.00	13,325.00	26,650.00
3/1/2033	155,000.00	13,325.00	168,325.00	
9/1/2033	-	11,000.00	11,000.00	179,325.00
3/1/2034	160,000.00	11,000.00	171,000.00	
9/1/2034	-	8,600.00	8,600.00	179,600.00
3/1/2035	165,000.00	8,600.00	173,600.00	
9/1/2035	-	6,125.00	6,125.00	179,725.00
3/1/2036	170,000.00	6,125.00	176,125.00	
9/1/2036	-	3,150.00	3,150.00	179,275.00
3/1/2037	180,000.00	3,150.00	183,150.00	
9/1/2037	-	-	-	183,150.00
Total	\$1,880,000.00	\$461,400.00	\$2,341,400.00	

Piper Jaffray & Co.
Public Finance

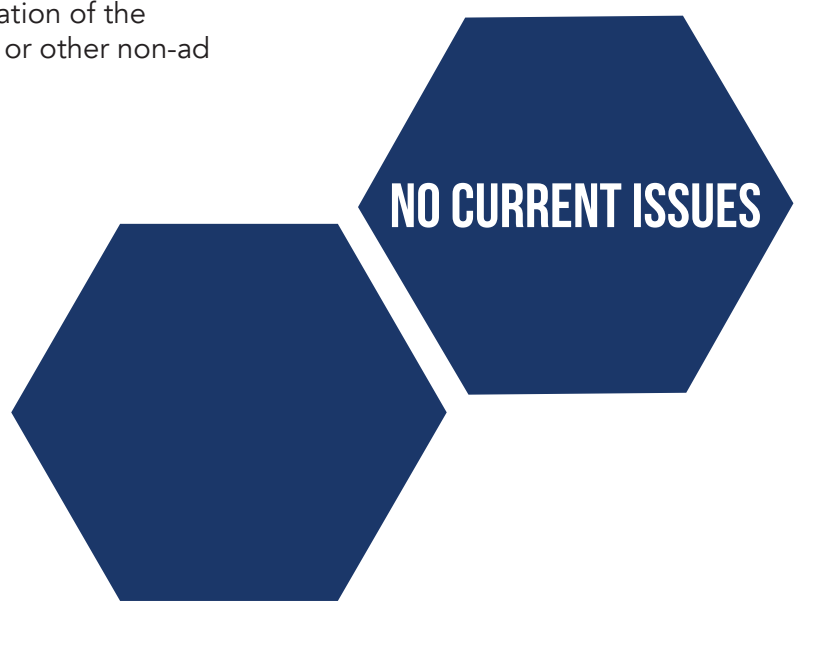


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REVENUE BONDS

Revenue Bonds are payable from a specific source of revenue and do not pledge the full faith and credit of the City. 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. For this reason Revenue Bonds often carry a higher interest rate than GO Bonds. Pledged revenues may be derived from operation of the financed project, grants, a sales tax, or other non-ad

valorem taxes. Revenue Bonds normally take the form of water/sewer revenue bonds, sales tax revenue bonds or some other type of bond with a pledged revenue source. Revenue bonds may be approved by a simple majority of the voters, and do not count against the City's constitutional debt limit. The City must also comply with certain bond covenants.



NO CURRENT ISSUES



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SPECIAL OBLIGATION CAPITAL IMPROVEMENT BONDS

Special Obligation debt is similar to General Obligation debt in that it is considered direct debt of the City. Unlike General Obligation debt, however, Special Obligation debt is not backed by the full faith and credit of the City. Rather, Special Obligation Bond debt is supported and repaid only by a special dedicated City revenue source. Normally, these revenue sources take the form of dedicated sales tax proceeds.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues

Current:

- Series 2019 (Refunding Hubach Hill & North Cass Parkway TDD)
- Series 2018 (New Monies - water infrastructure)
- Series 2016 (New Monies & refunding of the 2006 Series)
- Series 2006 (Refunding of Series 1998/ Refunded 2016)
- Series 1998 (New Monies - M58 project/ Refunded 2006)



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Capital Improvement Fund (45)

	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted	2021-22 Forecast	2022-23 Forecast
Expenditures								
Debt Service	917,350	1,007,202	1,114,942	1,170,388	883,621	957,838	950,075	966,538
2019 (refunding 2006 Hubach Hill & North Cass Parkway TDD) Special Obligation Bond				-	337,433	408,963	408,763	413,163
2016 (new monies & refunding 2006) Special Obligation Bond	515,750	544,750	543,125	564,188	546,188	548,875	541,313	553,375
2006 (refunding 1998) Special Obligation Bond Hubach Hill & North Cass Parkway TDD	401,600	462,452	571,817	606,200	-	-	-	-

Notes: Payment for this bond is made from revenues received into the Capital Improvement Sales Tax Fund. The payment is pledged against future receipt of this sales tax revenue. This fund is presented in total, including a line item reflecting the above payment, in the Capital Funds section of this budget.

City of Raymore, Missouri

Special Obligation Bond Debt Service

Original Par \$5,870,000
Issue Series 2019
Purpose Special Obligation Bonds - Refunding 2006 Hubach Hill & North Cass Pkwy
Dated November 7, 2019

Date	Principal	Interest	Total P+I	Fiscal Year Total
3/1/2021	-	76,981.25	76,981.25	
9/1/2021	255,000	76,981.25	331,981.25	408,962.50
3/1/2022	-	71,881.25	71,881.25	
9/1/2022	265,000	71,881.25	336,881.25	408,762.50
3/1/2023	-	66,581.25	66,581.25	
9/1/2023	280,000	66,581.25	346,581.25	413,162.50
3/1/2024	-	60,981.25	60,981.25	
9/1/2024	290,000	60,981.25	350,981.25	411,962.50
3/1/2025	-	55,181.25	55,181.25	
9/1/2025	300,000	55,181.25	355,181.25	410,362.50
3/1/2026	-	49,181.25	49,181.25	
9/1/2026	310,000	49,181.25	359,181.25	408,362.50
3/1/2027	-	42,981.25	42,981.25	
9/1/2027	325,000	42,981.25	367,981.25	410,962.50
3/1/2028	-	39,731.25	39,731.25	
9/1/2028	330,000	39,731.25	369,731.25	409,462.50
3/1/2029	-	36,431.25	36,431.25	
9/1/2029	340,000	36,431.25	376,431.25	412,862.50
3/1/2030	-	33,031.25	33,031.25	
9/1/2030	345,000	33,031.25	378,031.25	411,062.50
3/1/2031	-	29,581.25	29,581.25	
9/1/2031	350,000	29,581.25	379,581.25	409,162.50
3/1/2032	-	25,862.50	25,862.50	
9/1/2032	360,000	25,862.50	385,862.50	411,725.00
3/1/2033	-	22,037.50	22,037.50	
9/1/2033	365,000	22,037.50	387,037.50	409,075.00
3/1/2034	-	17,931.25	17,931.25	
9/1/2034	375,000	17,931.25	392,931.25	410,862.50
3/1/2035	-	13,712.50	13,712.50	
9/1/2035	385,000	13,712.50	398,712.50	412,425.00
3/1/2036	-	9,381.25	9,381.25	
9/1/2036	390,000	9,381.25	399,381.25	408,762.50
3/1/2037	-	4,750.00	4,750.00	
9/1/2037	400,000	4,750.00	404,750.00	409,500.00
Total	\$5,665,000.00	\$1,312,437.50	\$6,977,437.50	-

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

Special Obligation Bond Debt Service

Original Par \$4,040,000
Issue Series 2016
Purpose Current Refunding and New Money
Dated June 1, 2016

Date	Principal	Interest	Total P+I	Fiscal Year Total
3/1/2021	500,000.00	27,562.50	527,562.50	
9/1/2021	-	21,312.50	21,312.50	548,875.00
3/1/2022	505,000.00	21,312.50	526,312.50	
9/1/2022	-	15,000.00	15,000.00	541,312.50
3/1/2023	530,000.00	15,000.00	545,000.00	
9/1/2023	-	8,375.00	8,375.00	553,375.00
3/1/2024	215,000.00	8,375.00	223,375.00	
9/1/2024	-	5,687.50	5,687.50	229,062.50
3/1/2025	225,000.00	5,687.50	230,687.50	
9/1/2025	-	2,875.00	2,875.00	233,562.50
3/1/2026	230,000.00	2,875.00	232,875.00	
9/1/2026				232,875.00
Total	\$2,205,000.00	\$134,062.50	\$2,339,062.50	-

\$2,025,000 New Money was for the purpose of purchasing the city street lights from KCP&L.

Piper Jaffray & Co.
Public Finance



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Water Connection Fee Fund (52)**Expenditures**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted	20 Forecast	2021-22 Forecast
Debt Service	-		88,337	88,337	88,471	88,520	88,485
2018 Special Obligations Series	-		88,337	88,337	88,471	88,520	88,485

Payment for the Series 2018 Special Obligation Bonds are evenly shared between the funds to pay for the Sensus meter infrastructure as well as the redundant reading systems installed on the 2 water towers that allows for instant reading capabilities within the finance office and allows for better customer service to the citizens in assisting with understanding their water usage.

Sewer Connection Fee Fund (53)**Expenditures**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted	20 Forecast	2021-22 Forecast
Debt Service	-		88,337	88,337	88,471	88,520	88,485
2018 Special Obligations Series	-		88,337	88,337	88,471	88,520	88,485

City of Raymore, Missouri

Special Obligation Bond Debt Service

Original Par \$1,190,000
Issue Series 2018
Purpose Special Obligation Bonds - Water Meter Conversion
Dated 09-11-2018*

Date	Principal	Interest	Total P+I	Fiscal Year Total
12/1/2020	-	15,970.50	15,970.50	
6/1/2021	145,000.00	15,970.50	160,970.50	176,941.00
12/1/2021	-	13,520.00	13,520.00	
6/1/2022	150,000.00	13,520.00	163,520.00	177,040.00
12/1/2022	-	10,985.00	10,985.00	
6/1/2023	155,000.00	10,985.00	165,985.00	176,970.00
12/1/2023	-	8,365.50	8,365.50	
6/1/2024	160,000.00	8,365.50	168,365.50	176,731.00
12/1/2024	-	5,661.50	5,661.50	
6/1/2025	165,000.00	5,661.50	170,661.50	176,323.00
12/1/2025	-	2,873.00	2,873.00	
6/1/2026	170,000.00	2,873.00	172,873.00	175,746.00
Total	\$945,000.00	\$114,751.00	\$1,059,751.00	-

\$1,200,000 New Money was for the purpose of converting all water meters to Sensus meters and installation of the FlexNet Meter Reading System.

*estimated closing date

Piper Jaffray & Co.
Public Finance

LEASEHOLD REVENUE BONDS

RAYMORE MUNICIPAL ASSISTANCE CORPORATION

A method of lease financing is through the sale of bonds secured by lease payments (“lease revenue bonds”). This method requires that the property and/or equipment be purchased by a not-for-profit corporation or governmental agency. The not-for-profit corporation or governmental agency issues bonds secured by the lease and serves as lessor of the property.

Just as cities establish industrial revenue bond authorities to serve as a conduit to issue industrial revenue bonds, governmental entities can establish not-for-profit-corporations to serve as a conduit for lease financing. The Corporation would be formed under Chapter 355 of the Missouri Statutes (the General Not-For-Profit Corporation Law of Missouri) and would serve as the financing vehicle for the governmental entity. The governmental entity would be responsible for determining the purposes of the Corporation and the composition of its Board of Directors.

Once established, the not-for-profit corporation can issue bonds for a specific project or serve as an ongoing financing vehicle for the governmental entity (e.g. annual equipment financings). Unlike an industrial revenue bond authority, a not-for-profit corporation has no ongoing decision making power.

It can only issue bonds when directed to do so by the governmental entity. Its investment and spending powers are assigned to a Trustee (a Missouri Bank) who performs these functions solely as directed by the governmental entity.

Bond proceeds are used by the Corporation to acquire capital assets as directed by the governmental entity. The capital assets are then leased to the governmental entity through a one year lease with annual renewal terms and a final maturity corresponding to the term of the bonds.

- No current issues.

DNR STORMWATER DIRECT LOAN

This method of lease financing is through the Missouri Department of Natural Resources (DNR). Entities may apply to DNR for assistance on a qualified stormwater project. The City applied and received assistance during 2002 on the Silver Lake Detention Basin Improvements. The City received a grant in the amount of \$84,954, a loan for \$462,000 and committed a local contribution of \$84,502 for a total project cost of \$631,456. The loan was backed by pledging an allocation of the Storm Water Sales tax.

- Series 2002 Storm Water Direct Loan Program (CasCo-0376-02L)



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Stormwater Sales Tax Fund (46)**Expenditures**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted	2021-22 Forecast	2022-23 Forecast
Debt Service	21,488	21,536	22,208	22,208	21,872	21,536	23,184
2002 DNR Stormwater Grant & Loan Program	21,488	21,536	22,208	22,208	21,872	21,536	23,184
2009 (refunding 1998) Leasehold Rev. Bond	-	-	-	-	-	-	-

Payment for the leasehold bond is made from revenues received into the Stormwater and Park Sales Tax Funds. The actual payment on the bond is made at 80% from the Stormwater fund and 20% from the Parks Sales Tax Fund. The payment is pledged against future receipt of this sales tax revenue. Both funds are presented in total, including a line item reflecting the above payment, in the Capital Funds section of this budget.

Park Sales Tax Fund (47)**Expenditures**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted	2021-22 Forecast	2022-23 Forecast
Debt Service	-	-	-	-	-	-	-
2009 (refunding 1998) Leasehold Rev. Bond	-	-	-	-	-	-	-

Payment for the leasehold bond is made from revenues received into the Stormwater and Park Sales Tax Funds. The actual payment on the bond is made at 80% from the Stormwater fund and 20% from the Parks Sales Tax Fund. The payment is pledged against future receipt of this sales tax revenue. Both funds are presented in total, including a line item reflecting the above payment, in the Capital Funds section of this budget.

City of Raymore, Missouri

Raymore, Missouri DNR Storm Water Grant and Loan Program Series 2002

Dated 12/12/2002

Original Loan Amount \$462,000

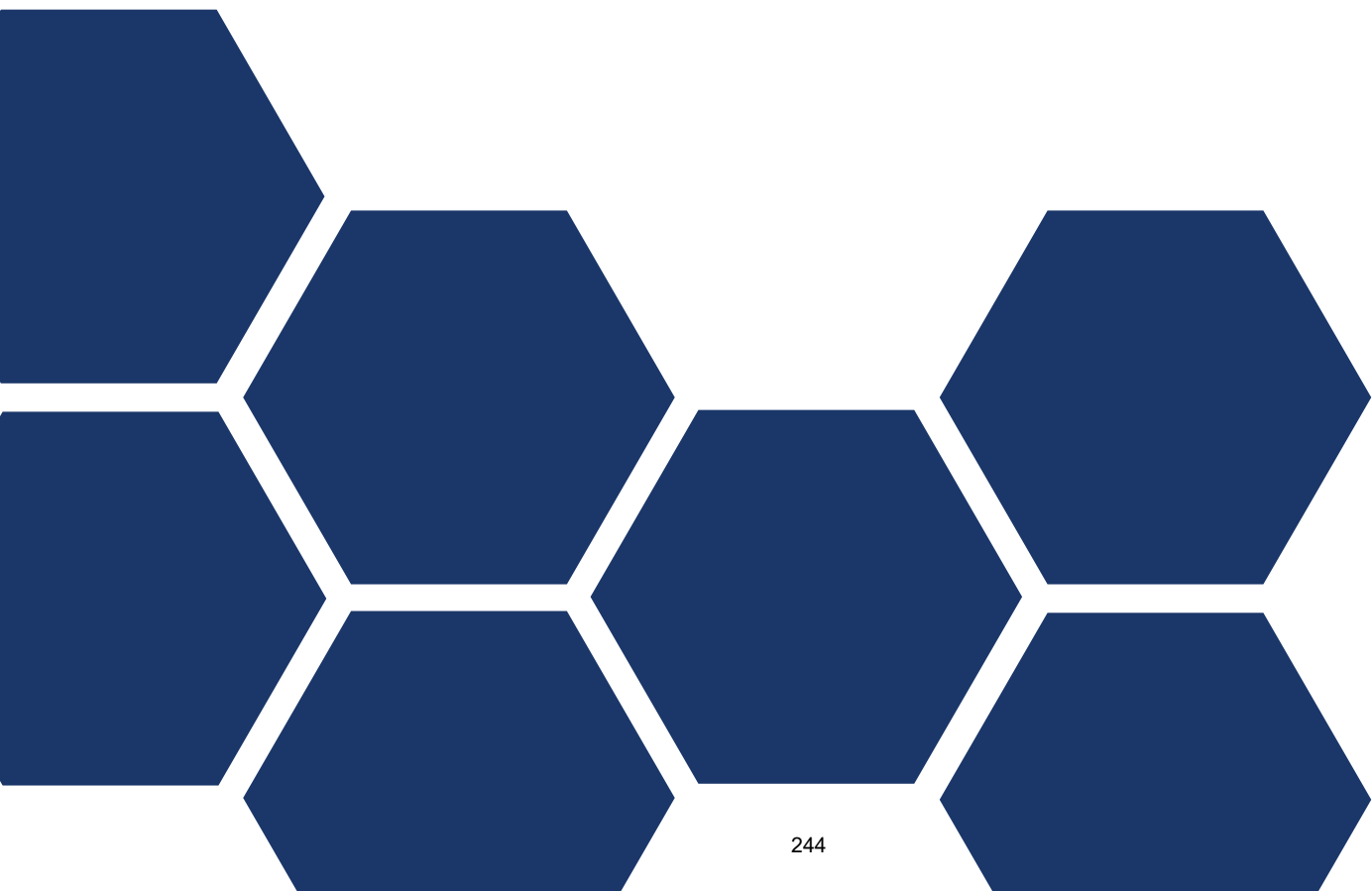
Trustware ID: RA02

Debt Service Schedule

Date	Principal	Rate	Interest	Total P + I	Fiscal Total
1/1/2021	21,000.00	1.6000%	520.00	21,520.00	
7/1/2021			352.00	352.00	21,872.00
1/1/2022	21,000.00	1.6000%	352.00	21,352.00	
7/1/2022			184.00	184.00	21,536.00
1/1/2023	23,000.00	1.6000%	184.00	23,184.00	23,184.00
Total	\$ 65,000.00		\$ 1,592.00	\$ 66,592.00	

UMB Bank
2 South Broadway
Suite 600
St. Louis, MO 63102

INTERNAL SERVICE FUND





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VEHICLE & EQUIPMENT REPLACEMENT PROGRAM - (VERP) FUND

The City establishes a schedule for the replacement of vehicles and large equipment in a sinking fund. To better plan for the future and level out significant increases in any one year's budget, a funding mechanism accumulates funds utilizing annual payments to the VERP Fund (03). The program calls for the setting aside of funds, on an amortized basis, to pay for expensive equipment that will require replacement in future years. In this way, budget hardships in any given year due to the need to replace a particular piece of expensive equipment can be avoided.

VERP REPLACEMENT

Replacement funding is provided through an annual contribution by each department for the assets used by the department based on the estimated replacement cost and the life cycle. These payments are made to a dedicated fund. It is intended that the City use this method to purchase all of its vehicles, trucks, and heavy equipment replacements.

Basic Funding Assumptions:

1. A fixed amount will be set aside each year for each replacement.
2. The balance set aside grows each year until the accumulated fund balance approximates the amount needed in the year for the replacement.

3. Budget approval by the Council, as part of annual budget adoption, is required before purchase from the VERP.
4. Surplus balances will be used to adjust the VERP contributions in subsequent years.
5. The replacement payment is calculated by factoring in the unit price as delivered, expected service life, residual value, and anticipated inflation to replace the original unit.

The fund balance for each VERP account is managed to ensure that the payments remain fairly level each year, with a positive fund balance.

Basic Guideline for Vehicle Replacement/Lifecycles

Description of Vehicle	Avg. Replacement Cycle
Automobile (excluding police cars)	9 years
Automobile (police admin cars)	8 years
Automobile (patrol cars)	4 years
Pickup Trucks	9 years
Snow Plow Trucks & Equipment	6 years
Heavy Equipment	11-16 years

VERP FUND (03)

	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Projected	2020-21 CM Proposed
Fund Balance					
Beginning of Year					
General	530,530	633,918	829,499	749,741	695,747
Enterprise	329,098	427,388	532,574	476,562	547,269
Parks and Recreation	192,956	216,576	261,241	264,942	178,800
Revenue					
Transfers In					
Administration	9,146	7,531	7,531	7,531	10,558
Integrated Technology Systems					3,514
Community Development	9,046	7,759	7,759	7,759	16,754
Engineering	11,624	10,207	10,207	10,207	22,647
Emergency Management	3,936	3,637	3,637	3,637	8,695
Building & Grounds					3,514
Police	98,780	124,286	98,786	98,786	126,178
Streets	96,851	96,754	96,754	96,754	107,664
Water	49,145	52,593	52,593	52,593	52,593
Sewer	49,145	52,593	52,593	52,593	52,593
Parks	47,617	48,366	50,650	50,650	62,060
Total Revenue - General	229,383	250,174	224,674	224,674	299,524
Total Revenue - Enterprise	98,290	105,186	105,186	105,186	105,186
Total Revenue - Parks and Recreation	47,617	48,366	50,650	50,650	62,060
Total Fund Bal & Revenues - General	759,913	884,092	1,054,173	974,415	995,271
Total Fund Bal & Revenues - Enterprise	427,388	532,574	637,760	581,748	652,455
Total Fund Bal & Revenues - Parks/Recreation	240,573	264,942	311,891	315,592	240,860
Expenditures					
Vehicle Payment					
Administration	16,744	-	-		5,931
1 ea. Enterprise Vehicle Lease					
ITS/Building & Grounds	16,744	-	-		7,028
1 ea. Enterprise Vehicle Lease					
Community Development			-	-	14,056
2 ea. Enterprise Vehicle Lease					
Engineering	-	-	-	-	24,657
2 ea. Enterprise Vehicle Lease					
2 ea. Salt Spreaders					
Emergency Management			-	-	7,028
1 ea. Enterprise Vehicle Lease					
Police	79,213	118,950	141,076	141,076	58,698
digital cameras (patrol cars)					
3 ea. Enterprise Vehicle Lease					
Streets	13,294	15,400	137,592	137,592	42,036
2 ea. Enterprise Vehicle Lease					
1 ea. Snowplow for parks truck					
1 ea. Kubota Mower					
Water/Sewer		56,012	34,479	34,479	36,332
1 ea. Enterprise Vehicle Lease					
1 ea. Sewer Easement Machine					
Parks and Recreation	23,997		136,792	136,792	79,000
1 ea. Kubota Mower					
1 ea. Gator					
1 ea. Case Tractor					
1 ea. Brush Hog					
Transfer to General Fund					
Transfer to Enterprise Fund					84,525
Transfer to Parks and Recreation					56,192
Transfer to BERP					54,695
Total Expenditures - General	125,995	134,350	278,668	278,668	214,129
Total Expenditures - Enterprise	-	56,012	34,479	34,479	120,857
Total Expenditures - Parks and Recreation	23,997	-	136,792	136,792	135,192
Fund Balance - General	633,918	749,741	775,505	695,747	781,142
Fund Balance - Enterprise	427,388	476,562	603,281	547,269	531,598
Fund Balance - Parks and Recreation	216,576	264,942	175,099	178,800	105,668

RESTRICTED REVENUE FUND

The FY 2010 Budget established a Restricted Revenue Fund to account for and restrict funds that the City receives for a specific purpose but which might not be spent in that budget year.

The following revenue accounts have been established:

- Municipal Court Cash Bond Interest.
- Police Training Municipal Court Fee.
- 9-1-1 Distributions.
- Transfers from Other Funds.

RESTRICTED EXPENDITURES

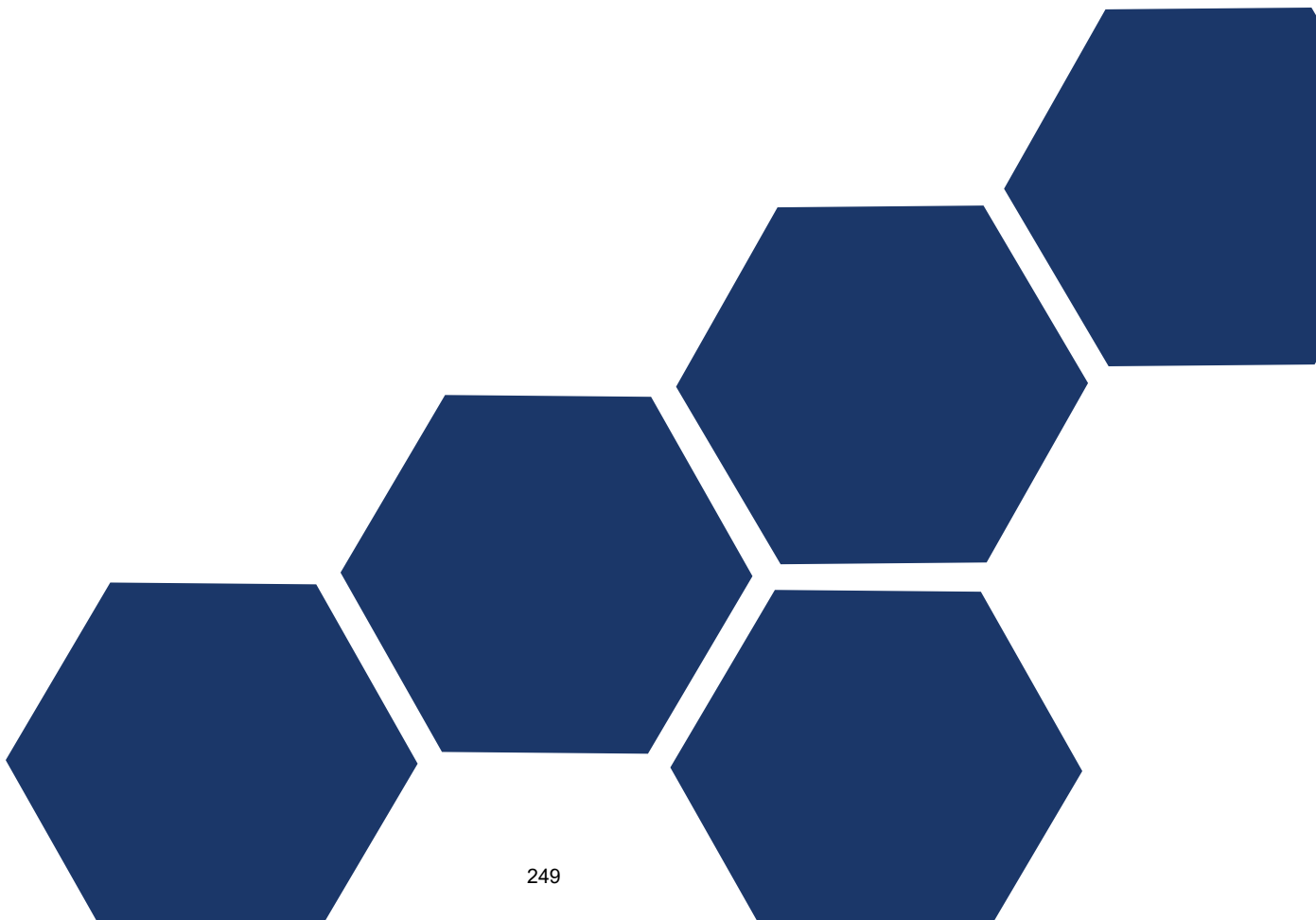
- Municipal Court Cash Bond Interest is revenue that comes from cash bonds received from defendants. These funds may be used by the Municipal Court department on items associated with the operation of the court.
- A police training fee is added to fines imposed by the municipal judge. Fees raised may be used only for police training.
- 9-1-1 Distribution funds were used for expenses associated with the upgrade, maintenance and enhancement of the 9-1-1 system. This revenue was eliminated when County voters passed a county-side sales tax for emergency communications in 2012.

Transfers from the General Fund:

- This budget includes a transfer to the Restricted Revenue Fund of half the expected cost of the 2021 Citizen Survey. \$7,000

SIGNIFICANT BUDGETARY ITEMS

No significant budgetary items



RESTRICTED REVENUE FUND (04)

	2017-18 Actual	2018-19 Actual	2019-20 Adopted	2019-20 Projected	2020-21 Adopted
Fund Balance					
Beginning of Year					
Court Cash Bond Interest	287	414	770	805	925
Police Training	4,232	7,862	7,271	10,073	8,590
911 Distribution	0	0	0	0	0
Transfer from Other Funds	427,855	516,444	708,617	712,858	733,636
Revenue					
Court Cash Bond Interest	127	391	174	120	120
Police Training	3,630	4,538	4,409	3,517	3,500
Interest Earnings	22,158	31,296	24,427	15,037	15,037
Transfer from Other Funds					
for Future GMP Update	10,000	10,000	10,000	10,000	
for Strategic Plan					
for 2017 Citizen Survey	7,000	7,000	7,000	7,000	7,000
For Future Recreation Center/Civic Center					
for Future Workforce Development Plan	10,000	10,000	10,000	10,000	
Other - insurance reimbursement WC	7,260	7,195			
For Future Comprehensive Traffic Study	25,000	25,000	-	-	-
For Trees Board Arboretum	-	-	-	-	-
For Water District Issue					
For Development Priming Initiative Phase I	25,000		-	-	-
For Annexation Efforts	75,000		-	-	-
For Comm Budg Arts/Signage	20,382				
For Park Budg-Comp Mast Plan	75,000				
For CJIS Software	13,750	50,000			
For OATS Bus		19,440			
For Johnson Dr. Project		54,750			
For Police Firing Range		46,842			
Total Revenue - Court Cash Bond Interest	127	391	174	120	120
Total Revenue - Police Training	3,630	4,538	4,409	3,517	3,500
Total Revenue - 911 Distribution	-	-	-	-	-
Total Revenue - Transfer from Other Funds	290,550	261,523	51,427	42,037	22,037
Total Fund Bal & Revenues - Court Cash Bond Interest	414	805	944	925	1,045
Total Fund Bal & Revenues - Police Training	7,862	12,400	11,680	13,590	12,090
Total Fund Bal & Revenues - 911 Distribution	0	0	0	0	0
Total Fund Bal & Revenues - Transfer from Other Funds	718,405	777,967	760,044	754,895	755,673
Expenditures					
Court Cash Bond Interest	-	-	-	-	-
Police Training					
7350-1010 Restricted PD Training	-	2,327	5,000	5,000	5,000
911 Distribution					
6160-1100 911 Exp/communications	-	-	-	-	-
Dangerous Building Abatement Fund					
Transfer to General Fund - <i>Citizen Survey</i>	-	14,000	-	-	14,000
Transfer to the General Fund - <i>Strategic Plan</i>					
Transfer to the General Fund - <i>GMP</i>					30,000
Transfer to Transportation Fund - <i>Pavement Management</i>	150,000	33,000	-	-	
Other - Insurance Reimbursement - <i>Transfer to BERP</i>					
Transfer to Capital Improvement Fund			-	-	-
Tree Board Arboretum	10,000		-	-	-
Water District Issue - Legal	41,961		-	-	-
Communications Arts/Signage				2,169	
Employee Safety		874		1,250	
Annexation Efforts		9,444		360	
Police Firing Range		6,000		6,000	6,000
OATS Bus (3 years)		1,790	6,480	6,480	6,480
CJIS Software (10 years)			5,000	5,000	5,000
Total Expenditures - Court Cash Bond Interest	-	-	-	-	-
Total Expenditures - Police Training	-	2,327	5,000	5,000	5,000
Total Expenditures - 911 Distribution	-	-	-	-	-
Total Expenditures - Transfer to Other Funds	201,961	65,108	11,480	21,259	61,480
Fund Balance - Court Cash Bond Interest	414	805	944	925	1,045
Fund Balance - Police Training	7,862	10,073	6,680	8,590	7,090
Fund Balance - 911 Distribution	0	0	0	0	0
Fund Balance - Transfer - Other Funds	516,444	712,858	748,564	733,636	694,193
Revenue Over (under) expenditures	92,346	199,016	39,530	19,415	(40,823)
Note: Below is the breakdown of the Transfer from Other Funds:					
Fund Balance - Rolling total per subcategory					
for Dangerous Building Abatement	20,000	20,000	20,000	20,000	20,000
for Future GMP Update	60,000	70,000	80,000	80,000	50,000
for 2017 Citizen Survey	14,000	7,000	14,000	14,000	7,000
for Future Workforce Development Plan	20,000	30,000	40,000	40,000	40,000
Accumulated Interest	23,211	37,068	81,259	52,105	67,142
Employee Safety		23,759	-	22,509	22,509
for Special District Agreement	100,000	100,000	100,000	100,000	100,000
For Pavement Management 2016-2019	33,000	-	-	-	-
For Future Comprehensive Traffic Study	25,000	50,000	50,000	50,000	50,000
For Water District Issue	12,101	12,101	12,101	12,101	12,101
For Development Priming Initiative Phase I	25,000	25,000	25,000	25,000	25,000
For Annexation Efforts	75,000	65,556	75,000	65,196	65,196
For Comm Budg Arts/Signage	20,382	20,382	20,382	18,213	18,213
For Park Budg-Comp Mast Plan	75,000	75,000	75,000	75,000	75,000
For CJIS Software	13,750	63,750	53,750	58,750	53,750
For OATS Bus	-	17,651	6,480	11,171	4,691
For Johnson Dr. Project	-	54,750	54,750	54,750	54,750
For Police Firing Range	-	40,842	40,842	34,842	28,842
Fund Balance - Transfer - Other Funds	516,444	712,858	748,564	733,636	694,193

Municipal Court Cash Bond Interest

General Ledger Codes:

04-00-4251-0000

Legal Authority:

Municipal code: Section 130.290

State Statute: 479 & 483.312

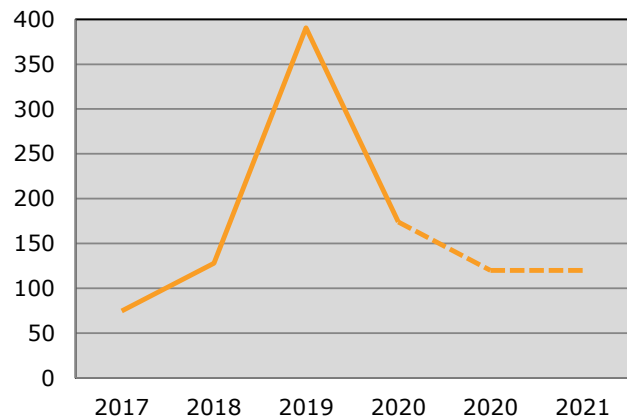
Revenue Description

Municipal Court Cash Bond Interest - The Court maintains a bank account for cash bonds received from defendants that earns interest monthly. The earnings from this account are available for the Court Clerk's discretionary spending.

FY20 projected revenues are based on actual receipts through June with conservative estimated earnings for the remainder of the year. FY21 revenue is based on the average past three years.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	2	-78.34%
2012 Actual	19	694.47%
2013 Actual	63	234.87%
2014 Actual	54	-13.71%
2015 Actual	35	-36.00%
2016 Actual	39	12.11%
2017 Actual	75	93.00%
2018 Actual	128	71.36%
2019 Actual	391	205.10%
2020 Budget	174	-55.45%
2020 Projected	120	-31.03%
2021 Adopted	120	0.00%

Financial Trend



Police Training

General Ledger Codes:

04-00-4255-0000

Legal Authority:

Municipal Code: Section 130.290

State Statute: Chapters 479 & 483 & 590

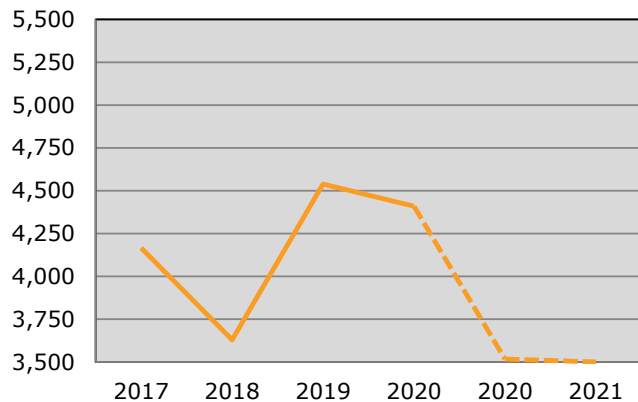
Revenue Description

Police Training Fees - In addition to any fine that may be imposed by the municipal judge there are assessed costs in all cases a Police Training fee of \$2.00. This assists in providing additional funds for training of police officers.

