



City of
**RAYMORE,
MISSOURI**



ADOPTED ANNUAL BUDGET FOR FISCAL YEAR BEGINNING NOV.1, 2021



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CITY LEADERSHIP

Mayor and City Council

Kristofer P. Turnbow, Mayor

Reginald Townsend (Mayor Pro Tem)	Ward I
Victoria Wills-Scherzer	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

Michael 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
Angela Davis	Court Administrator
David Gress	Economic Development Director
Melissa Harmer	Communications Manager
Erica Hill	City Clerk
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

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

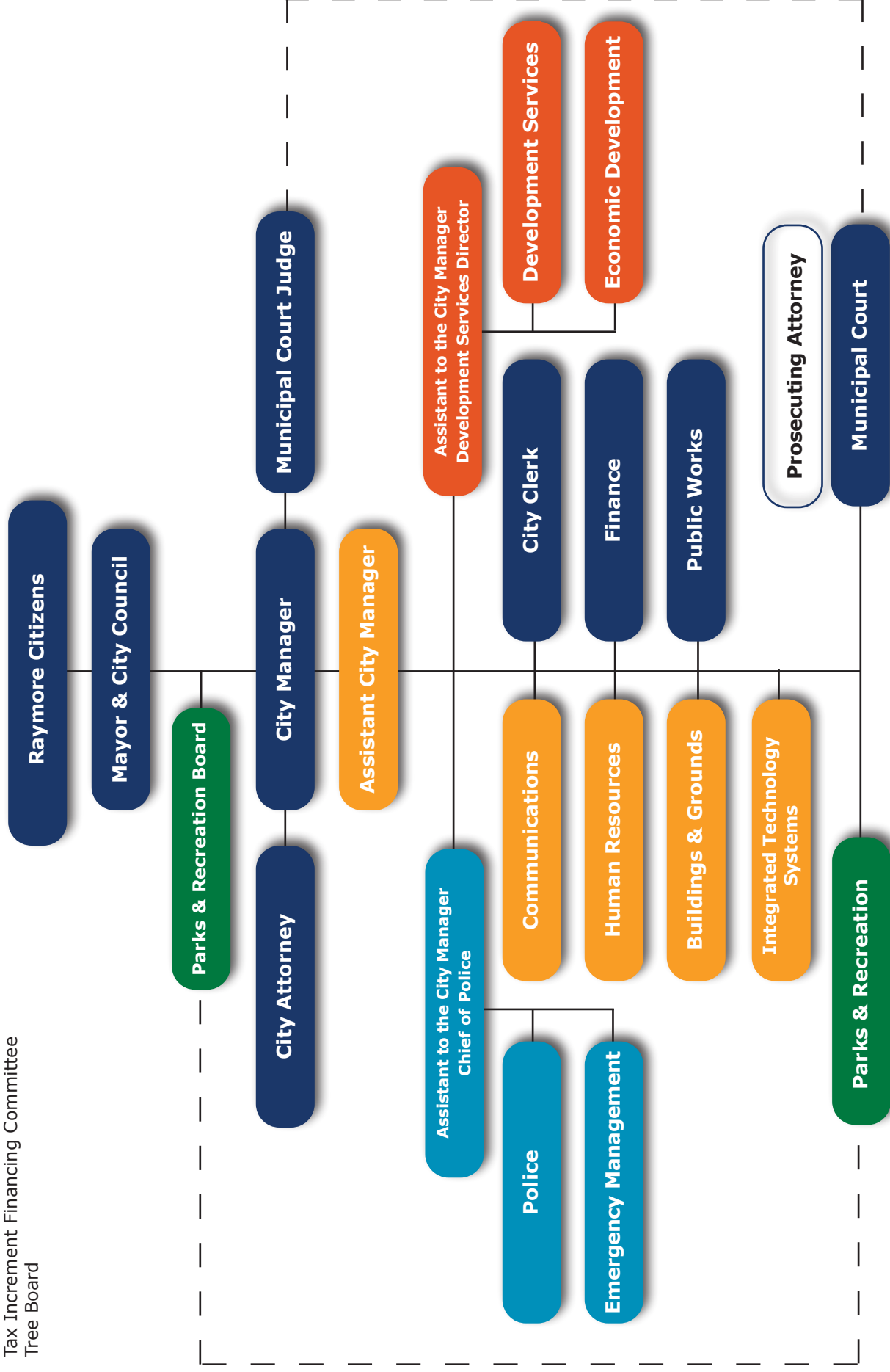


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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Raymore
Missouri**

For the Fiscal Year Beginning

November 01, 2020

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, 2020. 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 22,532.

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.

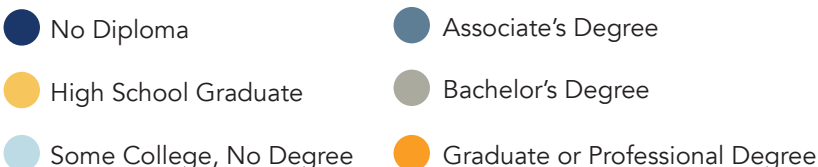
EDUCATION

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.

- 45.7% of Raymore residents over the age of 25 have earned at least one college degree.
- 37.7% of Raymore residents have a bachelor's degree or higher. The national average is 32.1%.
- 97.3% of Raymore residents over the age of 25 are high school (or equivalent) graduates. The national average is 90%.

Education Attainment of Raymore Residents Age 25 & Over

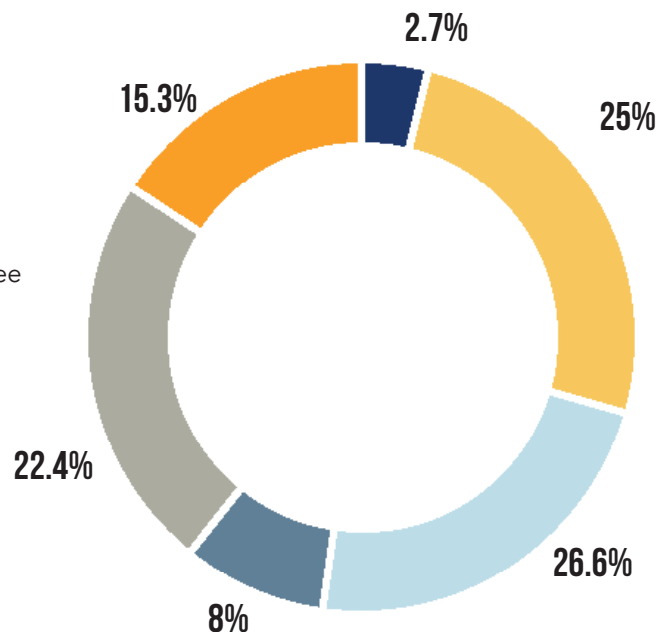


Public Schools

The Raymore-Peculiar School District consists of 10 schools, which had 6,292 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

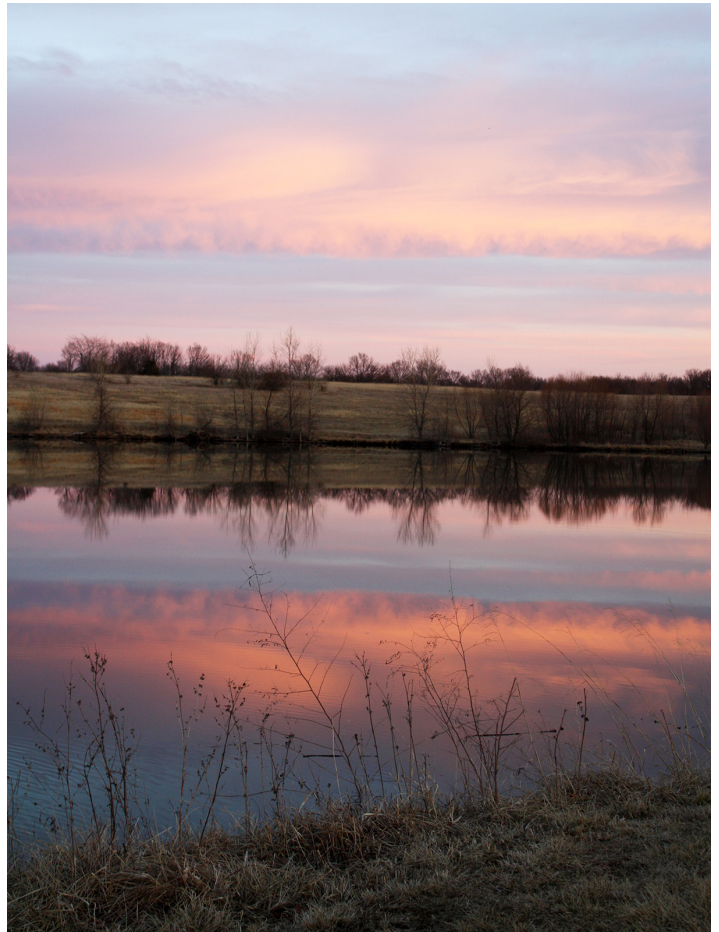
- Two concession stands
- Four lighted tennis courts
- One lighted basketball court
- Two playground areas
- Two shelter houses - Optimists Shelter and Moon Valley Shelter
- A fishing pond
- Skate park
- Exercise trail (approximately 1.5 miles)
- Disc golf course

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	Foxwood Springs	Senior Living	336
2	Wal-Mart	Retail	330
3	Ray-Pec School District	Education	276
4	Cosentino's Price Chopper	Grocery Store	168
5	Sam' Club	Wholesale Retail	150
6	Lowe's	Home Improvement	130
7	Rehabilitation Center of Raymore	Medical	110
8	City of Raymore	Government	106
9	Compass Health Network	Medical	102
10	Benton House of Raymore	Senior Living	46

Source: Raymore Department of Finance - Contacted businesses for information

*Raymore-Peculiar School District - Number of employees for the entire district is 891; the number of employees employed within the City of Raymore is 336 – Contacted Human Resources Department for school district.

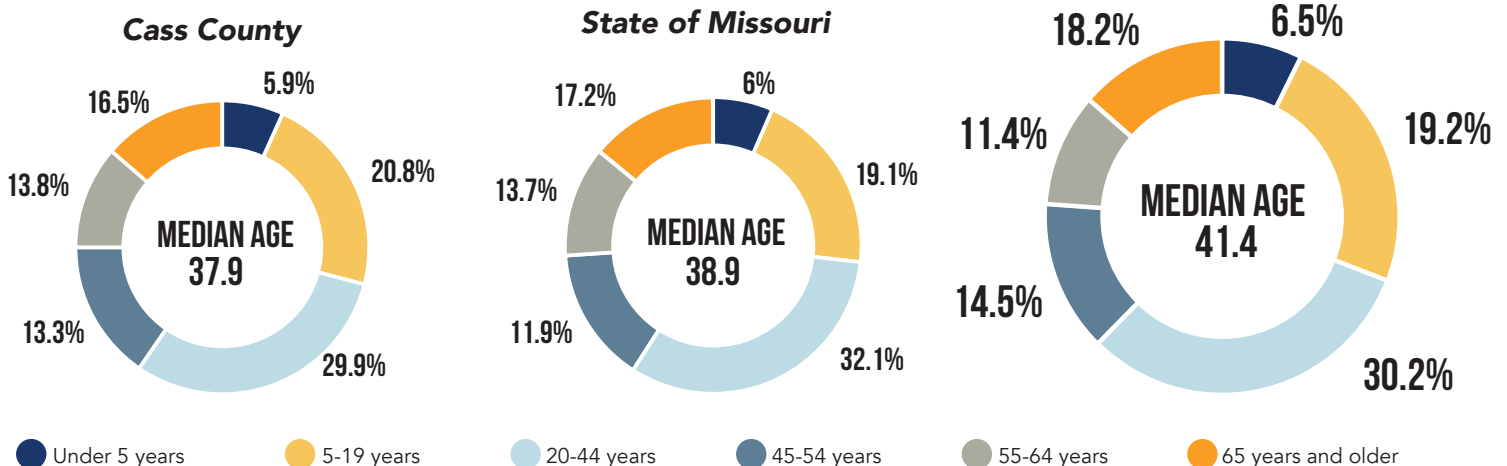
GENERAL AND DEMOGRAPHIC INFORMATION

Census Population Data

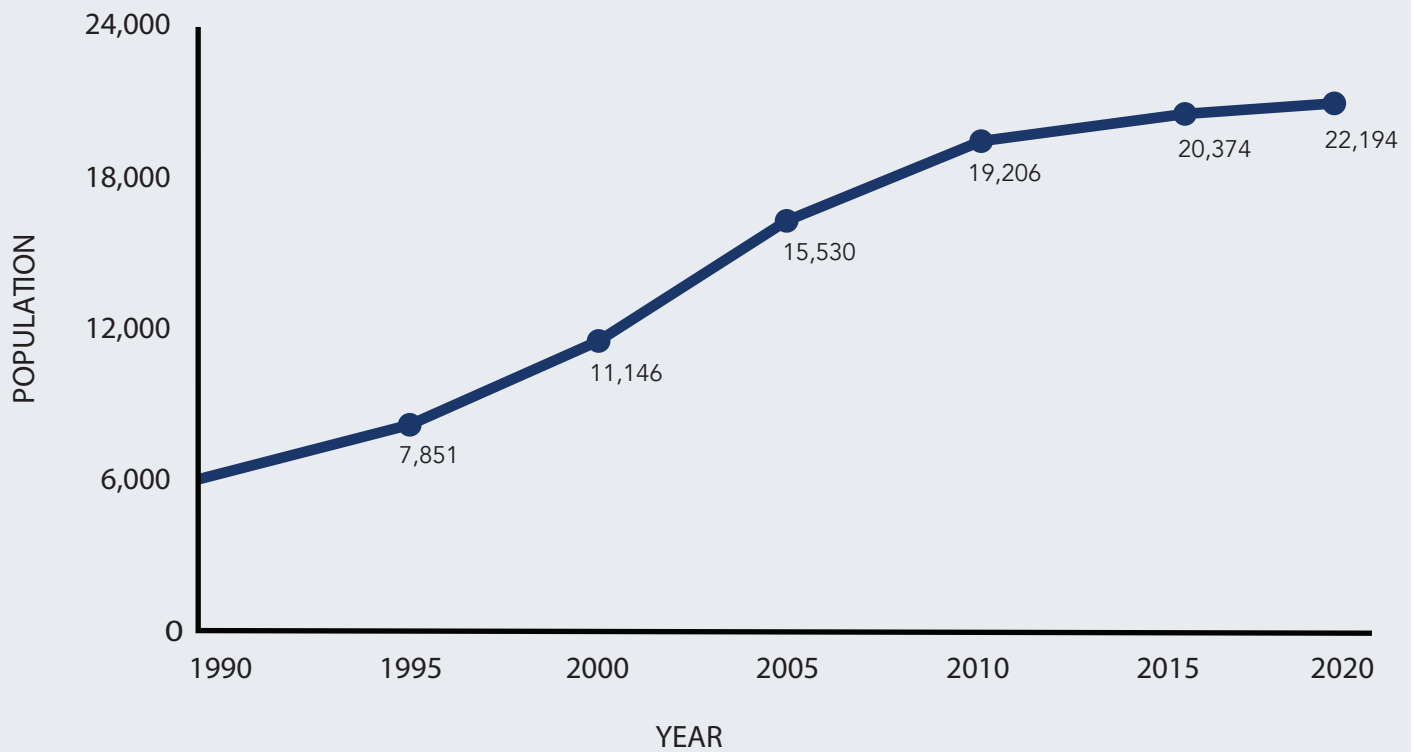
	1970	1980	1990	2000	2010	2020
City of Raymore	587	3154	5592	11,146	19,206	22,941
Cass County	39,448	51,029	63,808	82,092	99,478	107,824
State of Missouri	4,677,623	4,916,776	5,117,073	5,595,211	5,988,927	6,154,913

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

	2017	2018	2019	2020*	2021
City of Raymore					
Total Labor Force	11,165	11,372	11,344	11,059	11,849
Unemployed	372	342	310	858	265
Unemployment Rate	3.3%	3.0%	2.7%	7.8%	2.2%
Cass County					
Total Labor Force	54,448	54,792	54,386	52,161	55,176
Unemployed	1,963	1,709	1,660	4,237	1,342
Unemployment Rate	3.6%	3.1%	3.1%	8.1%	2.4%
State of Missouri					
Total Labor Force	3,059,676	3,076,794	3,052,386	3,012,321	3,047,662
Unemployed	124,198	101,966	97,578	303,259	87,257
Unemployment Rate	4.1%	3.3%	3.2%	10.1%	2.9%

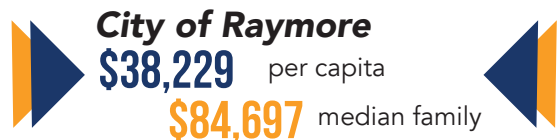
Source: Missouri Economic Research & Information Center (MERIC), MO Dept E.D. – Civilian Labor Force Date May 2021.

The unemployment data for 2021 is as of Sept. 2021.

* 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

\$30,810 per capita
\$57,409 median family

Cass County

\$32,868 per capita
\$69,433 median family

Median Earnings

Male (full-time) \$63,814

Female (full-time) \$46,787

Employment Status

Population 16+ years 15,006

In labor force 11,183

Civilian Labor Force 11,036

Employed 10,889

Unemployed 147

Occupation

Management, Professional 48%

Service Occupations 14.6%

Sales and Office Occupations 21%

Natural Resources, Const. and Maint. Occupations 7.2%

Production, Transp. & Matl Moving Occupations 9.2%

Source: US Census Bureau, Quick Facts 2021 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

	2016	2017	2018	2019	2020
Residential					
Number of Permits	211	247	245	132	147
Estimated Cost	49,128,800	49,545,900	\$50,686,500	\$32,607,900	\$36,368,200
Non-Residential					
Number of Permits	21	37	19	18	12
Estimated Cost	987,200	8,647,900	\$5,229,300	\$1,805,800	\$46,040,500

PROPERTY TAXES

	Major Property Tax Payers	Local Assessed Valuation	% of Total Top 10 Local Assessed Valuation
1	Wal-Mart / Sam's Club	\$6,875,830	30.15%
2	MCI Eagle Glen Apartments	\$3,474,840	14.6%
3	Foxwood Springs	\$2,870,610	15.12%
4	Lowe's	\$2,687,380	11.52%
5	Spire Missouri Inc	\$1,933,940	7.68%
6	Raymore SLP LLC (Benton House)	\$1,373,260	4.96%
7	LDR Missouri I LLC (Raymore Commerce Center)	\$971,950	4.86%
8	LDR Missouri II LLC (Raymore Commerce Center)	\$813,970	4%
9	Creekmoor Propoerty Owners Association	\$801,000	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 2020)

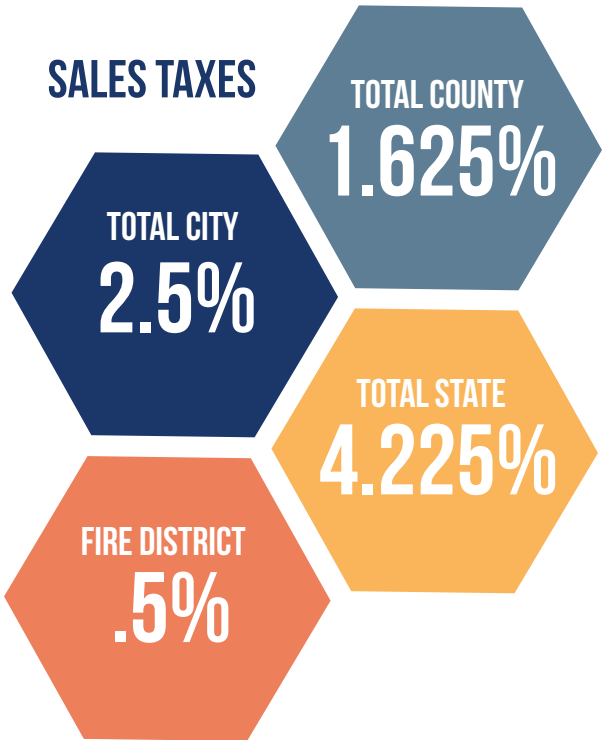


TAX COLLECTION RECORD

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
2021	1.2447	\$5,052,916	-
2020	1.2502	\$4,836,059	\$4,606,115
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

*Based on Cass County February fiscal year end.



INCENTIVE DISTRICT TAXES

Community Improvement District		
58 Highway Regional Market CID adds .5%		9.35%
Foxwood Village CID adds .75%		9.6 %
Jeter Farm CID adds .5%		9.35%
Raymore Galleria CID adds 1%		9.85%
Foxridge CID		Property tax only
Highway 58 & Dean Ave. CID adds 1%		9.85%
Transportation Development District		
East Gateway TDD adds 1%		9.85%
Hubach Hill Rd & N Cass Pkwy TDD adds .25%		9.1 %
Belton/Raymore Interchange TDD adds .5%		9.35%

Note: Hubach Hill Rd & N Cass Pkwy combined with Belton/Raymore Interchange TDD adds .75% for a total of 9.6%

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

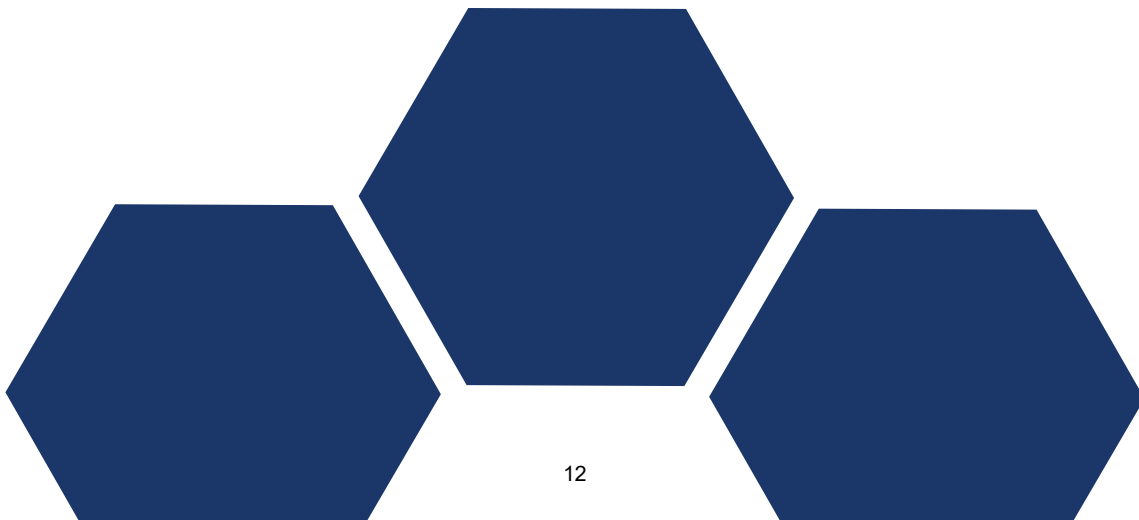
Resolution 03-23

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.

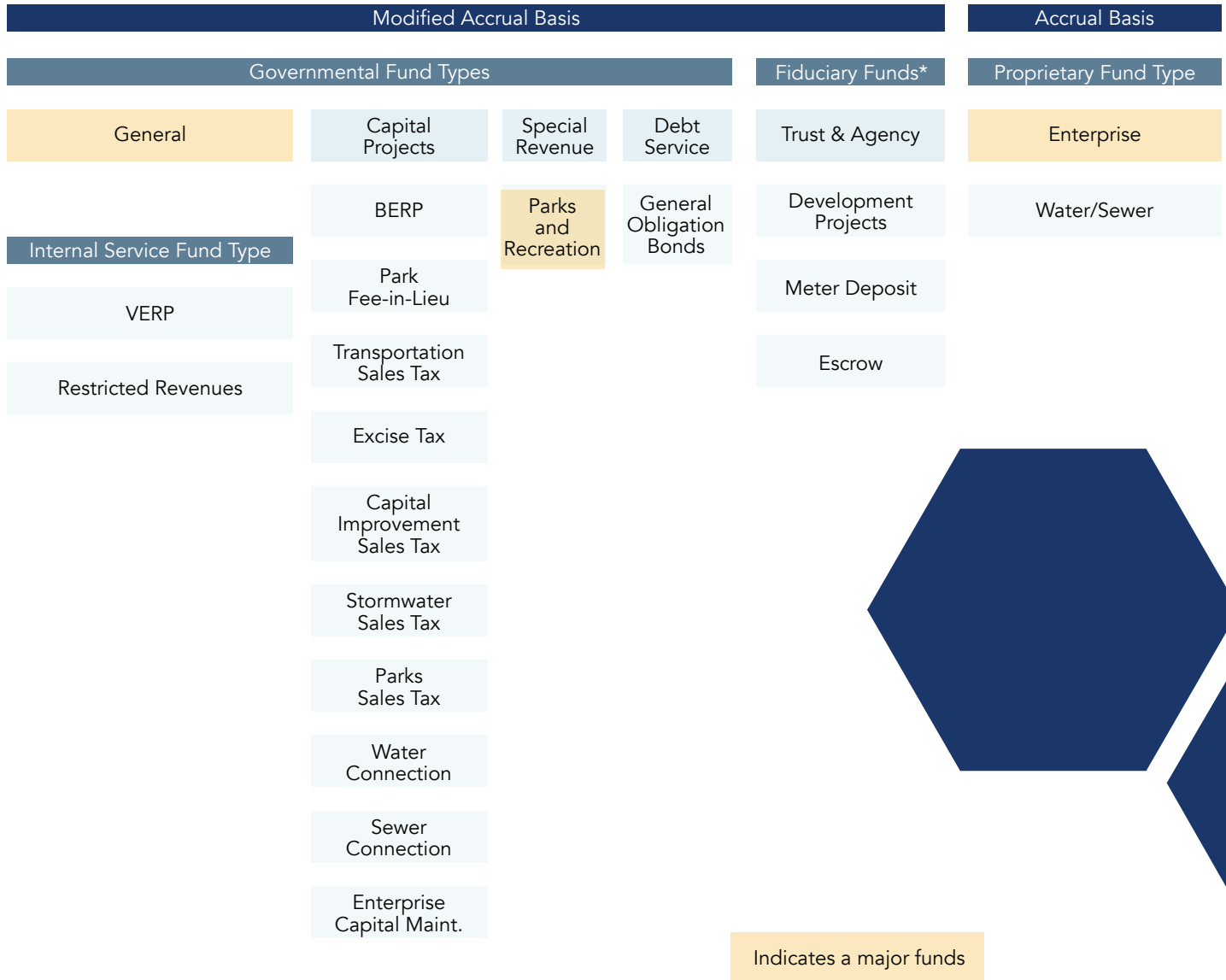
Proprietary Fund Types:

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 13
VERP Adjustments/Confirmations Due	April 23
Budget Flow/Design Meeting	April 16
Water and Sewer Rate Analysis	April 26-30
Schedule of Fees Adjustments Due	May 7
Equipment Requests Due to Information Technology	May 7
Personnel Requests Due to Human Resources	May 7
End-of-Year Expenditure Projections Due	May 7
Finance Follow Up with Departments	May 10-14
Park Board Work Session - CIP Review	May 25
Park Board Meeting & CIP Approval	May 25
End of Year Expenditure Projections Due	May 28
Water and Sewer Rate Analysis and Recommendation to Management	May 28
Department Revenue Projections and Expenditure Requests Due	May 28
Department Narratives, Org. Charts, and Performance Measures for Budget Due	May 28
Narrative Creation to Assistant City Manager	June 1-4
Water and Sewer Rate Presentation to Council	June 7
Park Board Work Session - Operating Budget Review	June 8
Water/Sewer Rate Public Hearing Notice to the Paper	June 11
Department Budget Meetings	June 14-18
Water/Sewer Rate Public Hearing Notice	June 18
Park Board Meeting and Approval of Operating Budget	June 22
Tax Levy Public Hearing Notice to the Paper	July 9

BUDGET CALENDAR

Finalize and Adopt	
Schedule of Fees-FY21 (Fees, Water/Sewer Rates, Excise Tax Fee) Public Hearing	July 26
Park Board Meeting - Final Review of Park Budget to go to Council	July 27
Budget Discussion with Management Team	Aug. 3
City Manager Changes to Assistant City Manager Due	Aug. 3
Council - Tax Levy Public Hearing and First Reading	Aug. 9
Proposed Budget Document Submitted to Council	Aug. 12
Council - Budget/CIP Work Session	Aug. 16
Council - Tax Levy Second Reading	Aug. 23
Council Budget/CIP Work Session (if necessary)	Sept. 6
Planning & Zoning CIP Work Session and Public Hearing	Sept. 7
Fiscal Year 2021 Budget/CIP Public Hearing Submitted to the Paper	Sept. 10
Council Budget/CIP Work Session (if necessary)	Oct. 4
Budget/CIP Public Hearing & 1st Reading of Budget/CIP Resolution	Oct.11
Budget Second Reading	Oct. 25
Post Adoption	
Adopted Budget Adjustments Finalized	Oct. 27
Post Adoption Memorandums Due	Nov. 1
Adopted Budget Documents to Assistant City Manager due	Nov. 2
FY21 Adopted Budget Book Submitted to Council	Nov. 22



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City of
**RAYMORE,
MISSOURI**

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

August 16, 2021

**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 2021-2022 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 2021-2022 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 reviewing 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. Expansion requests represent 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 growth in residential and commercial development. The last 18 months prior to this fiscal year budget brought great uncertainty to both residential and commercial arenas due to the pandemic. The City was fortunate to have excellent business partners who continued to invest in Raymore and build out commercial and especially industrial development. We also saw strong residential growth with diverse housing choices being offered successfully in Raymore. During FY 2021 staff conservatively projects that there will be approximately 140 single family permits issued and 4 commercial building permits issued. This FY 2022 budget conservatively anticipates growth numbers to increase from FY2021 projected in single family and assumes no significant commercial permits.

This lowering in budgeted housing permits vs. what we have been historically realizing, along with conservatively budgeting only a small increase in sales tax revenue over FY 2021 projected and coupled with the Hancock Amendments artificial cap placed on realization of housing growth assessed valuation revenues made preparation of the FY 2022 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. The summer 2021 “resurgence” of illness has led to further challenges in projecting the socio-economic impacts on this budget and the city. This could not help but impact both the actual final results of the FY 2021 budget and what needs to be conservatively done in recommending a proposed budget to the City Council.

Fortunately, as stated in last year’s budget message - 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). What we did experience was a cautious approach in the development community to begin projects that were anticipated to be either complete or well underway in FY2021.

Parks and Recreation programs were the most impacted in FY2021 by the pandemic. Event cancellations coupled with the closure of the RAC and Centerview for a portion of the year led to a significant loss of revenues for this department. Staff has budgeted FY2022 revenues and expenses anticipating a “full reopening”. This will bare very careful scrutiny in the first quarter of this fiscal year to determine if the lingering pandemic worsens and forces us to close programs and rentals once again.

Proposed Budget - Fiscal Year 2021-2022

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 2019 and FY 2020, the FY 2021 adopted budget, amended budget during the year, and projected revenues and expenditures, and the FY 2022 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 2022 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 2022 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 surplus (revenues over expenditures during the fiscal year) of \$114,010 was projected at the end of FY 2020 when the FY 2021 Proposed Budget was submitted last year. The FY 2020 General Fund actually ended up having a surplus of \$2,034,269. It should be noted that this significant surplus over projected can be primarily attributed to the Covid-19 payment from the county in the amount of \$1,124,198 coupled with other revenues coming in \$427,285 higher than projected and expenses coming in \$368,776 lower than projected. The higher than projected surplus led to an increase of \$1,920,259 in actual beginning balance for FY 2021 for a total actual beginning balance of \$5,227,793. This beginning balance represented an increase in actual General Fund beginning balance from the budgeted FY2021 beginning balance of 58.06%.

Removing the fiscal anomaly of the one time Covid-19 payment in the amount of \$1,124,198 translates into a non-Covid consideration increase in beginning fund balance of 24.07%. (Projected \$3,307,534 vs. Actual \$4,103,595)

FY 2021 revenues are projected to come in \$514,596 higher (5.05%) than the FY 2021 budget number. While most revenues are in line with budget expectations, there are items of note:

- Franchise Taxes continue their downward trend and will be 4.25% 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 internet usage and most plans offer unlimited calling for a single charge that they continue to reduce to push higher charges into the non-tax services.
- Sales Taxes are projected to be \$228,865 higher (6.40%) 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 \$379,338 (179.52%). This significant increase is primarily due to the unbudgeted Lofts Apartments and work associated with the Van Trust property.

Total Expenditures for FY 2021 are projected to be \$866,006 above the expenditure budget (8.27%). It should be noted that this amount includes a one-time anomaly expenditure of transfer out of the Covid-19 funds to the restricted revenue fund in the amount of \$880,233. Taking this out of the expense total translates into projected expenses for FY 2021 being \$14,227 less than budgeted (.14%).

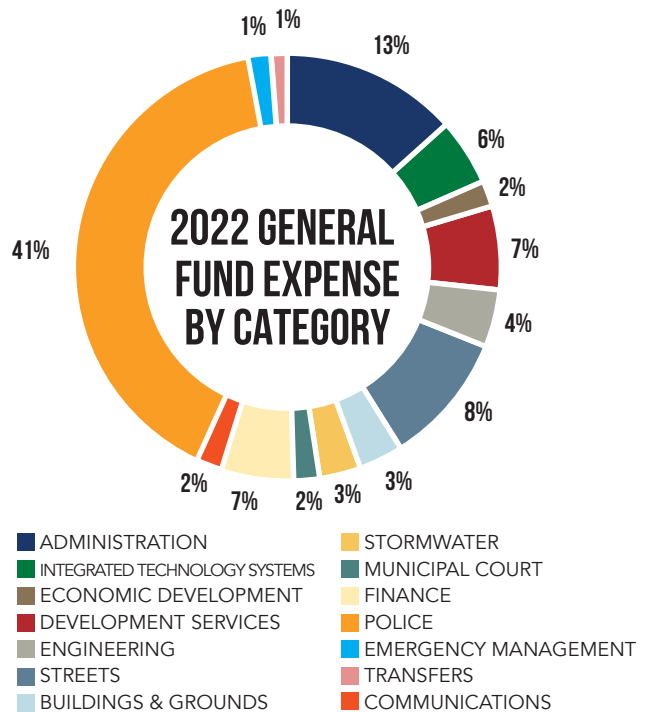
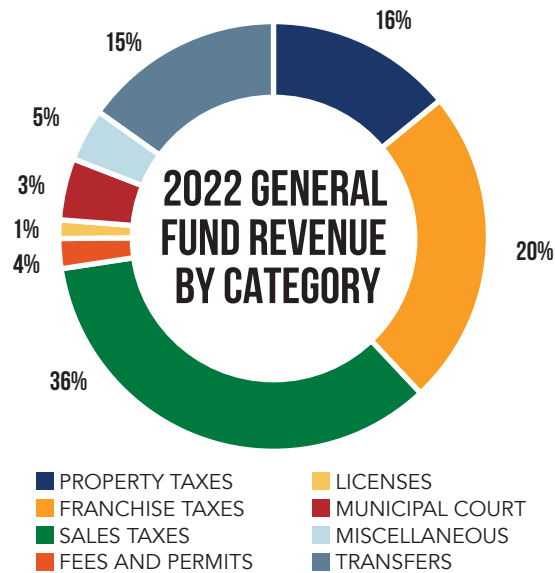
The combination of the FY 2020 higher than projected significant surplus that included Covid funds, projected FY 2021 revenues being higher than budgeted and FY 2021 expenditures that includes an expense amount for Covid that was less than the revenue received in FY 2020 results in a projected unreserved (gross) fund balance at the end of FY 2021 in the amount of \$4,586,687. This amount is \$1,568,849 (51.99%) more than budgeted.

FY 2022 Revenues

Staff projects total FY 2022 revenues budgeted to come in \$436,018 (4.28%) higher than the FY 2021 budget amount and \$78,578 (.73%) less than FY 2021 projected receipts.

Some highlights of projected/budget FY 2022 revenues in the General Fund are as follows:

- Property Tax:** Property tax receipts in FY 2022 are budgeted to be \$45,898 (2.79%) higher than projected received in FY 2021. 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 2022 are budgeted to come in \$1,763 (.08%) lower than the FY 2021 projected amount. The addition of 175 new residences in FY 2022 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 and charges also continue to lead to a decline in this revenue category.

- **Sales Tax:** The Sales tax receipts in FY 2022 are budgeted to be \$46,030 (1.21%) higher than the FY 2021 projected amount. There is no budgeted revenue for FY 2022 associated with any projected retail sales outlet that is not open as of this writing.
- **Fees and Permits:** In FY 2022 staff is budgeting permit revenue assuming 175 single family units. Overall in Fees and Permits staff is estimating a decrease in this revenue source of \$227,211 (38.47%) from FY2021 projected.
- **Municipal Court:** FY 2022 Municipal Court revenues are budgeted to increase \$65,469 (23.57%) higher than the FY 2021 projected amount. This amount reflects a return to normal budgeting amounts for the court prior to the shut-downs and realized revenues associated with the pandemic.
- **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 2022.
- **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. Last year due to the uncertainties of the pandemic staff recommended that the additional 20% be distributed 15% to Park Sales Tax and 5% to Stormwater. Staff recommends that this amount be once again evenly distributed between the Parks and Stormwater Sales Tax funds.

The transfer into the General Fund of \$306,00 from the Stormwater Sales Tax fund represents an offset of direct General Fund expenses associated with Stormwater projects in the city.

- **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 2022 it is budgeted to transfer \$999,504. 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 2022, 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 2022 proposed budget as presented includes *stepping* all employees through the chart. This results in an approximately 2.5% salary increase for all of our employees at this time.

Health Insurance

Health insurance benefits costs are budgeted at this time to increase by 7% for medical, 7% for dental, and 7% for vision care overall. We have not yet received the actual increases from our carriers but do know that with Cigna our Medical Cost Ratio is very favorable to the City.

LAGERS

The LAGERS (Local Agency Government Retirement System) contributions were 15.4% for the General Employee population and 17.6% for the Sworn Police Department Personnel for FY 2021. These rates will be changing to 15.7 for the General Employee population and 18.1 for the Sworn Police Department Personnel in FY 2022.

Staffing

There are no additional staff being proposed for FY 2022. Organizationally there will be a change moving supervision of the Integrated Technology Department to the Assistant City Manager.

DEPARTMENTAL NOTES

Departmental items of particular note are as follows:

- **Administration:** The FY 2022 budget for this department is proposed to increase from the FY 2021 budget amount by \$72,746. This increase is primarily due to normal personnel costs, increased costs associated with Human Resources professional services, and increased premium for our liability insurance.
- **Integrated Technology Services:** The FY 2022 Budget is proposed to increase from the FY 2021 Budget amount by \$44,276. This increase is associated with the increase in software maintenance costs. The city currently utilizes 70 software platforms across all departments.
- **Development Services:** The FY 2022 Budget is proposed to increase from the FY 2021 budget by \$42,611. This increase is primarily associated with normal personnel costs and new GIS mapping software.
- **Stormwater:** The FY 2022 Budget is proposed to increase from the FY 2021 budget by \$13,067. This increase primarily represents Right-of-Way maintenance costs with a larger number of cleaning events and normal personnel costs.
- **Finance:** The FY 2022 budget for this department is proposed to increase from the FY 2021 budget by \$36,824. This is primarily due to increased audit costs, the need to conduct a single audit for the federal dollars received for Covid funds, reallocated credit card fees from other departments, and normal personnel costs.
- **Police:** The FY 2022 budget for this department is proposed to increase from the FY 2021 budget by \$200,295. This is associated with normal personnel cost increases and the onset of a VERP contribution for the Mobile Command Vehicle.
- **Emergency Management:** The FY 2022 budget for this department is proposed to increase from the FY 2021 budget by \$7,337. This amount is associated with maintenance costs associated with the Mobile Command Vehicle.
- **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 Included in City Manager's General Fund Proposed Budget:**
 - Adding Senior Accountant Position to Salary Chart - Range 16 - Finance Department
 - Adding Utility Analyst Position to Salary Chart - Range 10 - Finance Department
- **Expansion Items Not Included in City Manager's General Fund Proposed Budget:**
 - Police Officer
 - Public Works Worker I
- **FY 2022 Ending Fund Balance – Operations:** After all the foregoing it is projected that the General Fund ending gross fund balance for FY 2022 will be a total of \$4,606,804. After reserving an amount equivalent to 20% of operating expenditures (\$2,100,729), as is the City's policy, a net unrestricted (available) fund balance of \$2,506,075 is projected at the end of FY 2022. This amount is available for additional use as the Council directs. As always, the City Manager strongly recommends that the Council considers use of these funds for non-recurring cost projects or equipment purchases.

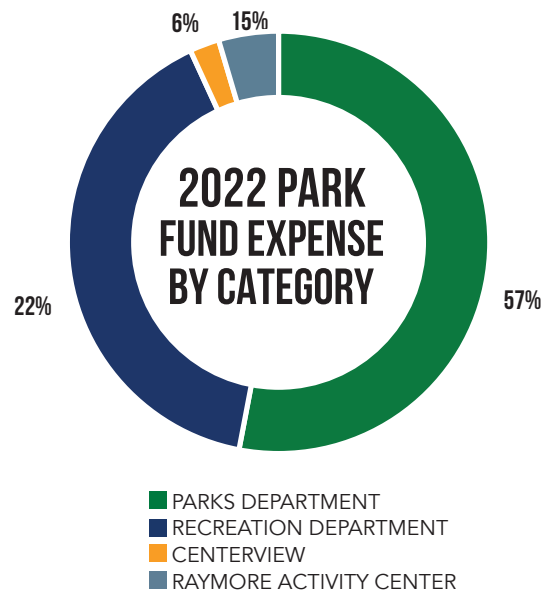
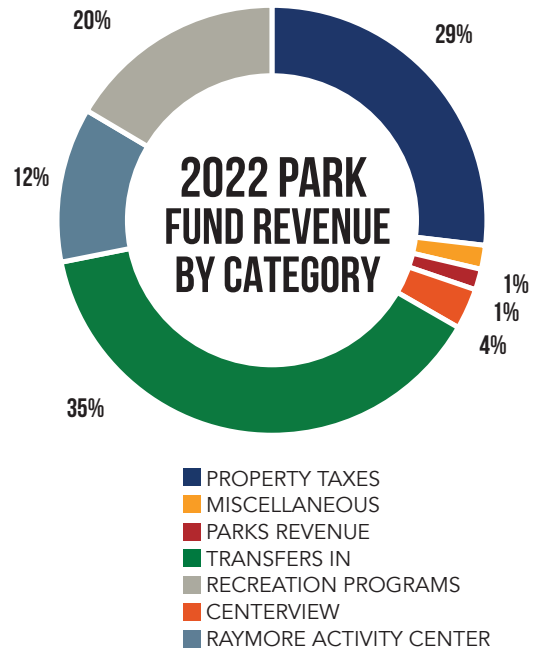
PARK FUND

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

The primary revenue sources for the Park Fund are as follows:

- **Park Levy:** The Park Levy for the next year is \$0.1119 per \$100 of assessed valuation. Of every dollar of property tax paid by Raymore residents and businesses within the City, 8.99 cents goes for funding of the City's Parks & Recreation program. It is currently projected that this levy will generate \$453,391 in FY 2022, or approximately 28.92% 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 40.86% of all revenue into the Park Fund. In FY 2022 a total of \$640,490 is budgeted.
- **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 2022 it is budgeted to transfer \$350,000 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 2022 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 FY2021 budget amount by only \$32,966. This increase is primarily associated with normal personnel movement through the chart.

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

- **Expansion Items Included in City Manager's Parks and Recreation Fund Proposed Budget:**
None

- **Expansion Items Not Included in City Manager's Parks and Recreation Fund Proposed Budget:**
Parks Worker I

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 2022 revenues are projected to come in just slightly higher than FY 2021 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 and provide a fiscally prudent but minimal available fund balance after the 20% restricted. FY 2022 water and sewer use charges reflect a \$0.08 increase in water rates and a \$0.17 decrease in sewer rates for an overall decrease in the blended rate of \$0.09.

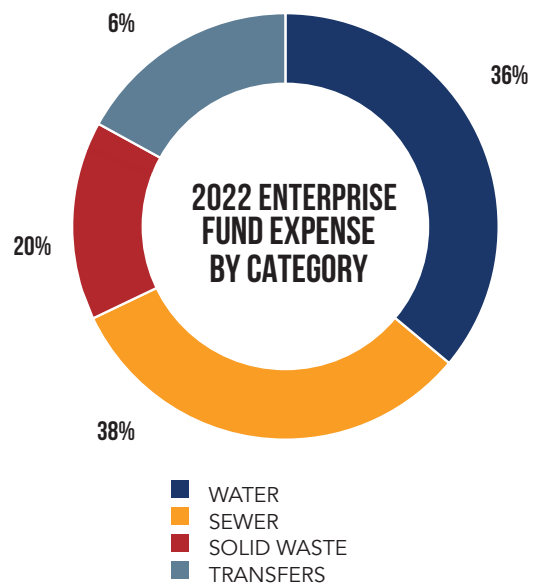
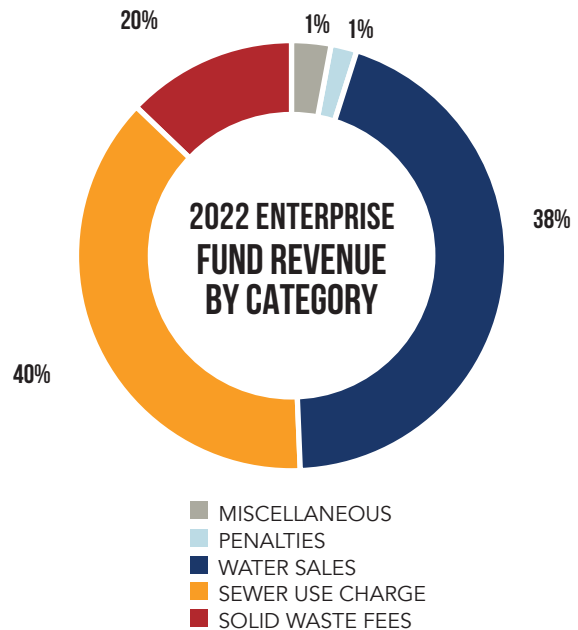
Expenditures

- **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 2022 is \$2,071,077. This amount is higher than the FY 2021 budget amount reflecting an increase in consumption associated with the increase in customers in the city and new "stay at home" patterns.

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 2022 is \$1,390,522.

The cost of treatment of sewer by the Middle Big Creek Sewer is included in this budget. The budgeted amount for this service in FY 2022 is \$897,864.



- **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 period July, 2021 through June 2022 the monthly cost for these services is \$15.05 for trash and yard waste service only or \$20.25 for trash, yard waste and recycling. These amounts reflect a charge of \$1.50 for the provision of carts as well.

- **Transfers Out:**

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 2022 is \$999,504.

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 2022 the amount for this transfer is again \$600,000.

- **Expansion Items Included in City Manager's Enterprise Fund Proposed Budget:**

None

- **Expansion Items Not Included in City Manager's Enterprise Fund Proposed Budget:**

Public Works Worker I

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.

At this writing prior to the close of FY 2022 the total debt service payment from the debt service fund that is known and scheduled is \$2,408,479. There will be an approximately \$9 million bond issuance that will take place in September that was approved in August, 2020. This schedule for this issuance is unknown at this writing. In order to achieve bank qualified issues the city limits issuances to no more than \$10 million per year.

In addition, FY 2022 debt service payments associated with Special Obligation Bonds for street infrastructure and being paid for out of the Capital Improvement Fund total \$950,076 and debt service payments associated with Special Obligation Bonds for water and sewer infrastructure and being paid for out of the Water and Sewer Connection Fee Funds total \$177,040.

Finally, there is a single Leasehold Revenue Bond against a stormwater grant originally issued in 1998 and refunded twice being paid for out of the Stormwater Sales Tax Fund that has a FY 2022 payment of \$21,536. This bond will be retired in FY 2023.

Nine debt service issues are currently outstanding at this writing. The total debt of the city from these issues is currently \$42,421,138. Of this amount \$33,134,946 is associated with General Obligation Debt.

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:

Parks and Recreation: 1 Trailer, 1 Kubota Mower, 1 Field Stripper, 1 Bobcat Skid Loader

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 2022 Capital Budget and 2022–2026 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 2022 Capital Budget and 5-year CIP.