This revenue source has been allocated to the Restricted Revenue Fund (04) since FY 2012.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	4,713	15.94%
2012 Actual	4,606	-2.28%
2013 Actual	6,396	38.86%
2014 Actual	6,138	-4.04%
2015 Actual	4,905	-20.08%
2016 Actual	5,095	3.86%
2017 Actual	4,167	-18.21%
2018 Actual	3,630	-12.89%
2019 Actual	4,538	25.03%
2020 Budget	4,409	-2.85%
2020 Projected	3,517	-20.23%
2021 Adopted	3,500	-0.48%

Financial Trend



Interest Revenue

General Ledger Codes:

04-00-4350-0000

Legal Authority:

State Statute: Chapter 82

Revenue Description

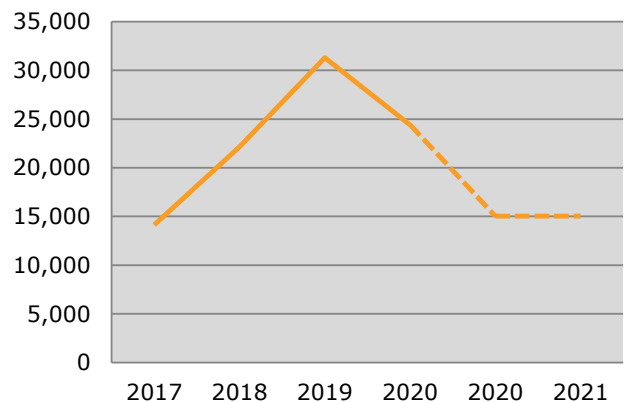
Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds. FY16 revenues were estimated based on historical data and the assumption of no change in interest rates, however, interest rates have risen slightly throughout the year and continue to do so.

A large portion of the interest earnings in FY16 were allocated to the recreation center, as the majority of the earnings were associated with those funds.

FY20 revenues are based on current interest rates being earned. FY21 estimated revenue is based on FY20 projected.

Fiscal Year	Collection	Annual Percentage Change
2010 Actual	987	N/A
2011 Actual	1,467	48.72%
2012 Actual	922	-37.17%
2013 Actual	699	-24.14%
2015 Actual	494	-29.33%
2016 Actual	5,275	967.20%
2017 Actual	14,133	167.94%
2018 Actual	22,158	56.78%
2019 Actual	31,296	41.24%
2020 Budget	24,427	-21.95%
2020 Projected	15,037	-38.44%
2021 Adopted	15,037	0.00%

Financial Trend



Transfers from General Fund

General Ledger Codes:
04-00-4901-0000

Legal Authority:
Municipal Code: n/a

Revenue Description

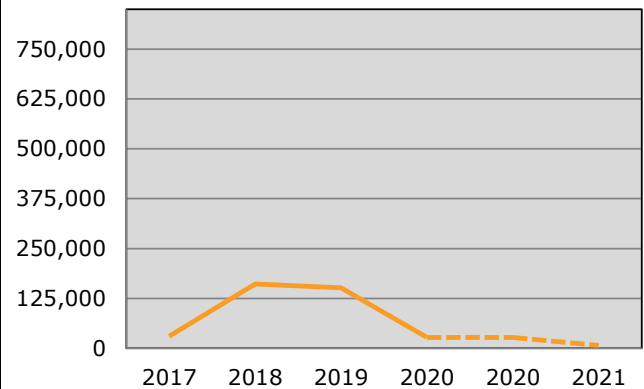
Transfer from General Fund - This is a transfer from the General Fund of the City to the Restricted Revenue Fund.

Funds are transferred from the General Fund in the following amounts for the following purposes in FY 2021:

* Future Citizen Survey \$ 7,000

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	109,666	-5.31%
2012 Actual	0	-100.00%
2013 Actual	10,000	N/A
2014 Actual	1,127,000	11170.00%
2015 Actual	810,000	-28.13%
2016 Actual	27,000	-96.67%
2017 Actual	30,000	11.11%
2018 Actual	161,132	437.11%
2019 Actual	151,190	-6.17%
2020 Budget	27,000	-82.14%
2020 Projected	27,000	0.00%
2021 Adopted	7,000	-74.07%

Financial Trend



Transfers from Transportation Sales Tax Fund

General Ledger Codes:
04-00-4936-0000

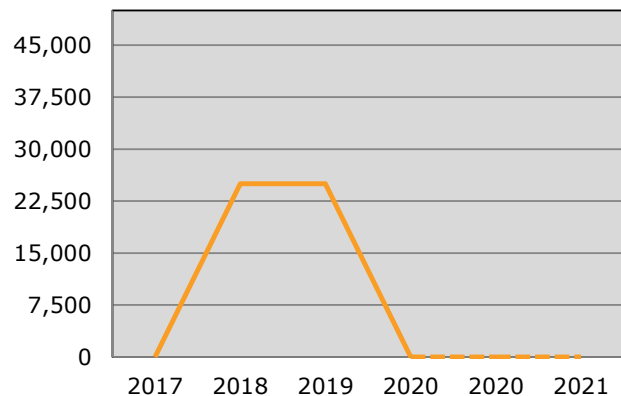
Legal Authority:
Municipal Code: n/a

Revenue Description

Transfer from Transportation Sales Tax Fund - This is a transfer from the Transportation Sales Tax Fund of the City to the Restricted Revenue Fund.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	25,000	N/A
2019 Actual	25,000	0.00%
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A

Financial Trend



Transfers from Capital Improvement Sales Tax Fund

General Ledger Codes:
04-00-4945-0000

Legal Authority:
Municipal Code: n/a

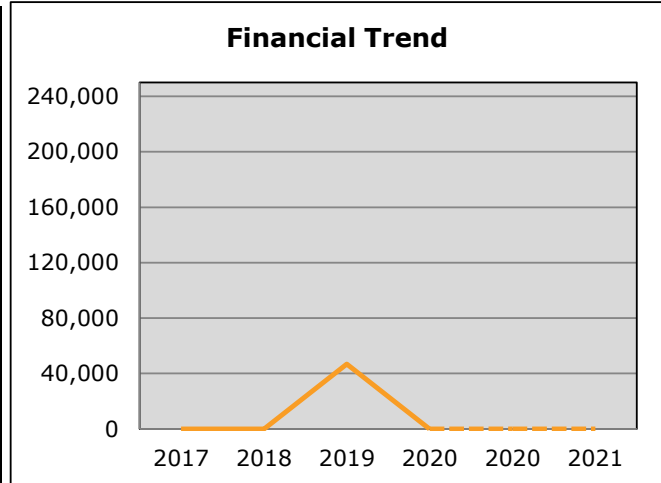
Revenue Description

Transfer from CIST Fund - This is a transfer from the Capital Improvement Sales Tax Fund of the City to the Restricted Revenue Fund.

The FY 2015 funds were transferred from the CIST for a future civic center.
The FY 2019 funds were transferred from the CIST for the Police Shooting Range.

No transfers are budgeted for FY 2021 at this time.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	200,000	N/A
2016 Actual	0	-100.00%
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	46,842	N/A
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A



Transfers from Parks Sales Tax Fund

General Ledger Codes:
04-00-4947-0000

Legal Authority:
Municipal Code: n/a

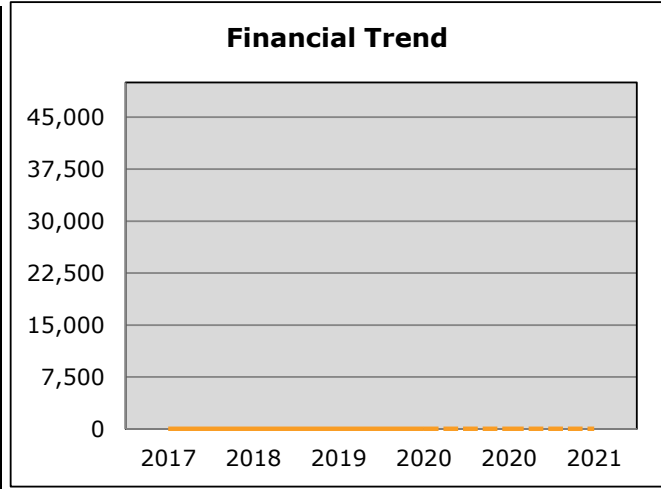
Revenue Description

Transfer from Parks Sales Tax Fund - This is a transfer from the Parks Sales Tax Fund of the City to the Restricted Revenue Fund.

FY 2014 funds were transferred from the Parks Sales Tax for a future civic .

No transfers are budgeted for FY 2021 at this time.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	41,250	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	0	N/A
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A



Transfers from Enterprise Fund

General Ledger Codes:
04-00-4950-0000

Legal Authority:
Municipal Code: n/a

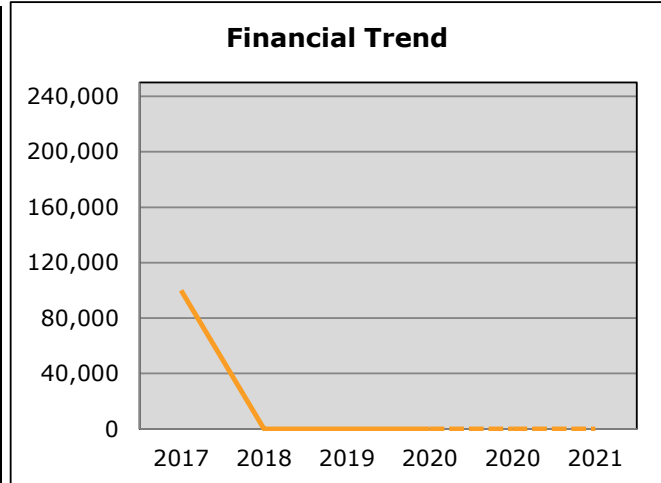
Revenue Description

Transfer from Enterprise Fund - This is a transfer from the Enterprise Fund of the City to the Restricted Revenue Fund.

Funds are transferred from the Enterprise Fund to create a reserve of funds for a pending water district issue.

No transfers are budgeted for FY 2021 at this time.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	100,000	N/A
2017 Actual	100,000	0.00%
2018 Actual	0	N/A
2019 Actual	0	N/A
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A





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CAPITAL BUDGET

The Capital Budget is a product of the Capital Improvement Program (CIP), representing the first year of the five-year CIP.

Capital improvement programming is a guide allowing the efficient and effective use of public funds on public projects. The result of this improvement programming process is the Capital Improvement Program (CIP), a document published annually that proposes the development, modernization, or replacement of physical public projects over a five-year

period. The CIP shows the arrangement of projects in a sequential order based on the schedule of priorities and assigns an estimated cost and anticipated method of financing for each project. The first year of the CIP shows specific funding and reflects projects funded during the regular budget process as the Capital Budget.

The following section outlines the capital projects and revenue sources for those projects funded as part of the FY 2021 Annual Budget.





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City of
**RAYMORE,
MISSOURI**

100 Municipal Circle • Raymore, Mo.
(816) 331-0488 • www.raymore.com

August 17, 2020

**The Honorable Kristofer Turnbow and
Members of the Raymore City Council**

Dear Mayor Turnbow and Members of Council:

The Adopted Capital Budget for Fiscal Year 2021 and the five-year Capital Improvement Program (CIP) FY 2021 - 2025 are hereby transmitted for Council consideration. The Capital Budget and CIP are designed to further the City Council's goals as established in its:

- *FY 2021 – 2025 CIP*
- *Ten-year Road Plan*
- *Growth Management Plan*
- *Strategic Plan*
- *Parks Master Plan*
- *Stormwater Master Plan*
- *Transportation Master Plan*
- *Water System Master Plan*
- *Wastewater System Master Plan*

With these plans in mind the CIP Committee collects project requests submitted by the Department Heads for creation and consideration by the CIP Committee. The CIP Committee, through a series of meetings, develops the project plan for the term of the program. Projects are studied and ranked according to criteria set forth by the Committee. Projects proposed for the CIP are reviewed, evaluated, and recommended to the City Manager. The projects accepted by the City Manager are now presented to the City Council for consideration.



REVENUES

The Capital Budget is funded through a number of different operating and capital funds. Some projects may be funded from more than one fund. Some funds are fairly restricted as to what they may be used for, and others may be used more broadly. The authorized use of the capital fund is explained within the fund narrative. Year-to-year revenues into the capital funds from FY 2020 to FY 2021 are anticipated to remain relatively constant.

Sales Taxes: The Transportation Fund (36), Capital Improvement Fund (45), Stormwater Sales Tax Fund (46), and Park Sales Tax Fund (47) obtain as their primary revenue source sales taxes. As stated in the General Fund, estimated FY 2021 revenues are based on current receipts, no loss of business and no new business coming on line. These figures are especially conservative in estimating this year in consideration of the uncertainty associated with the current pandemic. Within the Parks Sales Tax Fund and the Stormwater Sales Tax Fund the City Council determines each year how to allocate twenty percent of the revenue from the Park/Stormwater Sales Tax. Forty percent of the revenue from the half-cent Park/Stormwater Sales Tax is allocated to the Stormwater Sales Tax Fund by law; forty percent of the revenue is allocated to the Park Sales Tax Fund by law; and twenty percent is at the discretion of the Council to allocate. For FY 2021, it is proposed to allocate the discretionary 20% at 15% to the Park Sales Tax Fund, resulting in a total 55% being allocated to the Park Sales Tax Fund and 5% being allocated to the Stormwater Sales Tax Fund resulting in a total 45% being allocated to the Stormwater Sales Tax Fund. As stated in the Operating Fund the uncertainty of FY2021 Park and Recreation program revenues due to the pandemic leads to this recommendation.

Building fees and permits: This is another major component of revenue for certain capital funds including the Park Fee in Lieu Fund (27), Excise Fund (37), Water Connection Fee Fund (52), and Sewer Connection Fee Fund (53). The new residential starts for FY 2021 are estimated at 100 and no new commercial or industrial starts are contemplated in these proposed capital budgets.

Transfers from other funds: A final source of revenue for certain capital funds relies on transfers in from other funds according to pre-established formulas or funding needs. This allows for a set operational amount to be transferred into the capital fund to avoid spikes in the other funds as needs arise. The two funds that rely on transfers in are the Building and Equipment Replacement Fund (05) and the Enterprise Capital Maintenance Fund (54). Fund (05) receives a set transfer payment each year of \$100,000 from the Capital

Improvement Fund (45). Fund (54) receives approximately \$600,000 each year from the Enterprise Fund (50).

PROPOSED FY 2021 CAPITAL BUDGET

The proposed 2021 capital budget includes project funding of \$3,115,338 for 20 recommended projects. Not included in this presentation and associated with the successful August 4, 2021 No Tax Increase Bond issue are several other projects to be scheduled for FY2021. There are tentatively proposed four projects to be completed prior to the end of FY2021 at a cost of \$6,700,000. In addition there is design work proposed for three additional projects for a total of \$1,000,000. Immediately following this transmittal message are two project summary sheets showing all of the projects by category and by funding source.

These projects can be found within the capital budget narratives. Each project is listed with project description, justification, budget impact and project cost. Further information can be found within the project detail sheets of the CIP.

FY 2021 CAPITAL PROJECT SUMMARY

Buildings & Grounds	\$20,000
Parks	\$391,000
Sewer	\$342,458
Stormwater	\$325,000
Transportation	\$1,890,000
Water	\$146,880
Total	\$3,115,338

ACKNOWLEDGMENTS

My sincere thanks go to the department heads and division managers who worked hard to prepare the capital budget, and especially the Capital Improvement Committee. Parks & Recreation Director Nathan Musteen worked with the Park Board on the submission for Parks & Recreation capital projects. Public Works Director Mike Krass has a major role in putting together data for most of the projects in the capital budget and capital improvement program. Finance Director Elisa Williams and Assistant City Manager Mike Ekey put in countless hours of work in working with the CIP Committee, vetting projects, and providing estimates and guidance before anything is recommended to the City Manager. My sincere thanks and gratitude go to them for their work.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Jim Feuerborn", with a long, sweeping horizontal line extending to the right.

Jim Feuerborn, City Manager

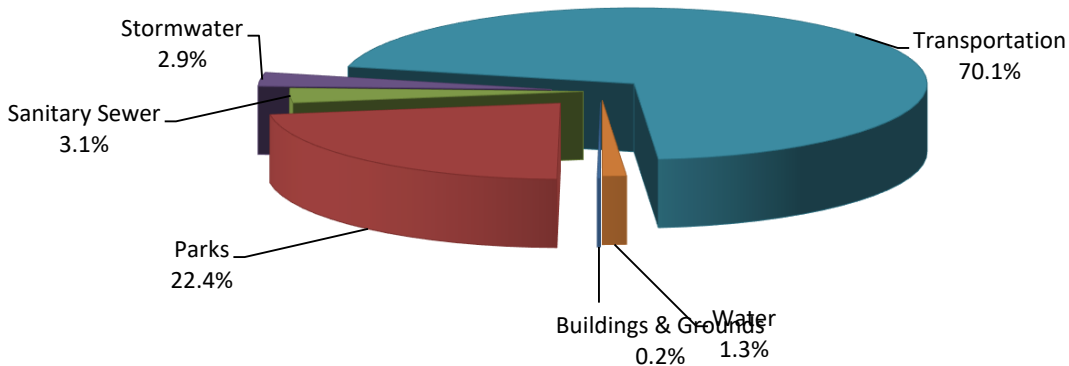
CAPITAL PROJECT SUMMARY

By Type

Type

2021 Funding

Buildings & Grounds	\$	20,000
Parks	\$	2,491,000
Sanitary Sewer	\$	342,458
Stormwater	\$	325,000
Transportation	\$	7,791,362
Water	\$	146,880
Total:	\$	11,116,700



Capital expenditure projects are classified into seven specific programs: Buildings and Grounds, Community Development, Parks and Recreation, Sanitary Sewer, Stormwater, Transportation and Water Supply. For simplicity of presentation, only the types being funded in the current budget year are presented above.

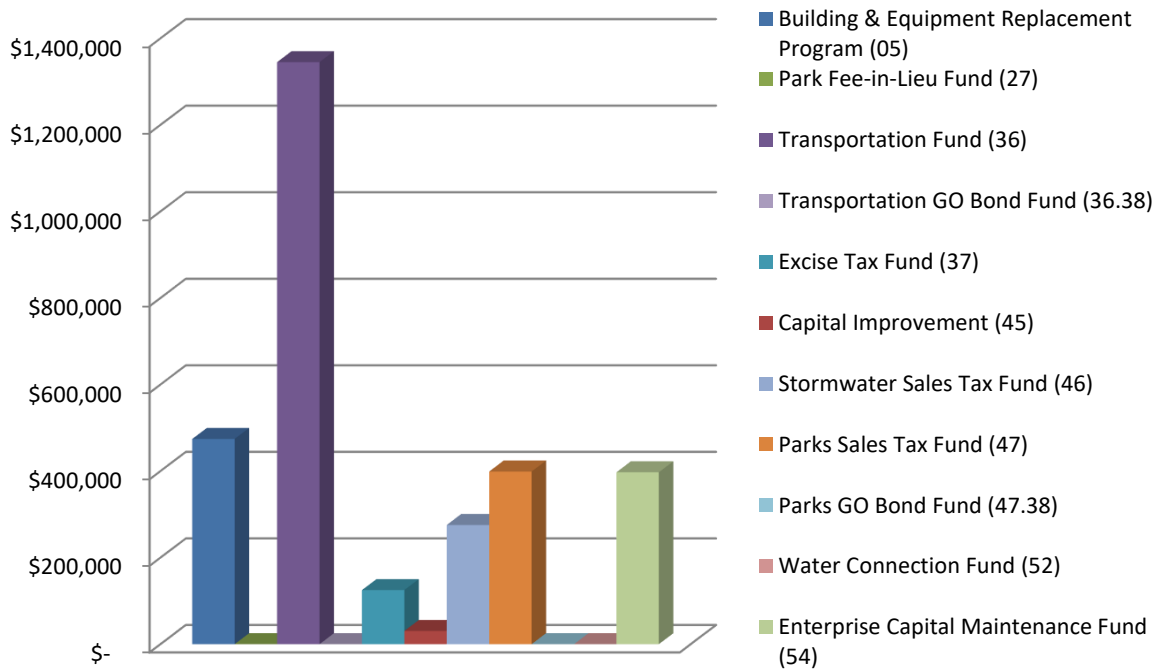
CAPITAL PROJECT SUMMARY

By Funding Source

Source

2021 Funding

Building & Equipment Replacement Program (05)	\$ 20,000
Park Fee-in-Lieu Fund (27)	\$ -
Transportation Fund (36)	\$ 1,440,000
Transportation GO Bond Fund (36.38)	\$ 5,700,000
Excise Tax Fund (37)	\$ 200,000
Capital Improvement (45)	\$ 567,362
Stormwater Sales Tax Fund (46)	\$ 325,000
Parks Sales Tax Fund (47)	\$ 375,000
Parks GO Bond Fund (47.38)	\$ 2,000,000
Water Connection Fund (52)	\$ -
Sewer Connection Fund (53)	\$ -
Enterprise Capital Maintenance Fund (54)	\$ 489,338
Total:	\$ 11,116,700



Raymore funding for capital projects comes from a variety of sources, but generally falls into one of the categories above.

FY 2021 CAPITAL PROJECTS

The following projects are included in the proposed Capital Improvement Program (CIP) with funding requested in FY 2021 in the amounts detailed below. A full description of the project and the proposed expenditure and funding schedule, which may include prior funding and anticipated future funding for each is also included in the CIP. Projects may be funded from multiple sources over a number of years.

Buildings & Grounds

Public Works Door Access System	\$	20,000
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	\$	20,000
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Parks

Hawk Ridge Park Security Cameras	\$	10,000
Baseball Concession Stand Doors Replacement	\$	6,000
Hawk's Nest Playground	\$	150,000
T.B. Hanna Station Site Work	\$	225,000
GO Bond Hawkridge Park Improvements Design	\$	100,000
GO Bond City Hall Trails & Plaza	\$	400,000
GO Bond Centerview Phase II	\$	1,200,000
GO Bond RAC Expansion Design	\$	300,000
EI Hawkridge Park Inclusive Playground	\$	100,000

	\$	2,491,000
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Sanitary Sewer

Owen Good Force Condition Analysis	\$	95,000
Owen Good Lift Station Improvements	\$	70,000
Owen Good Door Access & Security Cameras	\$	30,000
Owen Good Security Gate	\$	15,000
Sanitary Sewer Inflow & Infiltration Reduction	\$	132,458

	\$	342,458
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Stormwater

Annual Curb Replacement Program	\$	200,000
Silver Lake Circle Groundwater Diversion	\$	125,000

	\$	325,000
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Transportation

Annual Curb Replacement Program	\$	400,000
Annual Street Preservation Program	\$	800,000
Right of Way Infrastructure Repairs	\$	150,000
Maintenance of Thoroughfare Routes	\$	200,000
Falcon & Condor Cul-de-sacs	\$	65,000
Roadside Trail Maintenance	\$	25,000
Sidewalk Gap Program	\$	200,000
Streetlights (2) 163rd & Foxridge Drive	\$	50,000
GO Bond Ward Road	\$	4,500,000
GO Bond Sunset/163rd Street Design	\$	600,000
GO Bond Johnston Drive	\$	600,000
EI Street Attenuator	\$	28,390
EI Streets Dump Bed, Plow & Spreader	\$	77,972
EI Traffic Calming Stufy	\$	50,000
EI LPR/LPC	\$	45,000

	\$	7,791,362
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Water

Hydrant Replacement	\$	146,880
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	\$	146,880
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Grand Total:	\$	11,116,700
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Capital Improvement Program by Funding Source and Project - 5 Year Summary

By Fund

	2020-21	2021-22	2022-23	2023-24	2024-25
Building & Equipment Replacement Program (05)					
Public Works Door Access System	\$ 20,000				
Park Fee-in-Lieu Fund (27)					
(no projects scheduled)					
Transportation Fund (36)					
Annual Curb Replacement Program	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Annual Street Preservation Program	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Right of Way Infrastructure Repairs	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Falcon & Condor Cul-de-sacs	\$ 65,000				
Roadside Trail Maintenance	\$ 25,000				
Transportation GO Bond Fund (36.38)					
GO Bond Ward Road	\$ 4,500,000				
GO Bond Sunset/163rd Street Design	\$ 600,000				
GO Bond Johnston Drive	\$ 600,000				
Excise Tax Fund (37)					
Maintenance of Thoroughfare Routes	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Capital Improvement Fund (45)					
Sidewalk Gap Program	\$ 200,000				
Hawk Ridge Park Security Cameras	\$ 10,000				
Baseball Concession Stand Doors Replacement	\$ 6,000				
Streetlights (2) 163rd & Foxridge Drive	\$ 50,000				
EI Street Attenuator	\$ 28,390				
EI Streets Dump Bed, Plow & Spreader	\$ 77,972				
EI Traffic Calming Study	\$ 50,000				
EI LPR/LPC	\$ 45,000				
EI Hawkridge Park Inclusive Playground	\$ 100,000				
Stormwater Sales Tax Fund (46)					
Annual Curb Replacement Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Silver Lake Circle groundwater diversion	\$ 125,000				
Park Sales Tax Fund (47)					
Hawk's Nest Playground	\$ 150,000				
T.B. Hanna Station Site Work	\$ 225,000				
Recreation Park Playground Replacement - Age 2-5		\$ 300,000			
Dog Park			\$ 300,000		
Recreation Park Baseball Complex Scoreboards			\$ 50,000		
T.B. Hanna Station Phase 2				\$ 350,000	
Park Maintenance Building Apron					\$ 75,000
Recreation Park Picnic Pavilion					\$ 200,000
Concession Roof repairs & paint (baseball/soccer)					\$ 100,000
Park GO Bond Fund (47.38)					
GO Bond Hawkridge Park Improvements Design	\$ 100,000				
GO Bond City Hall Trails & Plaza	\$ 400,000				
GO Bond Centerview Phase II	\$ 1,200,000				
GO Bond RAC Expansion Design	\$ 300,000				
Water Connection Fee Fund (52)					
(no projects scheduled)					
Sewer Connection Fund (53)					
(no projects scheduled)					
Enterprise Cap. Maint Fund (54)					
Sanitary Sewer Inflow and Infiltration Reduction	\$ 132,458	\$ 135,769	\$ 139,163	\$ 142,642	\$ 146,209
Hydrant Replacement	\$ 146,880	\$ 149,818	\$ 152,814	\$ 155,870	\$ 158,988
Owen Good Force Condition Analysis	\$ 95,000				
Owen Good Lift Station Improvements	\$ 70,000				
Owen Good Door Access & Security Cameras	\$ 30,000				
Owen Good Security Gate	\$ 15,000				
Total Projects by Fiscal Year	\$11,116,700	\$ 2,335,587	\$ 2,391,977	\$ 2,398,512	\$ 2,430,197

CAPITAL BUDGET IMPACT ON OPERATING BUDGET

The impact of capital project operating costs on the annual budget requires careful consideration. Operating costs are a fundamental element of the City's Capital Improvement Program and the over budget development.

Reliable operating cost estimates are necessary from the onset of each budget cycle, as the City must determine specific ongoing expense it will incur once a project has been completed. For example, once the Recreation Activity Center becomes active it requires staff (personnel), operating supplies, electricity, insurance, and ongoing maintenance costs to operate. And, since project components are often completed in phases, partially constructed projects generally have associated operating costs which need to be funded in future fiscal years.

Factors such as location, size, and use of the facility determine the number of personnel and operating costs. Projects such as the street lights require no additional personnel and minimal operating costs, while most of the park amenity additions would require additional personnel to cover operations and maintenance. These projects are considered by the CIP Committee and additional part-time staff or full-time staff is requested, if necessary, within the operating budget. In terms of budgeting, the project's initial operational impact may begin before completion of the project in its entirety.

Typically, recurring capital projects have minimal operating impact on the City's current or future budgets. Such projects may be scheduled for replacement

or rehabilitation. On occasion there may be some operational cost savings for recurring projects. For example, the annual curb replacement program may reduce operating expenditures associated with repairing curbs, storm cleanup, etc. Many new construction or major improvements do require some additional operating costs such as mowing, electricity, fuel, and various other maintenance costs such as equipment rental and contractual services.

On the following page are estimated impacts of operating costs for all capital items budget for FY 2021 as well as the full five-year presentation. Amounts represent an addition to or reduction of operating costs.

CAPITAL BUDGET IMPACT ON OPERATING BUDGET

Below is an estimated impact of operating costs for all capital items budgeted for the full 5-Year representation of the projects. Amounts represent an addition to or reduction of operating costs.

PROJECT / DESCRIPTION	2020-21	2021-22	2022-23	2023-24	2024-25
Annual Curb Replacement Program	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)
Annual Street Preservation Program	\$ (1,300)	\$ (1,300)	\$ (1,300)	\$ (1,300)	\$ (1,300)
Maintenance of Thoroughfare Routes	\$ (750)	\$ (750)	\$ (750)	\$ (750)	\$ (750)
Total General Fund	\$ (3,550)	\$ (3,550)	\$ (3,550)	\$ (3,550)	\$ (3,550)
Dog Park			\$ 3,180	\$ 6,360	\$ 6,360
Recreation Park Ballfield Lights		\$ 150	\$ 150	\$ 150	\$ 150
Recreation Park Baseball Complex Scoreboards			\$ 350	\$ 350	\$ 350
Total Park Fund	\$ -	\$ (150)	\$ (3,680)	\$ (6,860)	\$ (6,860)
Sanitary Sewer Inflow and Infiltration Reduction	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)
Total Enterprise Fund	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)
Combined Total Operating Impact	\$ (33,550)	\$ (33,700)	\$ (37,230)	\$ (40,410)	\$ (40,410)

BUILDING & EQUIPMENT REPLACEMENT PROGRAM - (BERP) FUND

The City establishes a schedule for the replacement and repair of buildings and of large equipment in a sinking fund. To better plan for the future and level out significant increases in any one year's budget, a funding mechanism accumulates funds utilizing annual payments to the BERP Fund (05). The program calls for the setting aside of funds, on an amortized basis, to pay for expensive equipment that will require replacement in future years. In this way, budget hardships in any given year due to the need to replace a particular piece of expensive equipment can be avoided.

REVENUES

Replacement funding is provided through an annual contribution from the Capital Improvement Fund. It is intended that the City use this method to purchase all of its future building repairs and equipment replacements.

The fund also is supported by a transfer from the Enterprise Fund. Residents who receive monthly trash service pay an additional \$1.50 per home for the maintenance and care of the trash and recycling carts.

Basic Funding Assumptions:

1. A fixed amount will be set aside each year for each replacement.
2. In general, approval by the Council as part of the budget process is a prerequisite to a purchase from the BERP Fund. If the City Manager determines that an emergency replacement needs to occur and is properly allocated to the BERP Fund, he may authorize such purchase.
3. If the BERP Fund balance is deemed sufficient, contributions to the fund may be reduced.

FY 2013 marked the establishment of this reserve fund. One-time transfers of \$1,000,000 from the General Fund and \$99,044 from the Restricted Revenue Fund were made in FY 2013.

The original financial model for this fund called for an injection of \$300,000 per year as a transfer from the Capital Improvement Fund (45). This annual transfer has been reduced to \$100,000 due to the healthy balance and a new financial model is being investigated.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
Public Works Door Access System	0	0	0	\$20,000	\$20,000
Total	0	0	0	\$20,000	\$20,000

Public Works Door Access System

Cost (total): \$20,000

This project involves the installation of equipment needed to add the remaining exterior doors at the Public Works facility to the door access system.

Currently, the exterior doors at the Public Works facility are left unlocked or open to allow employee access to the facility during business hours.

By adding the exterior doors to the access system they can keep access to the facility secured.

Operating Cost: No anticipated additional costs.



B.E.R.P. (05)
Building & Equipment Replacement Program

Funding & Equipment Replacement Program									
Fund Balance		Actual	Actual	Budget	Projected	Unexpended	Projected	Projected	Projected
Beginning of Year		1,515,245	1,184,401	367,309	366,627	507,854	793,512	1,036,893	1,282,100
Revenue									
Transfer In - from Restricted Revenue Fund									
Transfer In - from VERP fund									
Transfer In - from General Fund						54,695			
Transfer In - from Enterprise Fund			34,477	137,430	138,293	141,030	137,430	137,430	137,430
Transfer In - from Capital Improvement Fund		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest Revenue		29,330	33,994	8,113	9,934	9,934	5,951	7,777	11,469
Total Revenue		129,330	168,471	245,543	248,227	305,659	243,381	245,207	248,899
Total Fund Bal & Revenues		1,644,574	1,352,872	612,852	614,854	813,512	1,036,893	1,282,100	1,529,145
Expenditures									
Misc									
Capital Outlay									
City Hall LED Lighting Upgrades		13,250							
Public Works LED Lighting Upgrades		10,500							
Executive Conference Room Chairs - complete		5,398	8,400						
Parks Maintenance Facility Door Access System									
City Hall Roof Replacement									
Capital Projects (Budgeted / reconciled)									
Public Works Facility Roof Repair		167,500			(4,332)				
City Hall Phone System					1,147				
City Hall Front Entry Repair		182,000			(22,690)				
Public Works Interior Painting and Repairs - complete		(13,474)							
City Hall Lobby Modifications		40,000			(15,229)				
Police Squad Room Renovation		55,000	(11,229)						
Building Door Access System			42,074						
Municipal Circle Light Replacement			50,000						
City Hall Exterior Painting			47,000		(18,739)				
Solid Waste & Recycling Containers			850,000		(45,742)				
Facility Dures/Fire System				12,000	6,587				
City Hall / Police Dept Parking Lot Repair				20,000	20,000				
Exterior Door Repair & Replacement - City Hall/PD				6,000	6,000				
City Hall Sidewalk Replacement & Repair & Tower Improvement				100,000	140,000				
Radiant Heaters				40,000	40,000				
Public Works Door Access System						20,000			
Total Expenditures		460,173	986,245	178,000	107,001	20,000	-	-	-
Available Fund Balance		1,184,401	366,627	434,852	507,854	793,512	1,036,893	1,282,100	1,529,145
									1,778,044

Interest Revenue

General Ledger Codes:

05-00-4350-0000

Legal Authority:

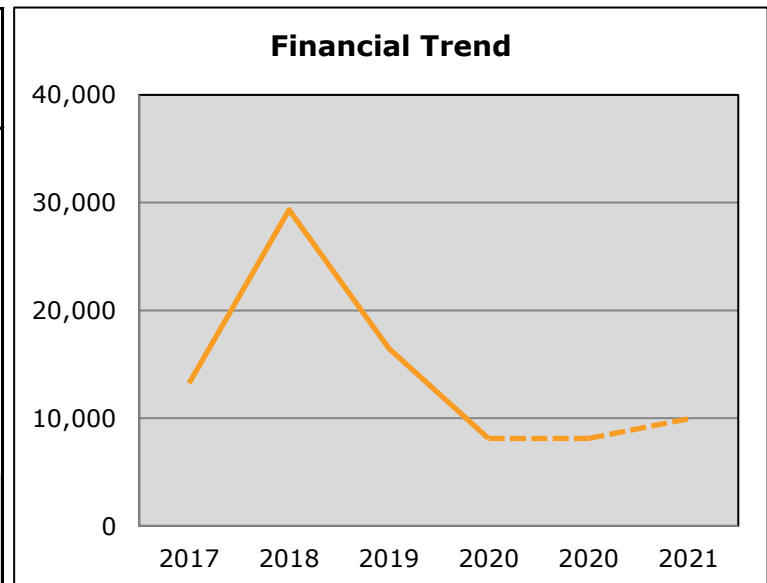
State Statute: Chapter 82

Revenue Description

Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds.