Combined Operating Expenditures by Fund

General Fund:

Administration	1,427,231
Information Technology	660,828
Economic Development	158,219
Development Services	777,974
Engineering	451,616
Streets	844,408
Stormwater	310,493
Building & Grounds	361,933
Municipal Court	133,000
Finance	729,538
Communications	218,219
Prosecuting Attorney	24,400
Police	4,337,192
Emergency Management	136,295
Transfer Out	476,000

Total General Fund **11,047,346**

Parks and Recreation Fund:

Parks	892,338
Recreation	340,764
Centerview	96,106
Raymore Activity Center	233,381

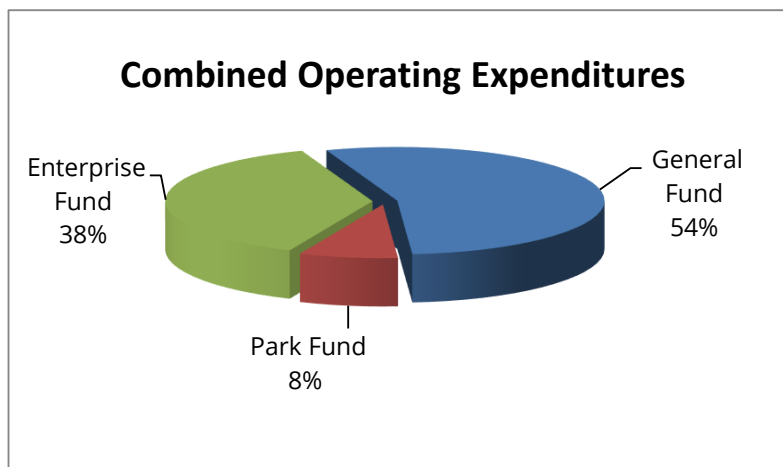
Total Parks and Recreation Fund **1,562,589**

Enterprise Fund

Water	2,887,362
Sewer	3,103,644
Debt Service	-
Transfer Out	1,709,058

Total Enterprise Fund **7,700,064**

Total Combined Operating Expenditures **\$ 20,309,999**



Combined Operating Expenditures by Service

Administration

Administration	1,427,231
Information Technology	660,828
Finance	729,538
Communications	218,219

Total Administration **3,035,817**

Development

Economic Development	158,219
Development Services	777,974

Total Development **936,193**

Transfer Out

Transfer Out	476,000
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Total Transfer Out **476,000**

Parks and Property

Parks and Recreation	1,562,589
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Total Parks and Property **1,562,589**

Public Works

Engineering	451,616
Streets	844,408
Stormwater	310,493
Building & Grounds	361,933
Water & Sewer	7,700,064

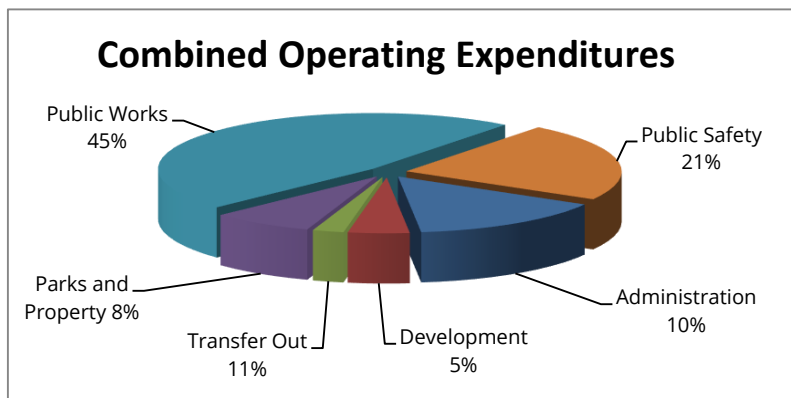
Total Public Works **9,668,514**

Public Safety

Police	4,337,192
Emergency Management	136,295
Municipal Court	133,000
Prosecuting Attorney	24,400

Total Public Safety **4,630,886**

Total Combined Operating Expenditures **\$ 20,309,999**



General Fund (01)

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 City Manager Proposed	2021-22 Council Adopted
Fund Balance								
Beginning of Year	3,446,381	3,193,524	3,307,534	5,227,793	5,227,793	4,713,004	4,713,004	4,713,004
Revenue								
Property Taxes	1,501,246	1,580,529	1,627,940	1,627,940	1,647,181	1,693,079	1,693,079	1,693,079
Franchise Taxes	2,141,098	2,095,009	2,205,109	2,205,109	2,111,317	2,109,554	2,109,554	2,109,554
Sales Taxes	3,518,612	3,681,819	3,574,758	3,574,758	3,803,623	3,849,653	3,849,653	3,849,653
Fees & Permits	379,521	708,743	211,305	211,305	590,643	363,432	363,432	363,432
Licenses	126,863	121,480	123,243	123,243	124,570	122,313	122,313	122,313
Municipal Court	364,807	266,244	327,167	327,167	277,807	343,276	343,276	343,276
Miscellaneous	561,866	469,155	494,233	494,233	630,627	522,151	522,151	522,151
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.	295,000	295,000	300,000	300,000	300,000	306,000	306,000	306,000
Transfer from Enterprise Fund	829,280	892,498	967,988	967,988	967,988	999,504	999,504	999,504
Transfer from Capital Funds	4,885	47,400	6,000	6,000	24,900	6,000	6,000	6,000
One-Time revenues		1,124,198						
Total Revenue	10,057,178	11,602,075	10,187,743	10,187,743	10,828,656	10,634,961	10,634,961	10,634,961
Total Fund Bal & Revenues	13,503,559	14,795,599	13,495,277	15,415,536	16,056,449	15,347,966	15,347,966	15,347,965
Expenditures								
Administration	1,133,388	1,386,810	1,345,938	1,379,521	1,373,008	1,422,231	1,422,231	1,427,231
Integrated Technology Systems	445,831	616,546	615,336	631,136	627,953	660,828	660,828	660,828
Economic Development	151,317	134,356	159,934	159,934	144,909	158,219	158,219	158,219
Development Services	669,458	683,101	733,110	733,110	721,510	777,974	777,974	777,974
Engineering	420,309	331,922	447,538	447,538	445,479	451,616	451,616	451,616
Streets	844,295	725,513	825,134	848,146	834,486	844,408	844,408	844,408
Building & Grounds	373,436	383,535	354,623	354,623	350,273	361,933	361,933	361,933
Stormwater	299,597	266,317	296,391	296,391	293,341	310,493	310,493	310,493
Municipal Court	122,331	118,236	141,670	141,670	138,971	133,000	133,000	133,000
Finance	598,580	636,017	690,877	690,877	683,028	729,538	729,538	729,538
Communications	179,544	149,830	198,020	198,020	172,552	193,219	193,219	218,219
Prosecuting Attorney	24,000	24,000	24,400	24,400	24,400	24,400	24,400	24,400
Police	3,989,485	3,682,968	4,115,077	4,115,077	4,094,252	4,328,192	4,328,192	4,337,192
Emergency Management	126,274	115,333	128,028	128,028	127,045	136,295	136,295	136,295
COVID-19		213,322		30,643	30,643			
	9,377,845	9,467,806	10,076,077	10,179,115	10,061,850	10,532,345	10,532,345	10,571,346
Other								
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								180,000
Transfer Out to Park Sales Tax Fund								
Transfer Out to Stormwater Sales Tax Fund								
Transfer Out to Capital Improvement Fund	708,000		301,362	301,362	301,362			16,000
Transfer Out to Restricted Revenue Fund	124,190			880,233	880,233			180,000
	932,190	100,000	401,362	1,281,595	1,281,595	100,000	100,000	476,000
Total Expenditures	10,310,035	9,567,806	10,477,439	11,460,710	11,343,445	10,632,345	10,632,345	11,047,346
<i>Net Revenue over / under</i>	<i>(252,857)</i>	<i>2,034,269</i>	<i>(289,696)</i>	<i>(1,272,967)</i>	<i>(514,789)</i>	<i>2,616</i>	<i>2,616</i>	<i>(412,385)</i>
Fund Balance (Gross)	3,193,524	5,227,793	3,017,838	3,954,827	4,713,004	4,715,621	4,715,621	4,300,619
<i>Less: Restricted Balances</i>								
<i>Less: Reserve Balance 20% of Exp</i>	<i>(1,875,569)</i>	<i>(1,893,561)</i>	<i>(2,015,215)</i>	<i>(2,035,823)</i>	<i>(2,012,370)</i>	<i>(2,106,469)</i>	<i>(2,106,469)</i>	<i>(2,114,269)</i>
Available Fund Balance-End of Year	1,317,955	3,334,232	1,002,623	1,919,004	2,700,634	2,609,152	2,609,152	2,186,350

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

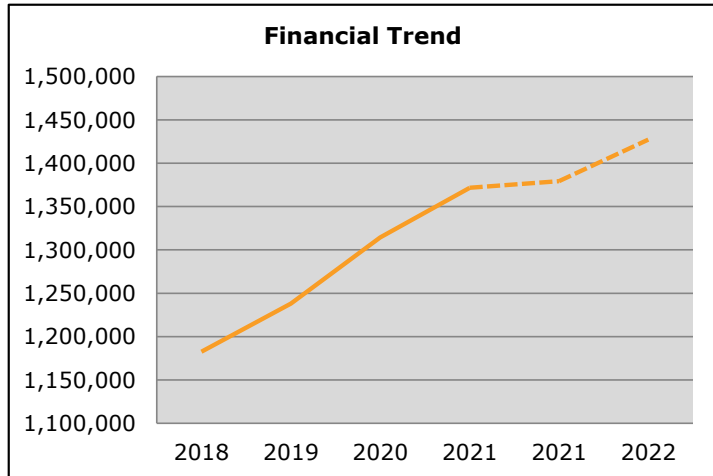
Revenue Description

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 FY22 City General Operating levy is 0.4158; the Debt Service levy is 0.7170 and the Parks levy is 0.1119 with real estate assessed valuation at \$345,978,021 compared to \$327,462,696 last year. The collection rate is estimated at 99%.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	1,314,291	6.17%
2021 Budget	1,371,675	4.37%
2021 Projected	1,379,281	4.94%
2022 Adopted	1,427,234	3.48%



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

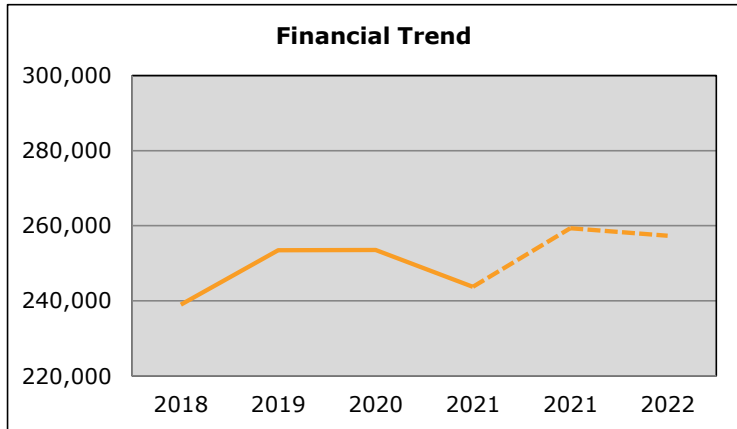
Revenue Description

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 FY22 City General Operating levy is 0.4158; the Debt Service levy is 0.7170 and the Parks levy is 0.1119 with personal property assessed valuation at \$59,976,472 compared to \$58,187,945 last year. The collection rate is estimated at 99%.

Fiscal Year	Collection	Annual Percentage Change
2012 Actual	181,300	7.90%
2013 Actual	194,583	7.33%
2014 Actual	200,155	2.86%
2015 Actual	204,725	2.28%
2016 Actual	206,314	0.78%
2017 Actual	218,310	5.81%
2018 Actual	238,977	9.47%
2019 Actual	253,489	6.07%
2020 Actual	253,531	0.02%
2021 Budget	243,731	-3.87%
2021 Projected	259,337	2.29%
2022 Adopted	257,334	-0.77%



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

Revenue Description

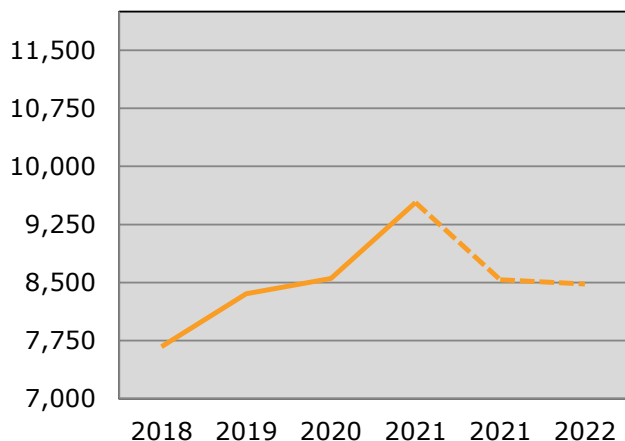
Penalties- are accrued beginning January 1 following the December 31 due date for yearly property tax billings. The delinquent property tax accrues interest at the rate of 2% per month compounded.

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 FY22 revenue is estimated based on historical data trends.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	8,554	2.40%
2021 Budget	9,534	11.46%
2021 Projected	8,536	-0.21%
2022 Adopted	8,481	-0.64%

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

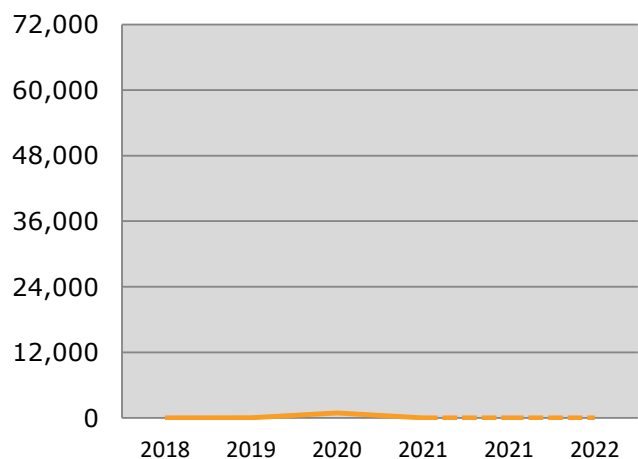
Revenue Description

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
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 Actual	904	6212.01%
2021 Budget	0	N/A
2021 Projected	0	N/A
2022 Adopted	0	N/A

Financial Trend



Financial Institution Tax

General Ledger Codes: 01-00-4043-0000	Legal Authority: Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 148 RSMo. State Statute: Section 148.080 RSMo. Missouri State Constitution: Article X
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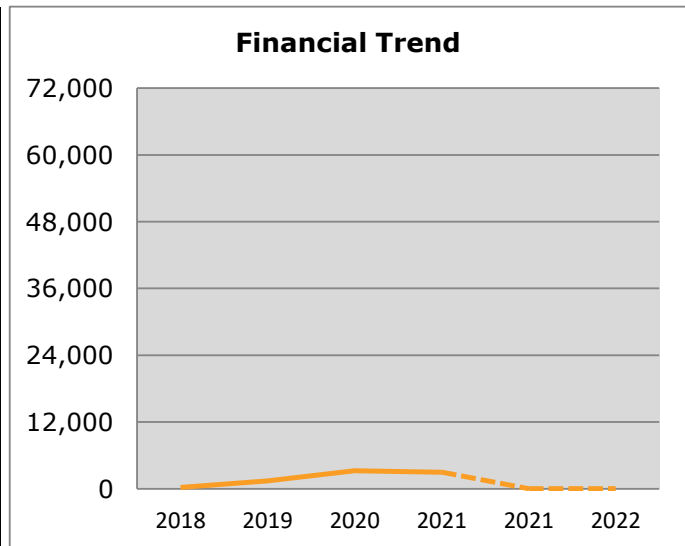
Revenue Description

Financial Institution Tax-

A special tax of 7 percent assessed on the net income of banks and other financial institutions, minus applicable credits and a 2 percent state service fee, distributed among the various tax levy districts in which a bank resides.

This tax is distributed to the County annually and the County makes the distribution to the tax levy districts.

Fiscal Year	Collection	Annual Percentage Change
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	458.40%
2020 Actual	3,250	127.97%
2021 Budget	3,000	-7.68%
2021 Projected	27	-99.18%
2022 Adopted	30	12.65%



Land-Line Telecom Franchise Tax

General Ledger Codes:

01-00-4060-0000

Legal Authority:

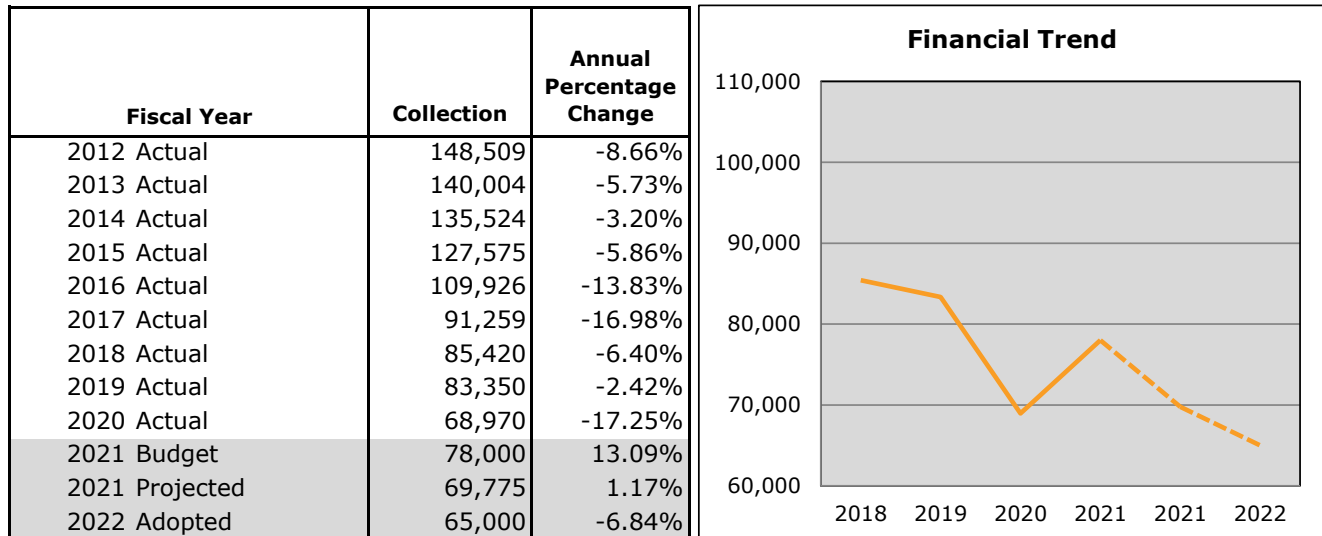
Municipal Charter: Article XII
Municipal Code: Section 640.010
Municipal Code: Section 640.030
State Statute: 67.2675-2714
Missouri State Constitution: Article X

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 FY21 based on YTD revenue through May and average three years revenue for June through October. Staff is conservatively estimating FY22 revenues using FY21 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

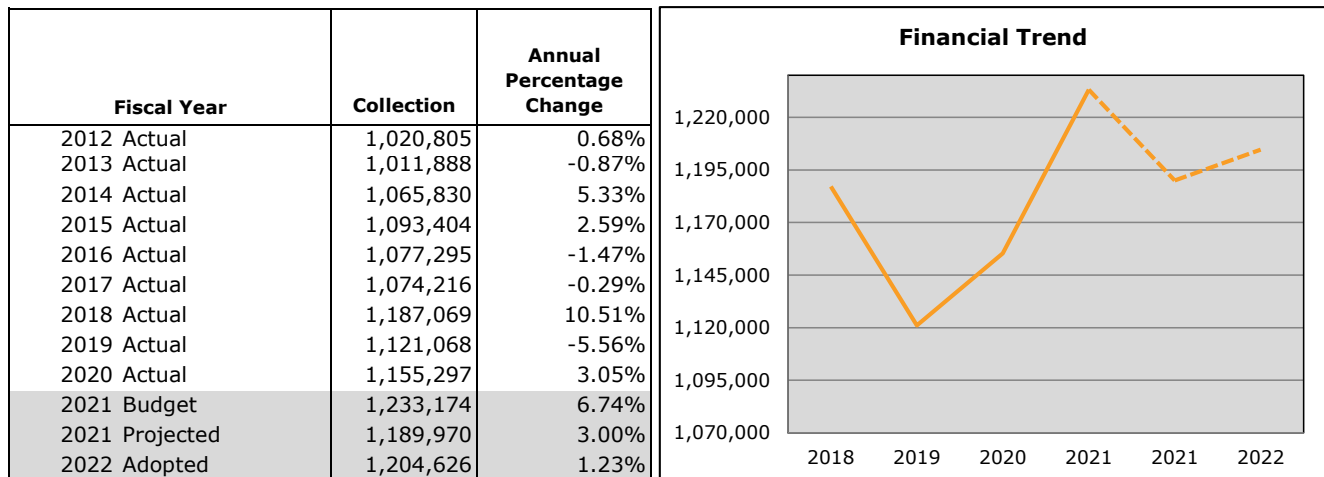
Legal Authority:

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. FY21 projected revenues are based on actual revenues plus the average of the prior two years. Staff is conservatively estimating FY22 revenues using FY21 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

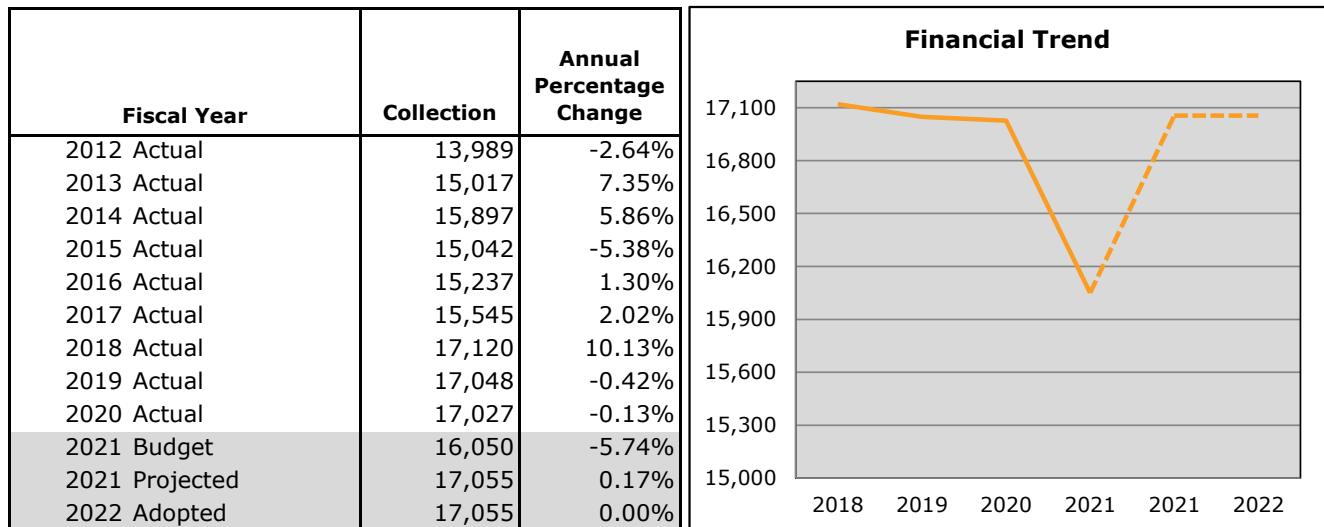
Missouri State Constitution: Article X

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, FY21 projected is based YTD revenue through May and average two years revenue for June through October. The proposed FY22 revenue is conservatively estimated based on FY21 projection.



Spire Franchise Tax

General Ledger Codes:

01-00-4075-0000

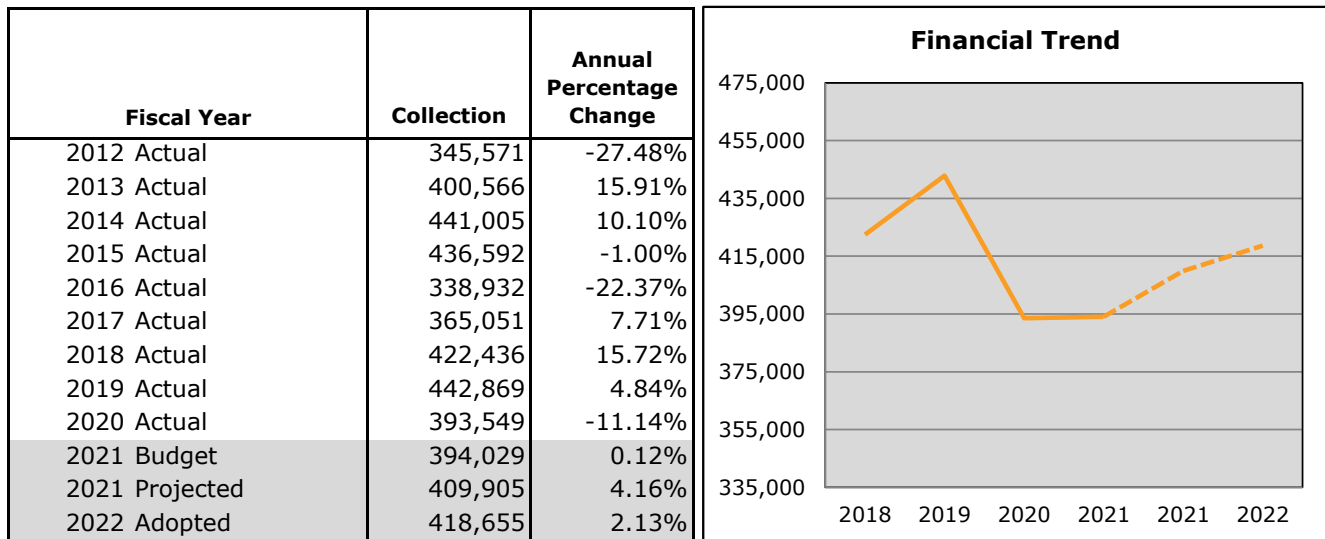
Legal Authority:

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.

FY21 revenue is projected using YTD receipts through May and two-year average for Jun through Oct. The proposed FY22 revenue is conservatively estimated based on FY21.



Internet Cable / Video Franchise Tax

General Ledger Codes:

01-00-4080-0000

Legal Authority:

Municipal Charter: Article XII

Municipal Code: Section 640.010

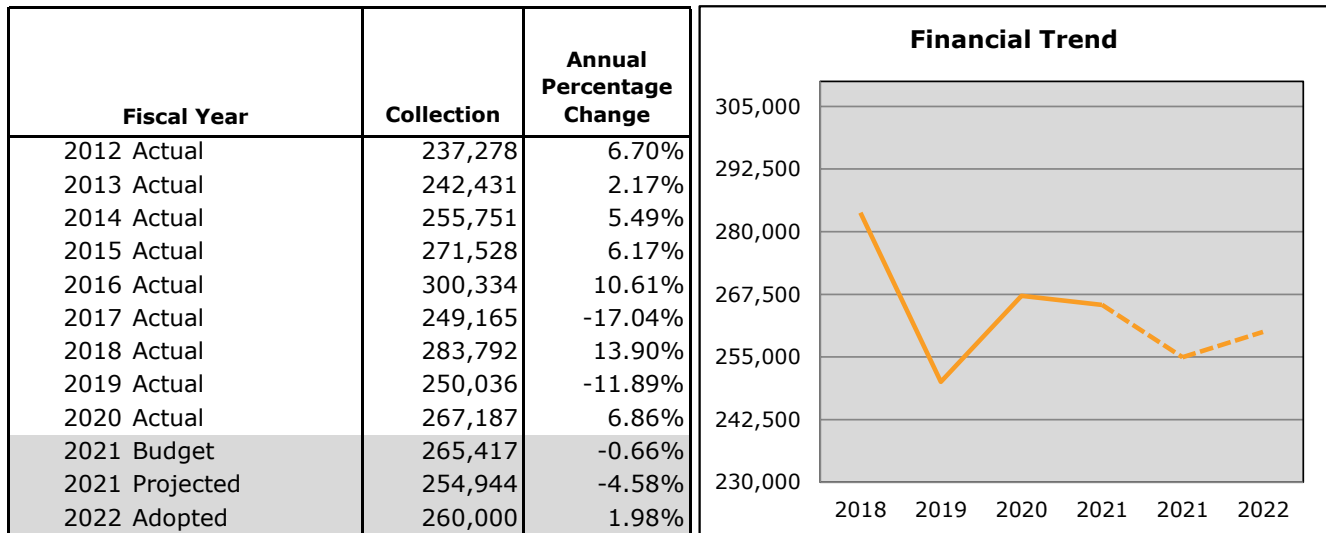
State Statute: 67.2689

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.

FY21 revenues are projected using current receipts and historical trends. FY22 revenues are estimated using current rates and an additional 175 homes.



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

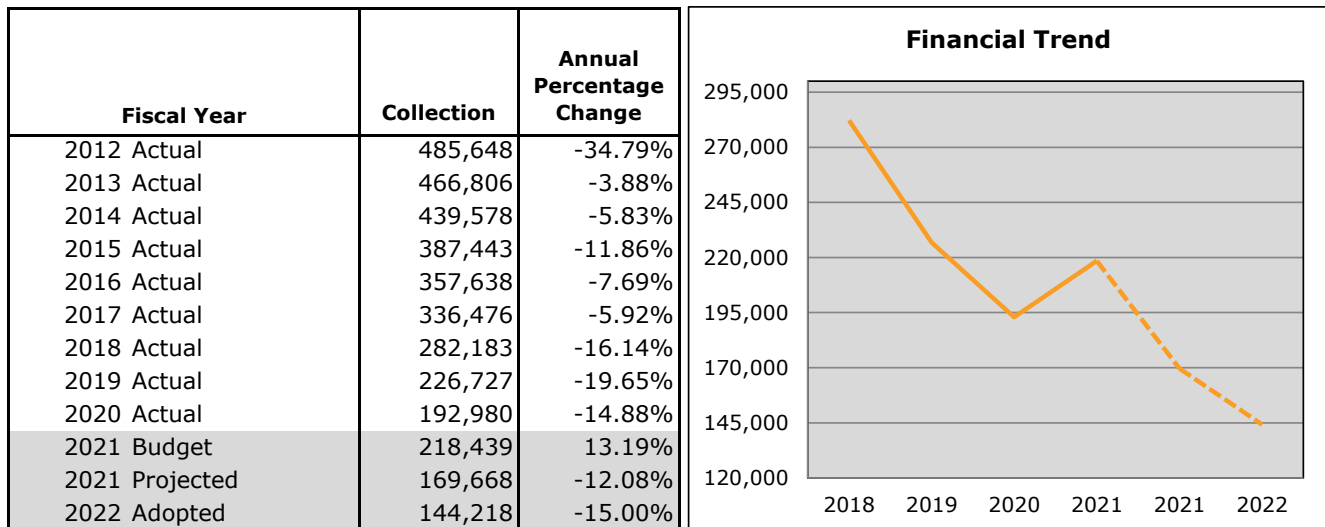
Missouri State Constitution: Article X

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 FY21 revenues based on current receipts and the percentage trend being observed. FY22 estimated revenues are based on the FY21 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

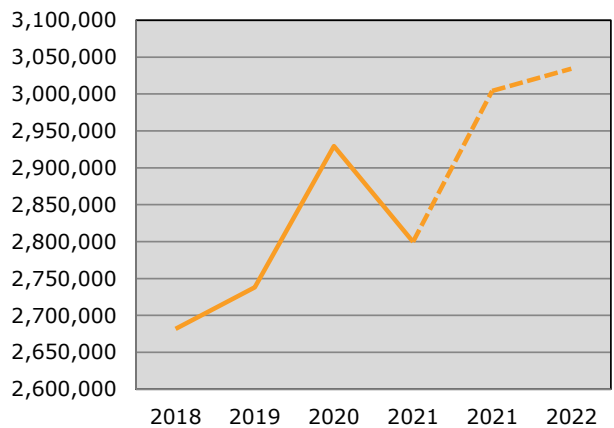
City Sales Tax – All cities except those located in St. Louis County are authorized to collect a general revenue sales tax. City voters approved a general sales tax of one percent (1%) on receipts from the sale at retail of tangible personal property or taxable services.

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 FY21 projected revenues are based on current receipts through May and the average receipts collected in the prior two years for June through October. The FY22 revenue is conservatively based on FY21 projections and a 1% increase.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	2,929,522	6.98%
2021 Budget	2,799,755	-4.43%
2021 Projected	3,004,272	2.55%
2022 Adopted	3,034,315	1.00%

Financial Trend



Gasoline Tax

General Ledger Codes:

01-00-4135-0000

Legal Authority:

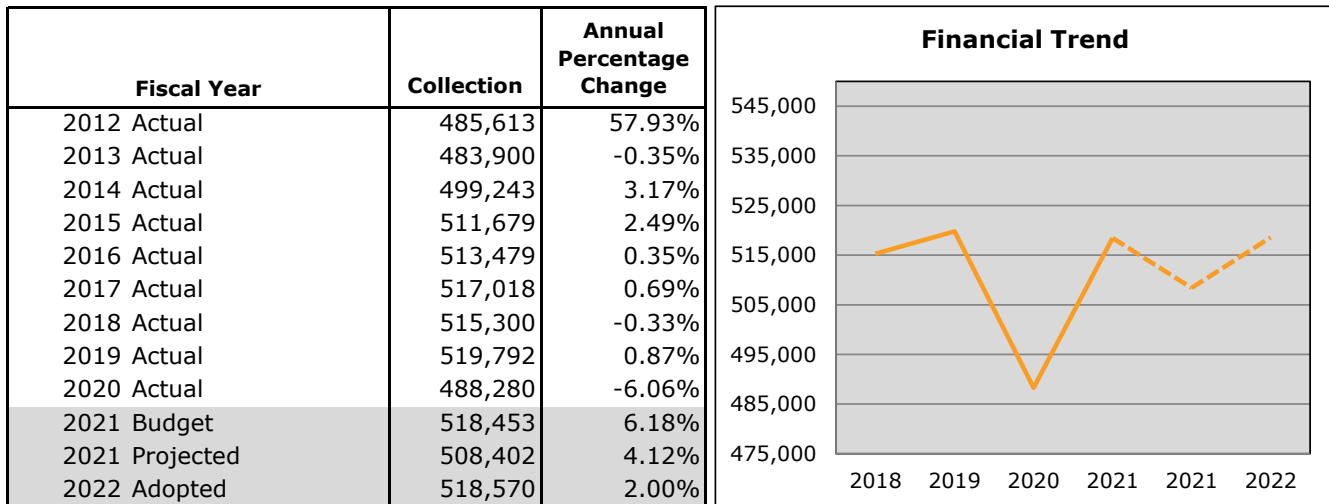
Missouri State Constitution: Article IV; Section 30b

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 FY21 projected revenues estimated revenues are projected using YTD receipts through May and two year historical trend for June through October. FY22 is estimated using FY21 projections and a 2% increase.



State Vehicle Sales Tax

General Ledger Codes:

01-00-4140-0000

Legal Authority:

Missouri State Constitution: Article IV; Section 30b

Revenue Description

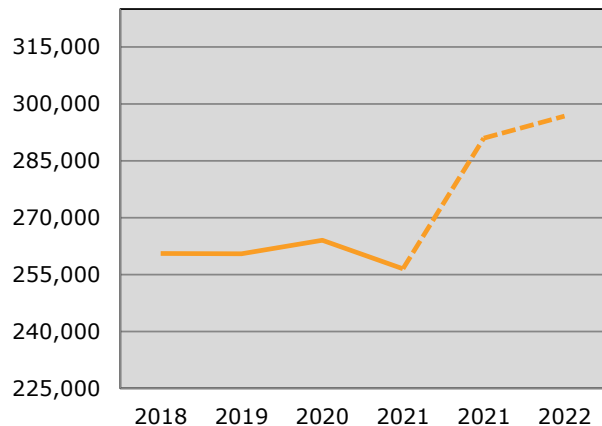
State Vehicle Sales Tax - All municipalities over 100 population share in 15 percent of the state highway fund that includes revenues from motor fuel tax, license and registration fees and one-half of the regular state sales tax on automobiles. The vehicle sales tax is based and allocated to the city 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 FY21 projected revenues estimated revenues are projected using YTD receipts through May and two year historical trend for June through October. The FY22 revenue is conservatively estimated using FY21 projections with a 2% increase.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	264,017	1.35%
2021 Budget	256,530	-2.84%
2021 Projected	290,949	10.20%
2022 Adopted	296,768	2.00%

Financial Trend



Miscellaneous Permits

General Ledger Codes:

01-00-4155-0000

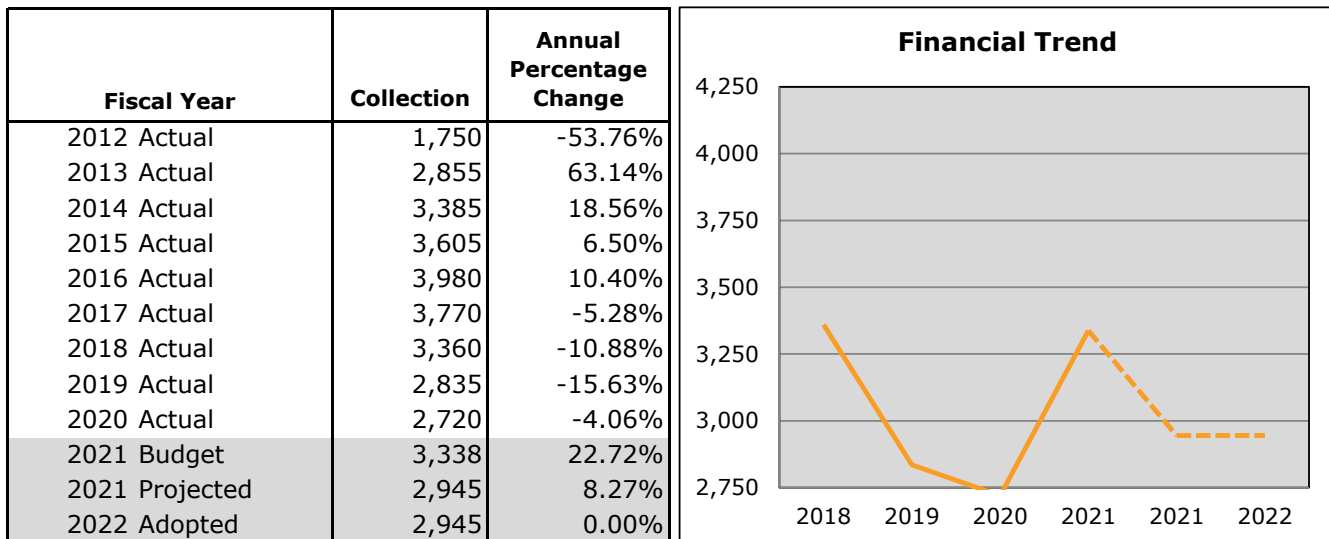
Legal Authority:

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.

FY21 projected revenues are based on YTD receipts through May and expected fireworks and solicitor permits. FY22 revenues are estimates to remain the same as FY21 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

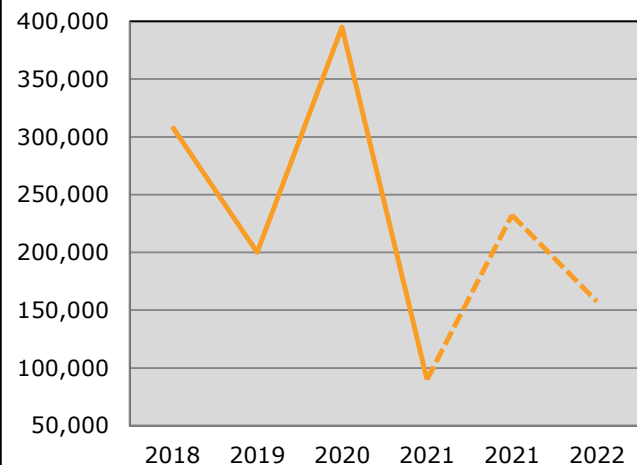
Revenue Description

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 FY21 revenues based on current receipts through May. Revenues for FY22 are estimated based on 175 projected residential starts for the fiscal year with an average permit fee for these homes of \$900.

Fiscal Year	Collection	Annual Percentage Change
2012 Actual	126,249	24.91%
2013 Actual	146,384	15.95%
2014 Actual	170,478	16.46%
2015 Actual	198,798	16.61%
2016 Actual	264,555	33.08%
2017 Actual	292,436	10.54%
2018 Actual	308,744	5.58%
2019 Actual	200,087	-35.19%
2020 Actual	395,020	97.42%
2021 Budget	90,000	-77.22%
2021 Projected	232,307	-41.19%
2022 Adopted	157,500	-32.20%

Financial Trend



Commercial Building Permits & Plan Reviews

General Ledger Codes:

01-00-4161-0000

Legal Authority:

Municipal Code: Section 455

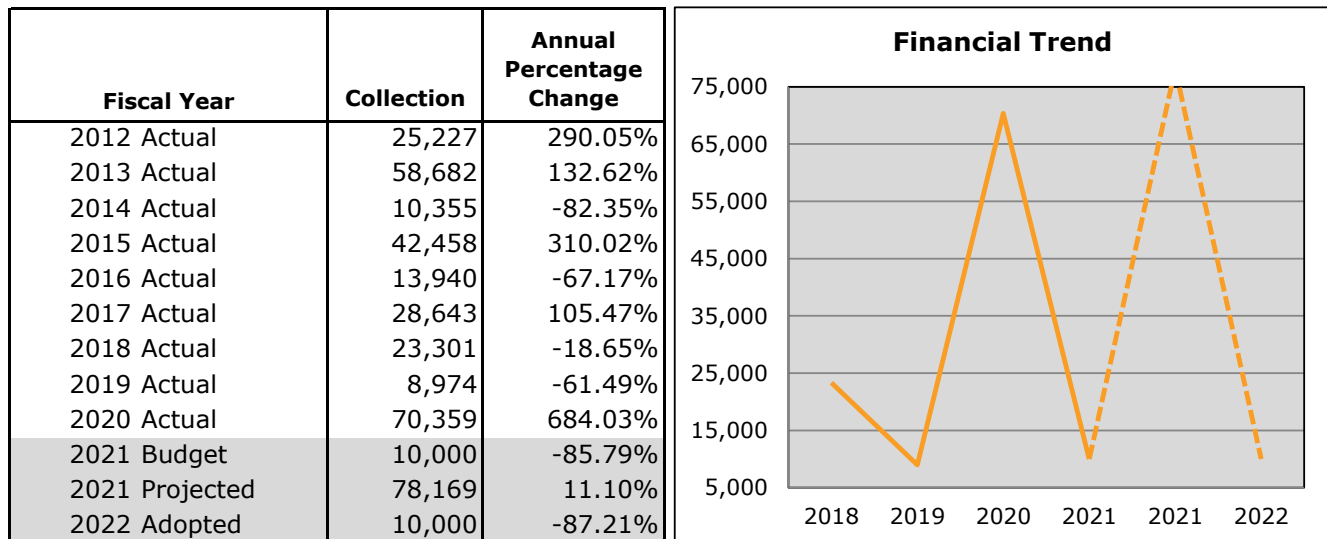
Municipal Code: Section 500-545

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.

FY21 revenues are based on current receipts. FY22 revenues are a conservative estimate.



Engineering Inspection & Plan Reviews

General Ledger Codes:

01-00-4165-0000

Legal Authority:

Municipal Code: Section 455

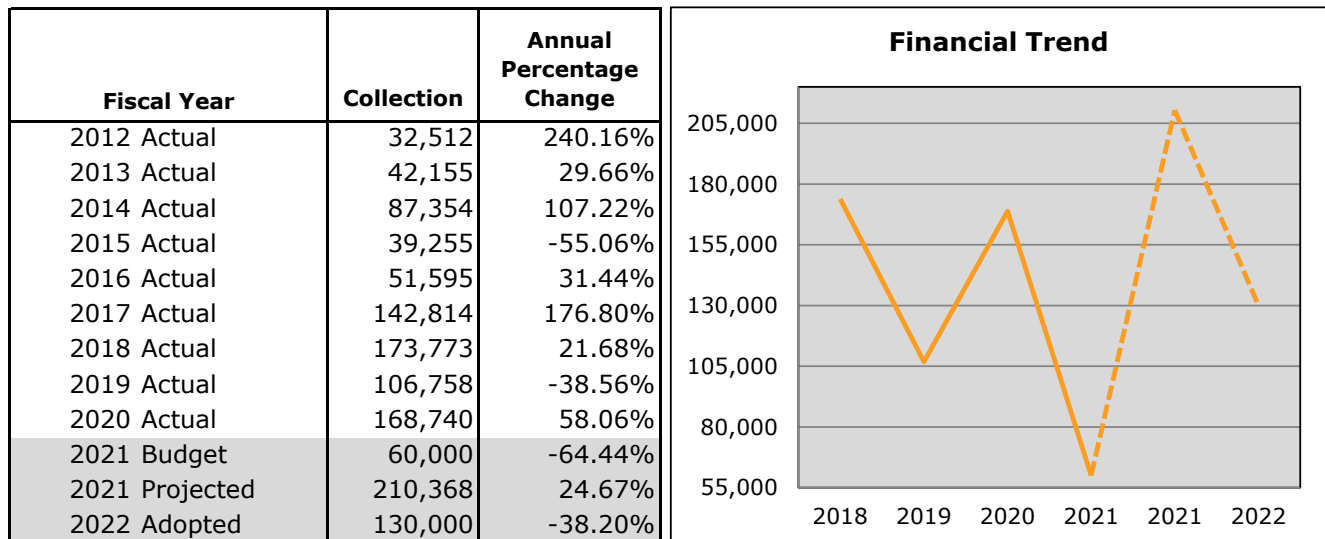
Municipal Code: Section 500-545

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.

FY21 projections are based on current receipts as well as three additional subdivisions. FY22 is estimated based on four additional subdivisions



Land Disturbance Permits

General Ledger Codes:

01-00-4170-0000

Legal Authority:

Municipal Code: Section 455

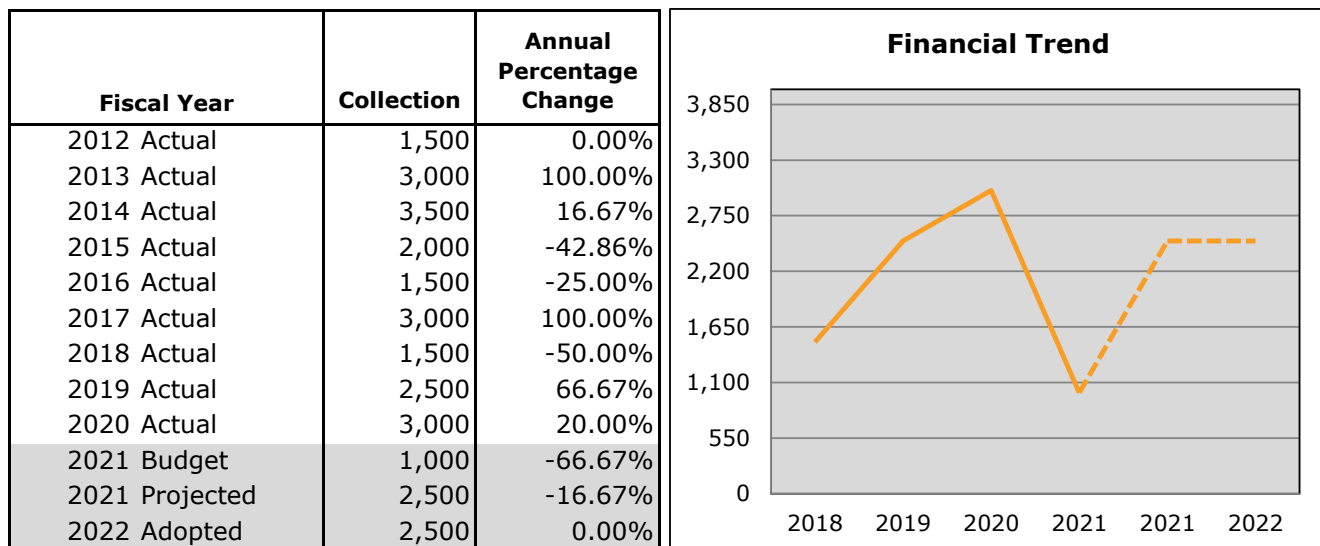
Municipal Code: Section 500-545

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.

FY21 projections are based on current receipts. FY22 is based on FY21 projection.



Right of Way Fees

General Ledger Codes:

01-00-4175-0000

Legal Authority:

Municipal Code: Section 455

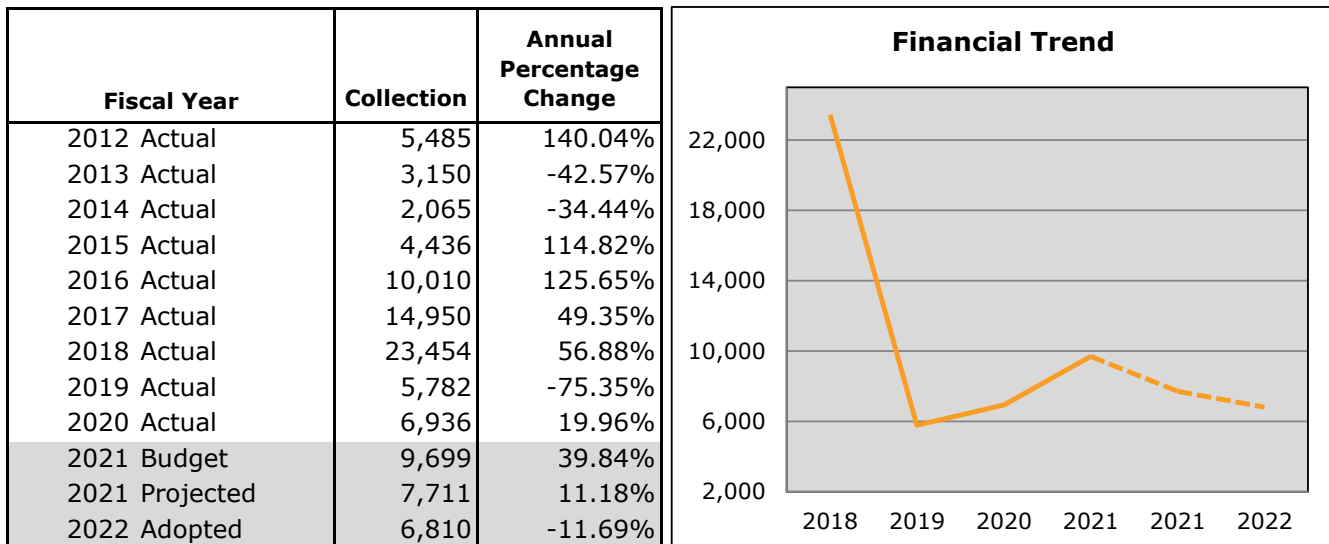
Municipal Code: Section 500-545

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.