FY20 revenues are based on current fund balance at current interest rates being earned. FY21 is estimated using projected fund balance beginning in FY21 and current interest rates.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	2,312	N/A
2015 Actual	7,635	230.26%
2016 Actual	10,391	36.10%
2017 Actual	13,233	27.35%
2018 Actual	29,330	121.65%
2019 Actual	16,473	-43.84%
2020 Budget	8,113	-72.34%
2020 Projected	8,113	0.00%
2021 Adopted	9,934	22.45%



Transfer from General Fund

General Ledger Codes:
05-00-4901-0000

Legal Authority:
Municipal Code: n/a
State Statute: n/a

Revenue Description

This account is for transfers from the General Fund balance for use on specific projects;

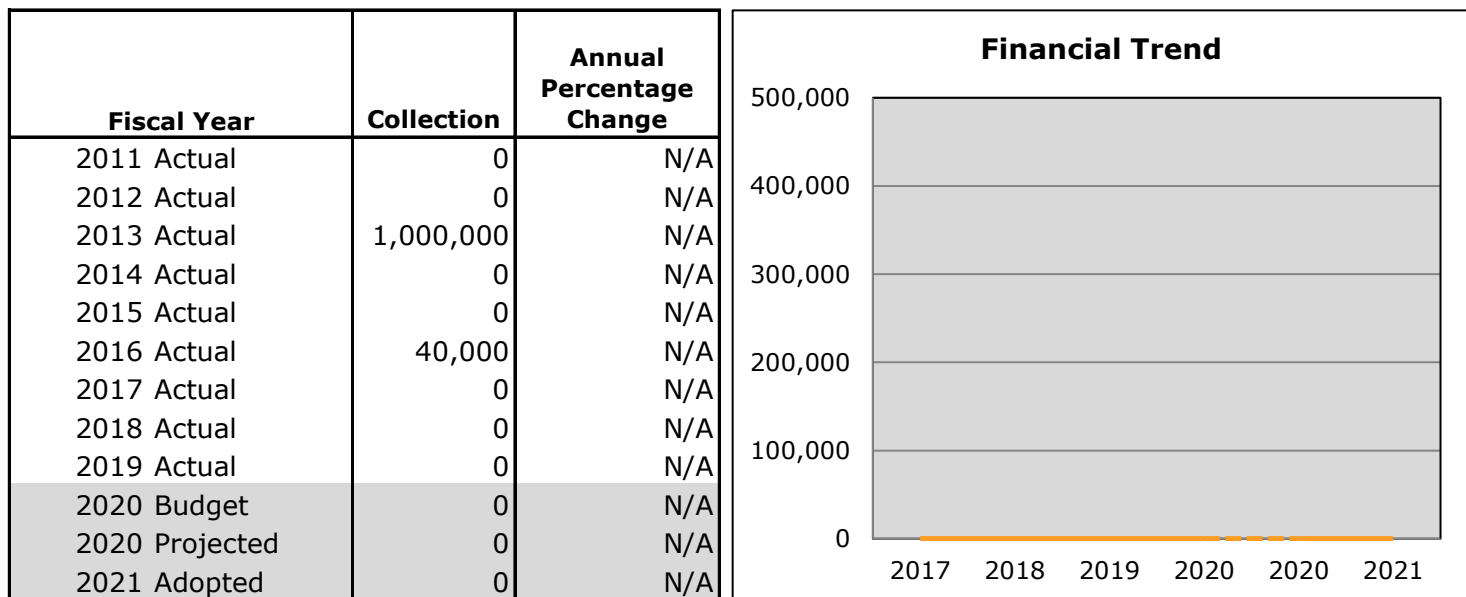
FY2013

\$1,000,000 Future Civic Center Reserve

FY2016

\$40,000 Speakers and Microphone Floor Connections in the Council Room

No transfers are budgeted for FY20.



Transfer from VERP Fund

General Ledger Codes:
05-00-4903-0000

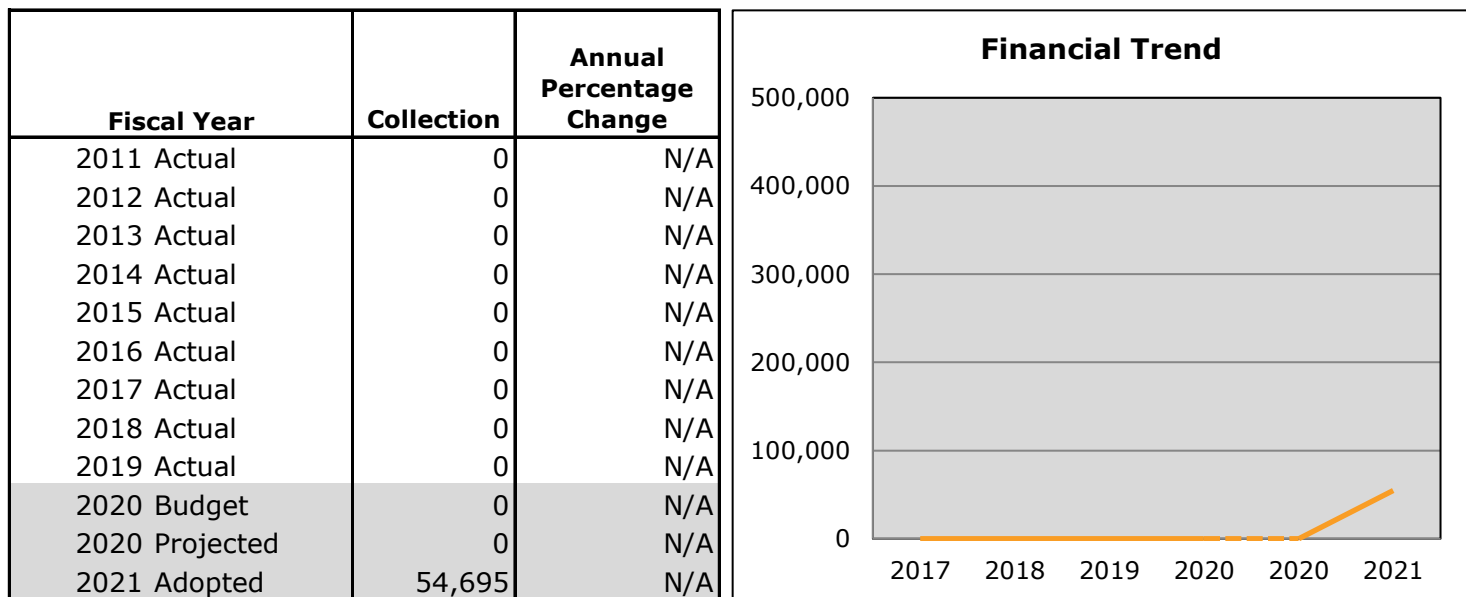
Legal Authority:
Municipal Code: n/a
State Statute: n/a

Revenue Description

This account is for transfers from the VERP Fund balance for use on specific projects.

2021

Transfer from VERP for future equipment replacement for the Command Post Vehicle



Transfer from Capital Improvement Sales Tax Fund

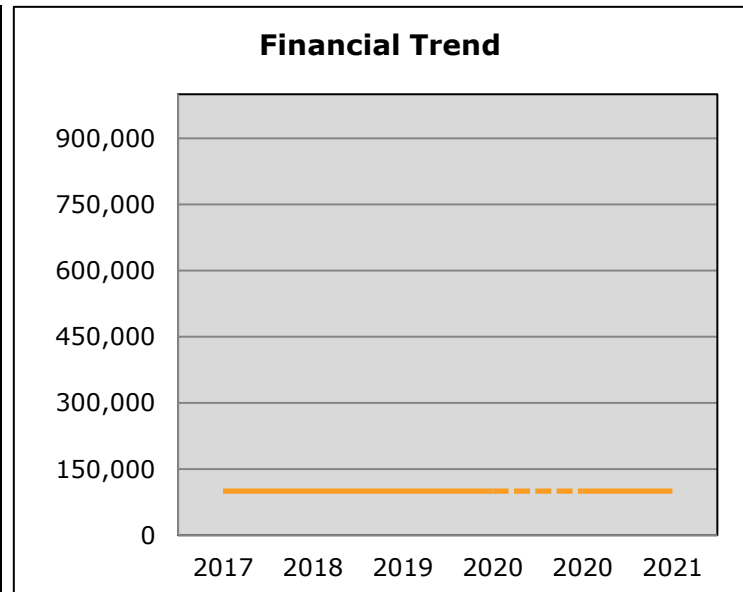
General Ledger Codes: 05-00-4945-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

This account is for transfers from the Capital Improvement Sales Tax Fund for future building repairs and equipment replacements specifically covered by the BERP Fund. This funding was set to contribute \$300,000 annually based on future needs and will be analyzed and adjusted as the City's infrastructure changes.

The FY17 annual transfer was reduced to \$100,000 due to the healthy balance and a new financial model is being investigated. FY21 transfer is estimated to remain the same.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	300,000	N/A
2015 Actual	300,000	0.00%
2016 Actual	300,000	0.00%
2017 Actual	100,000	-66.67%
2018 Actual	100,000	0.00%
2019 Actual	100,000	0.00%
2020 Budget	100,000	0.00%
2020 Projected	100,000	0.00%
2021 Adopted	100,000	0.00%



Transfer from Enterprise Fund

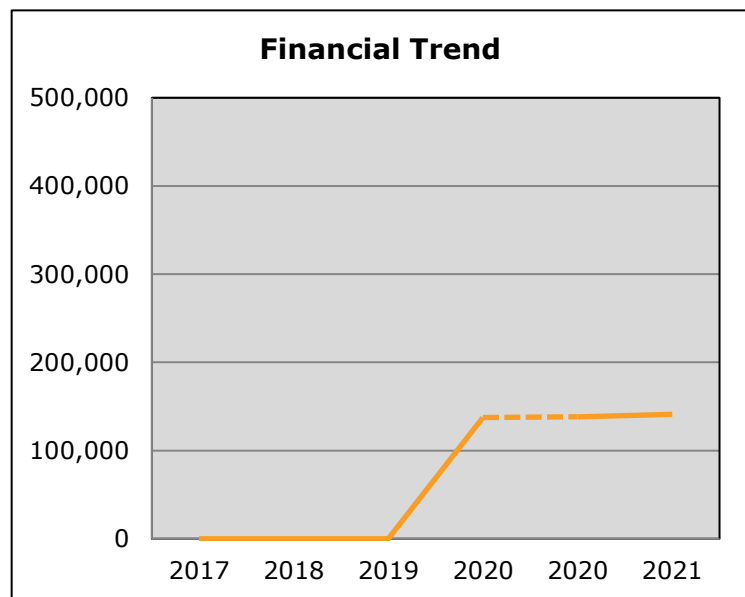
General Ledger Codes:
05-00-4950-0000

Legal Authority:
Municipal Code: n/a
State Statute: n/a

Revenue Description

This account is for transfers from the Enterprise Fund balance to reimburse the cost of solid waste and recycling carts.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	N/A
2012 Actual	0	N/A
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	0	N/A
2017 Actual	0	N/A
2018 Actual	0	N/A
2019 Actual	0	N/A
2020 Budget	137,430	N/A
2020 Projected	138,293	0.63%
2021 Adopted	141,030	1.98%



PARK FEE IN LIEU FUND

The City of Raymore Park Fee In Lieu Fund (27), established in 1999, is used to fund the purchase of future land for city parks. Funds may also be used for infrastructure improvements that would bring park land into the condition in which it would have been dedicated from a subdivision developer.

REVENUES

Revenues are received from development exactions per the requirements of City Code Section 445.040. Older projects (approved prior to May, 2004) pay fees-in-lieu of land dedication per lot at the time a building permit is issued. Subdivision developments that do not dedicate park land and which were approved after May 2004, pay fees-in-lieu of land at the time of recording each final plat for all the lots shown on the plat being recorded.

FUND PROJECT HIGHLIGHTS

There are currently no active projects in this fund.



Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
	0	0	0	0	0
Total	0	0	0	0	0

Park Fee in Lieu

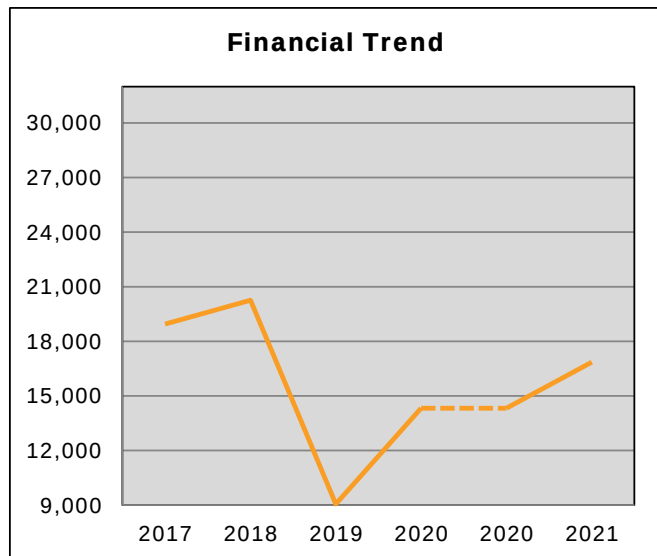
General Ledger Codes: 27-00-4705-0000	<u>Legal Authority:</u> Municipal code: Section 445.040
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Revenue Description

Park Fee in Lieu - This fund was created to allow developers to donate cash in lieu of parkland. This is applied to the acquisition of land for future parks and may also be used for developing neighborhood parks.

FY21 revenues are conservatively based on the average fee assessed using 100 new homes.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	7,458	1.08%
2012 Actual	10,235	37.23%
2013 Actual	12,235	19.54%
2014 Actual	10,315	-15.69%
2015 Actual	19,843	92.36%
2016 Actual	15,788	-20.44%
2017 Actual	18,955	20.06%
2018 Actual	20,259	6.88%
2019 Actual	9,053	-55.31%
2020 Budget	14,327	58.26%
2020 Projected	14,327	58.26%
2021 Adopted	16,855	17.65%





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TRANSPORTATION FUND

The City of Raymore Transportation Fund (36), established in 2001, is used to fund those capital projects associated with the expansion, enhancement, and major maintenance of the City's transportation system.

REVENUES

1. The Transportation Sales Tax Fund (36) has as its primary source of revenue a sales tax of one-half percent (0.5%).
2. Intergovernmental Taxes are also received from Cass County Missouri:
 - A quarter-cent sales tax is collected by the county then one-third of the collections are distributed to the municipalities.
 - A Cass County Road and Bridge Property Tax is assessed to the residents of Cass County Missouri then distributed to the municipalities.

OTHER EXPENDITURES

1. **General Fund Transfer:** A transfer is made annually to the General Fund to offset costs incurred by the Street Department. \$320,000
2. **Transfer to Excise Tax Fund:** When the City excise tax was instituted, it was understood that the City at-large should contribute to the cost of projects paid for with excise tax funds.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
2021 Curb Replacement	0	0	0	\$400,000	\$400,000
2021 Street Preservation	0	0	0	\$800,000	\$800,000
Right-of-way Infrastructure Repairs	0	0	0	\$150,000	\$150,000
Falcon & Condor Cul-de-sacs	0	0	0	\$65,000	\$65,000
Roadside Trail Maintenance	0	0	0	\$25,000	\$25,000
Total	0	0	0	\$1,440,000	\$1,440,000



Annual Curb Replacement Program

Cost (total) \$400,000

The City is in the midst of a multi-year program to address curb deterioration. The proposed FY 2019 and future funding from both the Transportation and Storm Water Funds will provide for removal and replacement of approximately 20,000 feet of curb and gutter at various locations each year.

The concrete curb and gutter has deteriorated in many areas throughout the City. In 2012, Engineering staff completed a condition survey of curb and gutter throughout the city and that survey was updated during the summer and fall of 2016. The cost of the replacement program is being borne by both the Storm Water and Transportation Funds in recognition of the fact that curbs serve both as a road support device and as a storm water conveyance measure.

Operating Cost: Estimated reduction in maintenance cost of \$750 per fiscal year. The replacement now significantly extends the useful life of the curbs. This will provide a cleaner stormwater environment.



Annual Street Preservation Program

Cost (total) \$800,000

Street Preservation involves taking actions to preserve the local street network, which may include milling of streets and overlaying it with several inches of pavement, micro paving, chip/sealing, and crack sealing. This occurs in various locations around the City, approved by the City Council on an annual basis.

The City's Comprehensive Pavement Management program outlines a regular maintenance schedule for the street network in order to maintain the network in "good" condition or better. In June of 2014, staff outlined a plan to address streets in the city that were beginning to fall into the "poor" category according to the Pavement Management Program and received Council approval to include the plan in the 2015 capital budget and beyond.

Operating Cost: Estimated reduction in maintenance cost of \$1,300 per fiscal year. This maintains an overall approach to maximize our maintenance dollars, as well as improve the safety and aesthetics of the system.

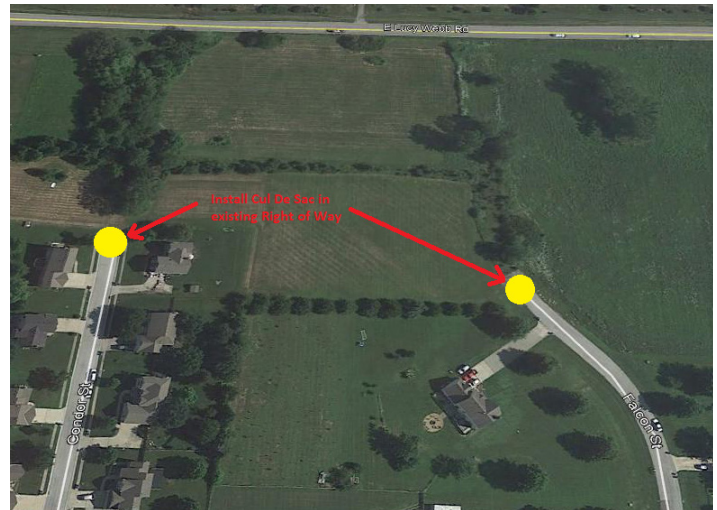


Right-of-way Infrastructure Repairs

Cost (total) \$150,000

Following completion of the annual sidewalk program, this program will provide funding for repairs of various infrastructure within public rights of way such as sidewalks/pathways, curbs, gutters and stormwater culverts. Operations and Maintenance has a considerable backlog of sidewalk and curb repairs. This project would provide supplemental funding for the removal and replacement of displaced sidewalk panels that can not be corrected by mudjacking. Staff is also starting to encounter a number of street crossing culvert failures, which require immediate attention. This project would provide funding for these repairs. It is proposed that the hierarchy for the use of these funds would be sidewalk repairs, curb repairs and culvert repairs.

Operating Cost: No anticipated additional operating costs.



Falcon & Condor Cul-de-sacs

Cost (total) \$65,000

This project will provide for space for vehicles to turn around at the ends of Falcon and Condor Streets.

Currently Falcon and Condor streets terminate with no space for vehicles to turn around without using private driveways or creating a safety hazard by backing down the roadway.

Operating Cost: No anticipated additional costs.

Roadside Trail Maintenance

Cost (total) \$25,000

This project will provide funds for spot maintenance of roadside trails such as patching and crack sealing. Many of the roadside trails are over 10 years old and are exhibiting numerous defects such as thermal cracks and settlements which can lead to a hazardous condition.

Operating Cost: No anticipated additional costs.

Transportation (36)

Fund Balance Beginning of Year	2017-18		2018-19		2019-20 Budget	2019-20 Projected	2020-21 Adopted	2021-22		2022-23		2023-24		2024-25	
	Actual		Actual					Projected		Projected		Projected		Projected	
Revenue	229,363	288,020			180,577	198,330	183,007	77,171	73,343	87,841	122,155				
Taxes															
Transportation Sales Tax	1,244,219	1,272,482			1,266,457	1,286,631	1,291,786	1,304,704	1,317,751	1,330,929	1,344,238				
Cass R&B Sales Tax	212,368	213,158			213,158	218,704	218,704	220,891	223,652	227,007	232,682				
Cass R&B Property Tax	169,204	176,043			176,043	187,926	187,926	189,805	192,178	195,060	199,937				
Interest	10,076	16,663			11,858	5,748	5,748	772	917	1,318	3,054				
Grant Funding - MARC - Foxridge Sidewalk					150,000	150,000	0								
Transfers In from Restricted Revenue Fund	150,000	33,000			0	0	0								
Transfers In from General Fund	62,220	0			0	0	0								
Total Revenue	1,785,867	1,711,345			1,817,516	1,849,009	1,704,164	1,716,172	1,734,498	1,754,314	1,779,911				
Total Fund Bal & Revenues	2,015,230	1,999,365			1,998,093	2,047,339	1,887,171	1,793,343	1,807,841	1,842,155	1,902,066				
Expenditures															
General Fund Transfer	320,000	320,000			320,000	320,000	320,000	320,000	320,000	320,000	320,000				
Excise Tax Transfer	91,035	91,035			50,000	50,000	50,000	50,000	50,000	50,000	50,000				
Restricted Revenue Transfer	25,000	25,000			-	-	-	-	-	-	-				
Capital Projects (Budgeted / reconciled)															
Annual Curb Replacement	406,137	400,000			400,000	400,000	400,000	400,000	400,000	400,000	400,000				
Street Preservation	699,333	800,000			800,000	800,000	800,000	800,000	800,000	800,000	800,000				
Right of Way Infrastructure Repairs	90,679	150,000			150,000	108,332	150,000	150,000	150,000	150,000	150,000				
Municipal Complex - Micro Surface	2,416														
Municipal Center Sidewalks & Lighting	2,391														
Hubach Hill Road Street Light	8,000														
Johnston Drive Street Light	12,000														
Lucy Webb Roundabout Additional Lighting	62,220														
Permeable Pavers Crosswalks															
Shadowood Settlement Investigation		15,000							-						
58 Hwy Access Modifications At Kentucky Road															
Foxridge Sidewalk (Drake to Creekmoor Dr)					180,000	180,000									
Operation Green Light - Additional Cameras					6,000	6,000	65,000								
Falcon & Condor Cul-de-sacs							25,000								
Roadside Trail Maintenance															
Total Expenditures	1,727,211	1,801,035			1,906,000	1,864,332	1,810,000	1,720,000	1,720,000	1,720,000	1,720,000				
Fund Balance (Gross)	288,020	198,330			92,093	183,007	77,171	73,343	87,841	122,155	182,066				
Less: Reserve Balance ()					-	-	-	-	-	-	-				
Available Fund Balance	288,020	198,330			92,093	183,007	77,171	73,343	87,841	122,155	182,066				

Transportation Sales Tax

General Ledger Codes:

36-00-4130-0000

Legal Authority:

Municipal Code: Sections 145.010; 145.020

State Statute: 94.500-94.550; 94.700

State Statute: 94.700-94.755 RSMo

Article IV of the Constitution of the State of MO Section 30 (b)

Revenue Description

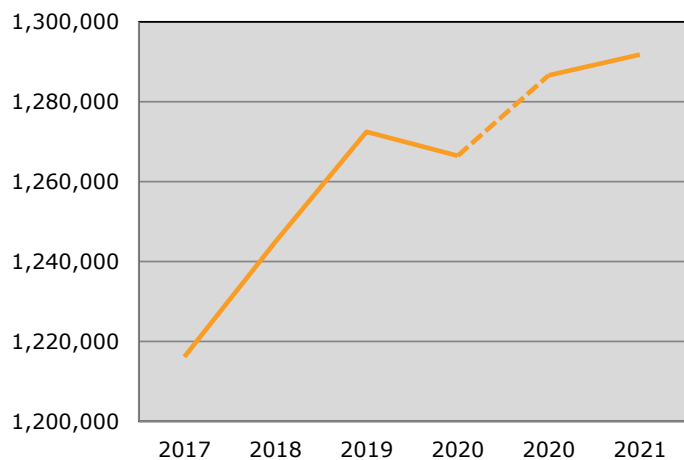
Transportation Sales Tax – A tax of one-half of one percent (0.5%) is collected by the City for transportation-related purposes, which according to statute may include construction, repair and maintenance of streets and bridges, acquisition of land, right-of-way purchases, and related debt retirement.

In 2012 the Missouri Supreme Court invalidated out-of-state sales tax collection on motor vehicles for any jurisdiction that had not adopted a use tax. Raymore does not currently have a use tax. In 2013 a statute was enacted that restored this source as a sales tax, at least temporarily. Cities were given until the deadline date of November, 2016 to put before the voters a measure to permanently adopt this sales tax. In 2016 the legislation was passed to extend this deadline to 2018. In August of 2016 Raymore voters allowed this sales tax to remain in place.

The FY20 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY21 revenue is conservatively based on FY20 projections.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	919,712	4.05%
2012 Actual	909,432	-1.12%
2013 Actual	938,839	3.23%
2014 Actual	1,135,147	20.91%
2015 Actual	1,161,503	2.32%
2016 Actual	1,179,385	1.54%
2017 Actual	1,216,153	3.12%
2018 Actual	1,244,919	2.37%
2019 Actual	1,272,482	2.21%
2020 Budget	1,266,457	-0.47%
2020 Projected	1,286,631	1.11%
2021 Adopted	1,291,786	0.40%

Financial Trend



Cass County 1/4 Cent Road and Bridge Sales Tax

General Ledger Codes:
36-00-4475-0000

Legal Authority:
Municipal Code: n/a
State Statute: n/a

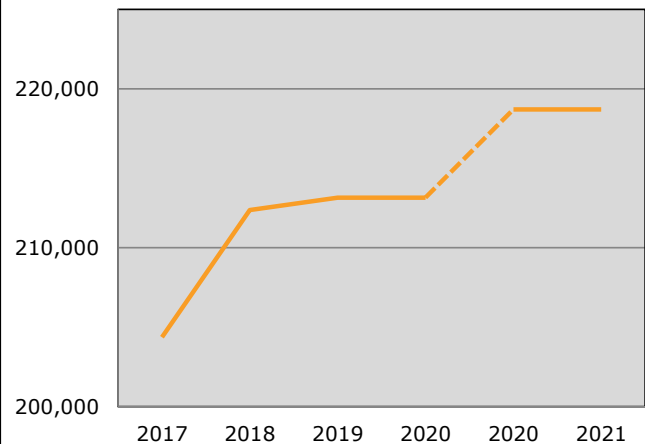
Revenue Description

Cass County collects a quarter-cent sales tax on sales within the county. One-third of the collections from this tax are distributed to municipalities.

Cass County began distributing the municipal share of the quarter-cent sales tax to its municipalities on a modified per-capita basis in 2013.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	NA
2012 Actual	43,000	NA
2013 Actual	212,598	394.41%
2014 Actual	176,832	-16.82%
2015 Actual	188,415	6.55%
2016 Actual	198,259	5.22%
2017 Actual	204,369	3.08%
2018 Actual	212,368	3.91%
2019 Actual	213,158	0.37%
2020 Budget	213,158	0.00%
2020 Projected	218,704	2.60%
2021 Adopted	218,704	0.00%

Financial Trend



Cass County Road and Bridge Property Tax

General Ledger Codes:
36-00-4145-0000

Legal Authority:
Municipal Code: n/a
State Statute: 137.556

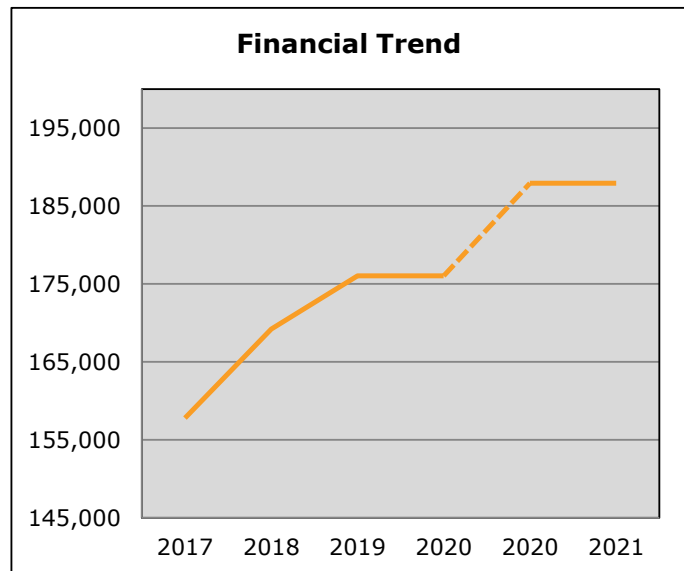
Revenue Description

Section 137.556 RSMo. states that "any county of the first class not having a charter form of government shall expend not less than 25 percent of the money accruing to it from the county's special road and bridge tax levied on property within a city limits for the repair and improvement of roads and bridges within the city from which such moneys accrue."

In August 2012, the Cass County Commission voted to reduce the County's Road & Bridge Property tax levy from 0.2525 to 0.2300.

The FY 2021 estimate is based on the FY 2020 projected amount.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	157,077	2.70%
2012 Actual	158,414	0.85%
2013 Actual	147,808	-6.70%
2014 Actual	146,045	-1.19%
2015 Actual	149,279	2.21%
2016 Actual	152,615	2.23%
2017 Actual	157,798	3.40%
2018 Actual	169,204	7.23%
2019 Actual	176,043	4.04%
2020 Budget	176,043	0.00%
2020 Projected	187,926	6.75%
2021 Adopted	187,926	0.00%



Transfer from General Fund

General Ledger Codes: 36-00-4901-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

This account is for transfers from the General Fund balance for use on specific projects;

FY2013

\$903,113 Pavement Management System Reconstruction Streets

FY2015

\$150,000 Pavement Management

FY2016

\$350,000 Sunset Lane - Bristol to Dutchman Acres

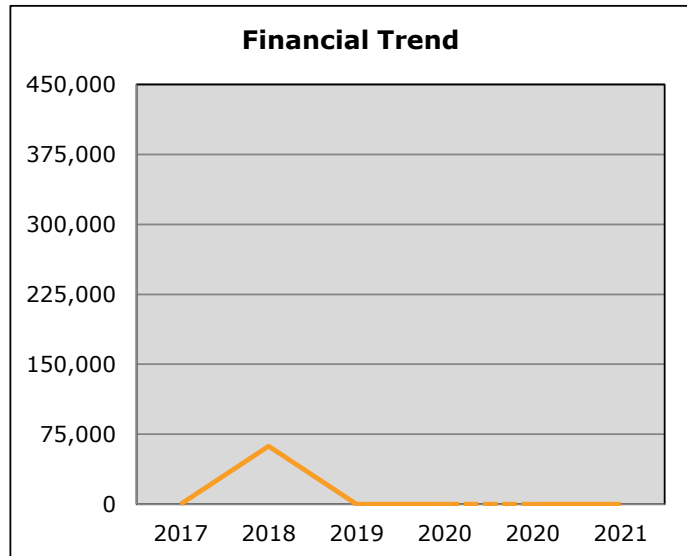
\$ 43,000 Sidewalk segments along Johnston Dr & Foxridge Dr.

\$ 25,000 Stonegate Elementary Sidewalk - Foxridge Dr to Deer Path

FY2018

\$62,220 Permeable Paver Crosswalk (additional funding)

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	560,000	40.00%
2012 Actual	335,722	-40.05%
2013 Actual	903,113	169.01%
2014 Actual	0	N/A
2015 Actual	150,000	N/A
2016 Actual	418,000	178.67%
2017 Actual	0	N/A
2018 Actual	62,220	#DIV/0!
2019 Actual	0	N/A
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A



Transfer from Restricted Revenue Fund

General Ledger Codes: 36-00-4904-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

This account is for transfers from the Restricted Revenue Fund balance for use on specific projects;

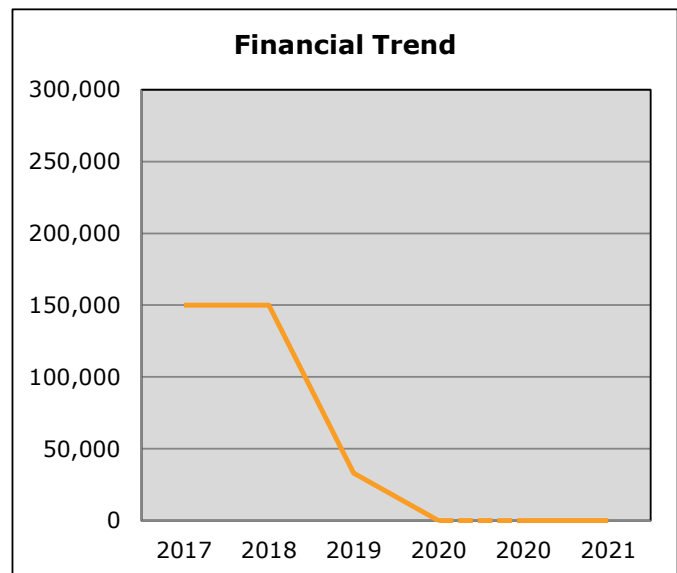
FY2016-2018

\$150,000 Pavement Management

FY2019

\$33,000 Pavement Management

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	NA
2012 Actual	0	NA
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	150,000	N/A
2017 Actual	150,000	0.00%
2018 Actual	150,000	0.00%
2019 Actual	33,000	-78.00%
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	0	N/A





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TRANSPORTATION GENERAL OBLIGATION BOND FUND

The City of Raymore Transportation General Obligation Bond Fund (36.38), established in 2007, is used to fund those capital projects associated with the expansion, enhancement, and major maintenance of the City's transportation system funded through the use of General Obligation Bond funds.

REVENUES

Revenues are received through the issuance of voter approved bonds specifically designated for street improvements. In April 2016, the citizens voted to approve the issuance of \$3,300,000 for the purpose of acquiring right-of-way, and constructing, extending and improving streets and roads within the city including, without limitation, improving and overlaying 58 Highway from Dean Avenue to Kurzweil Road. This approved value was issued in two separate bond sales.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
	0	0	0	0	0
Total	0	0	0	0	0



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EXCISE TAX FUND

The City of Raymore Excise Tax Fund (37), established in 2001, is used to fund those capital projects associated with the expansion, enhancement, and major maintenance of the City's transportation system. The projects within this fund are associated with the increased traffic of new business development within the City.

REVENUES

1. The Excise Tax Fund has as its primary source of revenue the tax which is imposed on the basis of the additional vehicle trips generated by any eligible development activity during the afternoon time period when traffic volume on the adjacent street is highest. The tax is calculated by multiplying the trip generation rate by the license tax rate.
2. The revenue of \$212,100 proposed in FY2021 from single-family housing starts is based upon 100 new single-family homes.
3. **Transfer from Transportation Fund:** When the City excise tax was instituted, it was understood that the City at large should contribute to the cost of projects paid for with excise tax funds. The amount the City should pay should be in rough proportions (25%, 50%, 75%) to the amount of

use the preexisting City will contribute to the new facility as to what new growth will contribute.

PROJECTS

Maintenance of Thoroughfare Routes

Cost (total) : \$200,000

This project involves micro-surfacing collector and arterial roads on a regular six-year cycle. In FY 2021 locations have not been determined at this time. The City's Comprehensive Pavement Management Program recommends that collector and arterial streets receive surface treatments on a regular basis to preserve the integrity of the pavement and increase service life.

Operating Cost: Estimated reduction in maintenance costs of \$750 per fiscal year. This is a surface preservation and extends the surface life of the payment, as well as improves the safety and aesthetics of the system.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
Maintenance of Thoroughfare Routes	0	0	0	\$200,000	\$200,000
Total	0	0	0	\$200,000	\$200,000

Excise Tax (37)

		2017-18	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
		Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Fund Balance										
Beginning of Year		238,286	909,870	1,558,445	1,271,596	712,276	777,938	820,865	869,147	920,670
Revenue										
Fees & Permits										
Commercial										
Single Family		6,673	-	0	0	0	0	0	0	0
Multi-Family		450,187	255,201	176,248	177,974	212,100	187,093	188,021	188,486	190,343
Interest		41,034	-	0	0	-	-	-	-	-
Transfer In Transportation Fund		9,512	29,120	23,377	19,989	3,561	5,835	10,261	13,037	23,017
KC payment for 155th Street		91,035	91,035	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		198,143	149,675	0	324,916	0				
Total Revenue		796,583	525,031	249,624	572,879	265,661	242,927	248,282	251,523	263,359
Total Fund Bal & Revenues										
		1,034,870	1,434,901	1,808,069	1,844,475	977,938	1,020,865	1,069,147	1,120,670	1,184,029
Expenditures										
Capital Projects (Budgeted / reconciled)										
Maintenance of Thoroughfare Routes		125,000	200,000	200,000	192,199	200,000	200,000	200,000	200,000	200,000
155th Street Reconstruction			(36,695)							
Traffic Study - North Cass Pkwy				65,000	65,000					
Turn Lane 58 Hwy to Foxridge				700,000	700,000					
Intersection Improvements (58 Hwy & Foxridge)				100,000	100,000					
Traffic Study - 58 Hwy & Dean Ave				75,000	75,000					
Total Expenditures		125,000	163,305	1,140,000	1,132,199	200,000	200,000	200,000	200,000	200,000
Fund Balance (Gross)		909,870	1,271,596	668,069	712,276	777,938	820,865	869,147	920,670	984,029
Less: Reserve Balance ()				-	-	-	-	-	-	-
Available Fund Balance		909,870	1,271,596	668,069	712,276	777,938	820,865	869,147	920,670	984,029

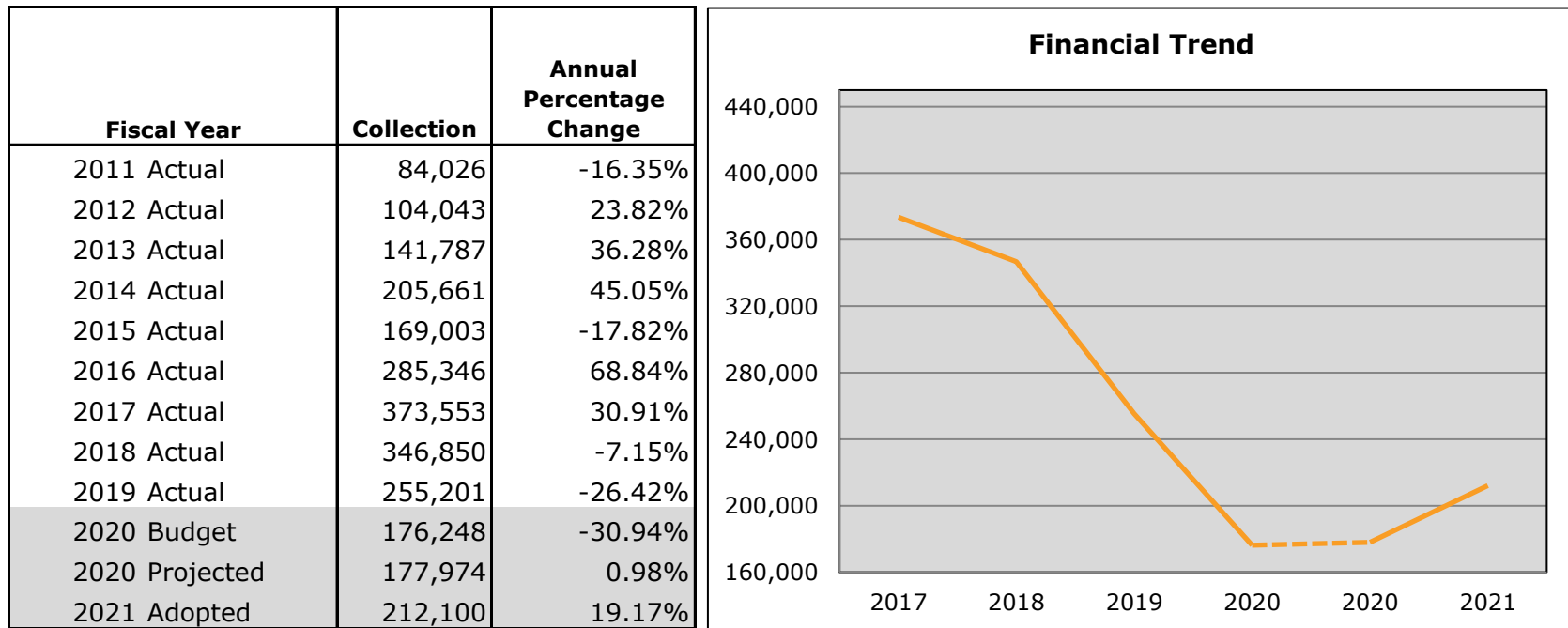
Excise Tax

General Ledger Code:
37-00-4152-0000

Legal Authority:
Municipal Code: Section 605.0050 - 605.130
State Statute:

Revenue Description

The Excise Tax was established to help pay for the City's costs in dealing with new development that generates new and additional traffic. This revenue is used for improvement of streets and related improvements throughout the City, including but not limited to the design, construction, reconstruction, maintenance, and improvements to streets, roads and bridges and acquisition of all necessary rights-of-way. The tax is imposed on the basis of the additional vehicle trips generated by any development activity during the afternoon time period (P.M. peak hour) when traffic volume on the adjacent street is highest. The license tax is calculated by multiplying the "trip generation rate" by the "license tax rate". Revenues are budgeted based on the permitting of 100 new homes.