FY21 projections are based on current receipts and historical trends prior to Google permits. FY22 is conservatively based on the average of FY19, FY20 & FY21.



Zoning Fees

General Ledger Codes:

01-00-4180-0000

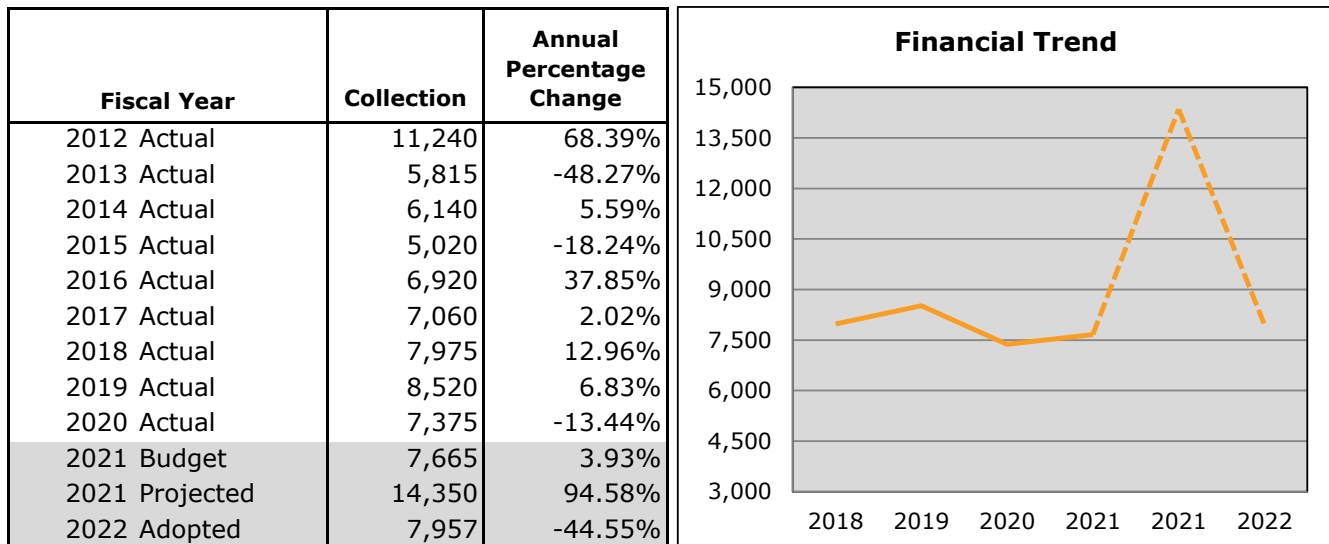
Legal Authority:

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 FY21 and FY22 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

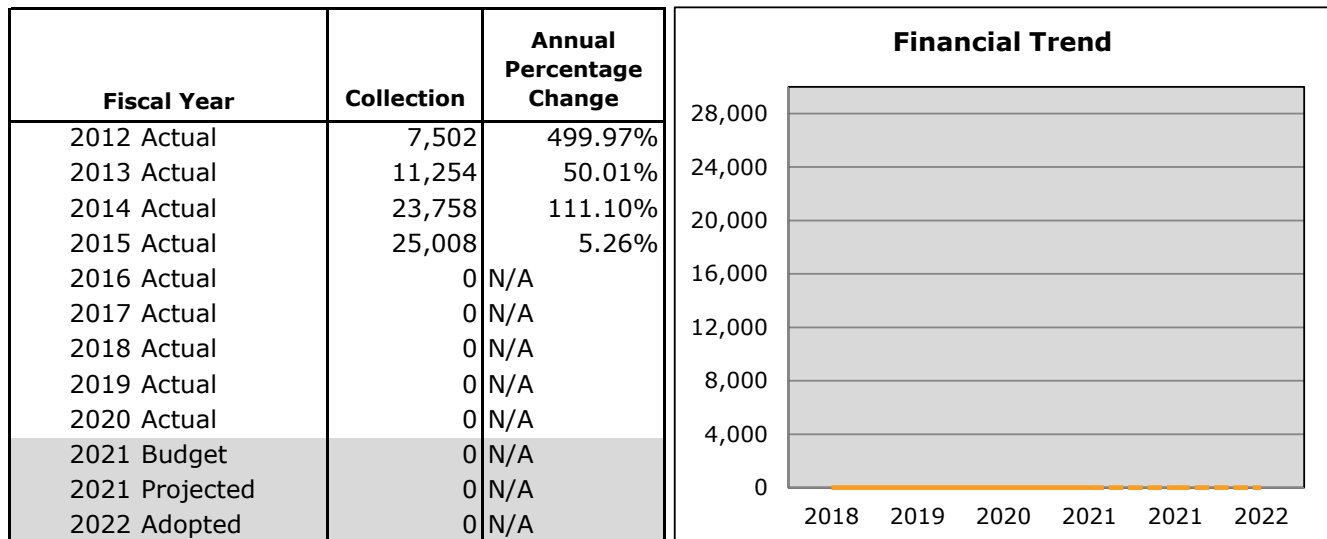
State Statute: Chapter 89

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

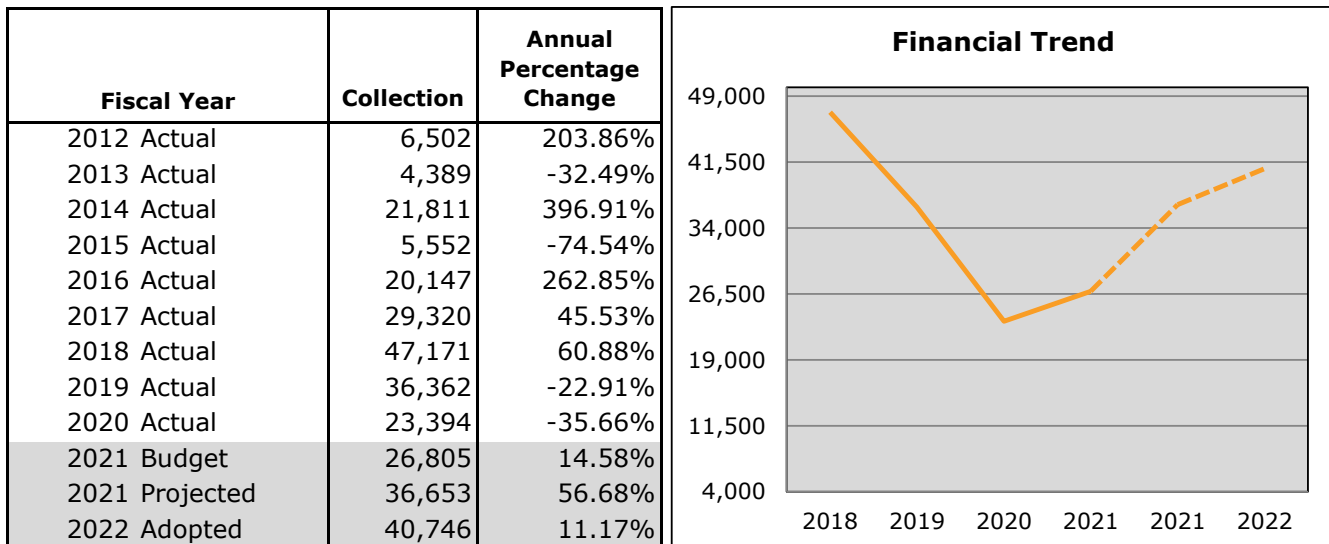
Legal Authority:

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. FY21 revenue is based on receipts as of May and historical data. FY22 revenues are estimated based on the average of FY19, FY20 & FY21.



Code Enforcement Reimbursement

General Ledger Codes:

01-00-4184-0000

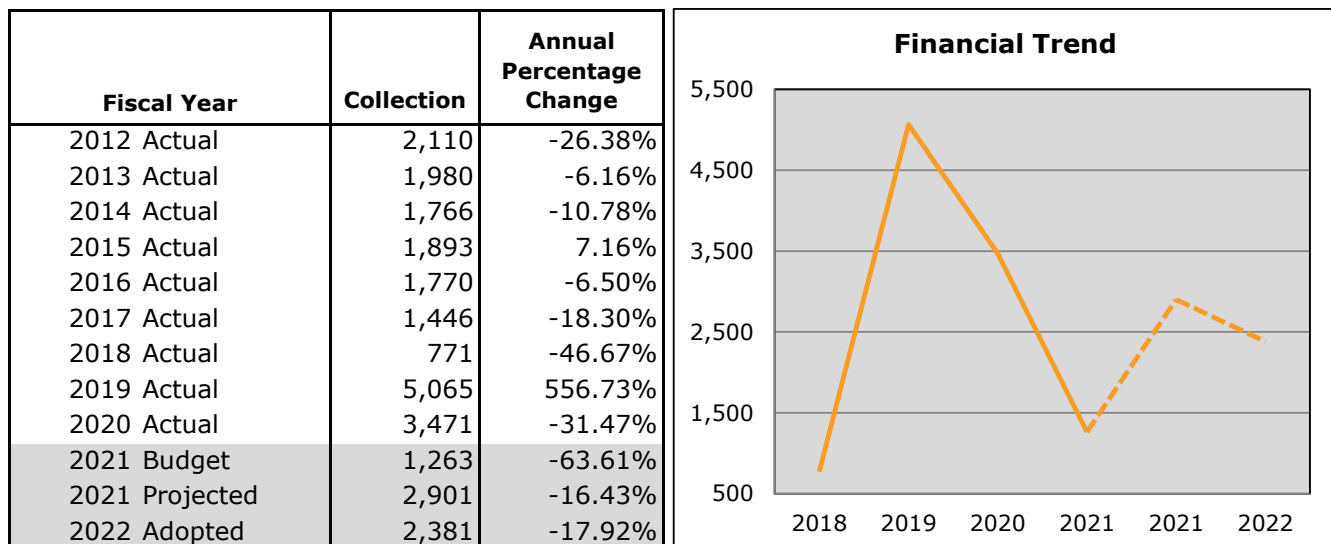
Legal Authority:

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-June actual plus the three year average of June-Oct. FY22 is estimated based on the average of FY18, FY20 & FY21.



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

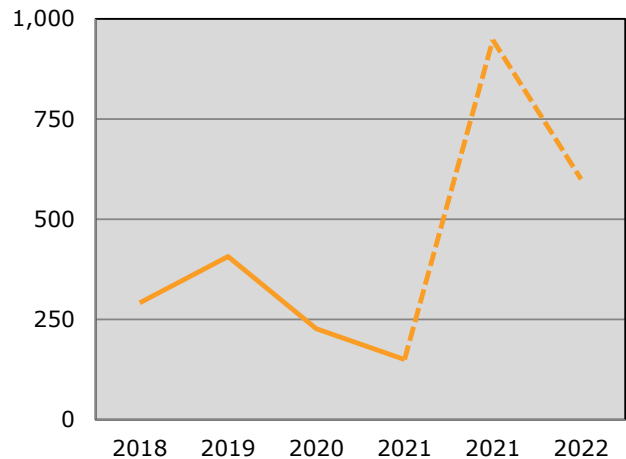
Revenue Description

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.

FY21 projections are based on current receipts. Staff is budgeting FY22 based on four new subdivisions.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	227	-61.76%
2021 Budget	150	-33.82%
2021 Projected	947	318.04%
2022 Adopted	600	-36.67%

Financial Trend



Farmers Market

General Ledger Codes:

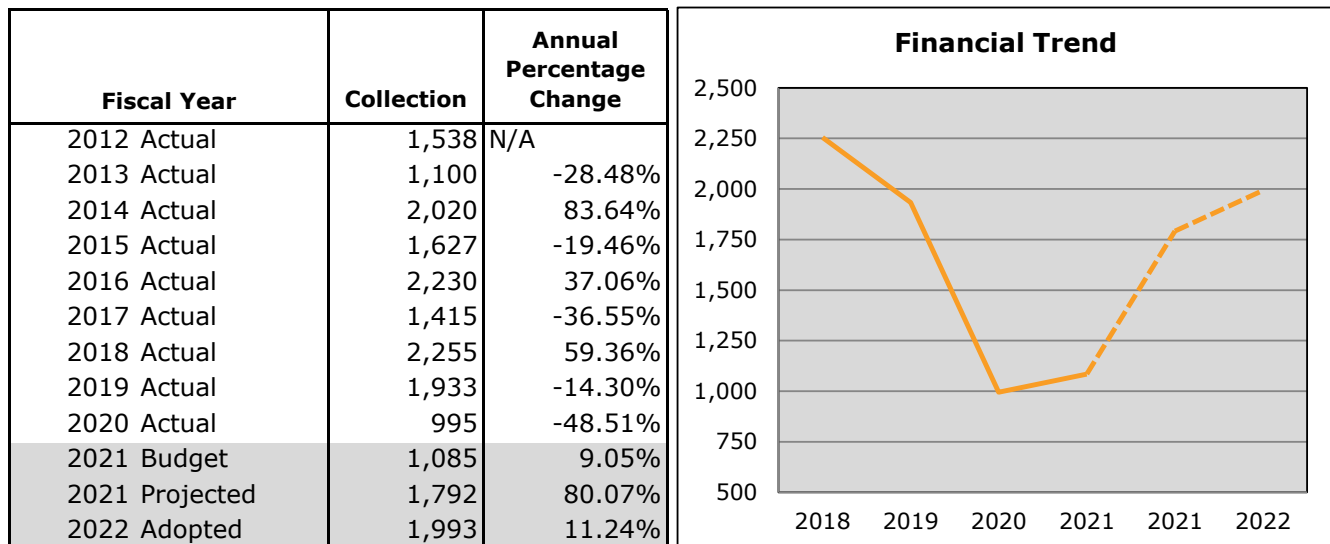
01-00-4186-0000

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.

FY21 projected revenue is based on historical data. FY22 projected revenues are estimated based on the average of FY18, FY19 and FY21.



Arts Commission

General Ledger Codes: 01-00-4187-0000	<u>Legal Authority:</u>
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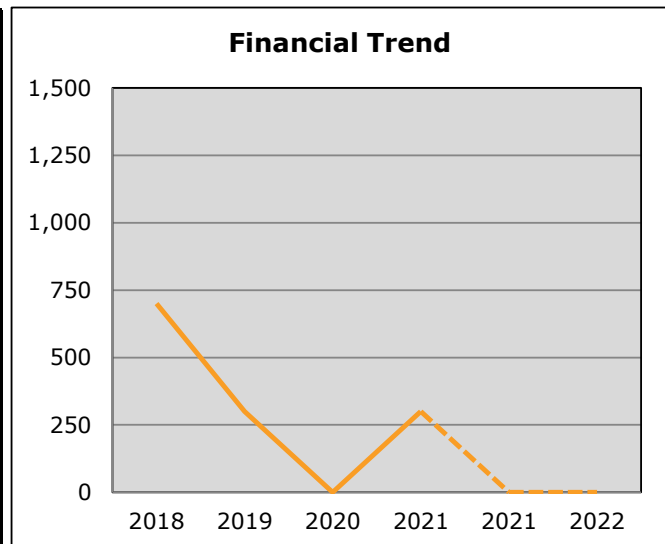
Revenue Description

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

In FY21, the Arts Commission chose to waive the fees for booth rentals at Summer Scene and asked that the participants offer a gift card to their booth to be given in drawings as a way to increase community involvement.

FY22 projected revenues are estimated based on FY21 projections.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	0	N/A
2021 Budget	300	N/A
2021 Projected	0	N/A
2022 Adopted	0	N/A



Filing Fees

General Ledger Codes:

01-00-4190-0000

Legal Authority:

Municipal Code Section 105.040

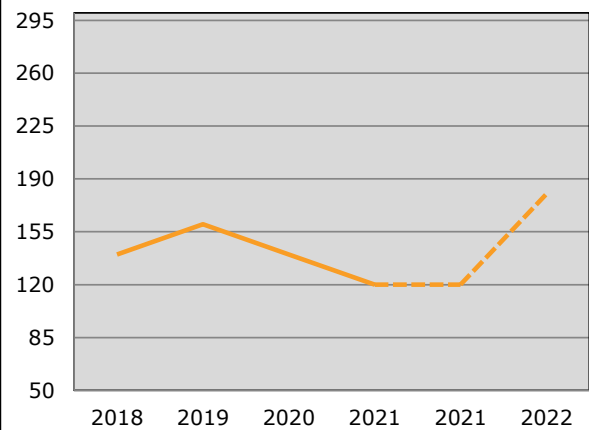
State Statute: Section 115.001-122.650 RSMo.

Revenue Description

Filing Fees - The City of Raymore charges \$20 per person for candidate filings for positions on the City Council. FY22 revenues are based on an estimate of nine filing fees.

Fiscal Year	Collection	Annual Percentage Change
2012 Actual	220	57.14%
2013 Actual	240	9.09%
2014 Actual	100	-58.33%
2015 Actual	120	20.00%
2016 Actual	140	16.67%
2017 Actual	240	71.43%
2018 Actual	140	-41.67%
2019 Actual	160	14.29%
2020 Actual	140	-12.50%
2021 Budget	120	-14.29%
2021 Projected	120	-14.29%
2022 Adopted	180	50.00%

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.
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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.

FY21 revenues are projected based on YTD receipts through May plus a 4 year average of revenue for June through October. Staff estimates FY 2022 revenue based on the average of FY19, FY20 & FY21.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend
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 Actual	106,980	-1.66%	
2021 Budget	110,000	2.82%	
2021 Projected	111,788	4.49%	
2022 Adopted	109,184	-2.33%	

Liquor Licenses

General Ledger Codes:

01-00-4210-0000

Legal Authority:

Municipal Code: Section 600

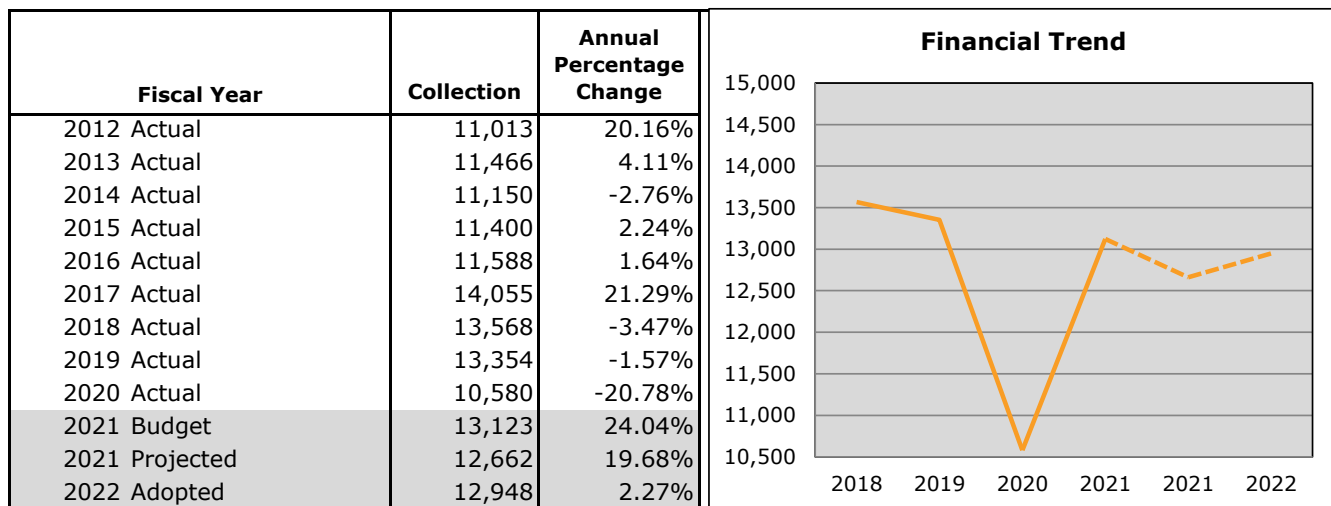
State Statute: Section 94.270 RSMo.

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.

FY21 projections are based on current receipts and historical trends. Staff estimates FY 2022 revenue based on the average of FY19, FY20 & FY21.



Dog and Cat Licenses

General Ledger Codes:

01-00-4220-0000

Legal Authority:

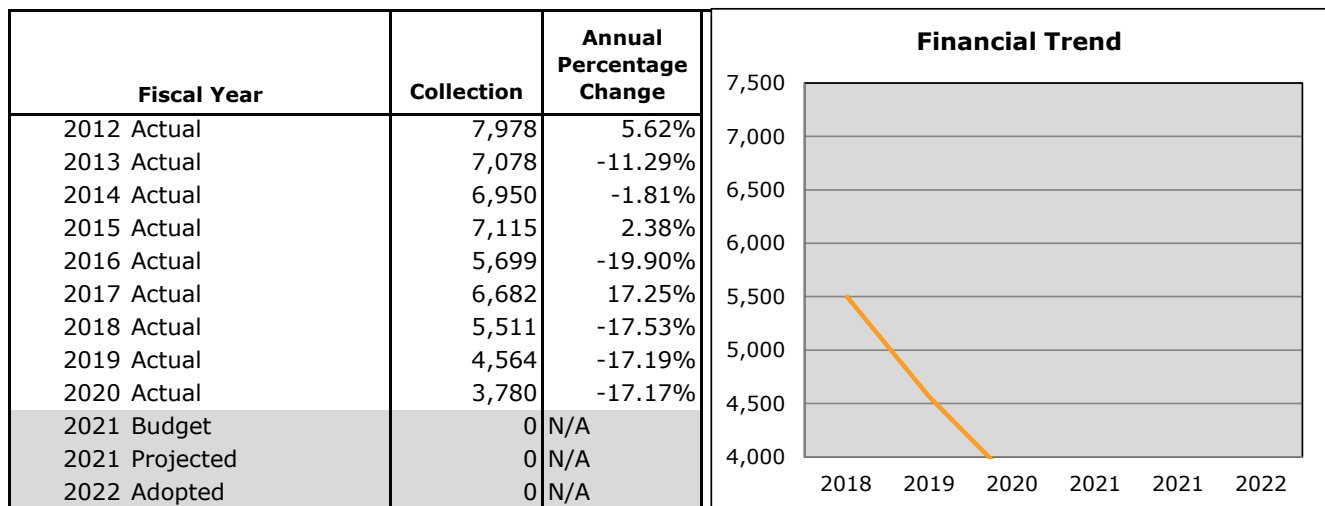
Municipal Code: Section 205

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.

In FY21, dog & cat licenses were no longer required.



Municipal Court Fines

General Ledger Codes:

01-00-4250-0000

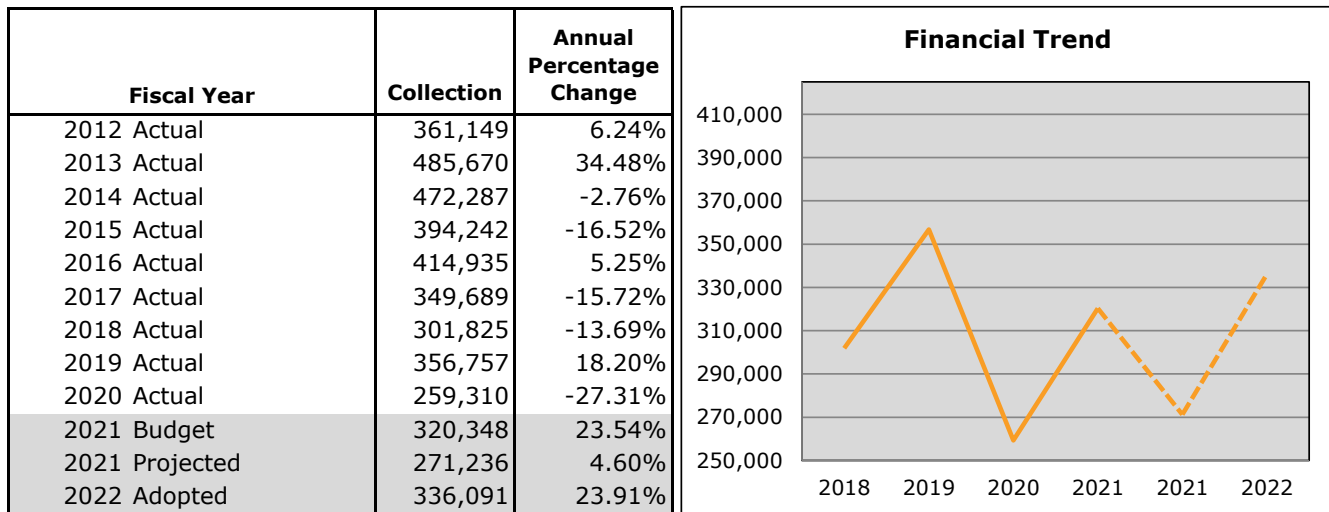
Legal Authority:

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 FY21 projected revenues are based on current receipts through May and estimating receipts for June through October based on the average prior four years revenues for the same period. FY22 is budgeted based on the average of FY17, FY18 and FY19 prior to Covid-19.



DWI-Drug Offense Reimbursement

General Ledger Codes:

01-00-4252-0000

Legal Authority:

Municipal Code: Section 130.290

State Statute: Chapters 479 & 483 & 590

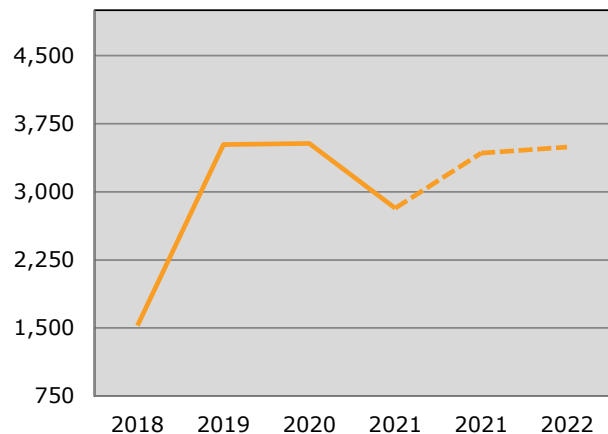
Revenue Description

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. FY22 revenue is based on the average of the previous three years.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	3,532	0.36%
2021 Budget	2,819	-20.19%
2021 Projected	3,426	-3.02%
2022 Adopted	3,493	1.95%

Financial Trend



Inmate Prisoner Detainee Security Fund

General Ledger Codes:

01-00-4253-0000

Legal Authority:

Municipal Code: Section 130.290

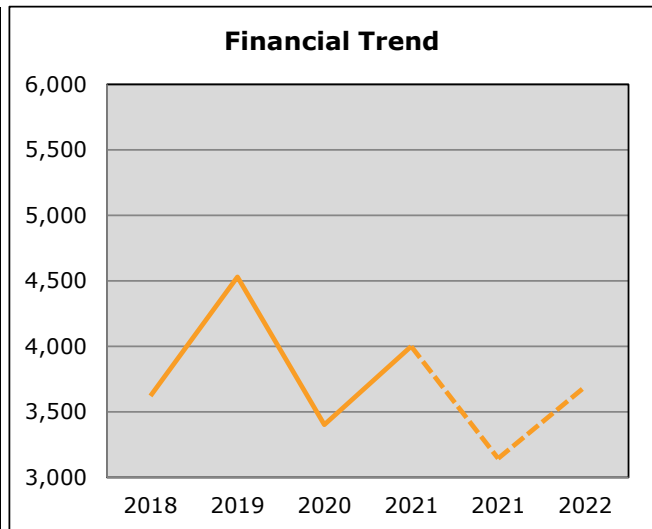
State Statute: Chapters 488

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. FY22 revenue is based on the average of the previous three years.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	3,402	-24.91%
2021 Budget	4,000	17.57%
2021 Projected	3,145	-7.57%
2022 Adopted	3,692	17.42%



Animal Shelter Donations

General Ledger Codes:

01-00-4270-0000

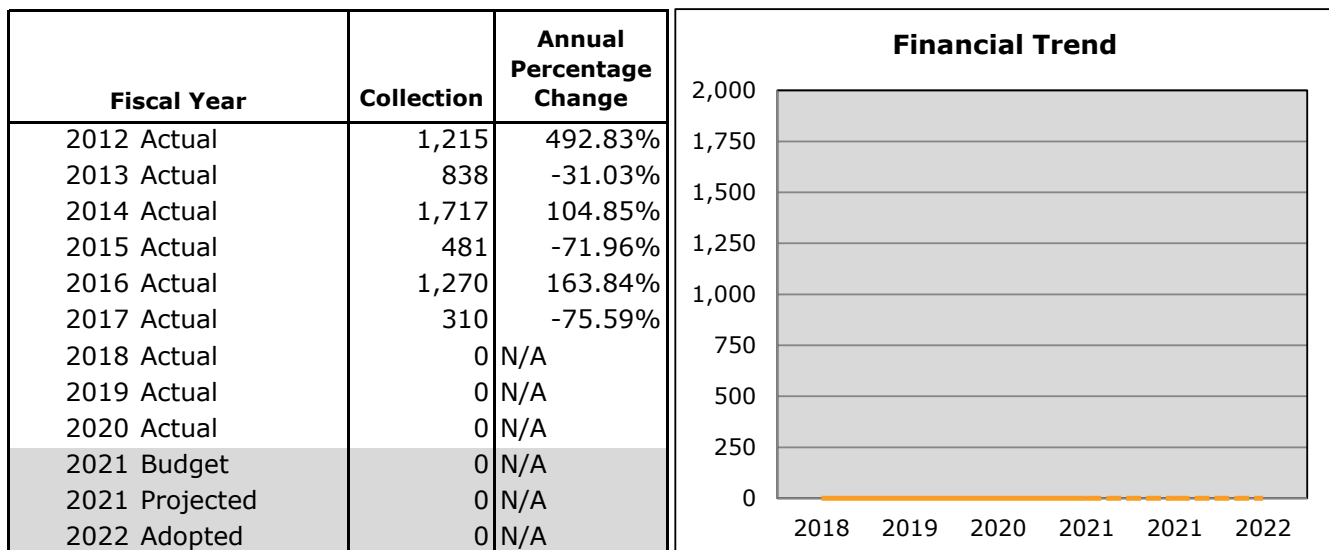
Legal Authority:

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

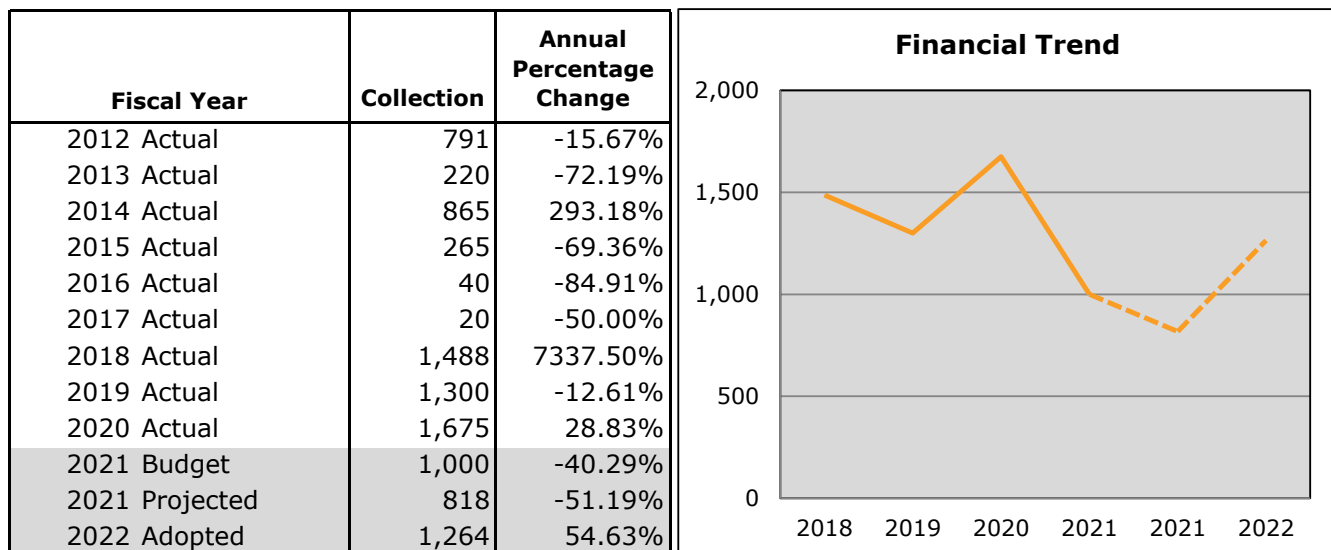
Legal Authority:

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.

FY22 revenues are projected based on YTD receipts through May. FY22 is estimated using the average of FY19, FY20 & FY21 projection.



Animal Sheltering Services

General Ledger Codes:

01-00-4280-0000

Legal Authority:

Municipal Code: Chapter 205

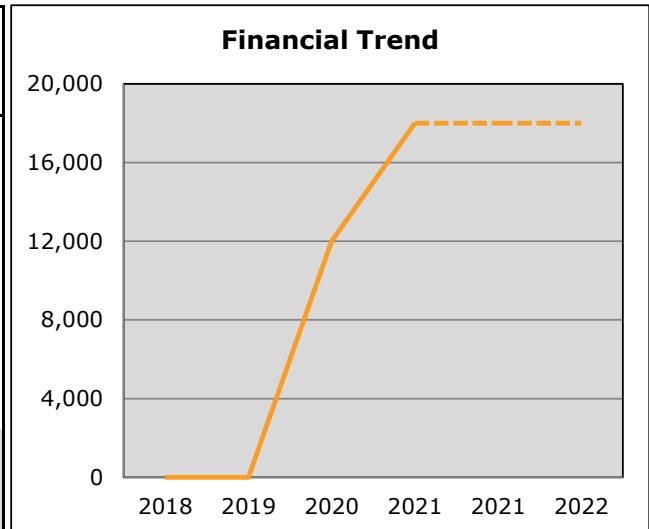
State Statute: Chapter 82

Revenue Description

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

FY21 projections are based on a contract beginning March 1, 2020 at \$1500 per month. FY22 projections are based on 12 months of animal sheltering services at \$1500 per month.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	12,000	N/A
2021 Budget	18,000	50.00%
2021 Projected	18,000	50.00%
2022 Adopted	18,000	0.00%



Dispatch Fees

General Ledger Codes:

01-00-4310-0000

Legal Authority:

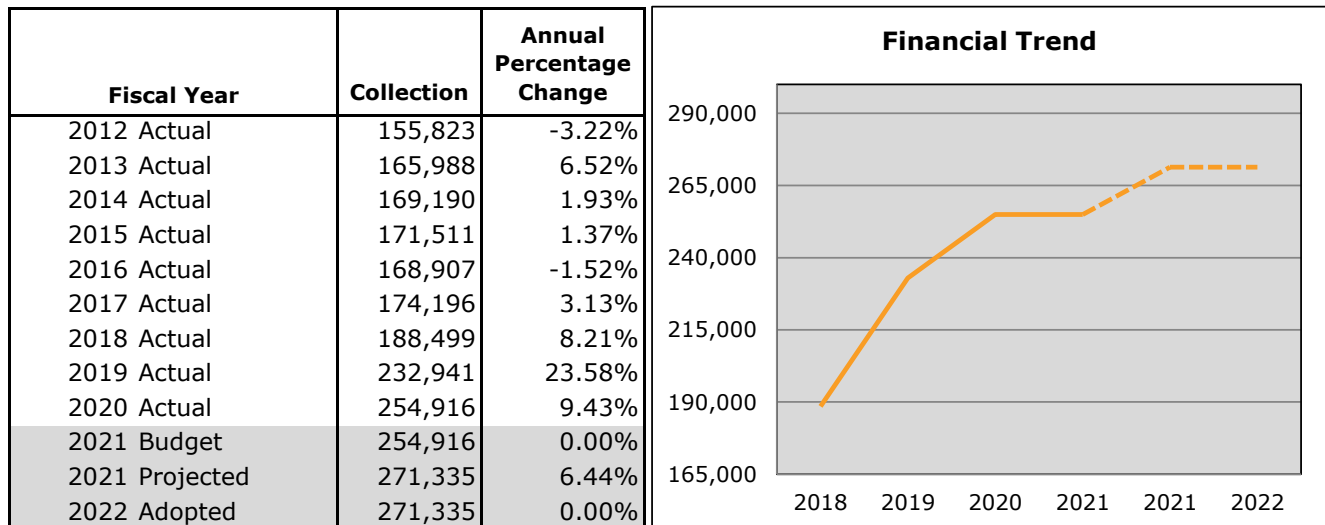
Municipal Code: 200

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 FY21 projection is based on actual receipts. FY22 budget is base on FY21 projection.



SRO Services

General Ledger Codes:

01-00-4311-0000

Legal Authority:

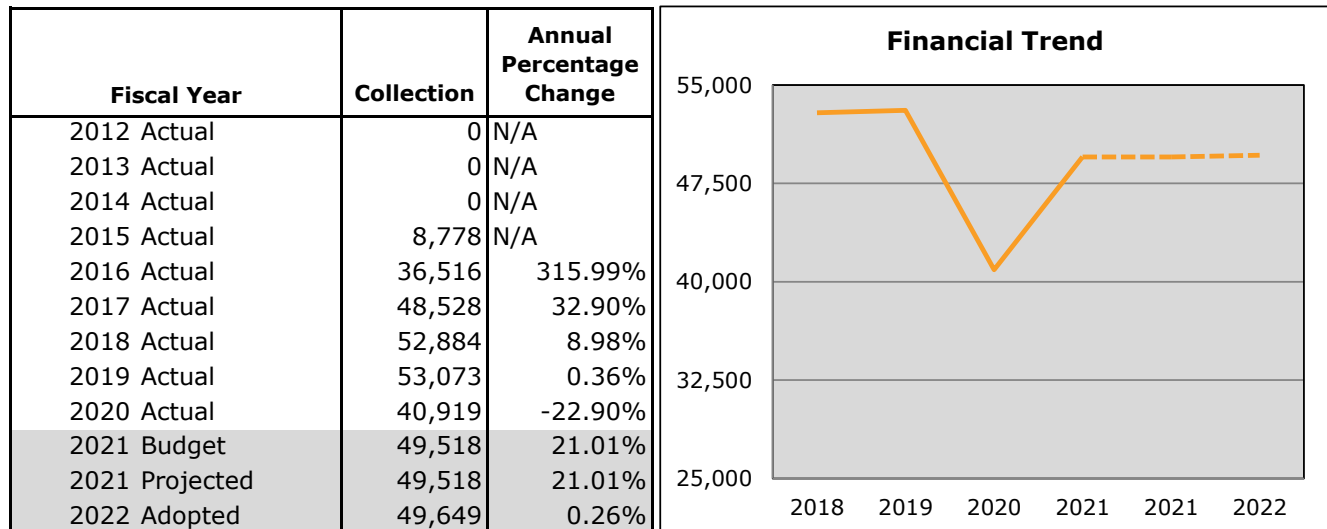
Municipal Code: State Statute: Chapter

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, 2021 through June 30, 2022 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:

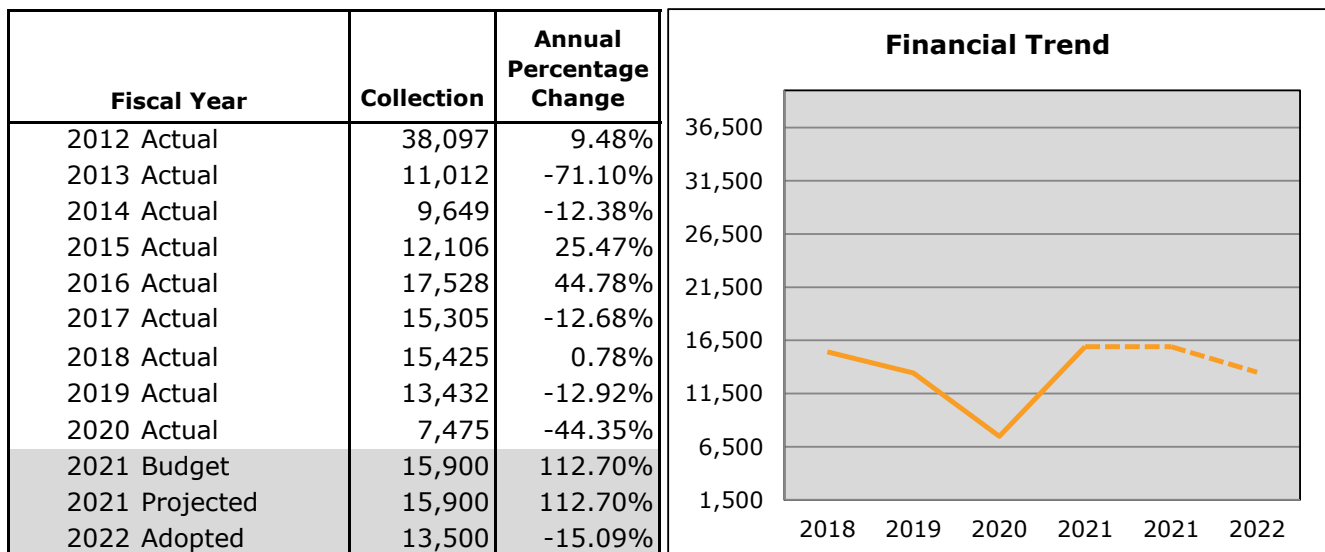
State Statute: Chapter 82

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.

FY21 revenues are projected using current receipts and estimated additional claims on available grant funds. FY22 revenues are estimated using the following applications and awards:

S.T.E.P. \$ 13,500



Emergency Mgmt Grant

General Ledger Codes:

01-00-4325-0000

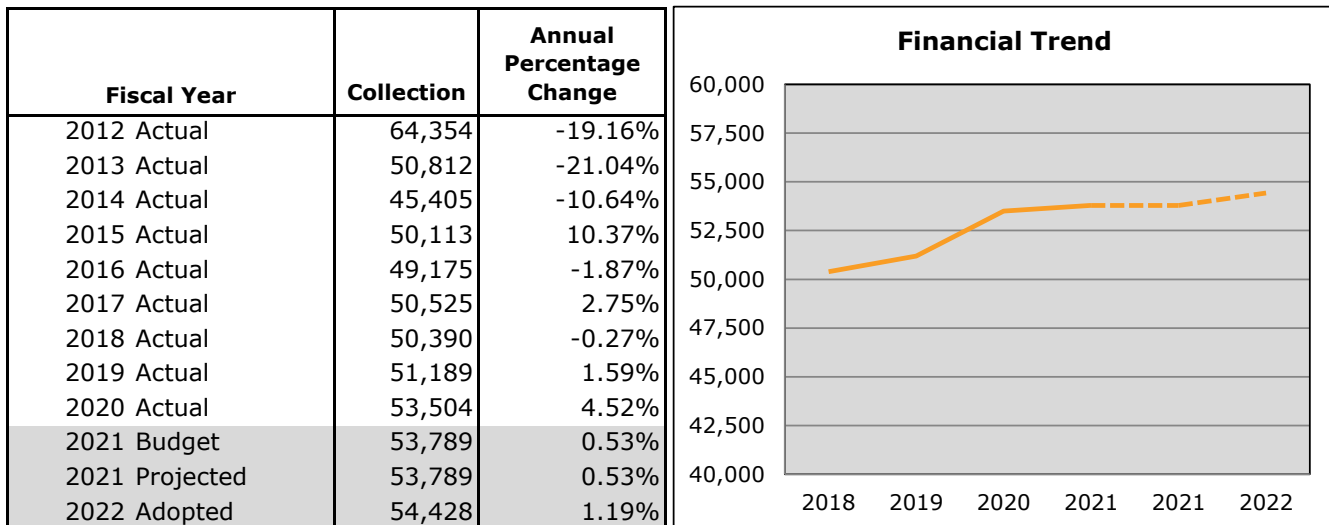
Legal Authority:

State Statute: Chapter 82

Revenue Description

Emergency Management Grant - Grants received for the current fiscal year (FY20) include \$53,789 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.

FY22 revenues are estimated based on grant application submitted and accepted.



Copies

General Ledger Codes:

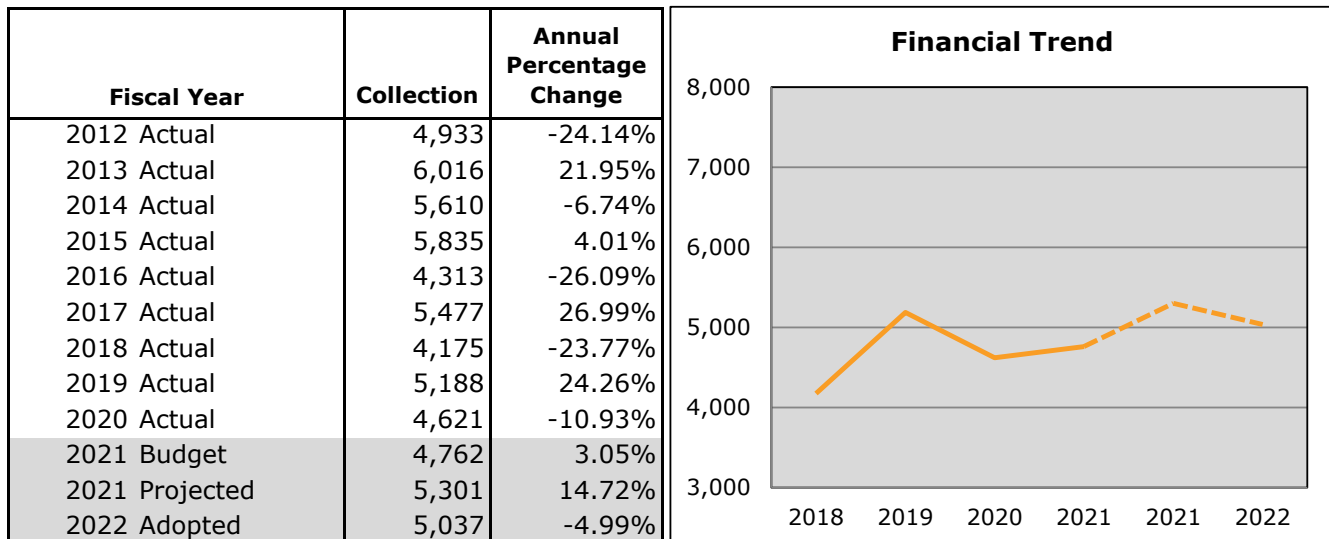
01-00-4330-0000

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. FY22 revenue is estimated using FY21 projections.