Transfer in From Transportation Fund

General Ledger Codes: 37-00-4936-0000	Legal Authority: Municipal Ordinance: n/a State Statute: n/a
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Revenue Description

Transfer from the Transportation Fund - When the City Excise Tax was instituted, it was understood that the City at large should contribute to the cost of projects paid for with excise tax funds. The amount the City should pay should be in rough proportions (25%, 50%, 75%) to the amount of use the pre-existing City will contribute to the new facility as to what new growth will contribute.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend			
2011 Actual	91,035	-41.64%				
2012 Actual	91,035	0.00%				
2013 Actual	91,035	0.00%				
2014 Actual	91,035	0.00%				
2015 Actual	91,035	0.00%				
2016 Actual	91,035	0.00%				
2017 Actual	91,035	0.00%				
2018 Actual	91,035	0.00%				
2019 Actual	91,035	0.00%				
2020 Budget	50,000	-45.08%				
2020 Projected	50,000	0.00%				
2021 Adopted	50,000	0.00%				

CAPITAL IMPROVEMENT FUND

The City of Raymore Capital Improvement Fund (45) is established for the purpose of funding the construction and maintenance of capital improvements. Statute defines "Capital Improvements" as any capital or fixed asset having an estimated economic useful life of at least two years, and "Capital Asset" or "Fixed Asset" as assets of a long-term character that are intended to continue to be held or used, including but not limited to land, buildings, machinery, furniture, and other equipment, including computer hardware and software.

Development District (TDD) will begin generating revenue that will offset the TDD Debt Service that the City is committed to backing.

OTHER EXPENDITURES

BERP Fund Transfer: A transfer is made annually to the Building Equipment Replacement (BERP) Fund to support all of the future building repairs and equipment replacements. \$100,000

REVENUES

The Capital Improvements Sales Tax Fund (45) has as its primary source of revenue a sales tax of one-half percent (.5%). In future budget years the Hubach Hill Road / North Cass Parkway Transportation

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
Hawk Ridge Park Additional Security Cameras	0	0	0	\$10,000	\$10,000
Baseball Concession Stand Door Replacement	0	0	0	\$6,000	\$6,000
Sidewalk Gap Program	0	0	0	\$200,000	\$200,000
Street lights @ 163rd & Foxridge Drive	0	0	0	\$50,000	\$50,000
Total	0	0	0	\$266,000	\$266,000



Hawk Ridge Park Additional Security Cameras

Cost (total): \$10,000

This project involves the installation of additional security cameras to the pavilion and amphitheater at Hawk Ridge Park. Additional cameras are needed to be able to view and record the east bathroom doors entrances and the picnic area on the North side at the pavilion and additional cameras are needed to view to the North trail and dock area at the amphitheater.

Operating Cost: No significant operating costs.

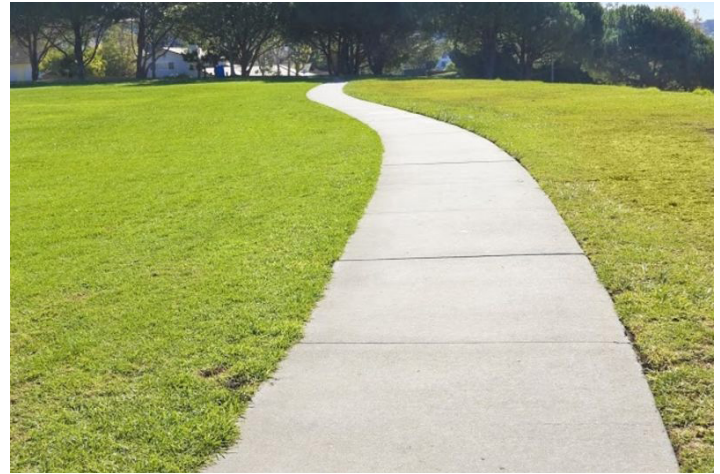


Street lights (2) at 163rd Street & Foxridge Drive

Cost (total): \$50,000

This project will install two street lights along 163rd Street near the intersection of 163rd Street and Foxridge Drive.

Operating Cost: No anticipated additional costs.



Sidewalk Gap Program

Cost (total): \$200,000

This project involves installation of sidewalks to fill in gaps in the existing sidewalk network. The gaps are typically short segments of sidewalk that if constructed will complete a sidewalk network for a neighborhood, often providing connectivity with other neighborhoods.

Gaps in the sidewalk network create an unsafe environment for pedestrians, often forcing residents to walk in the street. Construction of gap sidewalks will often complete a sidewalk in a neighborhood and provide a continual connection with other neighborhoods.

Sidewalk connections include:

- Fox Ridge Drive, from Fox Ridge east to Old Mill Road
- Kurzweil Road from Knoll Creek Lane. to Hall's Creek LN.
- Johnston Drive between Darrowby & Dean
- N. Adams Street from 58 Highway north to north property line of 208 W. Walnut

Operating Cost: No significant operating costs.

Baseball Concession Doors Replacement

Cost (total): \$6,000

The doors and frames on this building are worn out and difficult to lock, the frames are rusted and need replaced. New electronic door access systems and remote locking mechanisms are scheduled for installation. Replacing the doors prior to these upgrades is preferred.

Operating Cost: No anticipated additional costs.

Capital Improvement Fund (45)

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Fund Balance									
Beginning of Year	118,544	226,935	367,399	413,587	686,205	678,322	940,930	1,203,406	1,807,852
Revenue									
Taxes									
1/2 cent Capital Improvement									
FVS - Matt & 58 Signal	1,244,919	1,272,482	1,266,457	1,270,340	1,291,786	1,304,704	1,317,751	1,330,929	1,344,238
Resident Contribution- Willow Hills NID	31,543	39,311	35,000	36,542	18,303	0	0	0	0
Reimbursement of undeveloped lots	2,864	0	0	0	0	0	0	0	0
Interest	27,095	2,303	0	8,490	0				
Misc	5,316	13,388	7,349	6,366	6,366	8,479	11,762	15,043	22,598
Bond Proceeds	15,000	42,500		0					
Transfer from General Fund	600,000	708,000	0		301,362				
Transfer from the Restricted Fund	0	0	0	0	0				
Total Revenue	1,926,737	2,077,984	1,308,806	1,321,738	1,617,817	1,313,183	1,329,513	1,345,971	1,366,836
Total Fund Bal & Revenues	2,045,281	2,304,919	1,676,205	1,735,325	2,304,022	1,991,505	2,270,442	2,549,377	3,174,688
Expenditures									
D.S. - Special Ob. Bond 2016	544,750	544,750	546,188	546,188	548,875	541,313	553,375	229,063	233,563
D.S. - Special Ob. Bond 2019				337,433	408,963	408,763	413,163	411,963	410,363
Hubach Hill TOD D.S. (2009)	462,452	462,452	590,810	-					
Misc - Debt service fees	400	400	500	500	500	500	500	500	500
Transfer Out to General Fund	-	-	-	-	-	-	-	-	-
Transfer to BERP	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to the Restricted Revenue Fund		46,842							
Capital Projects (Budgeted / reconciled)									
Police Firing Range	(6,000)	(28,842)							
Park Maintenance Facility Fencing & Building Apron	(888)								
Undeveloped Lots - Sidewalk Program	39,472		13,000	13,000					
T.B. Hanna Station Parking Improvements - completed	(4,809)								
FY17 Stormwater Improvements	3,090								
Development Street Light Installation	49,379								
Street Light Installation	15,000								
Concession Stand Internet Connectivity w/ WIFI	15,500								
GO Project Support	217,394								
GO Hawk Ridge Park Support	382,606								
Hawk Ridge Park Security Cameras	31,000								
T.B. Hanna Park Security Camera	15,525								
Projector and Screen Raymore Activity Center	11,205								
Command Post Vehicle	500,000								
Centerview Speakers & video	58,000								
Madison St. Trail Improvements	150,000								
Concession Door Access System			52,000	52,000					
Sidewalk Gap Program					200,000				
Hawk Ridge Park Security Cameras					10,000				
Baseball Concession Stand Doors Replacement					6,000				
Streetslights (2) 163rd & Foxridge Drive					50,000				
EI - STREETS ATTENUATOR					28,390				
EI - STREETS DUMP BED, PLOW & SPREADER					77,972				
EI - TRAFFIC CALMING STUDY					50,000				
EI - LPE/LPC					45,000				
EI - HAWKRIDGE PARK INCLUSIVE PLAYGROUND					100,000				
Total Expenditures	1,818,346	1,891,332	1,302,498	1,049,120	1,625,700	1,050,576	1,067,038	741,525	744,425
Fund Balance (Gross)	226,935	413,587	373,708	686,205	678,322	940,930	1,203,405	1,807,852	2,430,263
Less: Reserve Balance ()							1		
Available Fund Balance	226,935	413,587	373,708	686,205	678,322	940,930	1,203,406	1,807,852	2,430,263

Capital Improvements Sales Tax

General Ledger Code:

45-00-4125-0000

Legal Authority:

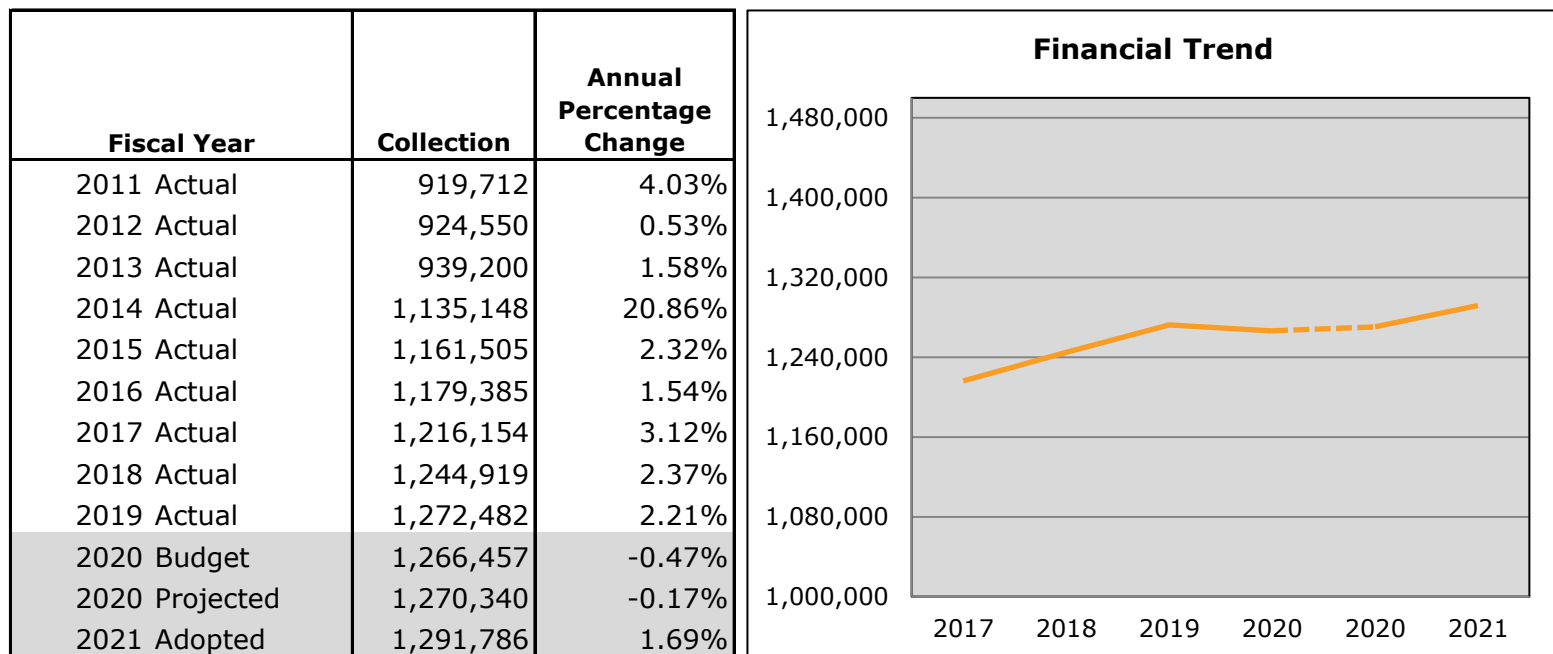
Municipal Code: Section 145.030
State Statute: 94.575-94.577 RSMo

Revenue Description

Capital Improvement Sales Tax – A tax of one-half of one percent (0.5%) is collected by the City for the funding, operation or maintenance of capital improvements and the repayment of bonds to finance capital improvements. Statutes define a capital improvement as any capital or fixed asset having an estimated economic useful life of at least two years.

In 2012 the Missouri Supreme Court invalidated out-of-state sales tax collection on motor vehicles for any jurisdiction that had not adopted a use tax. Raymore does not currently have a use tax. In 2013 a statute was enacted that restored this source as a sales tax, at least temporarily. Cities were given until the deadline date of November, 2016 to put before the voters a measure to permanently adopt this sales tax. In 2016 the legislation was passed to extend this deadline to 2018. In August of 2016 Raymore voters allowed this sales tax to remain in place.

The FY20 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY21 revenue is conservatively based on FY20 projections.



Refunds & Reimbursements

General Ledger Codes:

45-00-4340-0000

Legal Authority:

State Statute: Chapter 82

Revenue Description

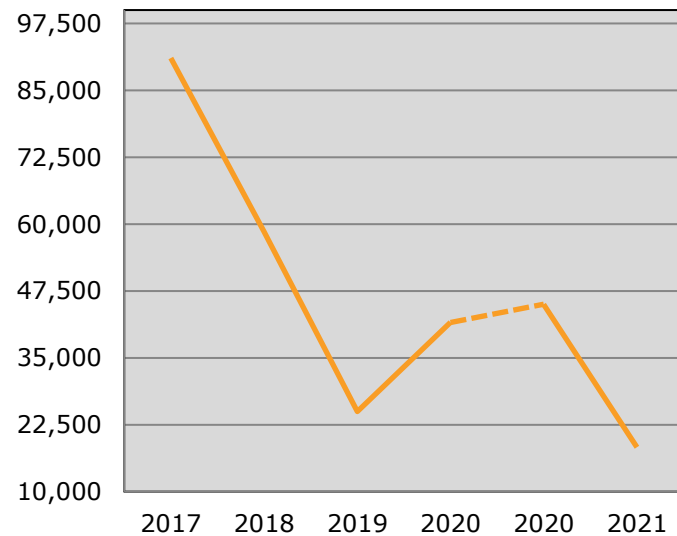
Refunds & Reimbursements - Reimbursements/refunds to the City, including insurance reimbursements, are recorded in this account. In 2009 the City funded a traffic signal at the intersection of 58 Hwy and Mott Drive, to be reimbursed by revenues from the Foxwood Village Shops TIF District received on a pay-as-you-go basis. Revenues from this source are projected the same as FY14 budget.

During FY2014 the City approved to install sidewalks on certain identified undeveloped lots. Each year owners are given a deadline of installation. The amounts represented here are associated with the sidewalks installed by the City and reimbursed by the lot owner.

FY20 budget and projected revenue are based on funds from the reimbursement of the annual reimbursement of the traffic signal at Mott and 58 Hwy and the sidewalk installation on undeveloped lots. The FY revenue is based solely on the traffic signal. FY21 is based on the balance remaining for the traffic signal.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	13,889	749.15%
2012 Actual	13,833	-0.40%
2013 Actual	26,943	94.78%
2014 Actual	26,437	-1.88%
2015 Actual	63,798	141.32%
2016 Actual	47,578	-25.42%
2017 Actual	91,031	91.33%
2018 Actual	58,638	-35.58%
2019 Actual	25,000	-57.37%
2020 Budget	41,614	66.46%
2020 Projected	45,032	48.14%
2021 Adopted	18,303	-59.36%

Financial Trend



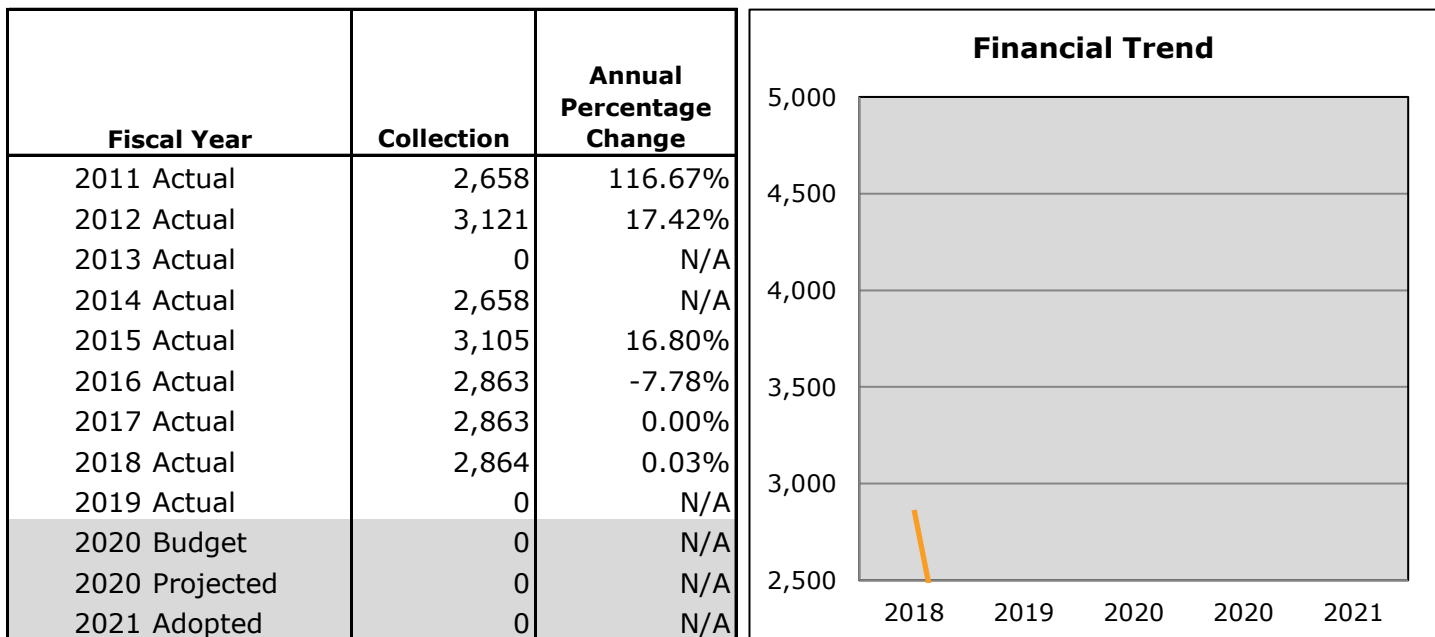
Resident Contribution - Willow Hills NID

General Ledger Codes: 45-00-4800-0000	Legal Authority: Municipal Ordinance: n/a State Statute: n/a
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Revenue Description

Residential Contribution - Willow Hills NID - In 2007, the City worked with Cass County to form a County Neighborhood Improvement District (NID) to improve the roads in the Willow Hills subdivision. Residents, along with Cass County, contributed to the cost of the project. Some residents chose to pay their contribution in one lump sum immediately after the improvement, while others pay an annual assessment to Cass County which is remitted by the County to the City.

FY18 projected revenues are based on actual receipts and are the last year of the contract.



Transfer In from General Fund

General Ledger Codes: 45-00-4901-0000	Legal Authority: Municipal Ordinance: n/a State Statute: n/a
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Revenue Description

In FY12 the Council approved the transfer of \$200,000 from the General Fund to the Capital Improvement Fund for the use for planning, design or construction of a future activity center.

The FY16 transfer is for the following projects:

\$262,752 Initial Pre-design MAC gym

\$274,000 Additional Municipal land purchase

FY17 transfer was for the following project:

\$301,500 Railroad business car and later earmarked for GO Contingency funds

FY18 transfer is for the following project:

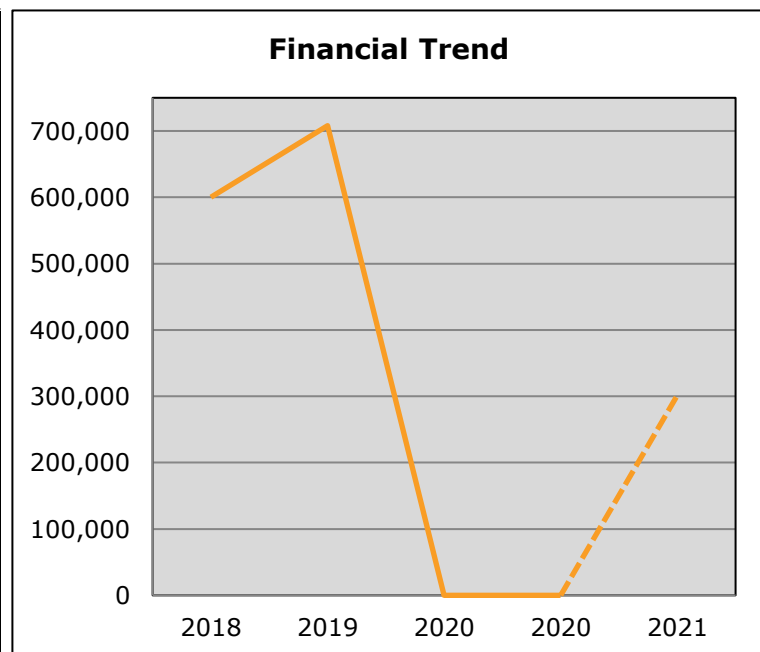
\$600,000 GO Project Support (additional funding)

FY19 transfer is for the following project:

\$500,000 Common Post Vehicle

\$150,000 Madison St Trail Improvements

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	0	NA
2012 Actual	200,000	NA
2013 Actual	0	N/A
2014 Actual	0	N/A
2015 Actual	0	N/A
2016 Actual	536,752	N/A
2017 Actual	301,500	-43.83%
2018 Actual	600,000	99.00%
2019 Actual	708,000	18.00%
2020 Budget	0	N/A
2020 Projected	0	N/A
2021 Adopted	301,362	N/A



Transfer In from Restricted Revenue Fund

General Ledger Codes: 45-00-4904-0000	Legal Authority: Municipal Ordinance: n/a State Statute: n/a
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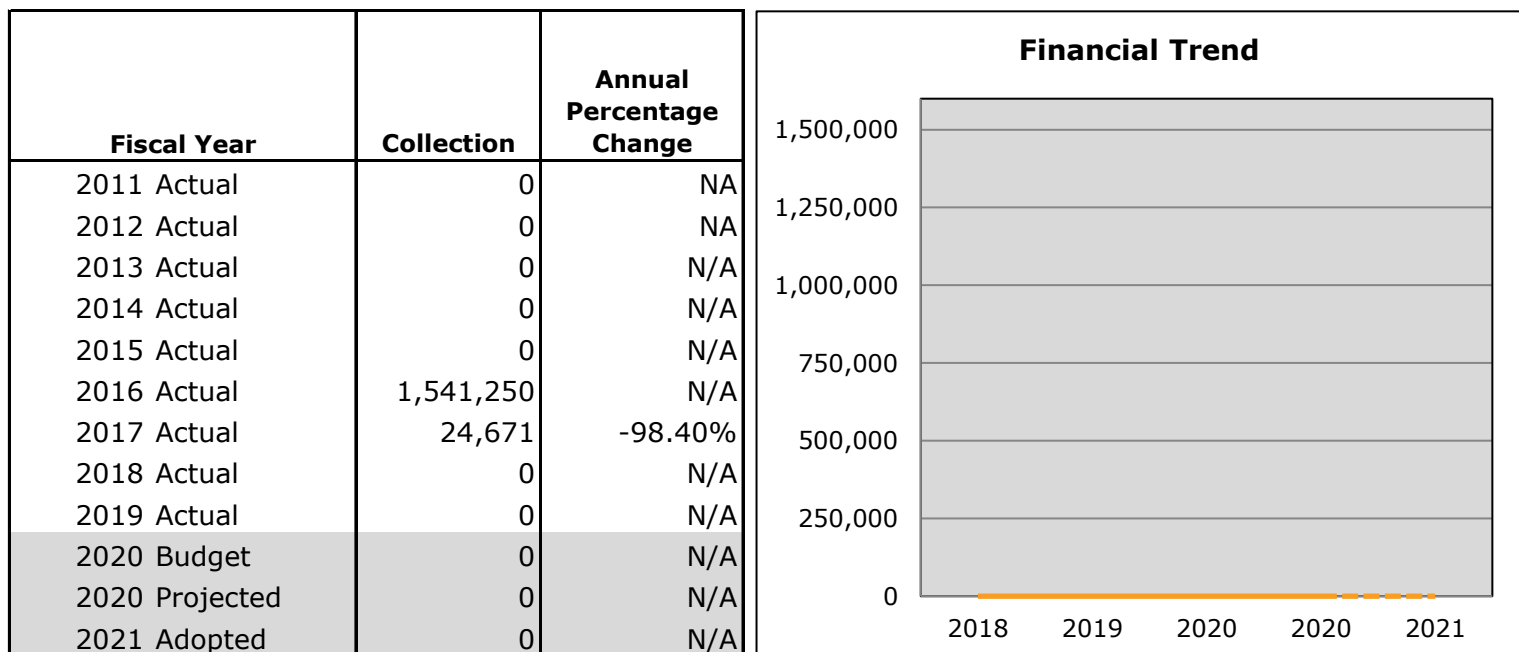
Revenue Description

In FY14 the Council approved the transfer of \$1,000,000 from the General Fund, and \$41,250 from the Parks Sales Tax Fund to the Restricted Revenue Fund to set aside funds to use for planning, design or construction of a future activity center. In FY 2015 the Council approved an additional transfer of \$500,000, accumulating a total balance of \$1,541,250 in the Restricted Revenue Fund to be used for a future center.

The FY 2016 includes a transfer from the Restricted Revenue Fund for the full \$1,541,250 to be used for the Municipal Circle Center.

The FY17 transfer is for the previously paid street light fees associated with the new street light project.

There are no budgeted transfers for FY20.



STORMWATER SALES TAX FUND

The City of Raymore Stormwater Sales Tax Fund (46), established in 1998, is used to fund capital projects associated with the City's storm sewer system.

REVENUES

The City imposes a sales tax of one-half percent (0.5%) for the purpose of providing funding for stormwater control and local parks, with an established formula set for the distribution of monies received. The Stormwater Sales Tax Fund and Parks Sales Tax Fund each receive 40% of the monies received from this tax, and the remaining 20% is subject to the annual budgeting process. For FY 2021 it is budgeted to allocate 5% to the Stormwater Fund between the funds.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
2021 Annual Curb Replacement Program	0	0	0	\$200,000	\$200,000
Silver Lake Circle Groundwater Diversion	0	0	0	\$125,000	\$125,000
Total	0	0	0	\$325,000	\$325,000



Annual Curb Replacement Program

Cost (total): \$200,000

The City is in the midst of a multi-year program to address curb deterioration. The proposed FY 2021 and future funding from both the Transportation and Storm Water Funds will provide for removal and replacement of approximately 20,000 feet of curb and gutter at various locations each year.

The concrete curb and gutter has deteriorated in many areas throughout the City. In 2012, Engineering staff completed a condition survey of curb and gutter throughout the city and that survey is being updated during the summer and fall of 2016. The cost of the replacement program is being borne by both the Storm Water and Transportation Funds in recognition of the fact that curbs serve both as a road support device and as a storm water conveyance measure.

Operating Cost: Estimated reduction in maintenance costs of \$750 per fiscal year. The replacement now significantly extends the useful life of the curbs. This will provide a cleaner stormwater environment.



Silver Lake Circle Groundwater Diversion

Cost (total): \$125,000

This project involves the installation of a pipe along Silver Lake Circle to collect sump pump discharges. Several homes in the vicinity of the Silver Lake Circle/Lancaster intersection have sump pumps that discharge year round. This causes significant icing problems in the winter and has severely damaged the pavement at the intersection.

Operating Cost: No anticipated additional costs.

Stormwater Sales Tax (46)

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 CM Proposed	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Fund Balance									
Beginning of Year	91,745	221,226	250,398	267,926	244,749	199,223	340,275	479,690	642,122
Revenue									
Taxes									
Sales Tax (40% of 1/2 cent)									
Council Determined	497,968	508,993	506,583	514,653	516,714	521,882	527,100	532,371	537,695
Refunds & Reimbursements	124,492	127,248	126,646	128,663	64,589	129,179	130,470	131,775	133,093
Interest	65,807	15,878	15,878	16,648	16,648	15,037	15,037	15,037	15,037
Transfers In	2,875	6,141	4,382	3,395	3,395	2,490	4,253	5,996	8,027
	0	0	0	0	0				
Total Revenue	691,142	658,260	653,489	663,359	601,347	668,587	675,861	685,180	693,851
Total Fund Bal & Revenues	782,887	879,485	903,887	931,285	846,095	867,811	1,017,136	1,164,869	1,335,974
Expenditures									
Debt Service									
General Fund Transfer	21,856	21,856	22,208	21,536	21,872	21,536	23,184		
Misc Stream Clean ups	285,209	285,209	295,000	295,000	300,000	306,000	314,262	322,747	331,461
Blue Education Program	1,414	1,414	-	-	-				
			-	-	-				
Capital Projects (Budgeted / reconciled)									
Annual Curb Replacement	77,691	200,000	300,000	300,000	200,000	200,000	200,000	200,000	200,000
Permeable Pavers Crosswalks	114,465								
N Washington St. Culvert Replacement	33,000								
Storm Culvert Replacement - complete	28,026								
Culvert Replacement		33,666							
Storm/Sanitary Sewer Camera		54,415							
Shadowood Settlement Investigation		15,000							
Silvertop Lane Bridge Wing Walls			25,000	25,000					
Culvert Replacement Aspen & Olive/Jefferson			20,000	20,000					
Crest Drive Inlet Replacement			25,000	25,000					
Silver Lake Circle groundwater diversion					125,000				
Total Expenditures	561,661	611,560	687,208	686,536	646,872	527,536	537,446	522,747	531,461
Fund Balance (Gross)	221,226	267,926	216,679	244,749	199,223	340,275	479,690	642,122	804,513
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	221,226	267,926	216,679	244,749	199,223	340,275	479,690	642,122	804,513

Stormwater Sales Tax

General Ledger Code:

46-00-4110-0000
46-00-4115-0000
46-00-4120-0000

Legal Authority:

Municipal Code: Section 145.040
State Statute:

Revenue Description

Stormwater Sales Tax – A tax of one-half of one percent (0.5%) is collected by the City for the purpose of providing funding for storm water control and local parks.

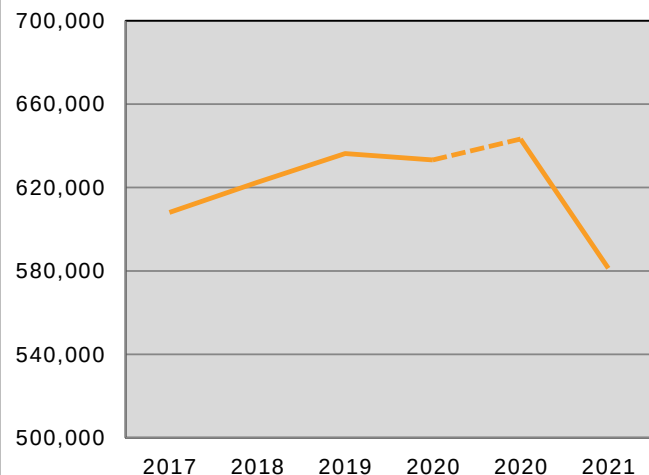
In 2012 the Missouri Supreme Court invalidated out-of-state sales tax collection on motor vehicles for any jurisdiction that had not adopted a use tax. Raymore does not currently have a use tax. In 2013 a statute was enacted that restored this source as a sales tax, at least temporarily. Cities were given until the deadline date of November, 2016 to put before the voters a measure to permanently adopt this sales tax. In 2016 the legislation was passed to extend this deadline to 2018. In August of 2016 Raymore voters allowed this sales tax to remain in place.

The FY20 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY21 revenue is conservatively based on FY20 projections.

The City Code provides that the Park Sales Tax Fund and the Stormwater Sales Tax Fund shall each receive 40% of the revenue from this tax, and the remaining 20% shall be distributed to each fund at the discretion of the City Council during the annual budgeting process. For FY 2021, the City Manager proposes that the Stormwater Sales Tax Fund receive 5% of that distribution and the remaining 15% be distributed to the Park Sales Tax Fund.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	458,973	0.55%
2012 Actual	458,675	-0.06%
2013 Actual	469,419	2.34%
2014 Actual	456,547	-2.74%
2015 Actual	580,751	27.21%
2016 Actual	589,692	1.54%
2017 Actual	608,101	3.12%
2018 Actual	622,460	2.36%
2019 Actual	636,241	2.21%
2020 Budget	633,229	1.73%
2020 Projected	643,317	1.11%
2021 Adopted	581,304	-8.20%

Financial Trend



PARKS SALES TAX FUND

The City of Raymore Park Sales Tax Fund (47), established in 1998, is used to fund those capital projects associated with the purchase of land and expansion and enhancement of the City's park system.

REVENUES

The City imposes a sales tax of one-half percent (0.5%) for the purpose of providing funding for stormwater control and local parks, with an established formula set for the distribution of monies received. The Stormwater Sales Tax Fund and Parks Sales Tax Fund each receive 40% of the monies received from this tax, and the remaining 20% is subject to the annual budgeting process. For FY 2021 it is budgeted to allocate 15% to the Parks Fund.



FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
Hawks Nest Playground	0	0	0	\$150,000	\$150,000
T.B. Hanna Station Sitework	0	0	0	\$225,000	\$225,000
Total	0	0	0	\$375,000	\$375,000

T.B. Hanna Station Sitework

Cost (total): \$225,000

This project will finalize improvements at T.B. Hanna Station. Additional projects such as the expanded Ice Rink at the Depot and improvements to the general grading, landscaping and site work associated with the all inclusive sprayground and playground are included.

Operating Cost: No anticipated additional costs.

Hawks Nest Playground

Cost (total): \$150,000

This project commits \$150,000 in matching funds as part of a Land Water Conservation Fund grant through the National Park Service. This grant would help fund a major portion of the inclusive playground planned for Hawk Ridge Park.

Operating Cost: No anticipated additional costs.