Refunds & Reimbursements

General Ledger Codes:

01-00-4340-0000

Legal Authority:

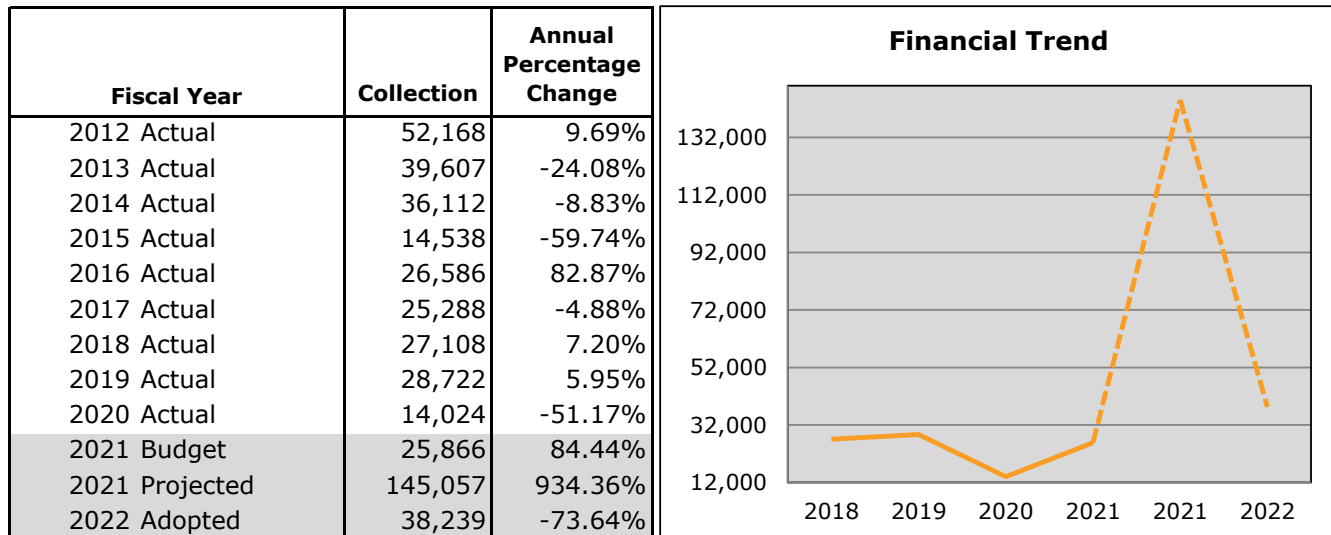
State Statute: Chapter 82

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:

	2018	2019	2020	2021
City gas purchase state tax refund	9,900	18,203	12,919	11,297
Property tax liens (mowing)	1,297	3,009	3,009	5,559
Rebates	2,280	2,630	2,517	1,884
CIGNA Reimbursement			79,923	46,394



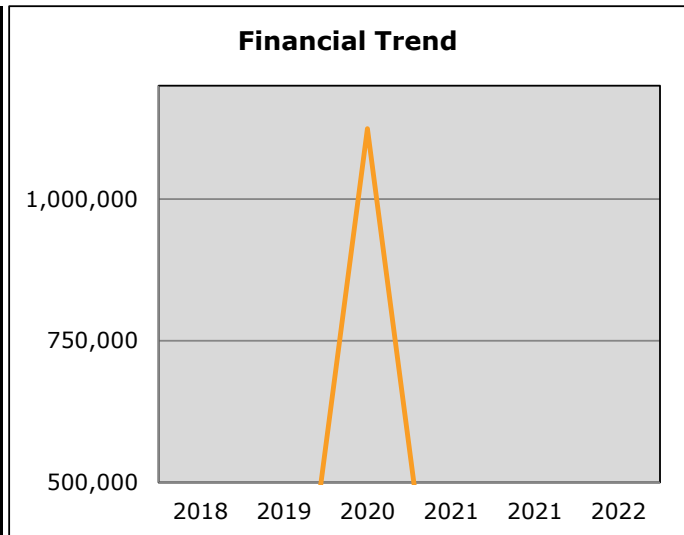
COVID-19 Reimbursements

General Ledger Codes: 01-30-4340-0000	Legal Authority: State Statute: Chapter 82
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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
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 Actual	1,124,198	N/A
2021 Budget	0	N/A
2021 Projected	0	N/A
2022 Adopted	0	N/A



Interest Revenue

General Ledger Codes:

01-00-4350-0000

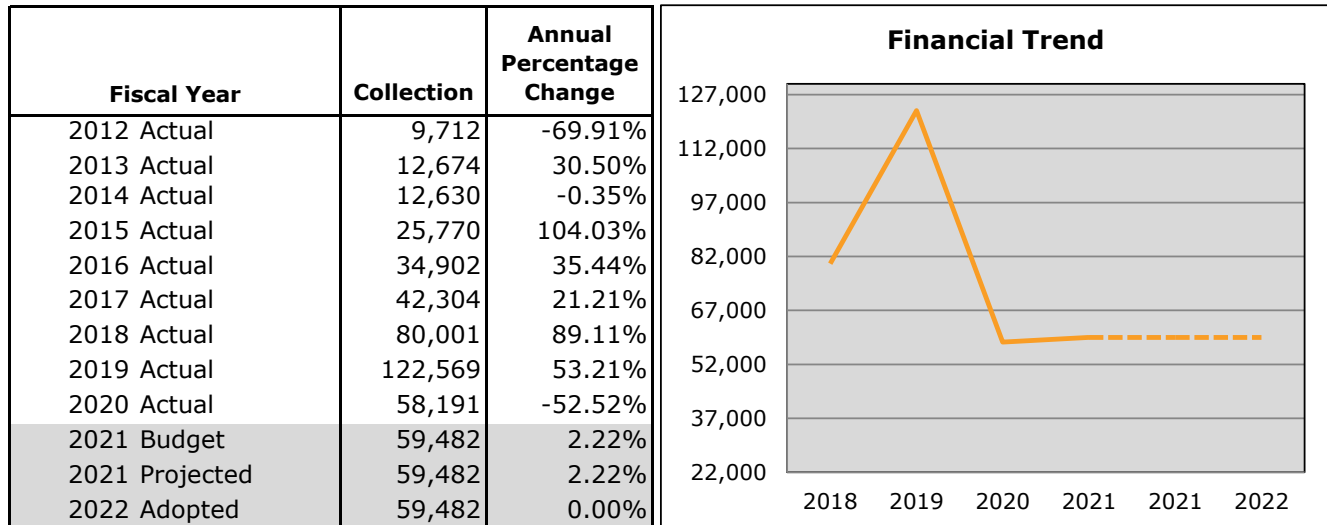
Legal Authority:

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.

FY21 revenues are based on current interest rates being earned. FY22 is estimated based on FY21 projection.



Miscellaneous Revenue

General Ledger Codes:

01-00-4370-0000

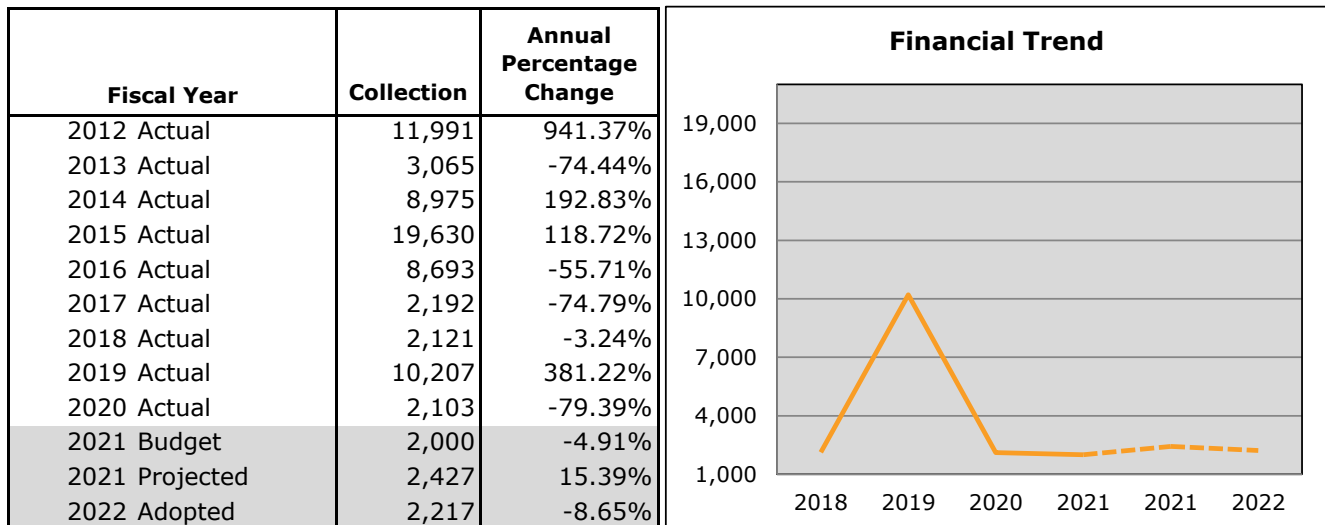
Legal Authority:

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.

FY21 revenues reflect the sale on multiple items on GovDeals, an auction website. FY22 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

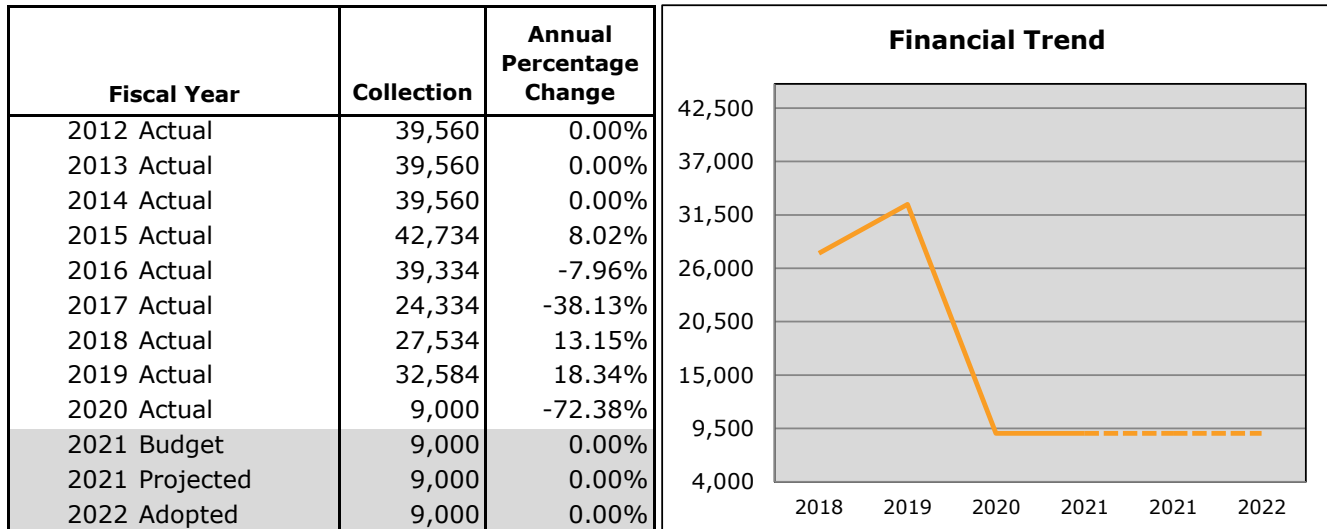
Legal Authority:
Municipal Ordinance: 28057 & 26066
State Statute: Chapter 82

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.

FY22 revenues are estimated based on the contract with the mono-tower contract that began in FY20.



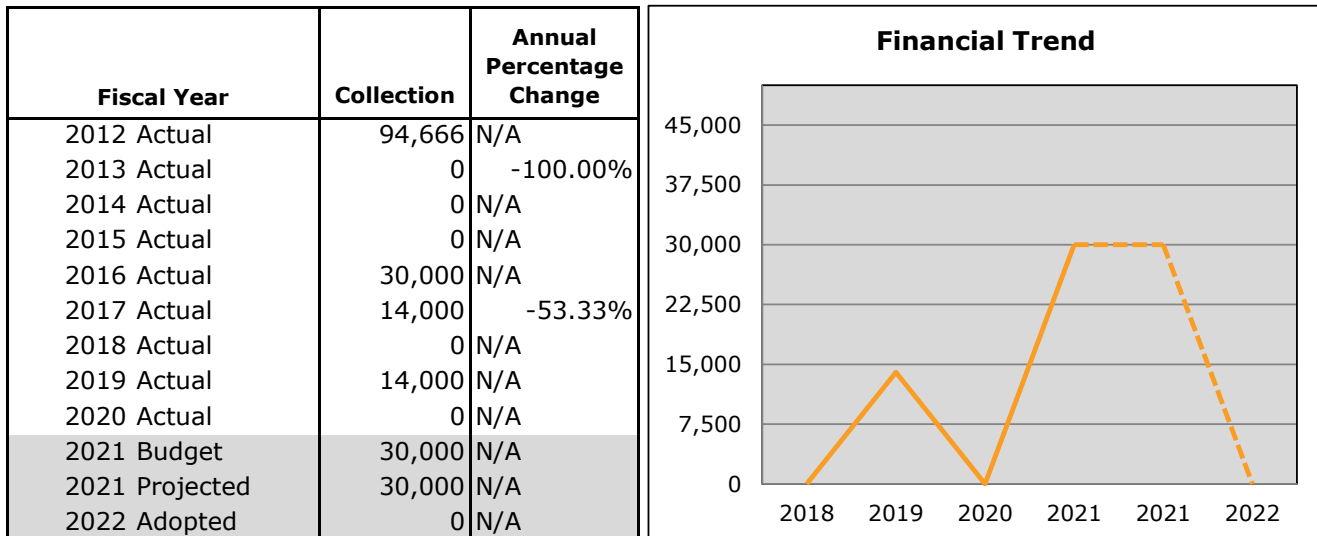
Transfer in From Restricted Revenue Fund

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

Transfer From the Restricted Revenue Fund -

There are no transfers budgeted for FY22.

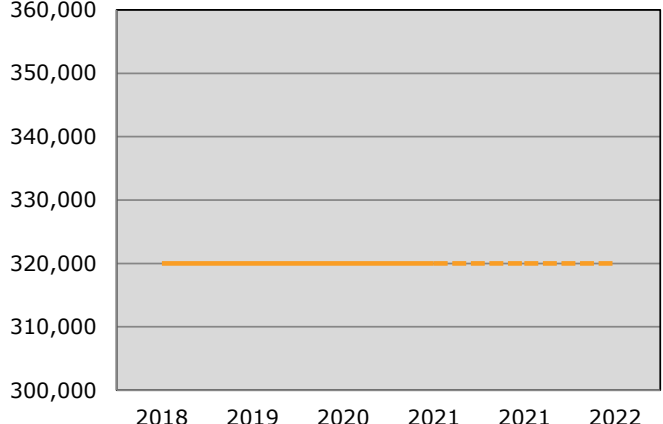


Transfer in From Transportation Fund

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.

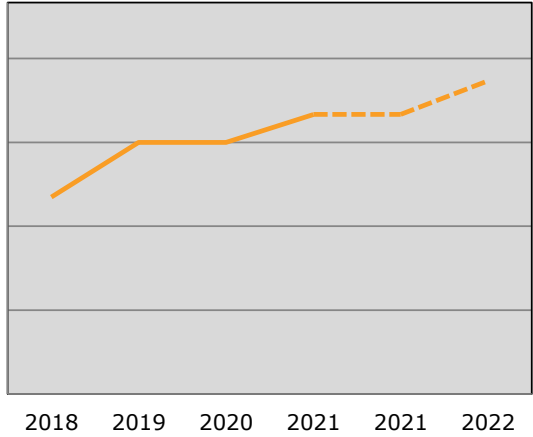
Fiscal Year	Collection	Annual Percentage Change	Financial Trend 			
2012 Actual	320,000	-3.03%				
2013 Actual	320,000	0.00%				
2014 Actual	320,000	0.00%				
2015 Actual	320,000	0.00%				
2016 Actual	320,000	0.00%				
2017 Actual	320,000	0.00%				
2018 Actual	320,000	0.00%				
2019 Actual	320,000	0.00%				
2020 Actual	320,000	0.00%				
2021 Budget	320,000	0.00%				
2021 Projected	320,000	0.00%				
2022 Adopted	320,000	0.00%				

Transfer in From Stormwater Sales Tax Fund

General Ledger Codes: 01-00-4946-0000	Legal Authority: Municipal Ordinance: n/a State Statute: n/a
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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.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend 
2012 Actual	189,262	3.85%	
2013 Actual	202,437	6.96%	
2014 Actual	195,429	-3.46%	
2015 Actual	230,425	17.91%	
2016 Actual	258,115	12.02%	
2017 Actual	253,064	-1.96%	
2018 Actual	285,209	12.70%	
2019 Actual	295,000	3.43%	
2020 Actual	295,000	0.00%	
2021 Budget	300,000	1.69%	
2021 Projected	300,000	1.69%	
2022 Adopted	306,000	2.00%	

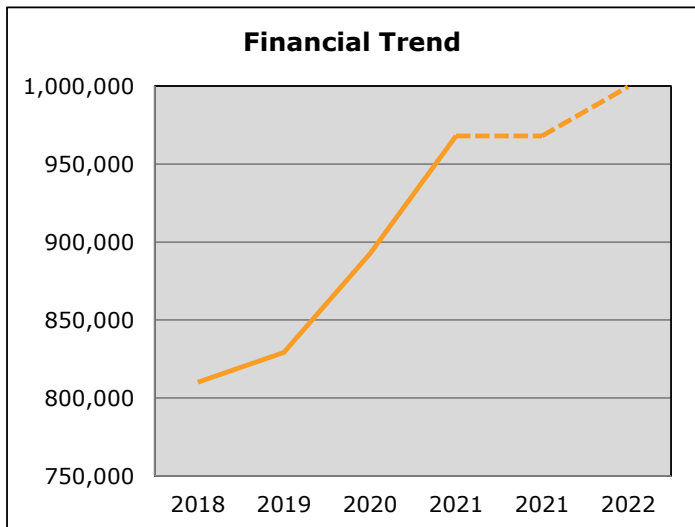
Transfer in From Enterprise Fund

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
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 Actual	892,498	7.62%
2021 Budget	967,988	8.46%
2021 Projected	967,988	8.46%
2022 Adopted	999,504	3.26%



Transfer in From Capital Projects

General Ledger Codes: 01-00-4998-0000	<u>Legal Authority:</u> 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 FY22 estimated revenue is based on projects listed in the CIP on schedule to be completed during FY22 and shown below:

Annual Sidewalk Program FY22 \$6,000

Fiscal Year	Collection	Annual Percentage Change	Financial Trend
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	4,885	N/A	
2020 Actual	47,400	870.40%	
2021 Budget	6,000	-87.34%	
2021 Projected	24,900	-47.47%	
2022 Adopted	6,000	-75.90%	



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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
- Facilitates the application and selection process for appointments to volunteer boards and commissions
- 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 2021 PERFORMANCE SUMMARY

1. Develop an online process for submitting applications and payments for annual occupational licenses. **(3.3.3)(4.1.2)**
2. The City Clerk completed the Missouri Municipal League Certified Municipal Official program. **(4.1.3)**
3. The Administrative Assistant to the City Clerk completed the Missouri Municipal League Certified Municipal Official program. **(4.1.3)**

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.



ADMINISTRATION

HUMAN RESOURCES DIVISION

Human Resources partners with City departments 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. **(4.2)**

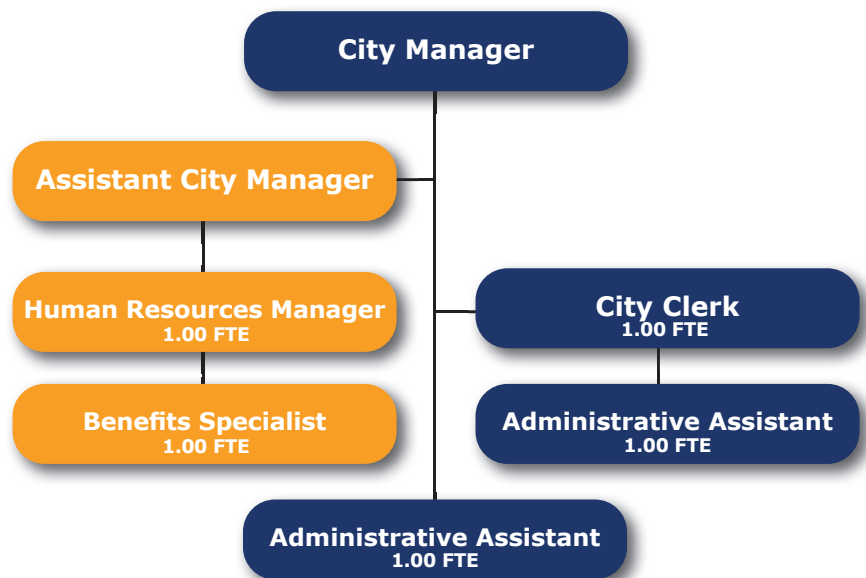
FY 2021 PERFORMANCE SUMMARY

1. Implemented Stay Interviews
2. Continued bi-weekly pulse surveys
3. Hosted a successful Citywide day of training and appreciation day
4. Hired Benefits Specialist
5. Strengthened relationship with Midwest Public Risk to provide additional training and safety enhancements
6. HR Manager elected to board position with MOPRIMA
7. HR Manager assumed 2nd term as President for IPMA-GKC
8. Started HR rebranding initiative
9. Responded to COVID leave requests
10. Responded to employee questions and concerns surrounding COVID-19

SIGNIFICANT BUDGETARY ISSUES

No significant changes in this budget

ADMINISTRATION



ADMINISTRATION

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	779,091	1,068,742	987,456	998,228	998,228	1,042,635	1,042,635	1,047,635
Commodities	8,663	10,698	12,105	24,416	21,683	12,618	12,618	12,618
Maintenance and Repairs	3,043	1,898	2,540	2,540	2,811	2,540	2,540	2,540
Utilities	0	0	0	0	0	0	0	0
Contractual	318,060	280,941	326,279	336,779	322,728	346,880	346,880	346,880
Capital Outlay			0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	24,531	24,531	17,558	17,558	27,558	17,558	17,558	17,558
Total	1,133,388	1,386,810	1,345,938	1,379,521	1,373,008	1,422,231	1,422,231	1,427,231

Position Control Roster

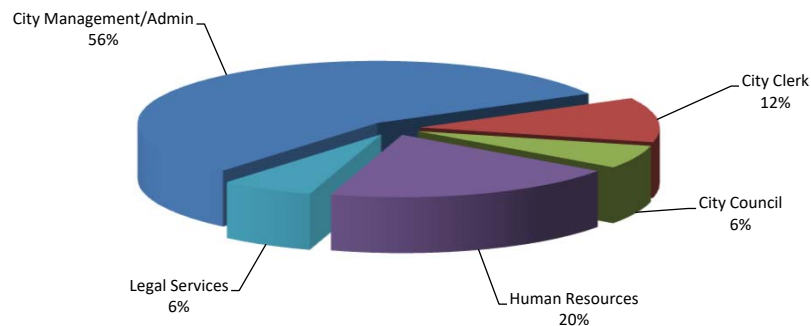
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
City Manager	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk*	1.00	0.00	0.00
Manager, Human Resources	1.00	1.00	1.00
Benefits Specialist	1.00	1.00	1.00
Administrative Assistant	1.00	2.00	2.00
Total FTE	7.00	7.00	7.00

By Program

	2021-22 Council Adopted
City Management/Admin	800,355
City Clerk	165,846
City Council	86,457
Human Resources	284,573
Legal Services	90,000
Total	1,427,231

*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. 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

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

Capital Asset Replacement

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

Technology Training

- Continue user education programs for security training, end-user software products and telecom systems. Provide focused training Google Workspace and cyber-security. **(4.2)**

FY 2021 PERFORMANCE SUMMARY

1. Replaced 17 computer workstations
2. Responded to 1,100 help desk requests for IT support
3. Installed the Owen Good lift station entry gate and building doors to the security door access system
4. Installed security cameras at the Owen Good lift station
5. Installed video conferencing capabilities to City Hall, and Centerview facilities
6. Installed remaining building doors at the Public Works facility to the security door access system
7. Installed additional security cameras at Hawk Ridge Park
8. Successfully responded to and developed new security measures following a cyber-security incident
9. Managed the roll-out and implementation of Police-worn body camera
10. Responded to and resolved more than 2,000 requests for technical assistance from City staff

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

INTEGRATED TECHNOLOGY SYSTEMS



INTEGRATED TECHNOLOGY SYSTEMS

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	174,273	293,771	261,678	261,678	261,678	283,513	283,513	283,513
Commodities	39,729	50,488	48,925	55,725	53,661	56,230	56,230	56,230
Maintenance and Repairs	105	94	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	231,724	272,194	301,219	310,219	309,100	317,571	317,571	317,571
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	3,514	3,514	3,514	3,514	3,514	3,514
Total	445,831	616,546	615,336	631,136	627,953	660,828	660,828	660,828

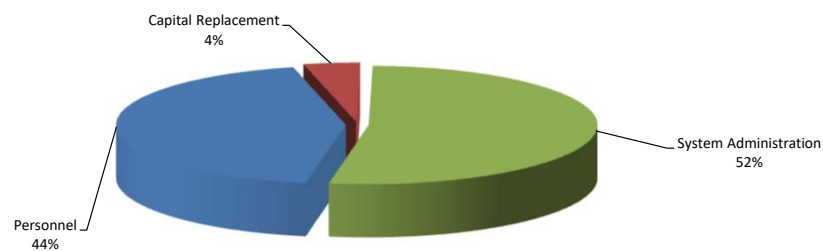
Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Integrated Technology Systems	1.00	1.00	1.00
ITS Senior Network Technician	1.00	1.00	1.00
ITS Network Technician	1.00	1.00	1.00
Total FTE	3.00	3.00	3.00

By Program

	2021-22 Council Adopted
Personnel	287,707
Capital Replacement	26,200
System Administration	346,921
Total	660,828

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.; 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 Code 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. Coordinate with other subject matter experts departments on assessing the readiness of real estate sites **(3.3.4)**.

FY 2021 PERFORMANCE SUMMARY

1. Continued to work with master developer VanTrust Real Estate on the development of Raymore Commerce Center, the City's a large-scale industrial business park at I-49 & North Cass Parkway.
2. Finished construction of Building I within the Raymore Commerce Center *(and hopefully can announce the tenant by the time this document is published)*.
3. Prioritized and facilitated efficient communication between the State of Missouri, Cass County, and other departments and community partners to help local businesses successfully manage and navigate the COVID-19 pandemic.
4. Collaborated with a master developer to redevelop and locate new commercial development within the 58 Highway and Foxridge Drive redevelopment area.
5. Originated a new Business Retention & Expansion (BR+E) program to solicit feedback and communications from existing Raymore businesses.
6. Responded to multiple requests for information for new development projects from the Missouri Partnership, Kansas City Area Development Council (KCADC) and other sources in relation to the Raymore Commerce Center development.
7. Worked with education partners and other organizations to further establish a robust, comprehensive workforce development program to attract larger employers who offer higher skilled careers.
8. Worked with community and economic development partners on the creation of Small Business Development Center (SBDC) - located at 208 W. Walnut, which helps expand the resources available to small business entrepreneurs and start-up companies within the community.
9. Started the City's first annual Restaurant and Small Business week to celebrate locally owned businesses.
10. Connected with multiple site selection consultants regarding the Raymore Commerce Center, including the Missouri Partnership Raise the Bar - Assess program, to evaluate the City's overall competitiveness regarding business attraction and development

SIGNIFICANT BUDGETARY ISSUES

Capacity Building workforce labor study. \$10,000

ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	116,567	90,000	93,204	93,204	93,204	96,819	96,819	96,819
Commodities	21	20	300	300	275	300	300	300
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	34,730	44,336	66,430	66,430	51,430	61,100	61,100	61,100
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	151,317	134,356	159,934	159,934	144,909	158,219	158,219	158,219

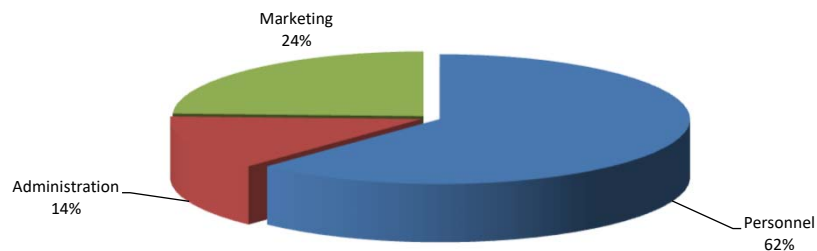
Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Economic Development Director	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00

By Program

	2021-22 Council Adopted
Personnel	98,169
Administration	21,500
Marketing	38,550
Total	158,219

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)**
8. Coordinate implementation of the new City Comprehensive Plan **(4.1)**

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 2021 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. Continued creation of excerpts from the Unified Development Code that provides quick reference material for residents and applicants.
5. Assisted the Planning & Zoning Commission with implementation of the adopted Growth Management Plan.
6. Completed two amendments to the Unified Development Code
7. Continued an inspection program of existing commercial and industrial buildings and tenant spaces. Inspections of each building occur every five years.
8. Completed updates to the mapping applications utilized by the public and by city employees.
9. Implemented a Universal Design Pilot Project as part of a new home construction
10. Expanded online opportunities to secure building permits
11. Assisted in the delivery of trash and recycling carts for citywide solid waste program

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.