Park Sales Tax (47)

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Fund Balance Beginning of Year	124,275	14,207	247,983	257,596	106,001	44,685	112,831	139,005	172,753
Revenue									
Taxes									
Sales Tax (40% of 1/2 cent)	497,968	508,993	506,583	514,653	516,714	521,882	527,100	532,371	537,695
Additional - Council Determined	124,492	127,248	126,646	128,663	193,768	195,706	197,663	199,639	201,636
Less: TIF EATS Transfer			0	0	0	0	0	0	0
Interest	4,280	4,748	3,100	3,202	3,202	559	1,410	1,738	2,159
Bond funds closed									
Bond Interest-2007-GO									
Miscellaneous Revenue	20,000								
Transfers from General Fund	10,000								
Transfers from Restricted Revenue Fund									
Total Revenue	656,740	640,989	636,328	646,519	713,684	718,146	726,173	733,748	741,490
Total Fund Bal & Revenues	781,015	655,196	884,311	904,115	819,685	762,831	839,005	872,753	914,243
Expenditures									
Debt Service									
Misc.									
Restricted Revenue Transfer - Future Civic Center									
Transfer to Park Fund for Operations	350,000	350,000	375,000	375,000	400,000	350,000	350,000	350,000	350,000
Transfer to Park Fee in Lieu Fund									
Capital Improvement Transfer									
Capital Projects (Budgeted / reconciled)									
Memorial Park Playground Improvements	(7,887)	48,000							75,000
Memorial Park West Parking Lot Expansion									
Park Maintenance Building Apron		15,403							
Hawk Ridge Park Phase (I-a) Trail Construction - Enc/GOB		90,000							
Recreation Park Ballfield Lights field #1 &2	(3,853)								
Ward Park Shelter House	55,000	8,920							
Recreation Park Pedestrian Bridge Replacements	210,000	(195,878)							200,000
Recreation Park Picnic Pavilion							300,000		
Dog Park									
Recreation Pond Rehabilitation	10,000	71,155							
Recreation Park Playground Replacement - Age 2-5						300,000			
Concession Stand Internet Connectivity w/ WIFI	18,000								
Pedestrian Safety Enhancements	101,554								
Park Restroom Enhancements	6,118								
Hawk's Nest Playground					150,000				
Parks Maintenance Facility Improvements	20,000								
Memorial Park Arboretum Light Replacement		30,000		15,114					
T.B. Hanna Station Phase 2								350,000	
T.B. Hanna Park Landscaping Earthwork		50,000		50,000			50,000		
Recreation Park Baseball Complex Scoreboards									
Raymore Arboretum									
Recreation Park Playground Replacement - Age 5-12	7,875			300,000					
Johnston Lake Fountain				25,000					
Recreation Park Trail Gap & Crosswalk				33,000					
T.B. Hanna Station Site Work					225,000				100,000
Concession Rod repairs & paint (baseball/soccer)									
Total Expenditures	766,807	397,600	813,000	798,114	775,000	650,000	700,000	700,000	725,000
Fund Balance (Gross)	14,207	257,596	71,311	106,001	44,685	112,831	139,005	172,753	189,243
Less: Restricted Balance ()									
Available Fund Balance	14,207	257,596	71,311	106,001	44,685	112,831	139,005	172,753	189,243

Park Sales Tax

General Ledger Code:

47-00-4110-0000
47-00-4120-0000

Legal Authority:

Municipal Code: Section 145.040
State Statute:

Revenue Description

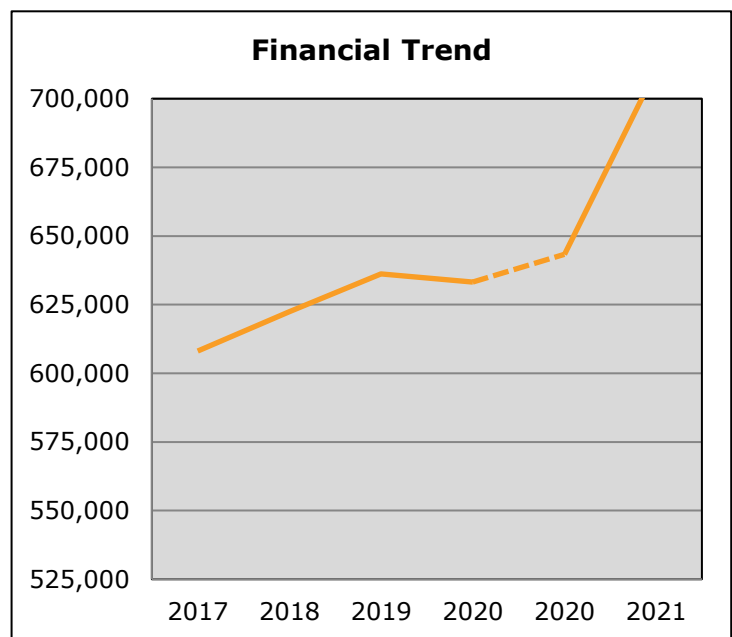
Park Sales Tax – A tax of one-half of one percent (0.5%) is collected by the City for the purpose of providing funding for storm water control and local parks.

In 2012 the Missouri Supreme Court invalidated out-of-state sales tax collection on motor vehicles for any jurisdiction that had not adopted a use tax. Raymore does not currently have a use tax. In 2013 a statute was enacted that restored this source as a sales tax, at least temporarily. Cities were given until the deadline date of November, 2016 to put before the voters a measure to permanently adopt this sales tax. In 2016 the legislation was passed to extend this deadline to 2018. In August of 2016 Raymore voters allowed this sales tax to remain in place.

The FY20 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY21 revenue is conservatively based on FY20 projections.

The City Code provides that the Park Sales Tax Fund and the Stormwater Sales Tax Fund shall each receive 40% of the revenue from this tax, and the remaining 20% shall be distributed to each fund at the discretion of the City Council during the annual budgeting process. For FY 2021, the City Manager proposes the Park Sales Tax Fund receive 15% of that distribution and the remaining 5% be distributed to the Stormwater Sales Tax Fund.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	460,738	7.78%
2012 Actual	458,675	-0.45%
2013 Actual	469,419	2.34%
2014 Actual	678,599	44.56%
2015 Actual	580,751	-14.42%
2016 Actual	589,692	1.54%
2017 Actual	608,101	3.12%
2018 Actual	622,460	2.36%
2019 Actual	636,241	2.21%
2020 Budget	633,229	-0.47%
2020 Projected	643,317	1.11%
2021 Adopted	710,482	9.45%



Transfer from General Fund

General Ledger Code:
47-00-4901-0000

Legal Authority:
Municipal Code: Section 145.040
State Statute:

Revenue Description

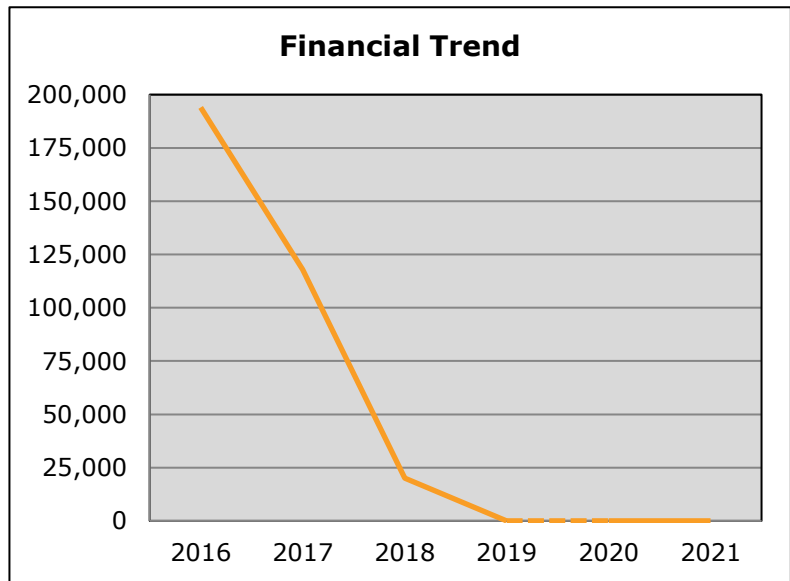
FY17 transfer were directed by the Council for the following projects:

\$ 92,000 Trail workout equipment
\$ 18,000 Concession Stand Internet Connectivity w/ WIFI
\$110,000

FY18 transfer was directed by the Council for the following project:

\$20,000 Parks Maintenance Facility Improvements

Fiscal Year	Collection	Annual Percentage Change
2010 Actual	805	NA
2011 Actual	115,000	14178.80%
2012 Actual	0	-100.00%
2013 Actual	148,700	N/A
2014 Actual	40,459	-72.79%
2015 Actual	0	N/A
2016 Actual	194,000	N/A
2017 Actual	118,000	-39.18%
2018 Actual	20,000	-83.05%
2019 Actual	0	N/A
2020 Budget	0	N/A
2021 Adopted	0	#DIV/0!





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PARKS GO BOND FUND

The City of Raymore Parks General Obligation Bond Fund (47.38), established in 2007, is used to fund those capital projects associated with the expansion, enhancement, and major maintenance of the City's park system funded through the use of general obligation bond funds.

REVENUES

Revenues are received through the issuance of voter approved bonds specifically designated for park improvements. In April 2016, the citizens voted to

approve the issuance of \$6,750,000 for the purpose of acquiring, constructing, improving, renovating and equipping the park and recreation system within the City including, without limitation, Hawk Ridge Park amenities, including an amphitheater, spray water park/ice rink at T.B Hanna Station Park, replacing existing park house rental space at Recreation Park with an activity building with a gymnasium and recreation amenities and improving the Municipal Circle community meeting center (planned to be constructed in part using other City funds) with additional classroom space, meeting areas and outdoor gathering areas.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
	0	0	0	0	0
Total	0	0	0	0	0



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WATER CONNECTION FEE FUND

The City of Raymore Water Connection Fee Fund (52), established in 2002, is used to fund those capital projects associated with the expansion of the city's water supply system as well as to take on enhancements to the existing system to support new development. To a limited degree, this fund may be used for major maintenance projects associated with the existing system. Projects have been identified in the City's Water Master Plan.

REVENUES

The Water Connection Fee Fund has as its primary source of revenue those fees which are charged for the connection of new water service for residential and commercial locations. A second source of revenue for this fund includes both revenue and general obligation bonds which may be approved and issued by the City of Raymore.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
None	0	0	0	0	0
Total	0	0	0	0	0

Water Connection Fee Fund (52)

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Fund Balance									
Beginning of Year	1,272,755	1,869,279	1,218,974	1,485,394	1,725,049	1,826,469	1,921,054	2,089,735	2,263,558
Revenue									
Interest	22,610	47,060	21,332	21,590	21,590	22,831	24,013	26,122	28,294
Connection Fees-Residential	566,049	295,192	202,555	352,907	238,300	230,274	233,153	236,067	239,018
Connection Fees-Commercial	12,096	3,722		23,495					
Transfers In from Enterprise Fund									
Total Revenue	600,755	345,974	223,887	397,992	259,890	253,105	257,166	262,189	267,313
Total Fund Bal & Revenues	1,873,510	2,215,253	1,442,861	1,883,386	1,984,939	2,079,574	2,178,220	2,351,924	2,530,871
Expenditures									
Debt Service									
Water District #10 Payment			88,337	88,337	88,471	88,520	88,485	88,366	88,162
			70,000	70,000	70,000	70,000			
Capital Projects (Budgeted / reconciled)									
Gore Road Water and Main Meter Station - complete	4,231								
Star Drive Water Main		29,859							
Sensus Water Meters		700,000							
Total Expenditures	4,231	729,859	158,337	158,337	158,471	158,520	88,485	88,366	88,162
Fund Balance (Gross)	1,869,279	1,485,394	1,284,524	1,725,049	1,826,469	1,921,054	2,089,735	2,263,558	2,442,709
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	1,869,279	1,485,394	1,284,524	1,725,049	1,826,469	1,921,054	2,089,735	2,263,558	2,442,709

Water Connection Fees

General Ledger Code:

52-00-4670-0000

52-00-4680-0000

Legal Authority:

Municipal Code: Section 705.030-705.030

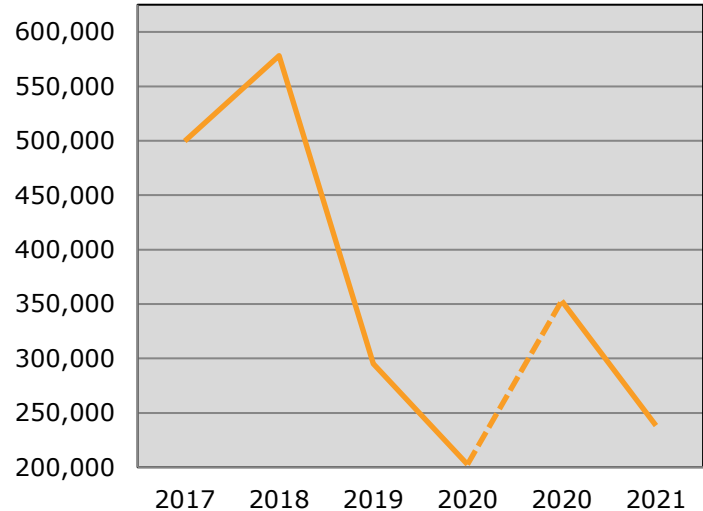
State Statute: n/a

Revenue Description

The City of Raymore imposes a fee for new connections to the City's water system. This fee is payable prior to approval of a new water service connection. Funds collected are used for the purpose of offsetting actual costs incurred by the City in undertaking water facilities projects (including master planning, engineering, legal, administration, construction inspection, construction of facilities, land acquisition and testing) or for financing directly as a pledge against bonds, revenue certificates and other obligations of indebtedness, the costs of water facilities projects. The calculation of the connection fee is according to the City's Schedule of Fees, with a base of \$2,383 per connection. Total FY2021 revenue is based on 100 new permits.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	91,265	-21.32%
2012 Actual	149,284	63.57%
2013 Actual	237,784	59.28%
2014 Actual	240,852	1.29%
2015 Actual	300,259	24.67%
2016 Actual	422,845	40.83%
2017 Actual	499,562	18.14%
2018 Actual	578,145	15.73%
2019 Actual	295,192	-48.94%
2020 Budget	202,555	-64.96%
2020 Projected	352,907	74.23%
2021 Adopted	238,300	-32.48%

Financial Trend





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SEWER CONNECTION FEE FUND

The City of Raymore Sewer Connection Fee Fund (53), established in 2002, is used to fund those capital projects associated with the expansion of the city’s sanitary sewer system as well as to support enhancements to the existing system to support new development. To a limited degree, this fund may be used for major maintenance projects associated with the existing system. Projects have been identified in the City’s Sanitary Sewer Master Plan.

REVENUES

The Sewer Connection Fee Fund has as its primary source of revenue those fees which are charged for the connection of new sewer service for residential and commercial locations. A second source of revenue for this fund includes both revenue and general obligation bonds which may be approved and issued by the City of Raymore.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
	0	0	0	0	0
Total	0	0	0	0	0

Sewer Connection Fee Fund (53)

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Adopted	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Fund Balance Beginning of Year	1,464,896	1,735,669	980,990	1,087,988	367,104	415,633	557,960	703,208	851,496
Revenue									
Interest			0	0	0	0	0	0	0
Connection Fees-Residential	354,511	179,470	116,450	255,453	137,000	230,847	233,733	236,654	239,613
Connection Fees-Commercial	10,762	3,111	0	7,000	0	0	0	0	0
Total Revenue	365,273	182,581	116,450	262,453	137,000	230,847	233,733	236,654	239,613
Total Fund Bal & Revenues	1,830,169	1,918,250	1,097,440	1,350,441	504,104	646,480	791,693	939,862	1,091,109
Expenditures									
Debt Service			88,337	88,337	88,471	88,520	88,485	88,366	88,162
Capital Projects (Budgeted / reconciled)									
I&I Reduction									
24" Main to Owen Good Lift Station - complete									
Grand River East Relief									
Grand River West Relief - complete									
Madison Street Relief - complete									
Owen Good Lift Station - complete									
Inflow and Infiltration - complete									
Waste Water Master Plan Update									
Southwest Interceptor No. 1									
Alexander Creek Interceptor - complete									
Hwy 58 Emergency Repairs									
Lift Station Emergency Generators	94,500	(19,738)							
Owen Good Force Main Repairs		350,000							
Harold Estates Sanitary Sewer Extension		500,000		450,000					
Upgrade SCADA System			70,000	70,000					
Willowwind Sewer Connection			375,000	375,000					
Total Expenditures	94,500	830,262	533,337	983,337	88,471	88,520	88,485	88,366	88,162
Fund Balance (Gross)	1,735,669	1,087,988	564,103	367,104	415,633	557,960	703,208	851,496	1,002,947
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	1,735,669	1,087,988	564,103	367,104	415,633	557,960	703,208	851,496	1,002,947

Sewer Connection Fees

General Ledger Code: 53-00-4650-0000 53-00-4651-0000	Legal Authority: Municipal Code: Section 710.430 State Statute: n/a
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Revenue Description

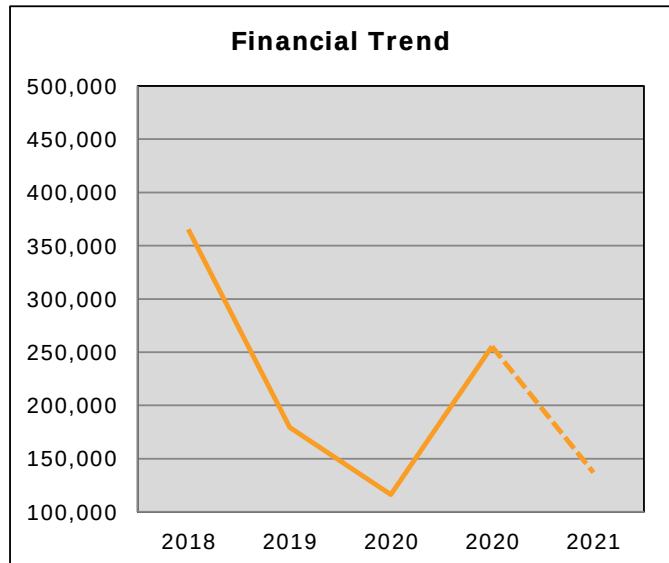
A sewer connection fee is imposed upon new connections to the City's sewer system. The sewer connection fees shall be charged as follows:

Residential (single-family and multiple-family) sewer connection fees are charged a sewer connection fee of \$48.00 for each trap, with a minimum charge of \$1,370.00. Multiple drains served by a single faucet shall be considered (1) trap. (Most residential have more than one trap).

Commercial and industrial sewer connection fees are charged a sewer connection fee of \$61.00 for each trap, with a minimum charge of \$2,326.00.

The Fiscal Year 2021 projected revenue is based on current housing permits and an estimated 100 traps.

Fiscal Year	Collection	Annual Percentage Change
2011 Actual	122,571	-12.19%
2012 Actual	148,078	20.81%
2013 Actual	215,424	45.48%
2014 Actual	160,870	-25.32%
2015 Actual	204,999	27.43%
2016 Actual	280,028	36.60%
2017 Actual	336,822	20.28%
2018 Actual	365,273	8.45%
2019 Actual	179,470	-50.87%
2020 Budget	116,450	-68.12%
2020 Projected	255,453	119.37%
2021 Adopted	137,000	-46.37%



ENTERPRISE CAPITAL MAINTENANCE FUND

The City of Raymore Enterprise Capital Maintenance Fund (54), established in Fiscal Year 2010, is used to fund those capital projects associated with major capital maintenance to the City's existing water and sewer infrastructure.

REVENUES

In Fiscal Year 2011, revenues associated with this fund were the direct results of transfers from the Enterprise Fund (50) for specific projects identified as necessary in the short term. Fiscal Year 2012 began the practice of transferring from the Enterprise Fund (50) in amount equivalent to 1% of the total value of the water and sewer infrastructure of the City. In 2015 the annual amount was reduced to help offset the cost of service for the Enterprise Fund. This amount will be slowly increased over the next five years to the full 1% contribution.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2021 Budget	Total Available
Inflow and Infiltration Reduction	0	0	0	\$132,458	\$132,458
Hydrant Replacement	0	0	0	\$146,880	\$146,880
Owen Good Force-main Condition Analysis	0	0	0	\$95,000	\$95,000
Owen Good Lift Station Improvements	0	0	0	\$70,000	\$70,000
Owen Good Door Access & Security Cameras	0	0	0	\$30,000	\$30,000
Owen Good Security Gates	0	0	0	\$15,000	\$15,000
Total	0	0	0	\$489,338	\$489,338

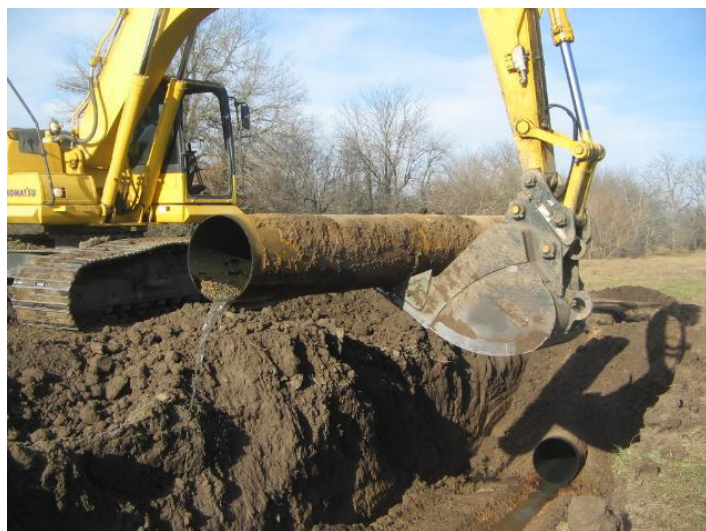
Sanitary Sewer Inflow & Infiltration Reduction

Cost (total) \$132,458

This project involves relining of sewer mains, sealing of manholes and other actions to eliminate the infiltration of clean water entering the sanitary sewer system.

Clean water entering the sanitary sewer system results in increased costs due to the need to have larger pump stations and having pumps run more often than necessary, thereby increasing utility costs. In addition, the increased inflow/infiltration increases treatment costs for treatment by the Little Blue Valley Sewer District (LBVSD). The City has committed to LBVSD to make substantial efforts to reduce inflow and infiltration. The 2004 Sanitary Sewer Master Plan identified areas of significant inflow and infiltration throughout the city. This project will continue the City's longstanding annual program to alleviate inflow and infiltration in identified areas..

Operating Cost: Estimated additional annual savings of \$30,000. This maintains an overall systematic approach to maximize our maintenance dollars, as well as provide a clean safe sanitary system.



Owen Good Force-main Condition Analysis

Cost (total) \$95,000

This inspection will provide a condition analysis of the Owen Good Force-main from the pump station at 195th Street to the point where the flow transitions from pressure to gravity flow at the Mazuma Credit Union.

This type of inspection was last performed in 2011. At that time a number of areas showed signs of diminished pipe wall thickness which over time could lead to leaks in the pipe. This study will identify if the condition of the main has remained stable or if there are areas where repairs or replacement are needed.

Operating Cost: No anticipated additional costs.



Hydrant Replacement

Cost (total) \$146,880

This project involves the replacement of 15 water hydrants at various locations throughout the city. During routine hydrant flushing and maintenance, these hydrants were found to be in need of replacement.

Operating Cost: No anticipated additional costs.



Owen Good Lift Station Improvements

Cost (total) \$70,000

This project involves removing sediment from the wet well at the Owen Good Lift Station and the installation of a mixer to keep the sediment in suspension rather than settling in the wet well. It will also provide for a pump repair kit.

Over time sediment has accumulated in the bottom of the wet well which has reduced the space between the bottom of the well and the pumps. When the pumps are operated at higher speeds this lack of space leads to turbulence in the wet well, which leads to premature failure of the pump impellers.

When pumps are in need of repair it can take several weeks or longer to obtain the necessary repair parts from the manufacturer. Purchasing a repair kit will greatly reduce the time a pump is out of service.

Operating Cost: No anticipated additional costs.

Owen Good Security Gates

Cost (total) \$15,000

This project involves the installation of equipment needed to add the existing security gate at the Owen Good lift station to the door access control system. The security gate at Owen Good lift station is a pin number system which is not reliable as numbers can be given out to anyone. Also, staff states that when the current system gets water in the controller the system does not work. By adding this gate to the door access system this will eliminate these issues.

Operating Cost: No anticipated additional costs.



Owen Good Access & Security Camera System

Cost (total) \$30,000

This project involves the installation of equipment needed to add 2 buildings to the door access system and the addition of security cameras at the Owen Good lift station. Issues with access to the Owen Good facility. Current keyed system does not allow for known access plus there are currently no security cameras at the facility. These items would supply information of access to the facility in real time and recorded data.

Operating Cost: There will be an on-going cost of \$720 a year for Verizon Wireless connection.

Enterprise Capital Maintenance Fund (54)

Fund Balance Beginning of Year	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Revenue	152,254	329,386	423,374	321,035	668,586	800,026	1,124,439	1,446,517	1,766,086
Interest									
Transfers In from Enterprise Fund	31,259	50,614	7,409	20,778	20,778	10,000	14,055	18,081	22,076
Transfers In from General Fund	540,099	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Revenue	571,358	650,614	607,409	620,778	620,778	610,000	614,055	618,081	622,076
Total Fund Bal & Revenues	723,612	980,000	1,030,783	941,813	1,289,364	1,410,026	1,738,495	2,064,599	2,388,162
Expenditures									
Misc	19,852								
Capital Projects (Budgeted / reconciled)									
Inflow and Infiltration Reduction - current and future			129,227	129,227	132,458	135,769	139,164	142,643	146,209
Inflow and Infiltration Reduction - prior year's projects	100,062	126,075							
Silvertop Sewer Replacement	62								
Sensus Meter System	150,000								
Owen Good Force Main Analysis	94,250								
Owen Good Overflow Valve Replacement	30,000								
Owen Good Force Main Repairs		350,000							
Evan Brook Sewer Repair		16,475							
Storm/Sanitary Sewer Camera		54,415							
Hydrant Replacement		112,000	144,000	144,000	146,880	149,818	152,814	155,870	158,988
Owen Good Force Condition Analysis					95,000				
Owen Good Lift Station Improvements					70,000				
Owen Good Door Access & Security Cameras					30,000				
Owen Good Security Gate					15,000				
Total Expenditures	394,226	658,965	273,227	273,227	489,338	285,587	291,978	298,513	305,196
Fund Balance (Gross)	329,386	321,035	757,556	668,586	800,026	1,124,439	1,446,517	1,766,086	2,082,965
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	329,386	321,035	757,556	668,586	800,026	1,124,439	1,446,517	1,766,086	2,082,965

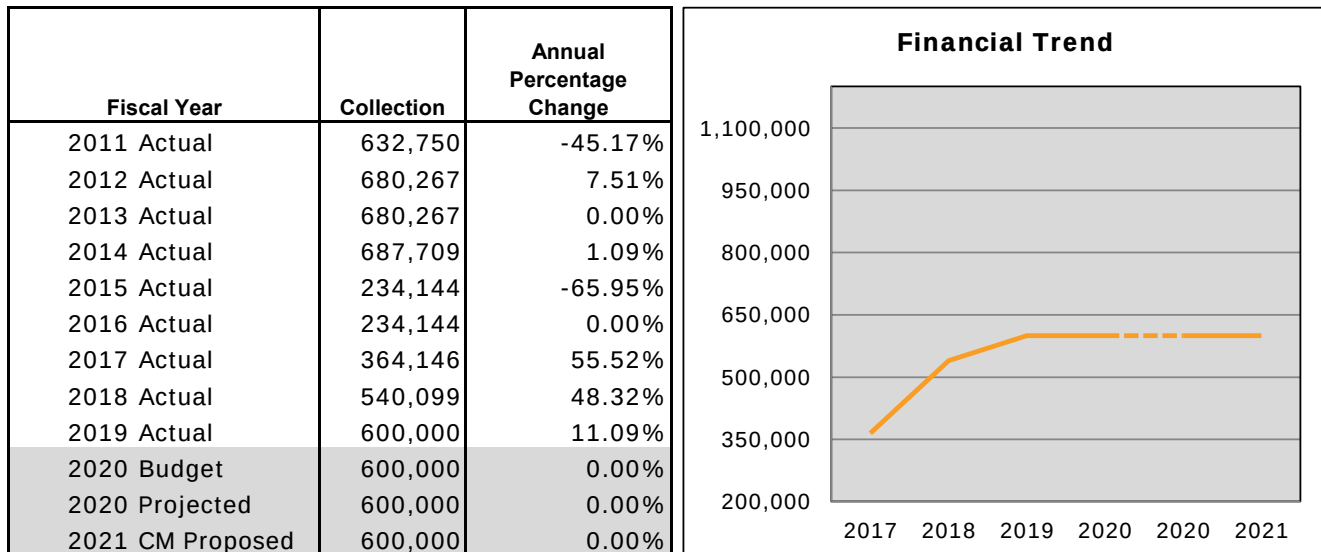
Transfer from Enterprise Fund

General Ledger Code:
54-00-4950-0000

Legal Authority:
Municipal Code: n/a
State Statute: n/a

Revenue Description

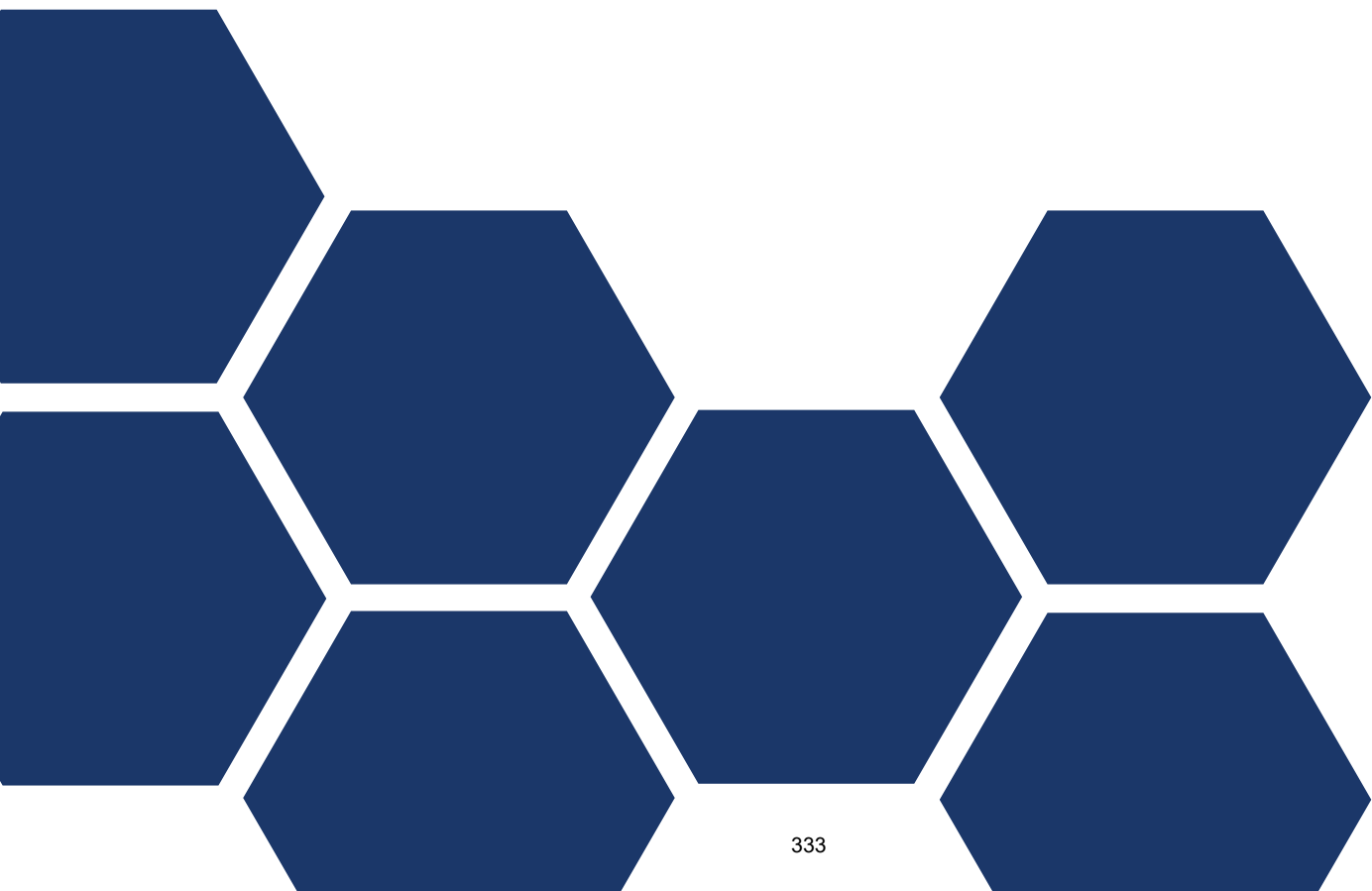
Fiscal Year 2012 began the practice of transferring from the Enterprise Fund (50) an amount equivalent to 1% of the total value of the water and sewer infrastructure of the City. The fund has built up a sizable balance, therefore the transfer has been reduced until larger maintenance items are needed and allowing the funds to remain in the Enterprise Fund to address more immediate needs in that area. In 2015 the annual amount was reduced to help offset the cost of service for the Enterprise Fund. This amount will grow slowly over the next ten years to the full 1% contribution.





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APPENDIX



COMBINED 4 YEAR - STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - CASH BASIS

BUDGET YEAR	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Budget	FY 2020-21 Adopted
Property Taxes	4,101,317	4,305,045	4,660,540	4,800,277
Franchise Taxes	2,247,932	2,141,098	2,171,765	2,205,109
Sales Taxes	8,040,259	7,941,259	8,081,696	8,256,746
Intergovernmental	381,572	389,201	-	-
Fees and Permits	1,557,465	870,069	385,353	440,260
Licenses	133,208	126,863	133,184	123,243
Municipal Court	310,731	369,736	331,047	330,787
Program / Service Fees	8,369,662	8,121,137	7,695,877	7,679,314
Centerview	34,570	51,485	68,725	68,725
Raymore Activity Center	235	153,542	200,350	197,165
Penalties	115,352	126,398	144,551	145,870
Miscellaneous	1,111,013	1,230,344	934,681	710,615
Bond Proceeds & Interest	-	-	-	-
2017 Bond Proceeds - estimated	-	-	-	-
Other Sources / Transfers	3,901,015	3,914,033	2,958,438	3,585,562
Revenues	30,304,331	29,740,210	27,766,207	28,543,673
Administration	952,361	1,133,388	1,336,407	1,345,938
Integrated Technology Systems	422,664	445,831	633,976	615,336
Economic Development	180,691	151,317	193,464	159,934
Development Services	660,929	669,458	690,510	733,110
Engineering	393,907	420,309	421,283	447,538
Streets	802,701	844,295	828,992	825,134
Stormwater	295,631	299,597	310,536	296,391
Buildings and Grounds	285,388	373,436	377,956	354,623
Municipal Court	128,249	122,331	139,454	141,670
Finance	624,343	598,580	632,057	690,877
Communications	279,685	179,544	186,021	198,020
Prosecuting Attorney	21,200	24,000	24,400	24,400
Police	3,911,255	3,991,812	3,934,782	4,120,077
Emergency Management	121,782	126,274	135,805	128,028
Parks	788,392	715,584	827,615	878,859
Recreation	597,230	627,384	365,816	323,139
Centerview	26,651	23,735	90,963	92,782
Raymore Activity Center	3,868	59,106	234,977	227,674
Water & Sewer	6,382,826	6,503,085	5,745,301	5,779,586
Miscellaneous	391,097	1,814	70,500	87,980
Debt Service	3,627,913	3,214,924	3,435,064	3,274,374
Fees	1,449	1,250	3,000	3,000
911 Exp/Communications	-	-	5,000	-
Capital Outlay	133,248	190,362	456,419	470,178
Capital Projects	8,131,289	5,857,873	4,450,227	3,420,200
Capital Projects - GO Bond	-	-	-	-
Transfers Out	3,720,954	3,767,807	2,837,684	3,292,905
Total Expenditures	32,885,703	30,343,096	28,368,209	27,931,752
TTD Expenditures				-
Net Changes in Fund Balance	(2,581,372)	(602,886)	(602,002)	611,921
Percentage change in PY Revenue	-2.67%	-1.86%	-6.64%	2.80%
Percentage change in PY Expenditures	8.22%	-7.73%	-6.51%	-1.54%
Percentage change in PY change of Fund Balance	-445.61%	-76.64%	-0.15%	-201.65%

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - CASH BASIS

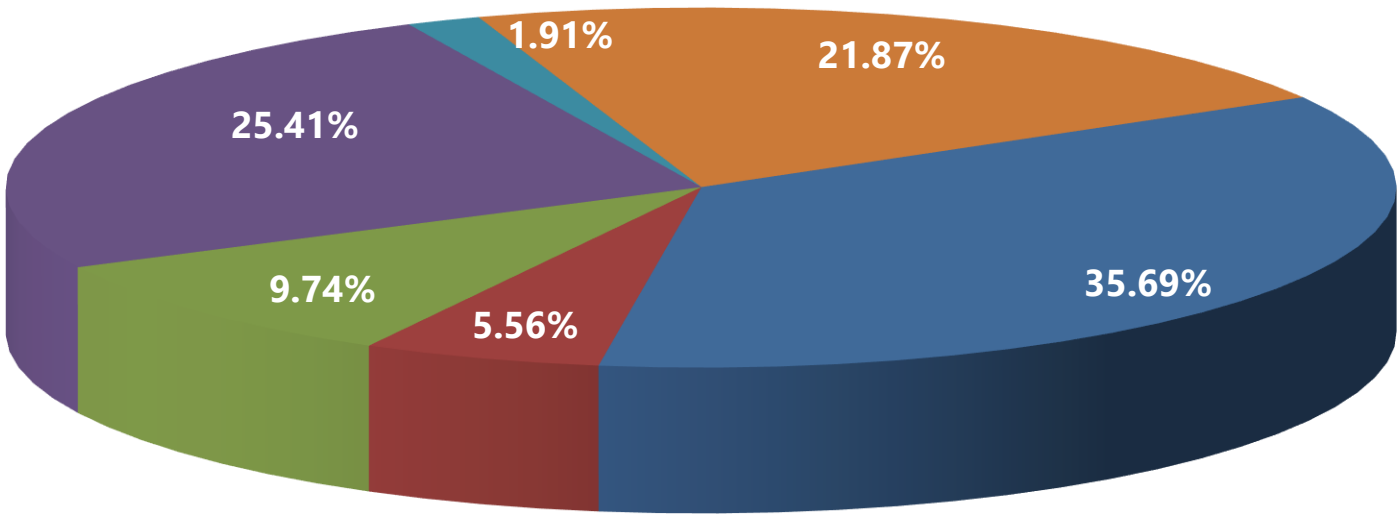
BUDGET YEAR 2020-21	General Fund	Parks Fund	Enterprise Fund	Debt Service Fund	Internal Service Fund	Capital Project Funds	Combined Total Presentation
Fund Balance CASH Beginning of the Year	3,307,534	337,272	1,818,031	2,597,318	2,164,967	5,442,767	15,667,890
Property Taxes	1,627,940	434,873		2,737,464			4,800,277
Franchise Taxes	2,205,109						2,205,109
Sales Taxes	3,574,758	400,000				4,281,988	8,256,746
Intergovernmental					-		-
Fees and Permits	211,305					228,955	440,260
Licenses	123,243						123,243
Municipal Court	327,167				3,620		330,787
Program / Service Fees		317,220	6,986,794			375,300	7,679,314
Centerview		68,725					68,725
Raymore Activity Center		197,165					197,165
Penalties			129,445	16,425			145,870
Miscellaneous	494,233	11,500	52,187	27,216	15,037	110,442	710,615
2017 Bond Proceeds - estimated						-	-
Other Sources / Transfers	1,623,988	156,192	84,525	-	473,770	1,247,087	3,585,562
Revenues	10,187,743	1,585,675	7,252,951	2,781,105	492,427	6,243,773	28,543,673
Administration	1,345,938						1,345,938
Integrated Technology Systems	615,336						615,336
Economic Development	159,934						159,934
Development Services	733,110						733,110
Engineering	447,538						447,538
Streets	825,134						825,134
Stormwater	296,391						296,391
Buildings and Grounds	354,623						354,623
Municipal Court	141,670						141,670
Finance	690,877						690,877
Communications	198,020						198,020
Prosecuting Attorney	24,400						24,400
Police	4,115,077				5,000		4,120,077
Emergency Management	128,028						128,028
Parks		878,859					878,859
Recreation		323,139					323,139
Centerview		92,782					92,782
Raymore Activity Center		227,674					227,674
Water & Sewer			5,779,586				5,779,586
Miscellaneous					17,480	70,500	87,980
Debt Service			-	2,117,723		1,156,651	3,274,374
Fees				3,000			3,000
911 Exp/Communications					-		-
Capital Outlay		-			470,178		470,178
Capital Projects	-	3,500	-			3,416,700	3,420,200
Transfers Out	401,363		1,677,542		44,000	1,170,000	3,292,905
Total Expenditures	10,477,439	1,525,954	7,457,128	2,120,723	536,658	5,813,851	27,931,752
TTD Expenditures							-
Net Changes in Fund Balance	(289,696)	59,721	(204,177)	660,382	(44,231)	429,922	611,921
% of change	9%	-18%	11%	-25%	2%	-8%	-4%
Less: Restricted Balances	-	-	-			-	-
Less: Reserved Balance 20% of Exp	(2,015,215)	(305,191)	(1,371,426)	-	-	-	(3,691,832)
Available Fund Balance - End of Year	1,002,623	91,803	242,428	3,257,700	2,120,736	5,872,689	12,587,979

Combined Revenues by Fund

(Includes interfund transfers and interfund billings)

Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 10,187,743	35.69%
Parks & Recreation	1,585,675	5.56%
Debt Service	2,781,105	9.74%
Enterprise	7,252,951	25.41%
Internal Service Funds - combined	492,427	1.73%
Capital Funds - combined	6,243,773	21.87%
Total Combined Revenues	\$ 28,543,673	100.00%

■ General Fund ■ Parks & Recreation ■ Debt Service ■ Enterprise ■ Internal Service Funds - combined ■ Capital Funds - combined



Combined Revenues by Fund

(Does not include interfund transfers and interfund billings)

Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 8,563,755	34.31%
Parks & Recreation	1,429,483	5.73%
Debt Service	2,781,105	11.14%
Enterprise	7,168,426	28.72%
Internal Service Funds - combined	18,657	0.07%
Capital Funds - combined	4,996,686	20.02%
Total Combined Revenues	\$ 24,958,111	100.00%

■ General Fund

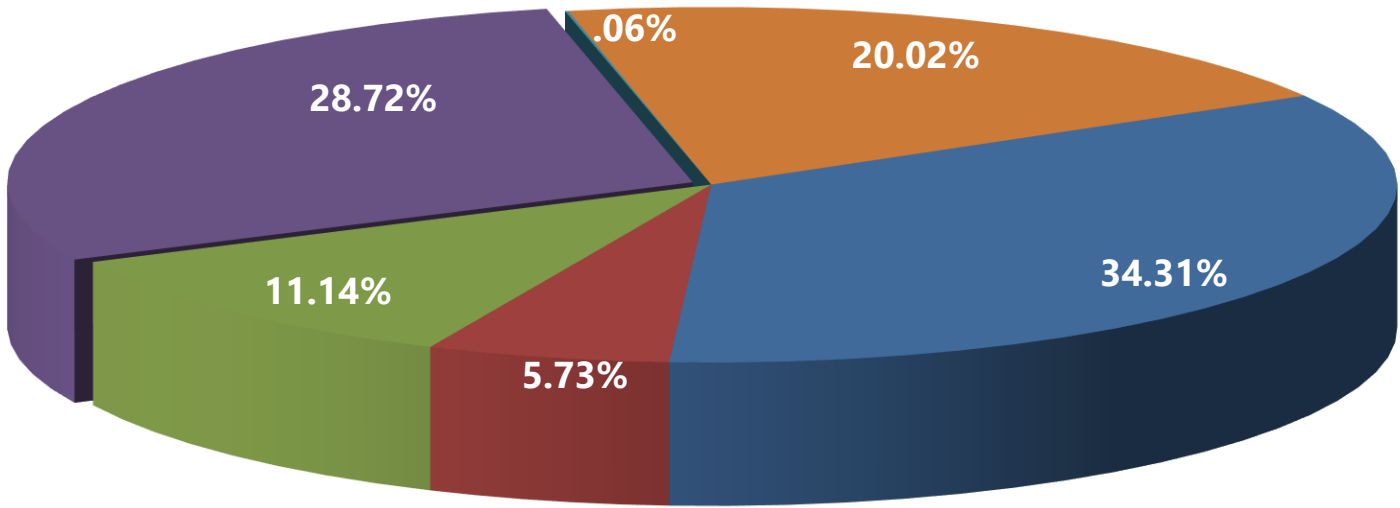
■ Parks & Recreation

■ Debt Service

■ Enterprise

■ Internal Service Funds - combined

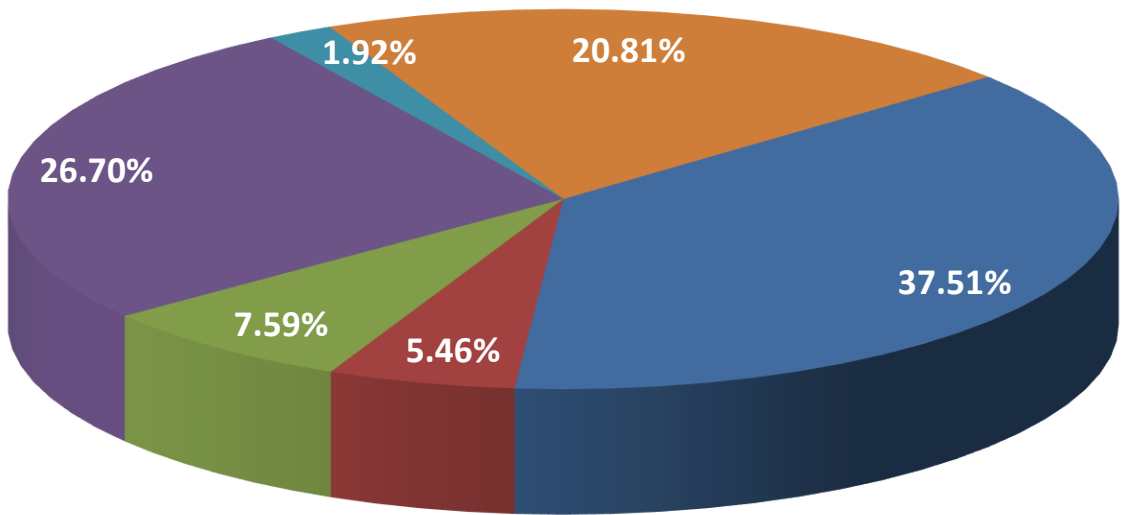
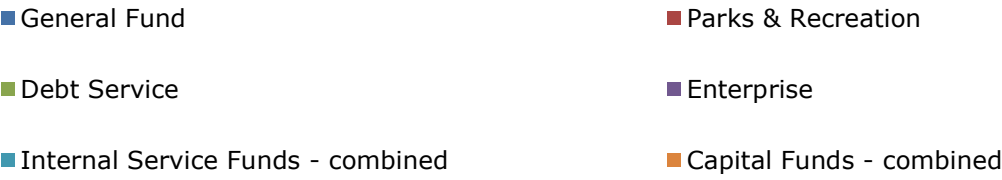
■ Capital Funds - combined



Combined Expenditures by Fund

(Includes interfund transfers and interfund billings)

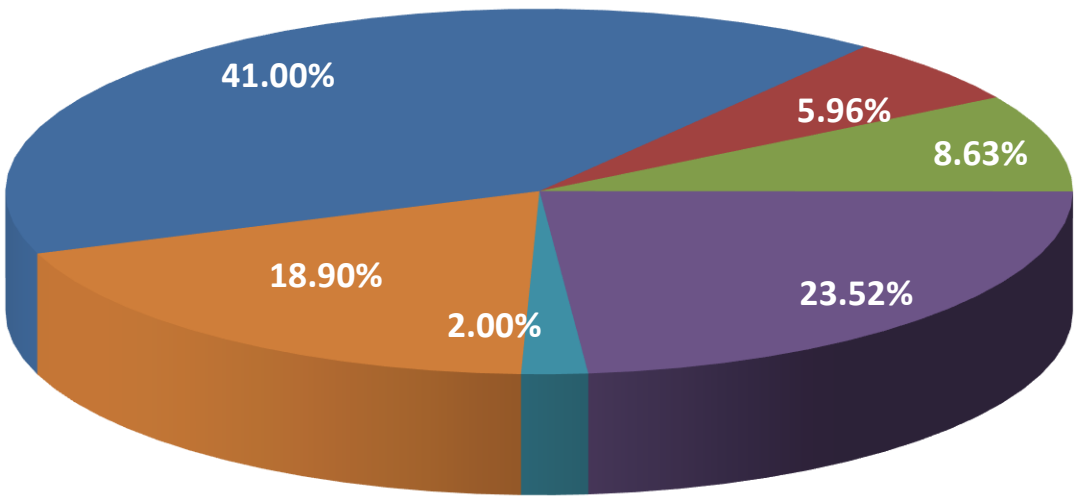
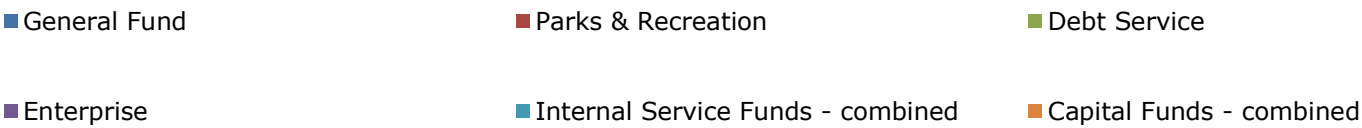
Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 10,477,439	37.51%
Parks & Recreation	1,525,954	5.46%
Debt Service	2,120,723	7.59%
Enterprise	7,457,128	26.70%
Internal Service Funds - combined	536,658	1.92%
Capital Funds - combined	5,813,851	20.81%
Total Combined Expenditures	\$ 27,931,752	100.00%



Combined Expenditures by Fund

(Does not include interfund transfers and interfund billings)

Summary			
		<u>Budget</u>	<u>% of Budget</u>
General Fund	\$	10,076,076	41.00%
Parks & Recreation		1,463,894	5.96%
Debt Service		2,120,723	8.63%
Enterprise		5,779,586	23.52%
Internal Service Funds - combined		492,658	2.00%
Capital Funds - combined		4,643,851	18.90%
Total Combined Expenditures	\$	24,576,788	100.00%

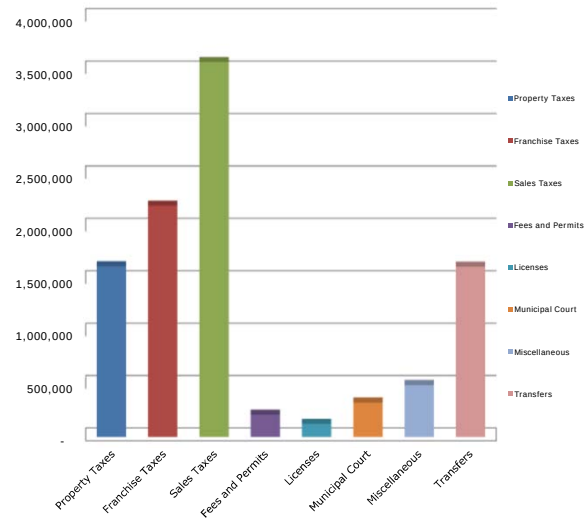


General Fund Budget Comparison

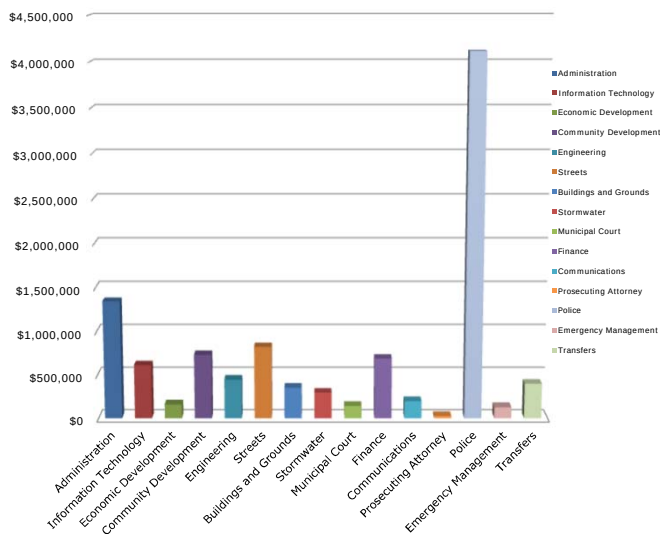
Revenue Budget Comparison

	2020	2021	% +/-
Property Taxes	\$1,571,438	1,627,940	3.6%
Franchise Taxes	\$2,171,765	2,205,109	1.5%
Sales Taxes	\$3,518,123	3,574,758	1.6%
Fees and Permits	\$194,779	211,305	8.5%
Licenses	\$133,184	123,243	-7.5%
Municipal Court	\$326,464	327,167	0.2%
Miscellaneous	\$544,193	494,233	-9.2%
Transfers	\$1,513,498	1,623,988	7.3%
Total	\$9,973,444	10,187,744	2.1%

2021 General Fund Revenue By Category



2021 General Fund Expense By Category



Expense Budget Comparison

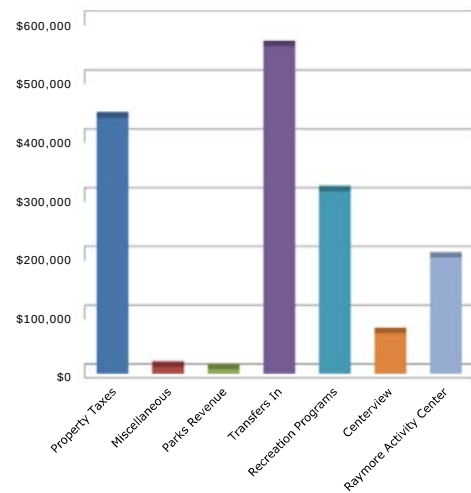
	2020	2021	% +/-
Administration	\$1,336,407	\$1,345,938	0.7%
Information Technology	\$633,976	\$615,336	-2.9%
Economic Development	\$193,464	\$159,934	-17.3%
Community Development	\$690,510	\$733,110	6.2%
Engineering	\$421,283	\$447,538	6.2%
Streets	\$828,992	\$825,134	-0.5%
Buildings and Grounds	\$377,956	\$354,623	-6.2%
Stormwater	\$310,536	\$296,391	-4.6%
Municipal Court	\$139,454	\$141,670	1.6%
Finance	\$632,057	\$690,877	9.3%
Communications	\$186,021	\$198,020	NA
Prosecuting Attorney	\$24,400	\$24,400	NA
Police	\$3,929,782	\$4,115,077	4.7%
Emergency Management	\$135,805	\$128,028	-5.7%
Transfers	\$100,000	\$401,363	301.4%
Total	\$9,940,643	\$10,477,439	5.4%

Park Fund Budget Comparison

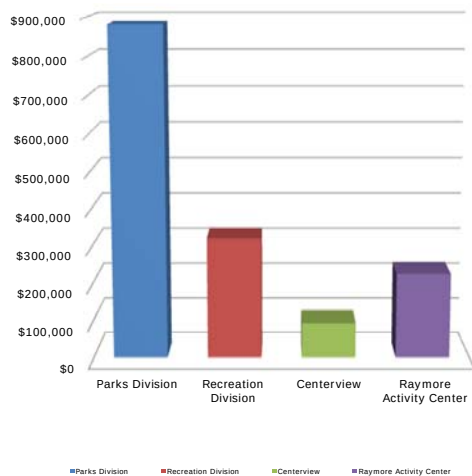
Revenue Budget Comparison

	2020	2021	% +/-
Property Taxes	\$420,565	\$434,873	3.4%
Miscellaneous	\$23,641	\$11,500	-51.4%
Parks Revenue	\$6,790	\$7,350	8.2%
Transfers In	\$475,000	\$556,192	17.1%
Recreation Programs	\$330,350	\$309,870	-6.2%
Centerview	\$68,725	\$68,725	0.0%
Raymore Activity Center	\$200,350	\$197,165	NA
Total	\$1,525,421	1,585,675	3.9%

2021 Park Fund Revenue By Category



2021 Park Fund Expense By Category



Expense Budget Comparison

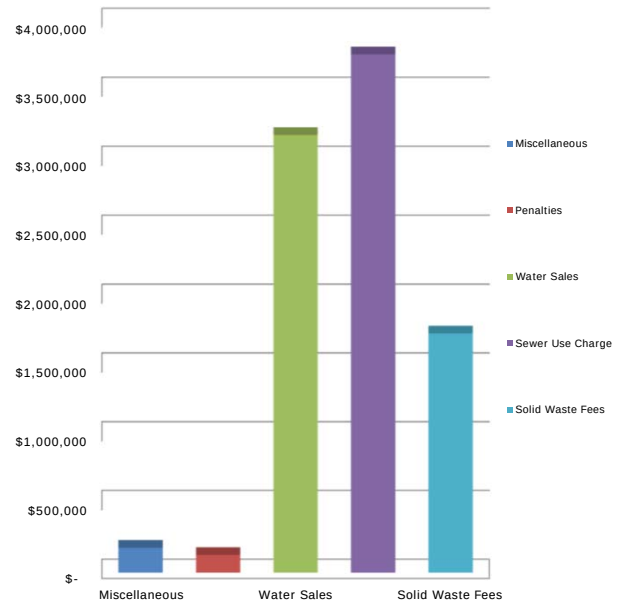
	2020	2021	% +/-
Parks Division	\$829,115	\$882,359	6.4%
Recreation Division	\$365,816	\$323,139	-11.7%
Centerview	\$90,963	\$92,782	2.0%
Raymore Activity Center	\$234,977	\$227,674	NA
Total	\$1,520,871	\$1,525,954	0.3%

Enterprise Fund Budget Comparison

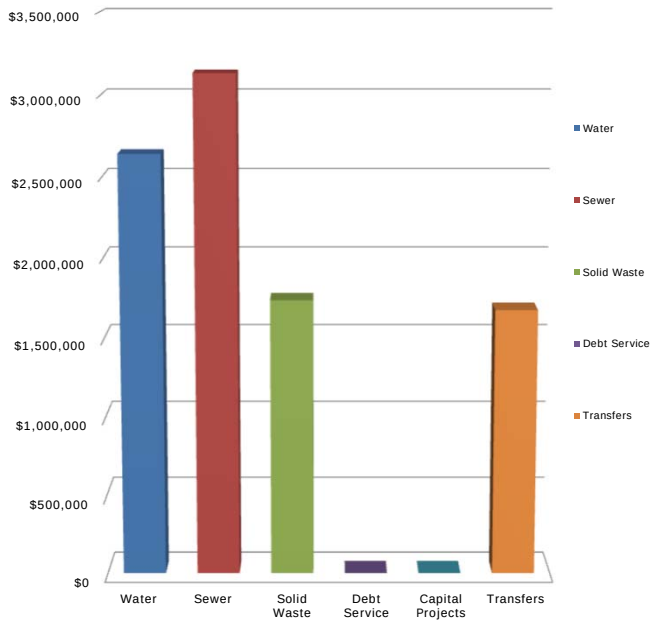
Revenue Budget Comparison

	2020	2021	% +/-
Miscellaneous	\$102,450	\$ 182,012	77.7%
Penalties	\$128,539	\$ 129,445	0.7%
Water Sales	\$3,419,515	\$ 3,178,273	-7.1%
Sewer Use Charge	\$3,581,712	\$ 3,763,221	5.1%
Solid Waste Fees	\$1,818,416	\$ 1,739,728	-4.3%
Total	\$9,050,632	\$8,992,679	-0.6 %

2021 Enterprise Fund Revenue By Category



2021 Enterprise Fund Expense By Category



Expense Budget Comparison

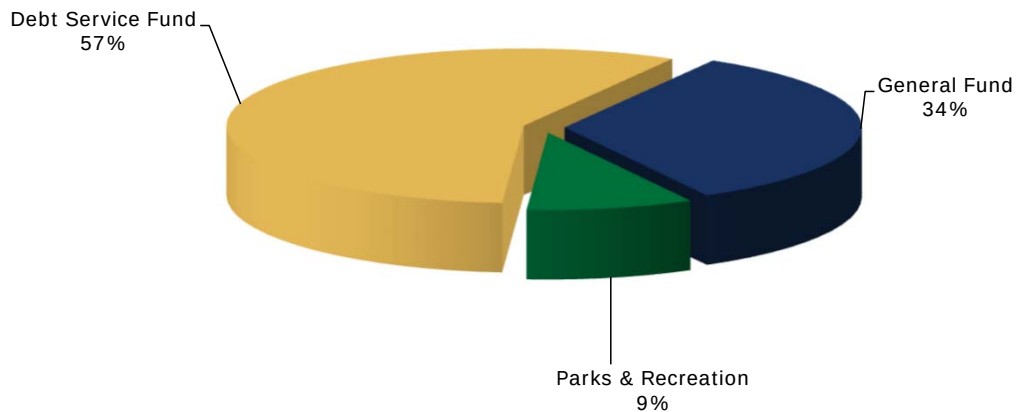
	2020	2021	% +/-
Water	\$2,794,124	\$2,643,307	-5.4%
Sewer	\$2,951,177	\$3,136,279	6.3%
Solid Waste	\$1,818,416	\$1,739,728	-4.3%
Debt Service	\$0	\$0	0.0%
Capital Projects	\$3,500	\$0	0.0%
Transfers	\$1,597,684	\$1,677,542	5.0%
Total	\$9,164,901	\$9,196,856	0.3 %

City of Raymore

Property Tax Levy Distribution

General Fund	\$ 0.4231
Parks & Recreation	\$ 0.1139
Debt Service Fund	\$ 0.7170
Total Tax Levy	<u>\$ 1.2540</u>

Tax Levy Distribution



Assessed property values are determined by taking the market value, as determined by the County Assessor, times the assessment ratio. Assessment ratios are: commercial at 32%, residential at 19% and agricultural at 12%. Tax is paid on each \$100 of assessed value. Property values are re-assessed biennially by the County Assessor and the County Collector receives and distributes the taxes to the various taxing authorities.

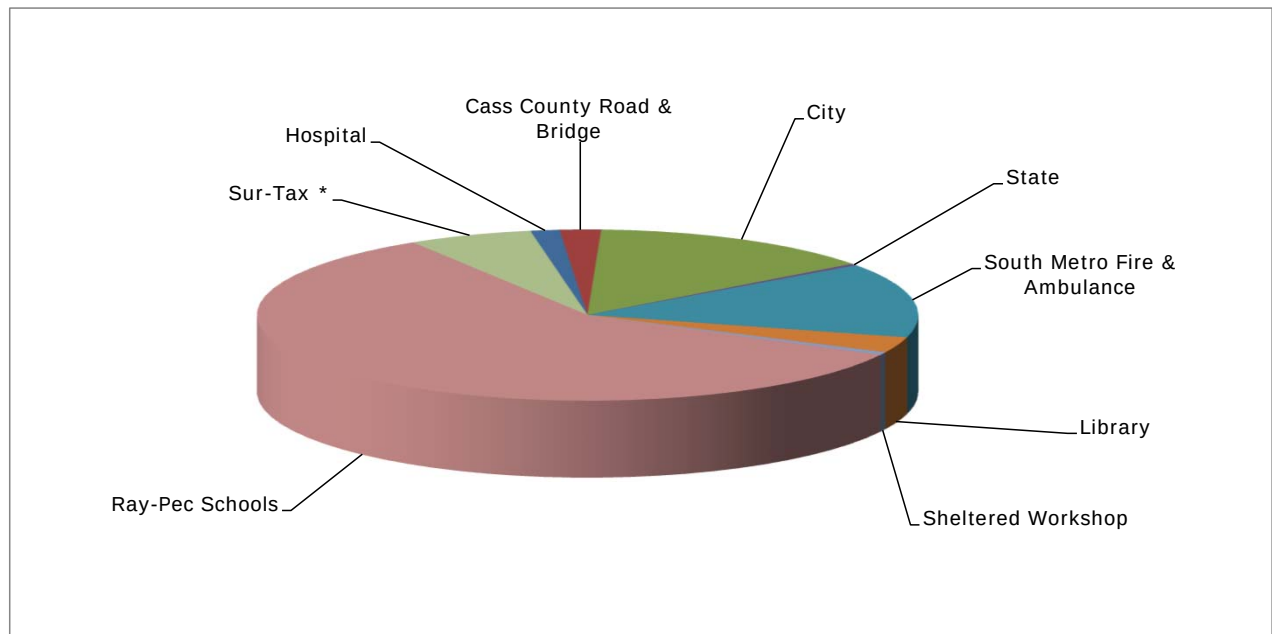
Property Tax Levy - Raymore

FY 2020-21

Levies	Rate	% of Total
Hospital	0.1261	1.42%
Cass County Road & Bridge	0.1789	2.02%
City	1.2540	14.14%
State	0.0300	0.34%
South Metro Fire & Ambulance	1.2492	14.08%
Library	0.2633	2.97%
Sheltered Workshop	0.0461	0.52%
Ray-Pec Schools	5.1823	58.43%
Sur-Tax *	0.5400	6.09%
	8.8699	100.00 %

Total Tax Levy for Raymore Residential 8.3299 per \$100 of assessed value

Total Tax Levy for Raymore Commercial * 8.8699 per \$100 of assessed value

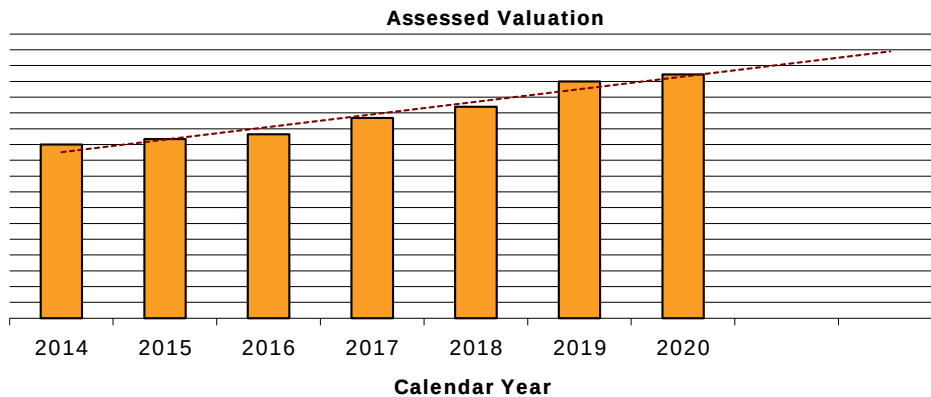


* Sur-Tax is applied to commercially assessed real estate in place in 1984, then it is redistributed to all the taxing entities entitled to receive.

Also note the above listed property taxes do not include any Community Improvement Districts located within the City.

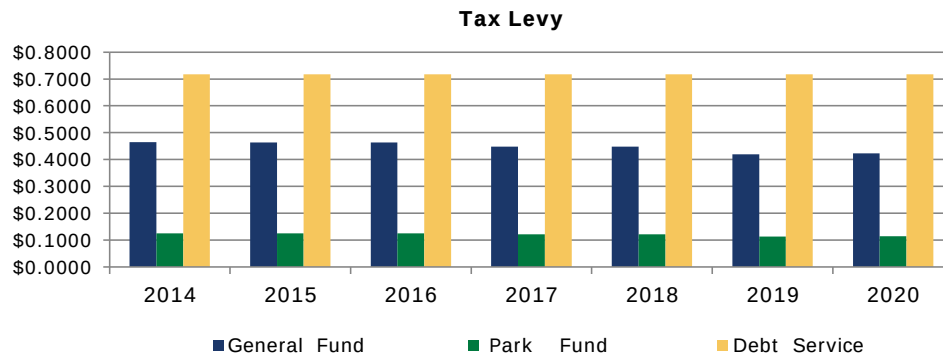
History of Property Valuation and City Tax Levy

Tax Year	Assessed Valuation	Change from Prior Year
2014	\$274,918,628	2.05%
2015	\$283,422,039	3.09%
2016	\$290,902,454	2.64%
2017	\$316,915,279	8.94%
2018	\$334,754,591	5.63%
2019	\$374,624,196	11.91%
2020	\$385,650,641	2.94%



Tax Year	General Fund	Park Fund	Debt Service	Total Levy
2014	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2015	\$0.4638	\$0.1249	\$0.7170	\$1.3057
2016	\$0.4638	\$0.1249	\$0.7170	\$1.3057
2017	\$0.4480	\$0.1206	\$0.7170	\$1.2856
2018	\$0.4480	\$0.1206	\$0.7170	\$1.2856
2019	\$0.4197	\$0.1130	\$0.7170	\$1.2497
2020	\$0.4231	\$0.1139	\$0.7170	\$1.2540

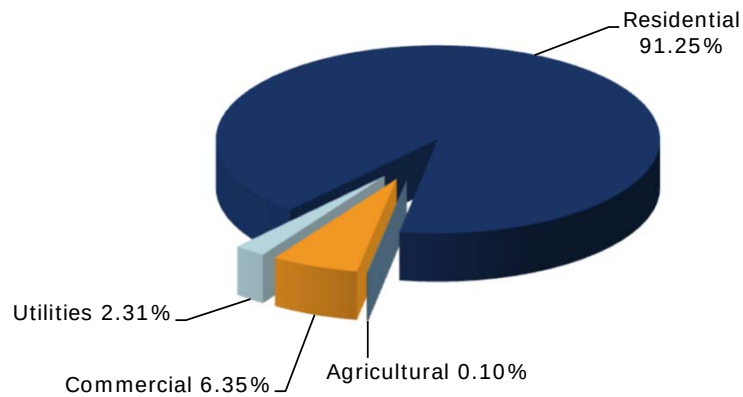
Avg % of total Levy 33.74% 9.08% 57.18%



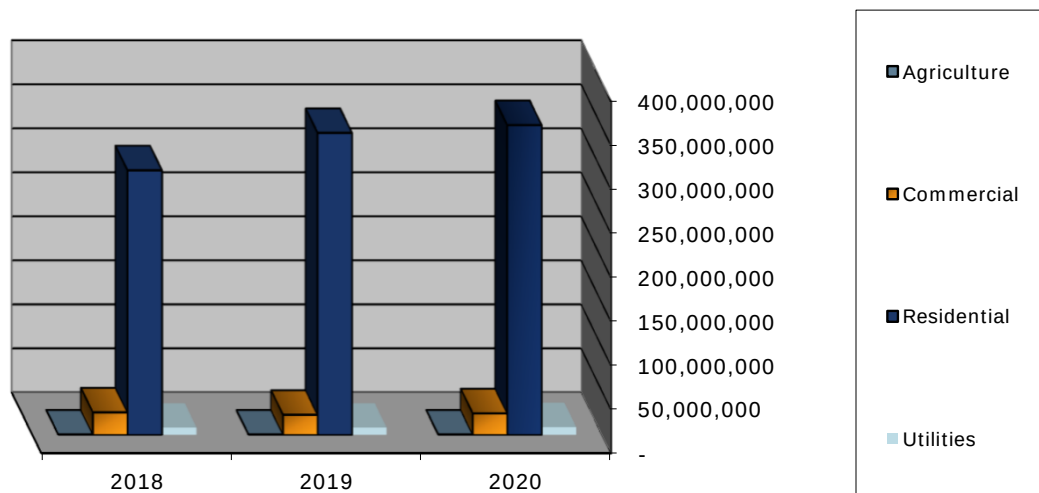
Property Tax Assessed Valuations By Classification

	2018	2019	2020
Agricultural	364,850	369,500	367,760
Commercial	25,532,520	22,833,135	24,475,485
Utilities	8,276,224	8,372,947	8,897,316
Residential	300,580,997	343,048,614	351,910,080
	334,754,591	374,624,196	385,650,641

2020 Assessed Valuations Breakdown



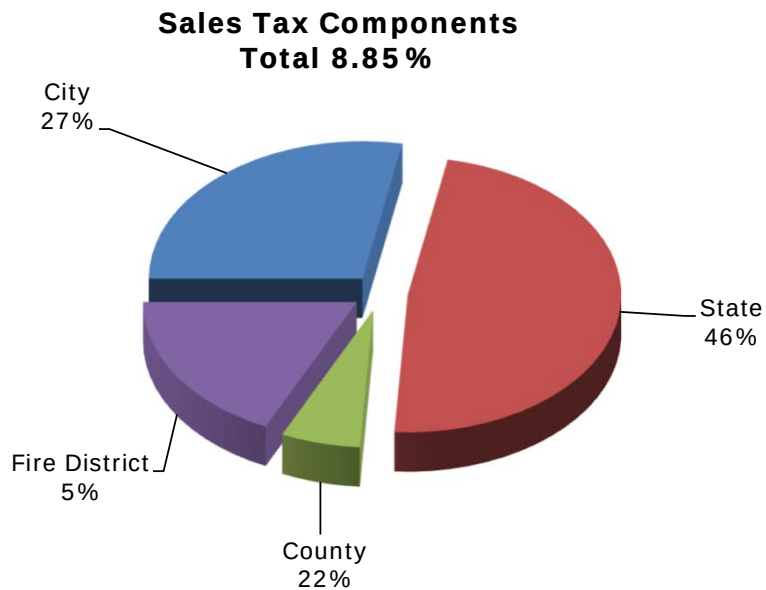
Three-Year Comparison



Sales Tax Breakdown

City of Raymore 2020-21

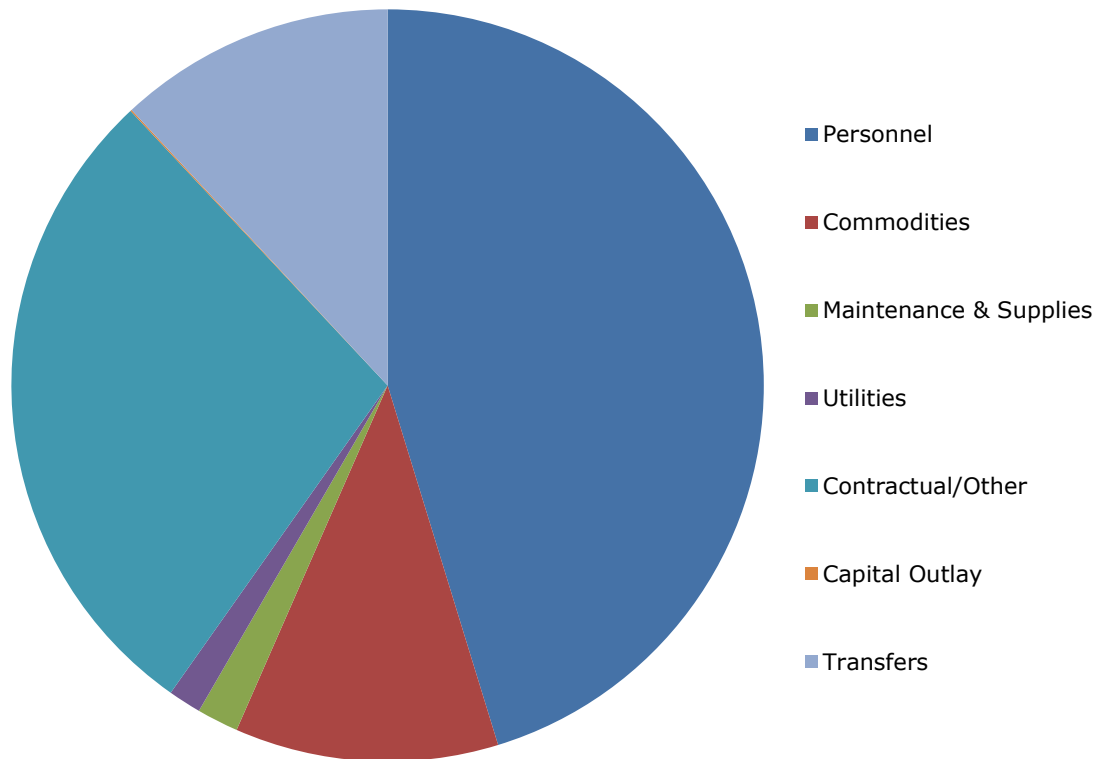
City	Sales	1.000	
	Transportation	0.500	
	Capt. Improvement	0.500	
	Park/Stormwater	0.500	
	Total City		2.500
State	Sales	3.000	
	Conservation	0.125	
	Education	1.000	
	Parks & Soils	0.100	
	Total State		4.225
County	Sales	0.500	
	Road & Bridge	0.250	
	Law Enforcement	0.500	
	Justice Center	0.250	
	911 Tax	0.125	
	Total County		1.625
Fire District	South Metro Fire	0.500	
	Total Fire District		0.500



Combined Expenditures

Operational Funds by Function

Summary		
	Budget	% of Budget
Personnel	\$ 9,594,052	45.25%
Commodities	2,399,911	11.32%
Maintenance & Supplies	\$ 379,092	1.79%
Utilities	300,697	1.42%
Contractual/Other	\$ 5,987,439	28.24%
Capital Outlay	12,600	0.06%
Transfers	\$ 2,526,459	11.92%
Total Combined Expenditures	\$ 21,200,250	100.00%

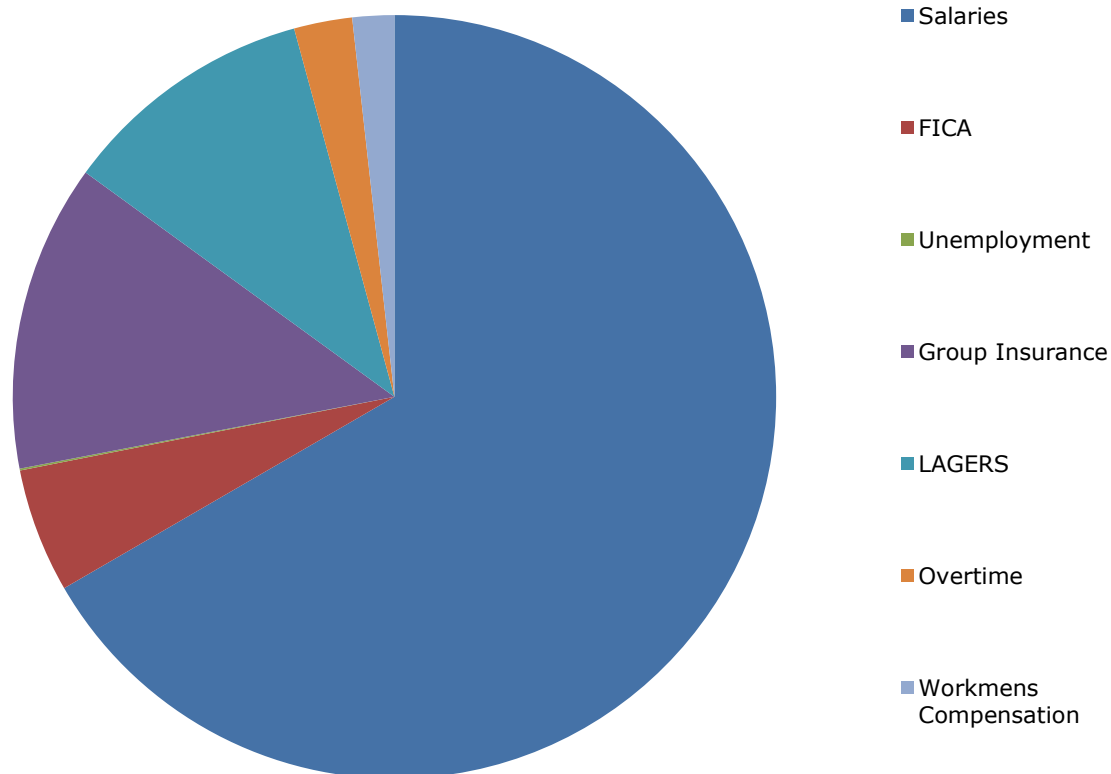


Personnel Expenditures

Operational Funds by Type

Summary

		Budget	% of Budget
Salaries	\$	6,393,833	66.64%
FICA		504,916	5.26%
Unemployment	\$	7,552	0.08%
Group Insurance		1,248,423	13.01%
LAGERS	\$	1,033,018	10.77%
Overtime		236,493	2.47%
Workmens Compensation	\$	169,817	1.77%
Total Combined Expenditures	\$	9,594,052	100.00%



Position Control Roster

By Department and Fund	2018-19 Actual	2019-20 Actual	2020-21 CM Proposed	Variance FY21 vs FY20
Administration ³	7.00	7.00	7.00	-
Integrated Technology Systems ⁴	2.00	3.00	3.00	-
Economic Development	1.00	1.00	1.00	-
Development Services	7.00	7.00	7.00	-
Engineering ⁶	3.97	3.97	4.05	0.08
Streets ⁶	3.61	3.61	3.68	0.07
Stormwater ¹	3.65	3.65	3.40	(0.25)
Building & Grounds ^{1,6}	2.40	2.40	2.00	(0.40)
Court ²	2.10	1.60	1.60	-
Finance	5.00	5.00	5.00	-
Communications ³	1.00	1.00	1.00	-
Prosecuting Attorney	-	-	-	-
Police ⁴	43.50	43.75	43.75	-
Emergency Management	1.00	1.00	1.00	-
Total All Positions				
General Fund	83.23	83.98	83.48	(0.50)
Parks ^{1,5,6}	6.57	7.00	7.50	0.50
Recreation ^{1,5}	3.93	2.00	2.00	-
Centerview ⁵	-	0.50	0.50	-
Recreation Activity Center ⁵	-	1.00	1.00	-
Total All Positions				
Park Fund **	10.50	10.50	11.00	0.50
Water	6.44	6.44	6.44	-
Sewer	6.44	6.44	6.44	-
Total All Positions				
Enterprise Fund	12.88	12.88	12.88	-
Total All Positions	106.61	107.36	107.36	(0.00)

See department section for full department roster

¹ FY19 FTE was added the opening of Centerview, the Activity Center, and soon Hawk Ridge Park needing to be kept in first class condition along with City Hall, split 0.25 with Buildings & Grounds, 0.25 Stormwater, 0.50 Parks

² FY19 During the fiscal year, the full-time position was vacated, reviewed and determined that it should be replaced with a part-time position

³ FY19 During the fiscal year, the Communications Director was promoted to the Assistant City Manager

⁴ FY20 FTE was added to the Information Technological Services Department to provide network support to the Police Department

⁵ FY20 The Park Staff allocation between Park departments was changed to coincide with the department that the employees provide services to.

⁶ FY21 Reallocation of Parks & Public Works personnel to their own department as well as the Assistant Building Technician to 100% Buildings & Grounds.

City of Raymore

Fiscal Year 2020-21 Adopted Salary Range Chart

Range	Minimum	Midpoint	Maximum		Title
1	\$13.69	\$16.68	\$20.32	Hourly	Office Assistant*** Assistant Building Technician
2	\$14.42	\$17.57	\$21.41	Hourly	
3	\$15.16	\$18.47	\$22.50	Hourly	Building Maintenance Technician Municipal Court Clerk Parks Maintenance Worker I Police Records Clerk Public Works Maintenance Worker I
4	\$15.89	\$19.36	\$23.59	Hourly	Permit Technician Accounting Technician
5	\$16.63	\$20.26	\$24.69	Hourly	Parks Maintenance Worker II Public Works Maintenance Worker II
6	\$17.37	\$21.17	\$25.79	Hourly	Utility Billing Technician
7	\$18.10	\$22.05	\$26.87	Hourly	Administrative Assistant Animal Control Officer Communications Officer** Property & Evidence Technician Public Works Maintenance Worker III
8	\$18.83	\$22.95	\$27.96	Hourly	Code Enforcement Officer Crew Leader, Parks Maintenance Crew Leader, Public Works
9	\$19.57	\$23.84	\$29.05	Hourly	Crew Supervisor
10	\$20.31	\$24.75	\$30.16	Hourly	Payroll & Purchasing Specialist Benefits Specialist
11	\$21.04	\$25.63	\$32.01	Hourly	Building Inspector Engineering Technician Storm Water Specialist ITS Technician Recreation Coordinator Athletic Coordinator Police Officer*
Range	Minimum	Midpoint	Maximum		Title
12	\$21.78	\$26.54	\$33.15	Hourly	Police Detective Public Works Field Supervisor

					Master Police Officer*
13	\$22.53	\$27.45	\$34.28	Hourly	GIS Coordinator
					Chief Communications Officer
14	\$1,926.68	\$2,347.47	\$2,931.66	Bi-Weekly	City Clerk
					Accountant
					Emergency Management Director
					Municipal Court Administrator
					ITS Senior Network Technician
15	\$25.10	\$30.58	\$38.19	Hourly	Police Sergeant *
16	\$2,125.58	\$2,589.81	\$3,234.31	Bi-Weekly	Building Official
					City Planner
17	\$2,243.38	\$2,733.35	\$3,413.57	Bi-Weekly	Police Lieutenant
					Superintendent, Parks Operations
					Recreation Superintendent
18	\$2,478.92	\$3,020.32	\$3,771.97	Bi-Weekly	Assistant Director, PW - Operations
					Manager, Human Resources
					Director, Integrated Technology Systems
					Manager, Communications
19	\$2,596.72	\$3,163.86	\$3,951.22	Bi-Weekly	Assistant Director, PW - Engineering
					Director, Economic Development
					Police Captain
20	\$3,008.97	\$3,757.79	\$4,692.97	Bi-Weekly	Director, Development Services
					Director, Finance
					Director, Parks & Recreation
21	\$3,244.50	\$4,153.24	\$5,060.32	Bi-Weekly	Chief of Police
					Director, Public Works & Engineering
22	\$3,480.08	\$4,346.14	\$5,427.73	Bi-Weekly	Assistant City Manager
Notes					
Annual salaries are based on 2080 per year at straight time unless otherwise noted.					
*Position works 2184 hours per year at straight time.					
***Part-Time position					

Fiscal Year 2020-21 Adopted Step Chart

Fiscal Year 2020-21 Adopted Step Chart

BILL 3576**ORDINANCE 2020-058****"AN ORDINANCE OF THE CITY OF RAYMORE, MISSOURI, APPROVING THE FISCAL YEAR 2021 BUDGET."****BE IT ORDAINED BY THE COUNCIL OF THE CITY OF RAYMORE, MISSOURI, AS FOLLOWS:**

Section 1. The annual budget of the City of Raymore, Missouri, for the Fiscal Year beginning on November 1, 2020, and ending October 31, 2021, is finally approved, adopted and appropriated by fund and the maximum amounts to be expended are as follows:

	FY 2020-2021
General Fund (01)	
Administration	1,345,938
Information Technology	615,336
Economic Development	159,934
Development Services	733,110
Engineering	447,538
Streets	825,134
Stormwater	296,391
Buildings & Grounds	354,623
Municipal Court	141,670
Finance	690,877
Communications	198,020
Prosecuting Attorney	24,400
Police	4,115,077
Emergency Management	128,028
Total Expenditures	\$10,076,076
Transfer to Park Fund	100,000
Transfer to (45) Capital Sales Tax	301,362
Total Transfers	100,000
Total General Fund	\$10,477,438
Park Fund (25)	\$1,525,954
General Obligation Debt (40)	\$2,120,723
Vehicle Replacement (03)	\$470,178
Restricted Revenue (04)	\$66,480
Enterprise Fund (50)	
Water & Sewer Departments	5,779,586
Solid Waste	1,739,728

Total Expenditures	\$7,519,314
Transfer to General Fund	967,988
Transfer to VERP Fund	109,554
Transfer to Ent. Cap Maint Fund	600,000
Total Transfers	\$1,597,684
Total Enterprise Fund	\$9,196,856
Capital Funds	
<i>(includes projects, debt service, and other operating expenditures)</i>	
05 Building Equipment Replacement	20,000
36 Transportation	1,810,000
37 Excise Tax	200,000
45 Capital Sales Tax	1,625,699
46 Stormwater Sales Tax	642,208
47 Parks Sales Tax	775,000
52 Water Connection	158,471
53 Sewer Connection	88,471
54 Enterprise Capital Maintenance	489,338
Total Capital Funds	\$5,809,187

Section 2. The funds necessary for expenditure in the budget of the City of Raymore for the Fiscal Year beginning November 1, 2020, as summarized in Section 1, are hereby appropriated and set aside for the maintenance and operation of the various departments of the government of the City of Raymore, Missouri, together with the various activities and improvements set forth in said budget.

Section 3. The amount apportioned for each department as shown in the budget shall not be increased except by motion of the City Council duly made and adopted, but the objects of the expense comprising the total appropriation for any department may be increased or decreased at the discretion of the City Manager, providing that said adjustment shall not increase the total appropriation for the department.

Section 4. All portions of the final Fiscal Year 2020-21 budget book document prepared and submitted to the Mayor and City Council for consideration, as amended by the City Council prior to the adoption of this ordinance, are hereby adopted by reference, including all organizational charts, salary range charts, policies and procedures, and are made a part of this ordinance.

Section 5. All revenue of the City of Raymore not appropriated by this Ordinance and any amount appropriated by this Ordinance and not disbursed shall be expended or kept as directed by the City Council.

Section 6. Severability. If any section, subsection, sentence, clause, phrase, or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

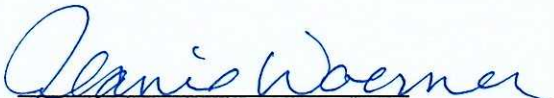
DULY READ THE FIRST TIME THIS 12TH DAY OF OCTOBER 2020.

BE IT REMEMBERED THAT THE ABOVE ORDINANCE WAS APPROVED AND ADOPTED THIS 26TH DAY OF OCTOBER, 2020, BY THE FOLLOWING VOTE:

Councilmember Abdelgawad	Aye
Councilmember Barber	Aye
Councilmember Berendzen	Aye
Councilmember Burke III	Aye
Councilmember Circo	Aye
Councilmember Holman	Aye
Councilmember Jacobson	Aye
Councilmember Townsend	Aye

ATTEST:

APPROVE:

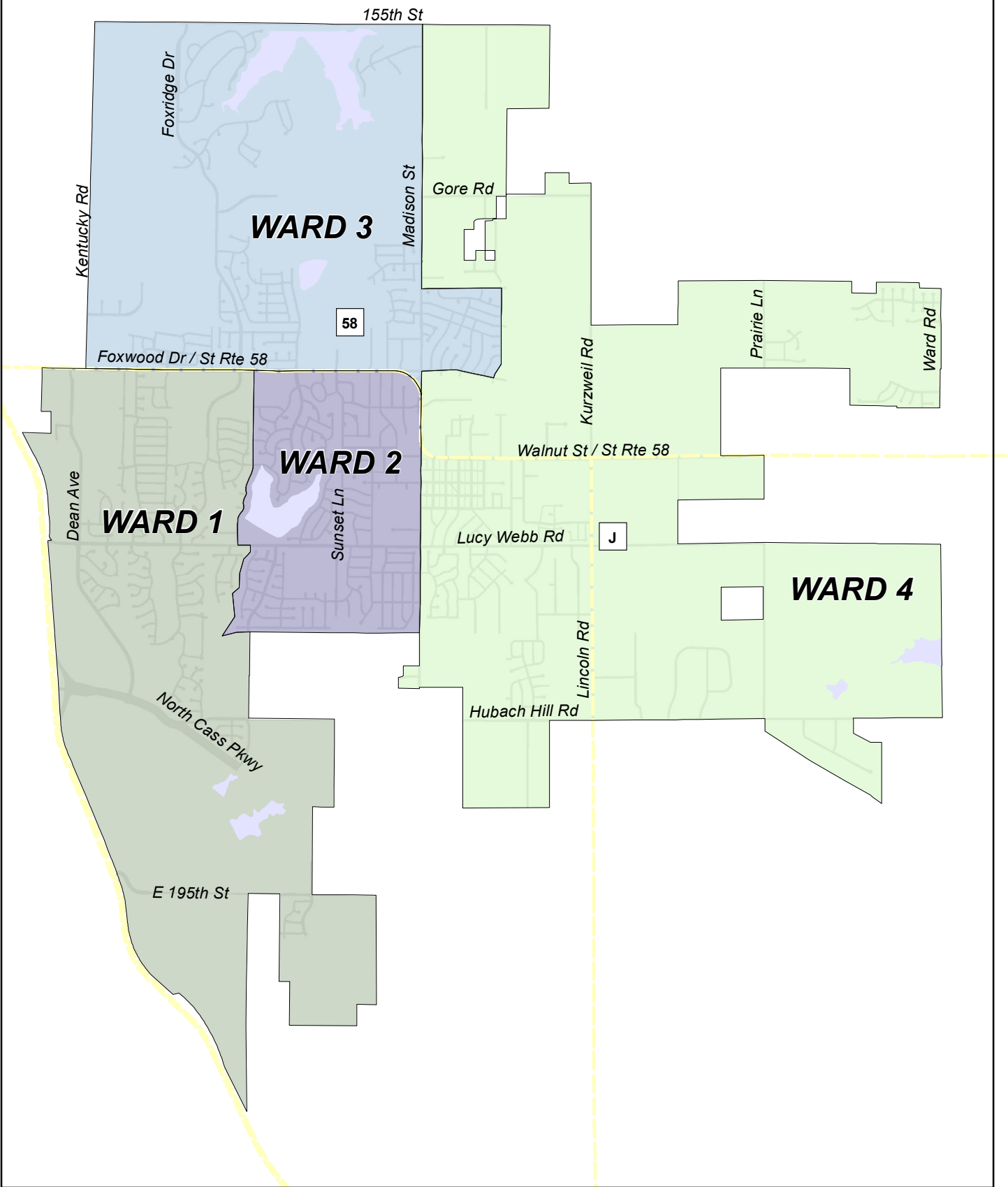

Erica Hill, City Clerk


Reginald Townsend, Mayor Pro Tem

10/27/2020
Date of Signature

Ward Boundary Map

Approved by Bill 2687
Effective July 25, 2011





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CITY OF RAYMORE'S STRATEGIC PLAN

In early 2016, the City of Raymore began an in-depth strategic planning process to develop a plan for the City for the next 5-10 years. Rather than write a plan and wait for public comment, City leadership decided to put our residents first and invited them to a series of interactive Community Conversations where we asked residents to reimagine Raymore. Partnering with the University of Kansas Public Management Center and CoVision, a company specializing in creating interactive meetings, we invited residents, not only to come up with new ideas and initiatives to include in the strategic plan, but also to vote on the ideas and areas of focus they saw as a priority for Raymore in real time. Under the guidance of trained meeting facilitators, Raymore received an incredible number of ideas and input

from more than 350 residents who helped build a foundation for a strategic plan that will guide the growth and prosperity of our community. Not only will this input strengthen the strategic plan itself, along with our bi-annual citizen survey, but it also created community-wide buy-in and a new level of excitement in the process that is necessary to see the plan succeed in future years.

The following report details the goals outlined by residents and is being used as the foundation for the City's new strategic plan, which is still being developed as of the publication of this budget.





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CITY OF RAYMORE, MISSOURI

STRATEGIC PLAN



A MESSAGE FROM THE CITY MANAGER

When our City was established in the late 1800s, there is no way our City's founders could have envisioned the kind of community we would have today. It was their careful planning — and the planning of the community leaders after them — that laid the foundation for our community.

Now, as community prepares to undertake more growth and expansion, it is time that we outline a plan to guide our City and ensure that we are meeting the needs and expectations of our residents.

This strategic plan serves as a blueprint for the growth of our community in the coming decade and is supported by input from our own residents.

As our staff worked to compile the data and developed the measurable objectives behind the overarching goals, we knew this plan still had to be a true, useful reflection of what we aspire to be as a community. That is why the voice of our residents can be heard throughout this document.

We did not undertake this multi-year process thinking this plan it would sit on a shelf. Raymore's strategic plan had to be something that anyone could follow and fully understand the vision mapped out in its pages.

Because it is a vision we all share for our community.

A handwritten signature in black ink, appearing to read "Jim Feuerborn". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Jim Feuerborn, City Manager

VISION, MISSION & VALUES

VISION

The City of Raymore is dedicated to being a
QUALITY COMMUNITY in which to:



LIVE



WORK



PLAY

MISSION

*In order to achieve this vision, the City will
develop and deliver programs, policies,
and services that enhance the lives of our
citizens, employees and visitors.*

VALUES

HONESTY - We deal openly and honestly with citizens and all others with whom we meet and work.

RECEPTIVE AND RESPONSIVE - We remain receptive to our customers and respond to their needs.

INTEGRITY - We do what we say and we mean what we do. We follow through.

RESPONSIBILITY - We manage our resources prudently and efficiently.

SENSE OF COMMUNITY - We are a community serving one another and promoting family values.

LEADERSHIP - It is our responsibility to set direction and plan for the future of our community.

PARTNERSHIP - We work cooperatively with those who affect the Raymore quality of life.

STRATEGIC PLANNING PROCESS



In the summer of 2015, the Raymore City Council held a retreat intended get members thinking about broad council goals and the future of our community. Led by John Nalbandian, a highly regarded professor in the University of Kansas's School of Public Affairs and Administration, the council's discussion revealed that each member had a slightly different view of what would make our community a success in the coming years.

The conversation among Council members also revealed that there were a number of focus areas that only our residents could answer.

Those focus areas explored the future of our parks and public spaces; public safety; community identity; business development; and infrastructure. Although these are common topics for many cities, the direction our residents would help us chart for the next 5-10 years would be uniquely Raymore.

Rather than write a plan and wait for public comment, City leadership decided to put our residents first and invited them to a series of interactive Community Conversations where we asked residents to reimagine Raymore.

Partnering with the University of Kansas Public Management Center and CoVision, a company specializing in creating interactive meetings, we invited residents, not only to come up with new ideas and initiatives to include in the strategic plan, but also to vote on the ideas and focus areas they saw as a priority for Raymore.

Under the guidance of trained meeting facilitators, Raymore received an incredible number of ideas and input from more than 350 residents who helped build a foundation for a strategic plan that will guide the growth and prosperity of our community.

This input strengthened the strategic plan itself along with our bi-annual citizen survey. It created community-wide support and excitement in our planning process that is necessary to see the plan succeed in future years.

Using the data from those public meetings, as well as several other sources, staff began to refine the goals and created strategic initiatives and action steps to support the overall strategic plan. This year-long process developed the following plan and will serve as our City strategic plan for the coming years.

COMMUNITY IDENTITY & CONNECTIONS

STRATEGIC FOCUS AREA #1

GENERAL RATIONALE FOR STRATEGIC THEME:

The community in which someone chooses to live speaks volumes about both the city and the individual. Even the way we design our city should be a defined reflection of who we are as a community. We want to foster a relationship with all of our residents that says, unequivocally, we are a strong community with tangible goals and aspirations while respecting and valuing new ideas from all corners.

GOAL 1.1

DEVELOP A COMPELLING COMMUNITY IDENTITY AND BRAND.

The City's brand and identity is more than just a logo and colors. It is how we define our community in a single sentence. It is what our residents feel when we talk about our community to someone from another town. Tapping into what that brand and identity represents to our residents will guide our growth and give residents a sense of ownership of the community as a whole.

Strategies

- 1.1.1 Determine the desired image of Raymore
- 1.1.2 Implement and promote the Raymore brand
- 1.1.3 Create opportunities for residents to personally engage with the City's brand
- 1.1.4 Promote and develop signature events and amenities

GOAL 1.2

ENHANCE FIRST IMPRESSIONS OF THE COMMUNITY.

We must set the right tone for our community when being introduced, not only to future residents, but prospective businesses and visitors to our community. We want to make sure people feel welcome from the moment they arrive and offer ways for them to feel connected to the broader community. We also must ensure that people know where Raymore is, that they can identify when they have arrived and leave with a positive impression every time.

Strategies

- 1.2.1 Create a physical environment that inspires a sense of pride
- 1.2.2 Manage external impressions to position Raymore as a top community in the Kansas City metropolitan region
- 1.2.3 Provide exceptional service by implementing processes that allow those who contact us to receive the information they need on the first try.

GOAL 1.3

FOSTER OPPORTUNITIES FOR ALL CITIZENS TO FEEL VALUED AND CONNECTED WITHIN THE RAYMORE COMMUNITY.

Our greatest strength is the involvement of our residents. We should provide as many opportunities as possible for them to provide feedback and offer ideas to a wide variety of initiatives and projects. At the same time, City staff should be able to provide seamless customer service not just at City Hall, but anywhere in the community.

Strategies

- 1.3.1 Communicate with residents in a way that is purposeful and expected
- 1.3.2 Develop programs and amenities that meet the diverse needs of the present and future community
- 1.3.3 Provide opportunities for residents to regularly be involved in and provide input about City functions
- 1.3.4 Enhance internal communication and employee engagement

SAFE, WELL-DESIGNED & BEAUTIFUL PLACES

STRATEGIC FOCUS AREA #2

GENERAL RATIONALE FOR STRATEGIC THEME:

For our residents, their home should be more than just the four walls of a house. We should strive to make our residents feel welcome, safe and at home no matter where they are in the community.

GOAL 2.1

SET THE STANDARD FOR A SAFE AND SECURE COMMUNITY.

A safe and secure community is essential to the quality of life and economic success of Raymore. The City is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure city. We also recognize that our police force alone cannot be the only ones to protect our community and keep it safe. We must design community areas and other amenities that ensure safety and promote the general well being of all who use our public spaces.

Strategies

- 2.1.1 Maintain a high-caliber and community-oriented Police Department through citizen engagement and outreach
- 2.1.2 Enhance & strengthen emergency preparedness response and recovery plans across the organization in collaboration with other community & regional efforts
- 2.1.3 Engage in community involvement, education and regional partnerships that make our community safer and stronger
- 2.1.4 Review and expand strategies that promote and enforce building safety and code requirements

GOAL 2.2

CREATE A PHYSICAL ENVIRONMENT THAT INSPIRES A SENSE OF PRIDE IN PUBLIC SPACES.

From the moment a visitor comes to Raymore, they should unquestionably know where they have arrived. Our buildings, neighborhoods and public spaces should uniformly reflect the pride we take in our community. Our physical presence will make our visitors feel welcomed and wanting to return while also providing residents with a tangible feeling of being home.

Strategies

- 2.2.1 Develop plans and guidelines that communicate and encourage high standards
- 2.2.2 Create and maintain a well-connected transportation network
- 2.2.3 Value and protect natural resources and green spaces

GOAL 2.3

IMPROVE SAFETY FOR ALL MODES OF TRAVEL THROUGHOUT THE COMMUNITY.

Strategies

- 2.3.1 Incorporate new technology and practices to develop safer pedestrian walkways and trails
- 2.3.2 Increase community-wide participation in driving/ pedestrian safety programs
- 2.3.3 Strengthen development and maintenance of streets, trails and pedestrian pathways

ECONOMIC VITALITY

STRATEGIC FOCUS AREA #3

GENERAL RATIONALE FOR STRATEGIC THEME:

Our city has outgrown its status as a bedroom community. Our residents now demand the kinds of services and amenities that many other communities have and the ability to both live and work in Raymore. We want to foster a sense of pride and purpose when we encourage residents to shop local and have the needed retail, restaurant and services available to make that possible.

GOAL 3.1

CREATE A HEALTHY AND SUSTAINABLE ECONOMY.

Our ability to provide high-quality services and amenities depends on our local economy thriving year after year. We must be responsive and open to the changing needs of our residents when it comes to housing, retail and other private amenities.

Strategies

- 3.1.1 Expand the commercial tax base
- 3.1.2 Focus development strategies on opportunities that align with community priorities

GOAL 3.2

ENABLE RAYMORE RESIDENTS TO LIVE AND WORK IN THE COMMUNITY.

As our community continues to grow, our residents seek new opportunities to live and work in their own city. We need to ensure that we have a variety of workforce options and can provide educational tools to residents. We must also have the cultural amenities that make Raymore an attractive place to locate.

Strategies

- 3.2.1 Align workforce development efforts to match the skill needs of targeted industries and businesses
- 3.2.2 Pursue businesses and amenities that reinforce Raymore's positioning as a community for all ages
- 3.2.3 Create a culturally vibrant community
- 3.2.4 Provide quality, diverse housing options that meet the needs of our current and future community

GOAL 3.3

CULTIVATE A CLIMATE FOR PROSPEROUS BUSINESS GROWTH AND DEVELOPMENT.

It is important that our businesses feel as supported and connected as our residents do on a daily basis. As we begin to attract new development and commercial interest, we want to position Raymore as a community that is willing to be innovative and creative to ensure the needs of our residents and the business community are met.

Strategies

- 3.3.1 Market and promote Raymore as a community that is viable for development
- 3.3.2 Provide support to existing local businesses
- 3.3.3 Deliver streamlined customer service to the business community
- 3.3.4 Ensure capital improvements, City plans and City regulations support economic development priorities

HIGH-PERFORMING ORGANIZATION

STRATEGIC FOCUS AREA #4

GENERAL RATIONALE FOR STRATEGIC THEME:

To provide high-quality services and amenities to our residents, we must also provide the people working at City Hall with high-quality support and training to ensure they have the tools to do their jobs. We will prioritize quality customer service and strive to build a positive relationship with all residents who interact with our staff.

GOAL 4.1

PROVIDE EXCEPTIONAL SERVICE.

In order to uphold the trust and confidence placed in us by the citizens of Raymore, it is our responsibility to serve the interests of all people and provide the best service possible at all levels of our organization.

Strategies

- 4.1.1 Implement processes that allow those who contact the City to receive the information they need on the first try
- 4.1.2 Optimize the use of technology to improve services, efficiency and productivity
- 4.1.3 Continuously improve the City's governance processes

GOAL 4.2

DEVELOP A HIGH-QUALITY CITY WORKFORCE.

Retaining employees through training, recognition, and transparent career development will not be just a cost-effective strategy for maintaining a highly motivated city staff, but will also make people want to work for the City of Raymore.

Strategies

- 4.2.1 Position Raymore as an employer of choice in the region
- 4.2.2 Strengthen our environment of placing a priority on retaining employees
- 4.2.3 Enhance internal communication and employee engagement

GOAL 4.3

ENSURE FISCAL DISCIPLINE AND GOOD STEWARDSHIP OF PUBLIC RESOURCES.

It is important that we make the the right financial decisions to ensure that our budget is not just balanced each year - as it is - but that we are using taxpayer dollars responsibly and ethically. As part of this process we must do everything we can to demystify the budget and create a culture of open and transparent government.

Strategies

- 4.3.1 Develop and implement long-term funding strategies to support City operations and needs
- 4.3.2 Establish a strong connection between the budget and strategic plan
- 4.3.3 Demonstrate our dedication to ethical behavior and transparency to maintain the public trust

Continued on next page.

HIGH-PERFORMING ORGANIZATION (CONT.)

STRATEGIC FOCUS AREA #4 (CONT.)

GOAL 4.4

DEVELOP AND EXECUTE A COMMUNICATIONS PROGRAM FOR THE STRATEGIC PLAN.

The success of the Reimagine Raymore community conversations - and level of enthusiastic participation in the sessions - came from the fact that residents were able to provide input directly and were given instant feedback on their ideas. For the strategic plan to remain relevant to our residents, it will be important that we continue that spirit of open, honest and transparent community dialogue and communications.

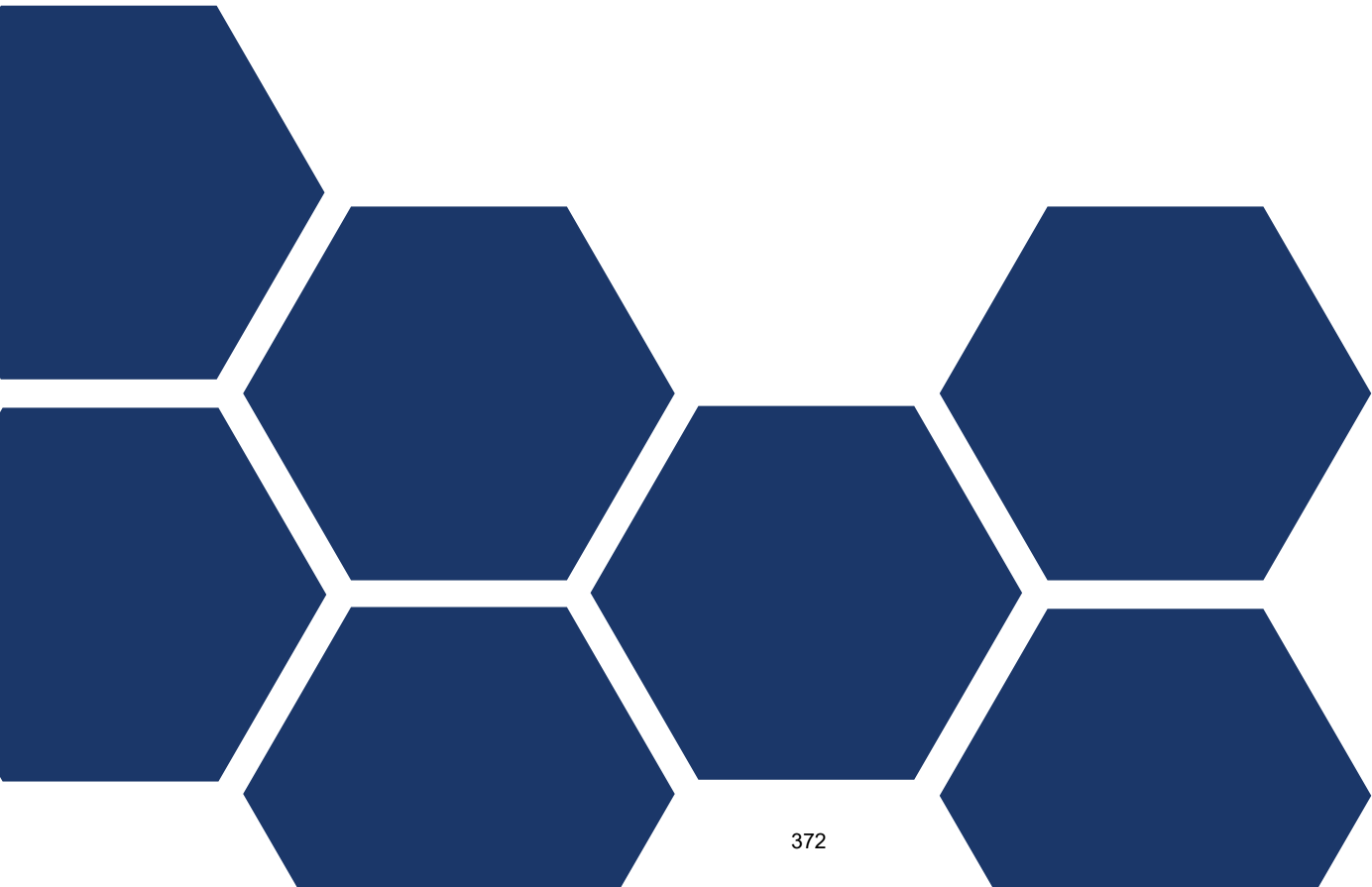
Strategies

4.4.1 Establish regular, consistent venues of communications and community feedback on plan progress



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BUDGET GLOSSARY





ACCOUNT NUMBER - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required information.

ACCRUAL BASIS ACCOUNTING - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the accounting period in which they are incurred.

ACTIVITY - Departmental efforts that contribute to the achievement of a specific set of program objectives; this is the smallest unit of the program budget.

ADVANCED REFUNDING - A bond issuance used to pay off another outstanding bond. The new bond will often be issued at a lower rate than the older outstanding bond. A bond issuance in which new bonds are sold at a lower rate than outstanding ones. The proceeds are then invested, and when the older bonds become callable they are paid off with the invested proceeds. Advance refunding is most often used by governments seeking to postpone their debt payments to the future instead of having to pay off a large amount of debt in the present. Municipal bonds are traditionally exempt from federal tax, but if a municipal bond is issued in an advance refunding it is no longer tax exempt. This is because municipal bonds tend to have lower rates, and municipalities could potentially use advance refunding to issue unlimited amounts of debt at low rates and invest in higher rate investments.

ADVERSE OPINION – term used when an auditor

reports that the financial statements do not present fairly the financial position, results of operations, or changes in financial position or are not in conformity with GAAP. The auditor must provide the reasons for the adverse opinion in the audit report.

AD VALOREM - Latin term meaning “value of”. Refers to the tax assessed against real property (land and buildings) and personal property (equipment, vehicles, & furniture).

ALLOT - To divide an appropriation into specific line item amounts that can be encumbered or expended during a budget period.

AMORTIZATION OF DEBT - The annual reduction of principal through the use of serial bonds or term bonds with a sinking fund.

ANNUALIZE - Budget technique whereby expenditures for part of a year are projected forward for a full year for the purpose of preparing an annual budget.

APPRAISED VALUE - An estimate of the property value for the purposes of taxation. The Cass County Assessor establishes appraised values for all taxable property.

APPROPRIATION - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.

APWA – The American Public Works Association exists

to develop and support the people, agencies, and organizations that plan, build, maintain, and improve our communities. Working together, APWA and its membership contribute to a higher and sustainable quality of life.

ARCIMS – Arc Internet Map Server.

ARRA MONEY – American Recovery and Reinvestment Act Money – Stimulus funding for economic recovery passed February 13, 2009 and implemented during the Obama administration.

ARBITRAGE - The interest rate differential that exists when proceeds from a municipal bond - which is tax-free and carries a lower yield - are invested in taxable securities with a yield that is higher. The 1986 Tax Reform Act made this practice by municipalities illegal solely as a borrowing tactic, except under certain safe-harbor conditions..

ASSESSED VALUE - The value of property for tax levy purposes. The assessed value is set by the Cass County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

ASSESSMENT RATIO - The ratio at which the tax rate is applied to the tax base.

ASSET - Resources held or owned by a government which have on-going value - that is, they benefit more than one accounting period.

AUTHORIZED POSITIONS - The number of employee positions authorized in the budget, some of which may be filled during the course of the budget year.

AVAILABLE (UNDESIGNATED) FUND BALANCES - The funds remaining from prior years activity that are available for appropriation in the current budget year.

BALANCED BUDGET – A budget in which the expenditures incurred during a given period are

matched by revenues. A budget is balanced when current expenditures are equal to receipts. The City of Raymore follows city code Section 11.3 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. 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 ensuing fiscal year.

BASE BUDGET - The cost of continuing the existing level of services in the current budget year.

BASIS POINT - A unit that is equal to 1/100th of 1%, and is used to denote the change in a financial instrument. The basis point is commonly used for calculating changes in interest rates, equity indexes and the yield of a fixed-income security. The relationship between percentage changes and basis points can be summarized as follows: 1% change = 100 basis points, and 0.01% = 1 basis point.

BERP – Building and Equipment Replacement Program. A method by which monies are set aside in the budgetary process for the replacement of capital building and equipment replacement.

BOND - A written promise to pay a specified sum of money (the face or principal value of the bond), at a specified date or dates in the future (the maturity date), along with interest at a specified rate.

BOND COUNSEL - A lawyer who writes an opinion on the bond or note as to its tax exempt status and the authenticity of its issuance. In theory their opinion is meant to assure the bond investor, but they are paid by the issuer so it is not clear who their real client is.

BONDED DEBT - That portion of City debt represented by outstanding bonds.

BOND DISCOUNT – The amount below face value at which a bond is issued, generally when the interest rate on the bond is below the prevailing market

interest rate, and/or the bond has a long maturity period.

BOND PREMIUM – The amount in excess of face value (maturity value) at which a bond is issued, generally when the interest rate on the bond exceeds the market rate or has a short maturity period.

BOND RATING – The calculation of the probability that a bond issue will go into default, by measuring risk and therefore impacts the interest rate the bond is issued at.

BOND REFINANCING - The payoff of old bonds and the re-issuance of new bonds in order to obtain better interest rates and/or better bond conditions.

BUDGET – A financial plan, for a specified period of operations that matches all planned revenues and expenditures with the services to be provided by the City. 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.

BUDGET ADJUSTMENT - Changes to the current budget on a departmental level that will not change the overall fund budget. These changes do not require council approval

BUDGET AMENDMENT - Changes to the current budget on any level that will change the overall fund budget. These changes require council approval.

BUDGET BASIS - The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, cash, or modified accrual.

BUDGET CALENDAR - The schedule of key dates that the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT - The written instrument used by City to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE - The opening section of the budget presented by the City Administrator, Finance Director or Budget Director, which presents the City Council and the Citizens of Raymore with highlights of the most important aspects of the budget.

BUDGET ORDINANCE - The official enactment by the City Council to approve the budget as presented that authorizes staff to obligate and spend revenues.

BUDGETARY CONTROL - The control or management of the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

CAD – Computer Aided Design.

CAFR - Comprehensive Annual Financial Report. The official annual report of a government.

CAPITAL ASSETS - Assets of significant value and having a useful life of several years. Capital Assets are also called fixed assets.

CAPITAL BUDGET - The appropriation of resources for the acquisition and construction of capital assets. It is also a plan of proposed acquisitions and replacements of long-term assets and their financing and is generally developed using one of several techniques such as the payback method, net present value method or the internal rate of return method.

CAPITAL EXPENDITURE – An outlay charged to a long-term asset account that either adds a fixed asset unit or increases the value of an existing fixed asset.

CAPITAL IMPROVEMENTS - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; also referred to as infrastructure. Note: the City of Raymore generally uses this term to include real property, improvements to real property and infrastructure.

CAPITAL IMPROVEMENTS PROGRAM - A plan for capital improvements to be incurred each year over a set number of years to meet long term capital needs of the government.

CAPITAL OUTLAY – Expenditures for the acquisition of capital assets which have a value of more than \$5000 and have a useful economic life of more than one year. (see CAPITAL EXPENDITURE) Note: the City of Raymore generally uses this term to include tangible personal property such as vehicles and equipment.

CAPITAL PROJECTS FUND - A fund created to account for the financial resources to be used for the acquisition or construction of major capital facilities or equipment.

CASH BASIS ACCOUNTING – The method of accounting under which revenues are recorded when received and expenditures are recorded when paid.

CCA – Certified Court Administrator.

CERTIFICATE OF DEPOSIT (CD) – A negotiable or nonnegotiable receipt for moneys deposited in a bank or other financial institution for a specified period at a specified rate of interest.

CERTIFICATE OF PARTICIPATION (COPS) - 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.

CEU – Continuing Education Unit.

CFE – Certified Fraud Examiner.

CHARGES FOR SERVICES - Revenue derived by charging a fee only to the specific user of the service.

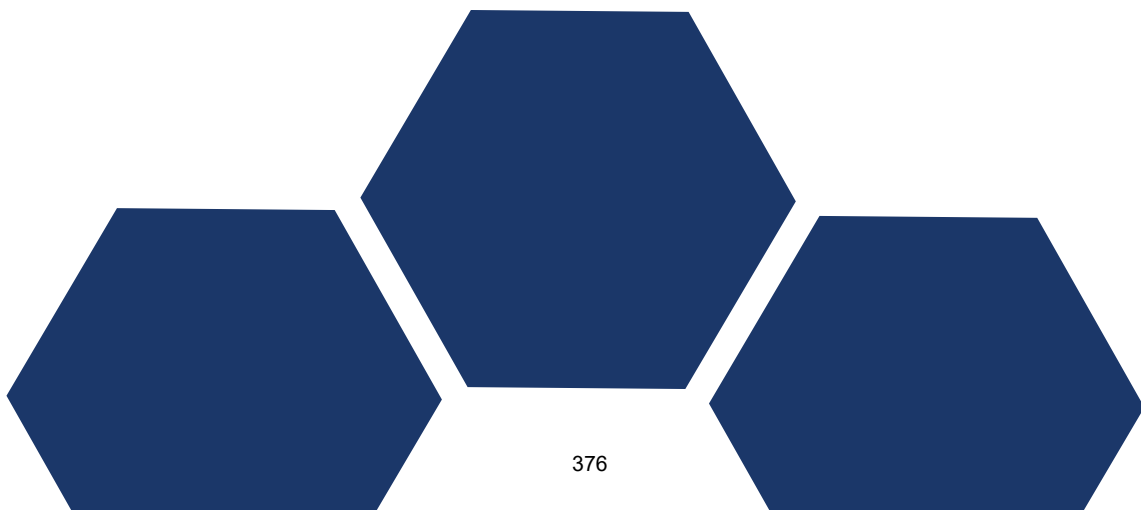
CID (COMMUNITY IMPROVEMENT DISTRICT)
- A Community Improvement District may be either a political subdivision or a not-for-profit corporation. CID's are organized for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the district.

CITY COUNCIL – The governing body elected by the citizens of a municipality to provide policy direction for the operations of the city. Currently, for the City of Raymore, this consists of a Mayor who is elected at large and 8 Council Members who are elected from four wards – two Council Members per wards.

COMMODITIES - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, and asphalt.

COMPETITIVE BID – The used of a sealed bid process where the bid contains the price and terms offered by the vendor for the good or service sought by the purchaser who awards the bid based on the best qualifications, price and terms.

CONSTANT (OR REAL) DOLLARS - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point of time in the past.



CONSUMER PRICE INDEX (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. This index is used as a measure of the increase in the cost of living (economic inflation).

CONTINGENCY RESERVE - A budgetary reserve set-aside for emergencies or unforeseen expenditures not included in the budget.

CONTRACTUAL SERVICES – Contractual services are professional fees for legal counsel, advertising, auditing, testing, service and equipment rentals, education, training and travel expenses.

COVENANT - A legally binding commitment by the issuer of municipal bonds to the bondholder. An impairment of a covenant can lead to a Technical Default. With respect to municipal bonds, covenants are generally stated in the bond contract.

CPA – Certified Public Accountant

CPE – Continuing Professional Education.

CSR – Code of State Regulations. The regulations derived from state statute used to operate the various departments and offices of state government. The State's policy and procedures manual.

CURRENT TAXES - Taxes levied and due within a one-year period, in relation to real and personal property taxes.

DARE – Drug Abuse Resistance Education

DEBT RATIO - The ratio of the issuer's general obligation debt to a measure of value, such as real property valuations, personal income, general fund resources, or population.

DEBT SERVICE - Required payments for principal and interest.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of long term debt principal and interest.

DEBT SERVICE RESERVE FUND - A bank trustee account established by the trust indenture and used as a backup security for an issuer's bonds. It usually amounts to one year's debt service, and can be drawn on by the Trustee in the event of an impairment of the Trust indenture.

DEDICATED TAX - Taxes that are levied to support a specific government program or purpose. For example, a 1% sales tax for park maintenance can only be used to cover the expenses to maintain an entity's parks.

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 that remain unpaid after the due date and which have penalty and interest attached. In Missouri, tax statements are mailed in November and are due by December 31.

DEMAND DEPOSIT – Accounts with financial institutions or cash management pools where cash may be deposited or withdrawn at any time without prior notice or penalty.

DEPARTMENT - A major administrative organization unit of the City that includes management responsibility for one or more operating divisions.

DEPRECIATION - The process of recognizing the physical deterioration of assets over a period of time. All assets are assigned an estimated life when purchased and a portion of the purchase price is charged off each year in recognition of wear and tear. Depreciation is recorded only in enterprise funds for the purpose of calculating net income for such funds.

DEVELOPMENT FEES - Those fees generated by building, development and growth in a community. Included are building permits, site plan review fees, zoning, planning, and subdivision fees.

DISCOUNT - The amount of dollars by which market value of a bond is less than par value or face value.

DISCOUNT BONDS - Bonds which sell at a dollar price below par in which case the yield would exceed the coupon rate. The difference between the discount price and the maturity price is subject to federal capital gains tax except in the case of Original Issue Discount Bonds, which are tax exempt.

DISCOUNT NOTE - Non-interest-bearing note sold at a discount and maturing at par. A U.S. Treasury Bill is a discount note.

DISBURSEMENT - The expenditures of money from an account.

DIVISION - An organization unit of the City that indicates management responsibility for a specific activity.

DOR - Department of Revenue. The department responsible for the collection, audit and distribution of taxes, titling and registering motor vehicles and licensing drivers.

DRC - Development Review Committee.

EATS - Economic Activity Taxes. The increase in economic activity taxes or sales taxes generated by the redeveloped within a TIF area. The difference between the original sales tax revenues of the area and the new sales tax revenues after redevelopment is EATS and is proportionately used to pay on the TIF Bonds used for the redevelopment of the area. Generally, in the State of Missouri, 50% of the difference is designated for repayment.

EMPLOYEE (OR FRINGE) BENEFITS - Contributions made by a government to meet commitments or obligations for employee benefits. Included is the government's share of Social Security

and various pension, life, and medical plans.

ENCUMBRANCE - The commitment of funds to purchase an item or service. To encumber funds means to set aside funds to pay future cash expenditures.

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.

ESCROW FUND - A fund that contains monies that only can be used to pay debt service.

EXPENDITURES - A decrease in the net financial resources of the City due to the acquisition of goods or services.

EXPENSE - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest and other charges.

FASB - Financial Accounting Standards Board. A nongovernmental body with the authority to promulgate Generally Accepted Accounting Principles (GAAP) and reporting practices. These are published in the form of FASB Statements. Practicing CPAs are required to follow the FASB pronouncements in the accounting and financial reporting functions. The FASB is independent of other companies and professional organizations.

FEASIBILITY STUDY - A report of the financial practicality of a proposed project and financing thereof, which may include estimates of revenues that will be generated and a revenue of the physical operating, economic or engineering aspects of the proposed project.

FEDERAL HOME LOAN MORTGAGE CORPORATION (FHLMC) - publicly chartered agency that buys qualifying residential mortgages from lenders, packages them into new securities backed by those pooled mortgages, provides certain guarantees, and then resells the securities on the open market. The corporation's stock is owned by savings institutions

across the U.S. and is held in trust by the Federal Home Loan Bank System. Nicknamed "Freddie Mac," it has created an enormous secondary market, which provides more funds for mortgage lending and allows investors to buy high yielding securities backed by federal guarantees.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA) - publicly owned, government-sponsored corporation chartered in 1938 to purchase mortgages from lenders and resell them to investors. Nicknamed "Fannie Mae," the corporation mostly packages mortgages backed by the Federal Housing Administration, but also sells some non-governmentally backed mortgages. These blocks are bought and sold by investors.

FEMA – Federal Emergency Management Agency

FIDUCIARY FUNDS – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds and agency funds. [SGAS 34]

FINANCIAL ADVISOR – A professional advisor offering financial counsel. The advisor can either earn commissions on the products they sell or they charge fees for their services and sell no products. Generally a bank, investment-banking company or independent consulting firm that advises the issuer on all financial matters pertaining to a proposed issue and is not part of the underwriting syndicate.

FINANCIAL ACCOUNTING FOUNDATION (FAF) – The institution that funds the FASB and appoints its members. Founded in 1972, the FAF is composed of nine trustees chosen by the board of directors of the American Institute of Certified Public Accountants(AICPA).

FISCAL AGENT - Also known as the Paying Agent, the bank, designated by the issuer, to pay interest and principal to the bondholder.

FINES & FORFEITURES - Revenues generated

from fines and penalties levied for commission of statutory offenses and violations of City Ordinances.

FISCAL POLICY - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FISCAL YEAR - A 12-month period to which the annual operating budget applies. The City of Raymore operates on a fiscal calendar year basis of November 1 through October 31.

FRANCHISE FEE - A fee paid by public service utilities for use of public right-of-way to deliver their services. The City currently has franchise agreements in place for Electric, Natural Gas, Telephone, and Cable services.

FULL FAITH AND CREDIT - A pledge of a government's taxing power to repay debt obligations.

The pledge of "the full faith and credit and taxing power without limitation as to rate or amount." A phrase used primarily in conjunction with General Obligation bonds to convey the pledge of utilizing all taxing powers and resources, if necessary, to pay the bondholders.

FULL-TIME EQUIVALENT POSITION (FTE) - A way to measure an employee's productivity or involvement in an activity or project. It is generally calculated as how a part-time position in an activity or project is converted to the decimal equivalent of a full-time position based on 2,080 hours of work per year. For example, a part-time clerk working 20 hours per week would be the equivalent to .5 of a full time position.

FUND - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government functions.

FUND BALANCES - The excess of assets over liabilities and reserves.

GAAP - Generally accepted accounting principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles. In the audit report, the CPA must indicate that the client has followed GAAP on a consistent basis.

GAAS – Generally Accepted Auditing Standards. Rules and guidelines promulgated by the AICPA's Auditing Standards Board which are followed by CPAs in the preparation and performances of financial statement audits. A CPA who does not conduct an examination in accordance with GAAS can be held in violation of the AICPA's Code of Professional Ethics and face legal action by affected parties.

GAO – General Accounting Office. An agency established to assist Congress in its oversight of the executive branch and to serve as the independent legislative auditor of the federal government.

GASB - Government Accounting Standards Board. The organization that formulates accounting standards for governmental units.

GASB 34 – The comprehensive changes in state and local government financial reporting issued by GASB in June, 1999. It required significant changes in an entity's reporting of Financial Statements and in Management's Discussion and Analysis for State and Local Governments. It requires that governmental entities present 1) government wide financial statements that are based on the accrual accounting basis and the flow of all economic resources and 2) governmental funds financial statements continue to be presented based on the modified accrual accounting basis and the flow of current financial resources.

GENERAL FUND - The fund used to account for all financial resources of the City except those required to be accounted for in a separate fund.

GENERAL OBLIGATION BOND – Municipal bonds backed by the full faith and credit (which includes the taxing and further borrowing power) of a municipality. It is repaid with the general revenue

of the municipality, such as property taxes and sales taxes.

GFOA - Government Finance Officers Association. Professional organization of governmental financial personnel and associated interested individuals that provide assistance, training and guidance to governments in the areas of accounting, audit, cash management, internal controls, debt management and general finance.

GIS – Geographic Information Systems. A technology that is used to view and analyze data from a geographic perspective and is considered a piece of an organization's overall information system framework. GIS links location to information (such as people to addresses, buildings to parcels, or streets within a network) and layers that information to give you a better understanding of how it all interrelates.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) – the organization that formulates accounting standards for governmental units. It is under the auspices of the Financial Accounting Foundation.

GOVERNMENTAL FUNDS – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue fund, debt service fund, capital projects funds, and permanent funds.

GPS – The Global Positioning System (GPS) is a satellite-based navigation system made up of a network of 24 satellites placed into orbit by the U.S. Department of Defense.

GRANT - A contribution by a government or other organization to support a specific function or operation.

HVAC – (Heating, Ventilation, and Air Conditioning) refers to technology of

indoor or automotive environmental comfort. HVAC system design is a major subdiscipline of mechanical engineering, based on the principles of thermodynamics, fluid mechanics, and heat transfer.

INDUSTRIAL DEVELOPMENT BONDS - (IDBs) also called Industrial Revenue Bonds (IRBs). Used to finance facilities for private enterprises, water and air pollution control, ports, airports, resource-recovery plants, and housing, among others. The bonds are backed by the credit of the private corporation borrower rather than by the credit of the issuer. Also known as Conduit Bonds. Private purpose bonds are limited by federal law to \$50 times the state's population on an annual basis.

INTERFUND TRANSFERS - Transfer of resources between two funds of the same governmental unit.

INTEREST EARNINGS - Revenue derived from the investment of cash on hand during the year in securities as specified by the City investment policy.

INTERGOVERNMENTAL REVENUE - Revenue received from Federal, State or local government bodies. Includes payment from other taxing authorities such as a School District.

INTERNAL CONTROL – an integral component of an organization's management that provides reasonable assurance that the following objectives are being achieved: 1) effectiveness and efficiency of operations; 2) reliability of financial reporting and 3) compliance with the applicable laws and regulations.

ITS – Information Technology Services..

LAPSING APPROPRIATION - An appropriation that expires after a set period of time, generally for the term of the budget year. At the end of the specified period, any unencumbered or unexpended balance lapses.

LEGAL OPINION - A written opinion from bond counsel that an issue of bonds was duly authorized and issued. The opinion usually includes the statement, "interest received thereon is exempt from federal taxes and, in certain circumstances, from state and

local taxes."

LETTER OF CREDIT - A form of supplement or, in some cases, direct security for a municipal bond under which a commercial bank or private corporation guarantees payment on the bond under certain specified conditions.

LEVEL DEBT SERVICE - Principal and interest payments that, together, represent more or less equal annual payments over the life of the loan. Principal may be serial maturities or sinking fund installments.

LEVY - The imposition or collection of an assessment of a specified amount for the support of government activities. The Levy amount for the City of Raymore is \$0.4685 for the General Fund, \$0.1261 for the Park Fund and \$0.7170 for the Debt Service Fund.

LICENSES, PERMITS, & FEES - Revenues collected by the City from individuals or business concerns for rights or privileges granted by the City.

LINE ITEM BUDGET - Budget that is prepared on the basis of individual accounts of what is to be spent such as office supplies, paper supplies, or equipment maintenance.

LONG TERM DEBT - Debt that is repaid over a period of time longer than one year.

MAINTENANCE - All materials or contract expenditures used for repair and upkeep of City buildings, equipment, systems, or land.

MACA – Missouri Association of Court Administrators.

MARC – Mid-America Regional Council. Serves as the association of city and county governments and the metropolitan planning organization for the bi-state Kansas City region.

MARCIT - Mid-America Regional Council Insurance

Trust. Provides insurance and loss prevention services to members of MARC.

MATERIALS & SUPPLIES - Expendable operating supplies necessary to conduct daily departmental activity.

MERP - (MIS Equipment Replacement Program) A planning tool used to set aside funds to maintain and replace machinery and information system equipment.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recognized in the period in which they become both available and measurable. Expenditures are recognized in the period in which a liability is incurred.

MUNICIPAL BOND - Bonds issued by any of the 50 states, the territories and their subdivisions, counties, cities, towns, villages and school districts, agencies, such as authorities and special districts created by the states, and certain federally sponsored agencies such as local housing authorities. Historically, the interest paid on these bonds has been exempt from federal income taxes and is generally exempt from state and local taxes in the state of issuance. There are approximately \$1.3 trillion municipal bonds outstanding and they generate about \$50 billion tax-free interest income each year.

MUTCD - The Manual on Uniform Traffic Control Devices, or MUTCD defines the standards used by road managers nationwide to install and maintain traffic control devices on all public streets, highways, bikeways, and private roads open to public traffic. The MUTCD is published by the Federal Highway Administration (FHWA) under 23 Code of Federal Regulations (CFR), Part 655, Subpart F.

NACM - National Association of Court Management.

NPDES - National Pollutant Discharge Elimination System. Part of the EPA (Environmental Protection Agency) Act that requires state and federal permitting and oversight of the City's storm sewer system.

NET ASSET VALUE (NAV) - The market value of all the bonds in a mutual fund portfolio divided by all the outstanding shares.

NET BONDED DEBT - Gross general obligation debt less self-supporting general obligation debt, housing bonds, water revenue bonds, etc..

NET INTEREST COST (NIC) - Generally speaking, issuers award competitive bond sales to the underwriter bidding the lowest NIC. It represents the average coupon rate weighted to reflect the time until repayment of principal and adjusted for the premium or discount.

NET REVENUE AVAILABLE FOR DEBT SERVICE - Usually, gross operating revenues of an enterprise less operating and maintenance expenses but exclusive of depreciation and bond principal and interest. Net revenue as thus defined is used to determine coverage on revenue bond issues.

NID - Neighborhood Improvement District, A Neighborhood Improvement District (NID) may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID.

OFFICIAL STATEMENT (OS) - A document (prospectus) circulated for an issuer prior to a bond sale with salient facts regarding the proposed financing. There are two OSs, the first known as the preliminary, or "red herring" - so named not because it smells but because some of the type on its cover is printed in red - and it is supposed to be available to the investor before the sale. The final OS must be sent to the purchaser before delivery of the bonds.

OPERATING BUDGET - That portion of the annual budget that provides a financial plan for the daily operations of government. Excluded from the operating budget are capital project expenditures that are accounted for in the Capital Projects Budget portion of the annual budget.

OPERATING EXPENSES - The cost for personnel, materials and equipment required for a department to function,

OPERATING TRANSFER - A transfer of resources from one fund to another.

ORDINANCE - A formal legislative enactment by the governing body of a municipality. An ordinance has full force and effect of law within the boundaries of the municipality. All revenue raising measures such as the imposition of taxes, special assessments, or service charges require an ordinance.

ORIGINAL ISSUE DISCOUNT - Some maturities of a new bond issue that have an offering price substantially below par; the appreciation from the original price to par over the life of the bonds is treated as tax-exempt income and is not subject to capital gains tax. See also Zero Coupon Bond.

PAR VALUE - The face value or principal amount of a bond, usually \$5,000 due the holder at maturity. It has no relation to the market value. For pricing purposes it is considered 100.

PARITY BONDS - Revenue bonds that have an equal lien on the revenues of the issuer.

PAYING AGENT - Also Fiscal Agent. Generally a bank that performs the function of paying interest and principal for the issuing body.

PREMIUM - The amount, if any, by which the price exceeds the principal amount (par value) of a bond. Its current yield will be less than its coupon rate.

PRICE TO CALL - The yield of a bond priced to the first call date rather than maturity.

PRIMARY MARKET - The new issue market. Generally has the best yield rates for the issues available.

PRINCIPAL - The face value of a bond, exclusive of interest.

PROPRIETARY FUNDS - Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUT BOND - A bond that can be redeemed on a date or dates prior to the stated maturity date by the bondholder. Also known as an option tender bond.

PAY-AS-YOU-GO BASIS - A financial policy whereby capital outlays are funded from currently available resources rather than from debt.

PERSONAL SERVICES - The costs associated with compensating employees for their labor, including salaries and fringe benefits.

PERFORMANCE MEASUREMENT - The quantification of an entity's efficiency or effectiveness in conducting operations for the period in review. Measurement criteria can be qualitative or quantitative in nature.

PILOTS - Payments in Lieu of Taxes or the incremental property taxes generated by the redevelopment of an area under a TIF program. The difference between the original property tax of the area and the new property tax after redevelopment is PILOTS and is used to pay on the TIF Bonds used for the redevelopment of the area.

PRIOR YEAR ENCUMBRANCES - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriations is reserved. They cease to be encumbrances when the obligations are paid or are otherwise terminated.

PROGRAM - An organized set of activities directed toward a common purpose or goal that an entity undertakes or proposes, to carry out its responsibilities. It can be an activity or set of activities that provides a particular service to the Citizens.

PROGRAM BUDGET - A method of budgeting that allocates money to the functions or activities of a government rather than to specific line items of cost.

PROGRAM MEASUREMENTS - Specific quantitative measures of work performed within a program. Measures quantity the efficiency and effectiveness of a given program.

PROPERTY TAXES - Revenues derived from the levying of taxes on real and personal property located within the City limits. Property taxes are levied according to the property's assessed value.

PROPERTY TAX RATE - The amount per \$100 of value that will be levied against all property within the City limits. The tax rate must be adopted by the City Council annually and consists of two components: The General Operating Rate and the Parks Fund Rate and the Debt Service Rate. For 2008 the rates are \$.4647 for General Operating and \$.1251 for Parks Fund and .7170 for Debt Service, or a total rate of \$1.3068. The City's maximum tax rate for general operations is \$ 1.15 per hundred dollar of value. Any rate above this requires a vote of the Citizens of Raymore. This rate was set in 1985 as part of the statewide reassessment program.

PUBLIC HEARING - That portion of City Council meetings where the Citizens may present evidence and provide information on both sides of an issue.

QUALIFIED LEGAL OPINION - Conditional affirmation of the legal basis for the bond or note issue. The average investor should avoid any but the strongest opinion by the most recognized bond approving attorneys.

RATINGS - Various alphabetical and numerical designations used by institutional investors, Wall Street underwriters, and commercial rating companies to give relative indications of bond and note creditworthiness. Standard & Poor's and Fitch Investors Service Inc. use the same system, starting with their highest rating of AAA, AA, A, BBB, BB, B, CCC, CC, C, and D for default. Moody's Investors Services uses Aaa, Aa, A, Baa, Ba, B, Caa, Ca, C, and D . Each of the services use + or - or +1 to indicate half steps in between. The top four grades are

considered Investment Grade Ratings

RAYMAC - (Raymore Municipal Assistance Corporation) a corporation established to facilitate the purchase of land and facilities by the City.

REDEVELOPMENT AGENCY (REDEV.) - A legislatively established subdivision of government established to revitalize blighted and economically depressed areas of a community and to promote economic growth. Tax Allocation Bonds are issued to pay the cost of land and building acquisition and their redevelopment and are repaid by the incremental increase in tax revenues produced by the increased assessed value of the area after redevelopment. Redev. Agencies may also sell Housing Mortgage Revenue Bonds to finance housing units within the area, a fixed percentage of which must be for low-cost housing.

REFUNDING BOND - The issuance of a new bond for the purpose of retiring an already outstanding bond issue.

REGISTERED BOND - A non-negotiable instrument in the name of the holder either registered as to principal or as to principal and interest.

REPO - A financial transaction in which one party "purchases" securities (primarily U.S. Government bonds) for cash and simultaneously the other party agrees to "buy" them back at some future time according to specified terms. Municipal bond and note issuers have used repos to manage cash on a short term basis. (Known formally as repurchase agreements.)

RESERVE - An account used to indicate that a portion of a fund balance is restricted to a specific purpose.

RESOLUTION - Official action of the City Council directing a specific action be taken. Resolutions are less formal than an Ordinance and have less weight of law.

RESOURCES - Total amounts available for appropriations including estimated revenues, fund

transfers, and beginning fund balances.

REVENUE - Funds received by a government as a part of daily operations.

REVENUE BONDS - Bonds issued to finance public works projects, such as water and sewage systems that are paid from the revenues of the projects. These bonds do not have the full faith and credit of the municipality. A municipal bond whose debt service is payable solely from the revenues derived from operating the facilities acquired or constructed with the proceeds of the bonds.

RFB – Request for Bid.

RFP – Request for Proposal.

RFQ – Request for Qualifications.

ROW – Right of Way. The permitted right to pass over or through land owned by another. Generally, the strip of land in which facilities such as highways, railroads, utilities or other infrastructure are installed and maintained.

RSMO – Revised Statutes of the State of Missouri

SALES TAX - A tax placed on the value of goods sold within the City limits. The rate is set by a majority of the voters within the City. The tax is collected by the State of Missouri and remitted to the City each month.

SERIAL BOND - A bond of an issue that features maturities every year, annually or semiannually over a period of years, as opposed to a Term Bond, which is a large block of bonds maturing in a single year.

SECONDARY MARKET - The trading market for outstanding bonds and notes. This is an O.T.C. market, a free form negotiated method of buying and selling, usually conducted by telephone or computer. Traders buy and sell for their own inventory. As many as \$2 billion of issues trade each day.

SINKING FUND – money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities.

SINKING FUND SCHEDULE - A schedule of payments required under the original revenue bond resolutions to be placed each year into a special fund, called the sinking fund, and to be used for retiring a specified portion of a term bond issue prior to maturity.

SPECIAL ASSESSMENT BOND - A bond secured by a compulsory levy of special assessments, as opposed to property taxes, made by a local unit of government on certain properties to defray the cost of local improvements and/or services that represents the specific benefit to the property owner derived from the improvement. In California these are usually 1915 Act or 1911 Act Bonds.

SOURCE OF REVENUE - Classification system whereby revenues are recorded according to the source they came from - that is, taxes, permits, interest, or other.

SRF FUND - The Missouri SRF leveraged loan program is a revolving fund established pursuant to the federal Clean Water Act of 1987. It was developed by the EI ERA and the Missouri Department of Natural Resources in cooperation with the Missouri Clean Water Commission, and provides subsidized low interest rate loans to qualifying applicants to issue General Obligation and/or Revenue Bonds to secure the debt used to acquire, by purchase or construction, the needed infrastructure.

SUPPLEMENTAL APPROPRIATION - An appropriation of resources made by the City Council after the budget has been formally adopted.

SWAP - The exchange of one bond for another. Generally, the act of selling a bond to establish an income tax loss and replacing the bond with a new item of comparable value.

TAX ANTICIPATION NOTE (TAN) - A short-term obligation of a state or municipal government

to finance current expenditures pending receipt of expected tax payments. TAN debt evens out the cash flow and is retired once tax revenues are received.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of all the people.

TAX BASE - The total value of all real and personal property within the City limits as of January 1 of each year. The assessed value of assets, investment or income streams that are subject to taxation.

TAX-EXEMPT BOND - Bonds exempt from federal income, state income, or state tax and local personal property taxes. This tax exemption results from the theory of reciprocal immunity: States do not tax instruments of the federal government and the federal government does not tax interest of securities of state and local governments.

T.I.F. (TAX INCREMENT FINANCING) - An economic tool used to finance real estate development costs within a specific area of the City. Additional property taxes generated by development within the T.I.F. area are used to finance the cost of real estate and infrastructure improvements.

TELECOMMUNICATIONS FRANCHISE TAX - A tax levied on telecommunications companies for the privilege of operating within the city limits. This tax is similar to a business license in purpose, but is calculated on the specified gross receipts of the company's activities.

TERM BOND - A large block of bonds of long maturity. They may be part of a serial Bond issue; there may be more than one term bond in an issue or a single maturity. Some are subject to a sinking fund redemption.

TDD (TRANSPORTATION DEVELOPMENT DISTRICT) - A Transportation Development District may be created to act as the entity responsible for developing, improving, maintaining, or operating one or more "projects" relative to the

transportation needs of the area in which the District is located. A TDD may be created by request petition filed in the circuit court of any county partially or totally within the proposed district. There are specific rules that provide filing procedures and content requirements of TDD creating petitions.

TRUSTEE - A bank designated as the custodian of funds and official representative of bondholders. Trustees are appointed to insure compliance with the trust indenture and represents bondholders to enforce their contract with the issuer.

UNDERLYING DEBT - The general obligation bonds of smaller units of local government within a given issuer's jurisdiction.

UNDERWRITER - An agreement to purchase an issuer's unsold securities at a set price, thereby guaranteeing the issuer proceeds and a fixed borrowing cost.

UNRESERVED FUND BALANCES - That portion of a fund's balance that is not restricted to be used for a specific purpose and that is available for appropriation.

UNQUALIFIED OPINION - term used when in the auditor's judgment, that they have no reservation as to the fairness of presentation of financial statements and their conformity with GAAP.

USER FEES - The payment of a charge or fee for direct receipt of a service by the party benefiting from the service.

UTILITIES - Utilities expenditures are those incurred for gas, electric, phone, water and sewer.

VARIABLE RATE BOND - A bond whose yield is not fixed but is adjusted periodically according to a prescribed formula.

VERP - Vehicle and Equipment Replacement Program. A method by which monies are set aside in the budgetary process for the replacement of capital equipment.

YELLOW BOOK – Publication issued by the United States General Accounting Office (GAO) on governmental auditing standards. It is revised periodically to ensure current GAAP, GASB, GAAS, FASB and SAS pronouncements and standards are included.

YIELD-TO-MATURITY (YTM) - Return available taking into account the interest rate, length of time to maturity, and price paid. It is assumed that the coupon reinvestment rate for the life of the bonds will be the same as the yield-to-maturity.

ZERO-COUPON BONDS - A deep discount municipal bond on which no current interest is paid. Instead, at bond maturity, the investor receives compounded interest at a specified rate. The difference between the discount price at purchase and the accreted value at maturity is not taxed as a capital gain but is considered tax-exempt interest. Widely used for college savings bonds.