DEVELOPMENT SERVICES



DEVELOPMENT SERVICES

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	604,932	621,909	666,791	666,791	666,791	701,271	701,271	701,271
Commodities	17,337	16,539	13,700	13,700	13,450	16,100	16,100	16,100
Maintenance and Repairs	966	838	800	800	400	800	800	800
Utilities	0	0	0	0	0	0	0	0
Contractual	28,464	26,057	35,065	35,065	24,115	43,049	43,049	43,049
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	17,759	17,759	16,754	16,754	16,754	16,754	16,754	16,754
Total	669,458	683,101	733,110	733,110	721,510	777,974	777,974	777,974

Position Control Roster

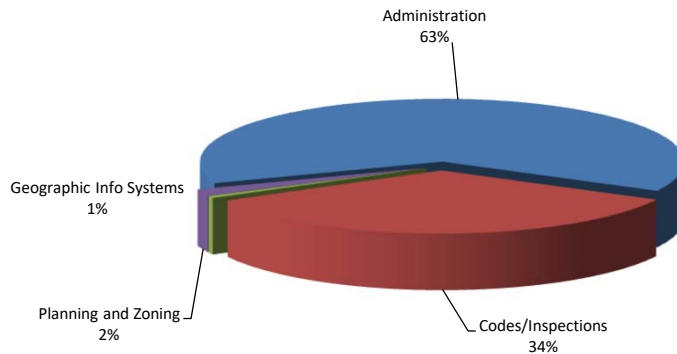
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Development Services	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00
Building Official	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00
Permit Technician*	1.00	0.00	0.00
City Planner	1.00	1.00	1.00
Administration Assistant*	0.00	1.00	1.00
Total FTE	7.00	7.00	7.00

By Program

	2021-22 Council Adopted
Administration	491,845
Codes/Inspections	268,104
Geographic Info Systems	4,350
Planning and Zoning	13,675
Total	777,974

*The Permit Technician position was replaced by an Administrative Assistant Position in FY21

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, Assistant City Engineer, two Engineering Technicians, and an 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 Communications Department to develop an information campaign for all Capital Improvement Projects. **(4.1.1)**

Infrastructure Improvement

1. Collaborate with the Development Services 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 Development Services 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)**

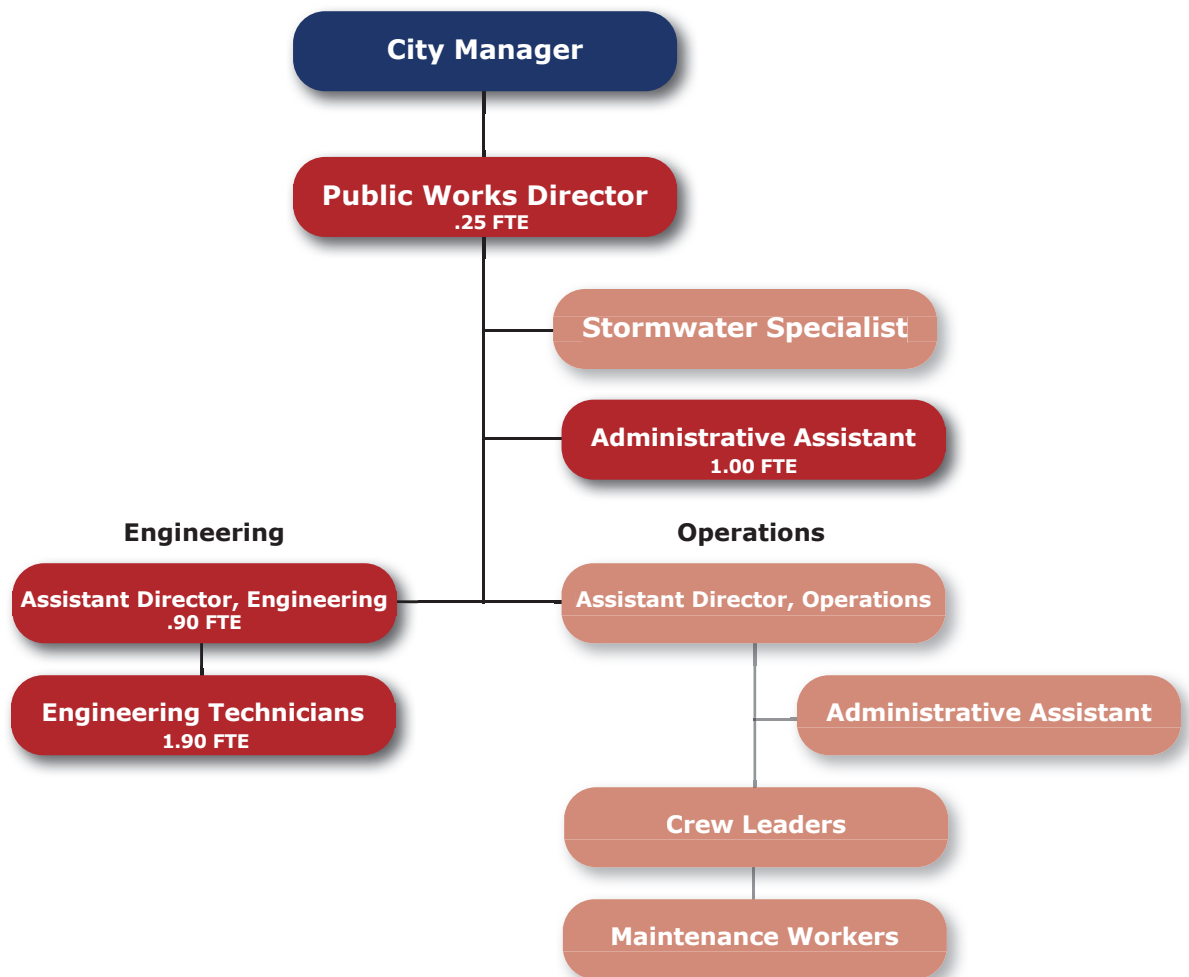
FY 2021 PERFORMANCE SUMMARY

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. Completed in-house design of Willowind and Harold Estates Sanitary Sewer Improvements, Municipal Complex Stormwater improvements, Centerview Phase II Improvements saving an estimated \$175,000 in design consulting fees.
4. Completed preliminary design of the Johnston Drive Extension from Dean Avenue to Harmon Drive

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

PUBLIC WORKS ENGINEERING DIVISION



ENGINEERING

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	385,423	309,165	394,066	394,066	394,066	397,310	397,310	397,310
Commodities	4,906	4,475	8,505	8,505	8,305	8,755	8,755	8,755
Maintenance and Repairs	6,488	259	4,500	4,500	1,000	4,500	4,500	4,500
Utilities	0		0	0	0	0	0	0
Contractual	13,286	7,816	17,820	17,820	19,461	18,404	18,404	18,404
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	10,207	10,207	22,647	22,647	22,647	22,647	22,647	22,647
Total	420,309	331,922	447,538	447,538	445,479	451,616	451,616	451,616

Position Control Roster

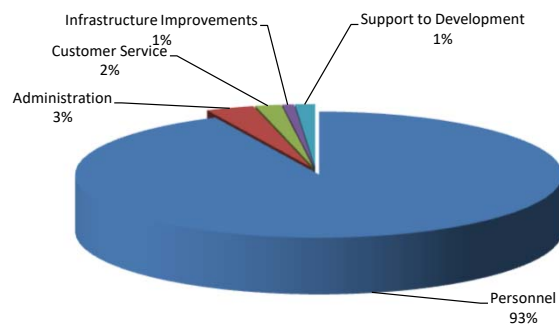
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Public Works and Engineering*	0.17	0.25	0.25
Assistant Director, PW-Engineering	0.90	0.90	0.90
Engineering Technicians	1.90	1.90	1.90
Administrative Assistant	1.00	1.00	1.00
Total FTE	3.97	4.05	4.05

By Program

	2021-22 Council Adopted
Personnel	419,957
Administration	14,404
Customer Service	7,755
Infrastructure Improvements	3,500
Support to Development	6,000
Total	451,616

*FY21 Reallocated Public Works Director to 25% Engineering

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.

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 divisions.

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 2021 PERFORMANCE SUMMARY

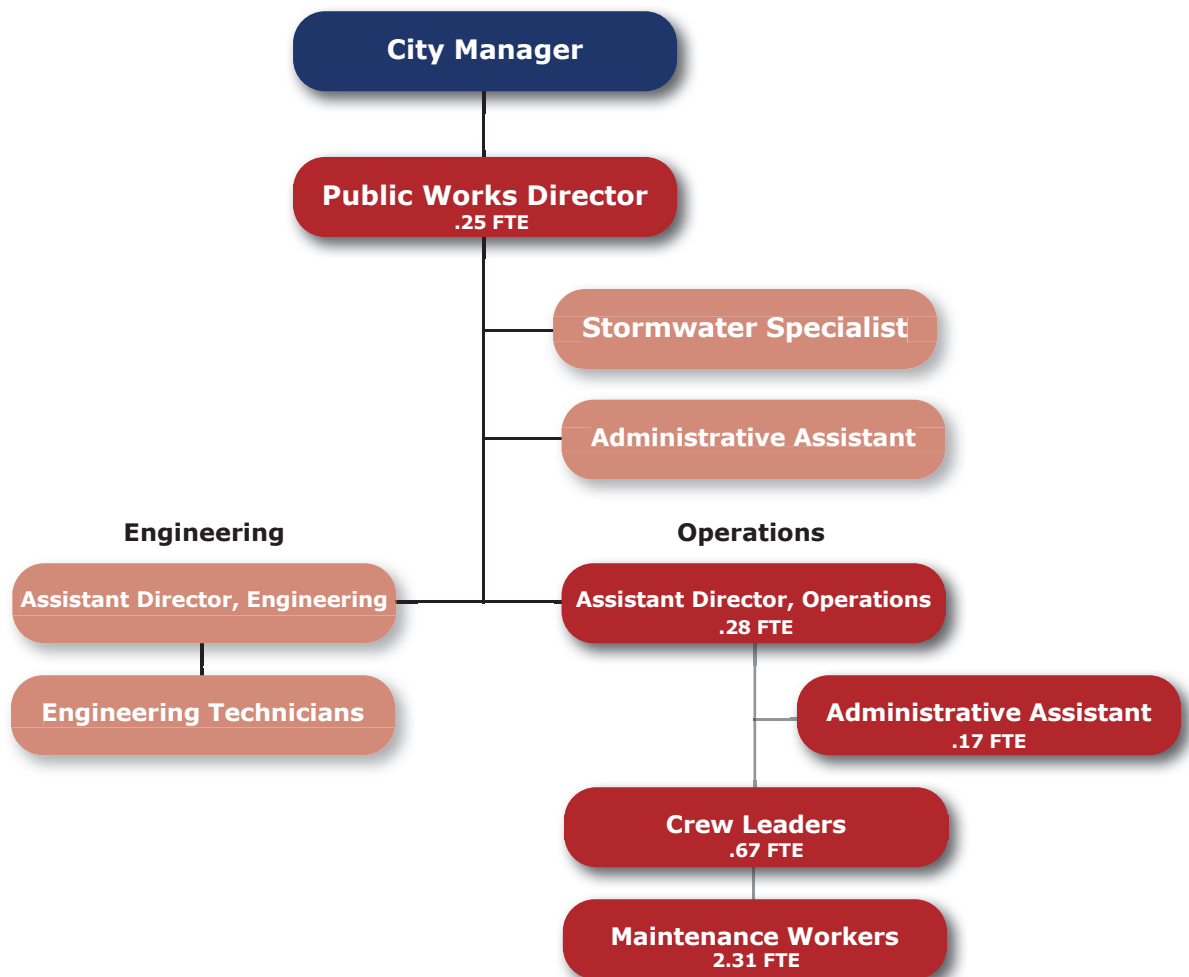
1. Snow crews mobilized for 13 snow events.
2. Crews used approximately 225 tons of asphalt to make street repairs and patch potholes at various locations around the City.
3. Crews mud-jacked approximately 2,500 feet of sidewalks at various locations around the City.
4. Crews inspected 175 new driveway approaches.
5. Crews inspected 125 new sidewalk installations.
6. Crews patched approximately 1,850 potholes.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues



PUBLIC WORKS STREETS DIVISION



STREETS

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	299,838	240,514	295,956	295,956	295,956	308,022	308,022	308,022
Commodities	161,577	134,910	129,655	152,667	152,467	131,780	131,780	131,780
Maintenance and Repairs	66,770	51,423	54,000	54,000	45,000	59,650	59,650	59,650
Utilities	101	0	0	0	0	0	0	0
Contractual	219,256	201,912	237,859	237,859	233,399	237,292	237,292	237,292
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	96,754	96,754	107,664	107,664	107,664	107,664	107,664	107,664
Total	844,295	725,513	825,134	848,146	834,486	844,408	844,408	844,408

Position Control Roster

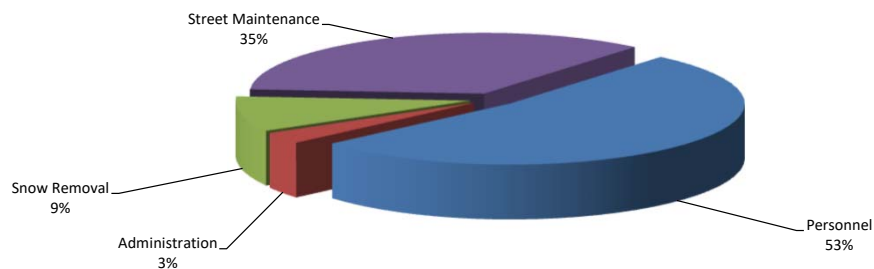
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Public Works & Engineering*	0.18	0.25	0.25
Assistant Director, PW-Operations	0.28	0.28	0.28
Crew Leader	0.67	0.67	0.67
Maintenance Workers III	0.00	1.00	1.00
Maintenance Workers I & II	2.31	1.31	1.31
Administrative Assistant	0.17	0.17	0.17
Total FTE	3.61	3.68	3.68

By Program

	2021-22 Council Adopted
Personnel	443,686
Administration	26,262
Snow Removal	79,100
Street Maintenance	295,360
Total	844,408

*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)**

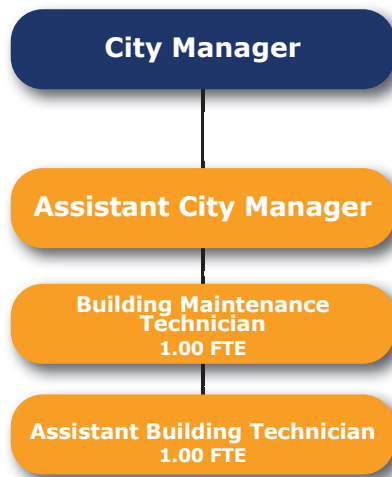
FY 2021 PERFORMANCE SUMMARY

1. Completed the installation of UV Disinfectant systems in all HVAC air handlers
2. Conducted deep cleaning/maintenance on the entire HVAC and air handling system
3. Completed \$15,000 in requested improvements and upgrades to Animal Control building
4. Successfully transitioned 13 vehicles to the Vehicle Leasing Program
5. Assisted the Parks & Recreation Department and Public Works Department on the successful delivery of the City Hall Plaza project
6. Responded to 13 snow and ice events clearing parking lots, sidewalks and other walkways at City facilities
7. Partnered with SPIRE to extend the natural gas line and completed upgrades to Public Works Facility and Animal Control Shelter - removing both facilities from propane
8. Started analysis on Federal Requirement for ADA Transition Planning

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues

BUILDINGS & GROUNDS



BUILDINGS & GROUNDS

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	163,773	161,852	102,939	102,939	102,939	117,723	117,723	117,723
Commodities	763	5,870	2,670	2,670	2,670	3,105	3,105	3,105
Maintenance and Repairs	20,236	35,648	49,020	49,020	49,020	49,020	49,020	49,020
Utilities	133,272	124,659	141,274	141,274	133,274	133,230	133,230	133,230
Contractual	55,392	55,506	55,206	55,206	58,856	55,341	55,341	55,341
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	3,514	3,514	3,514	3,514	3,514	3,514
Total	373,436	383,535	354,623	354,623	350,273	361,933	361,933	361,933

Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Public Works **	0.15	0.00	0.00
Crew Leader, Parks Maintenance**	0.25	0.00	0.00
Parks Maintenance Workers I & II**	0.55	0.00	0.00
Building Technician	1.00	1.00	1.00
Assistant Building Technician *	0.25	1.00	1.00
Superintendent, Parks Operations**	0.20	0.00	0.00
Total FTE	2.40	2.00	2.00

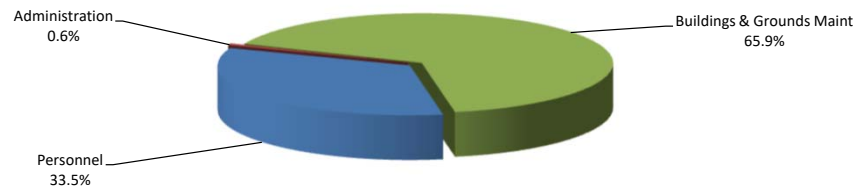
*FY21 reallocation of FTE to better reflect assistant building technician staff time

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

By Program

	2021-22 Council Adopted
Personnel	121,237
Administration	2,080
Buildings & Grounds Maint	238,616
Total	361,933

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)**

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

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 2021 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 outfalls and priority areas on a semi-annual basis.
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 one Stream Clean-up
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 online 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. Reviewed and inspected yearly.
13. Continued the annual street sweeping program.

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.

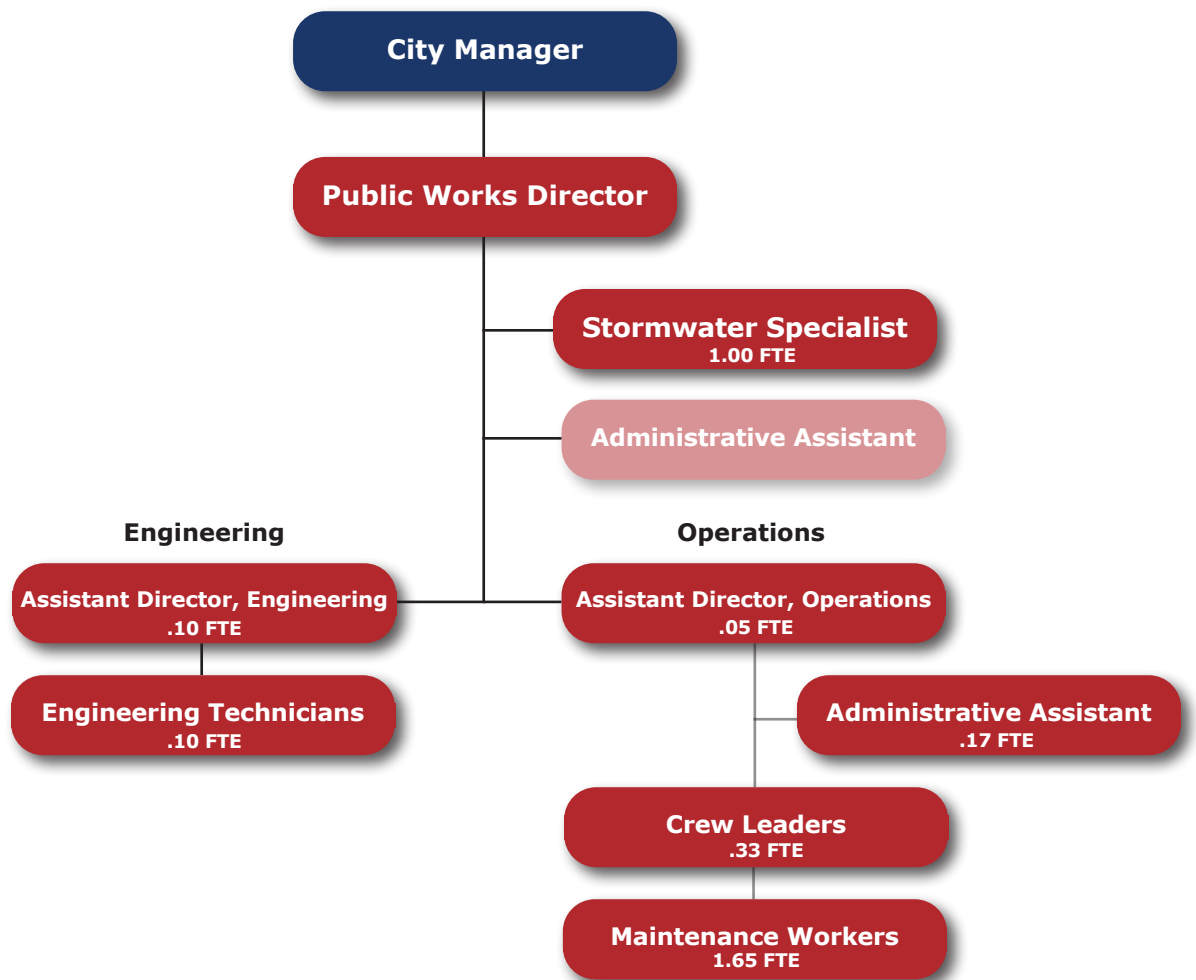
System Maintenance

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

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	280,867	257,579	268,071	268,071	268,071	278,398	278,398	278,398
Commodities	2,235	2,948	3,870	3,870	3,870	4,495	4,495	4,495
Maintenance and Repairs	10,667	4,918	12,400	12,400	12,400	16,000	16,000	16,000
Utilities	0	0	0	0	0	0	0	0
Contractual	5,828	870	12,050	12,050	9,000	11,600	11,600	11,600
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	299,597	266,317	296,391	296,391	293,341	310,493	310,493	310,493

Position Control Roster

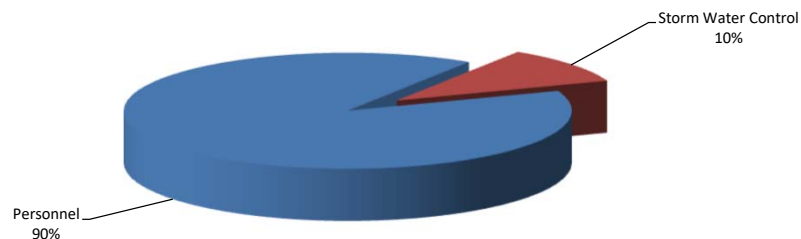
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Assistant Director, PW - Engineering	0.10	0.10	0.10
Assistant Director, PW - Operations	0.05	0.05	0.05
Stormwater Quality Specialist	1.00	1.00	1.00
Administrative Assistant	0.17	0.17	0.17
Crew Leader Public Works	0.33	0.33	0.33
Maintenance Worker I & II	1.65	1.65	1.65
Engineering Technicians	0.10	0.10	0.10
Assistant Building Technician *	0.25	0.00	0.00
Total FTE	3.65	3.40	3.40

By Program

	2021-22 Council Adopted
Personnel	278,398
Storm Water Control	32,095
Total	310,493

* FY21 moved position to 100% Buildings & Grounds

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 staff, 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.

Customer Service

1. Improve customer service to the public with courtesy, efficiency, and professionalism. **(1.2.3)**
2. Strive to have coverage in the office and ensure phone calls and emails are being returned in a timely manner. **(1.2.3)**
3. Communicate with 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.
4. Online payments are made available to any defendants that do not wish to come to court but plead guilty to a payable offense on the traffic violations bureau. This alleviates the number of people appearing in court and makes the docket numbers more manageable. **(4.1.2)**

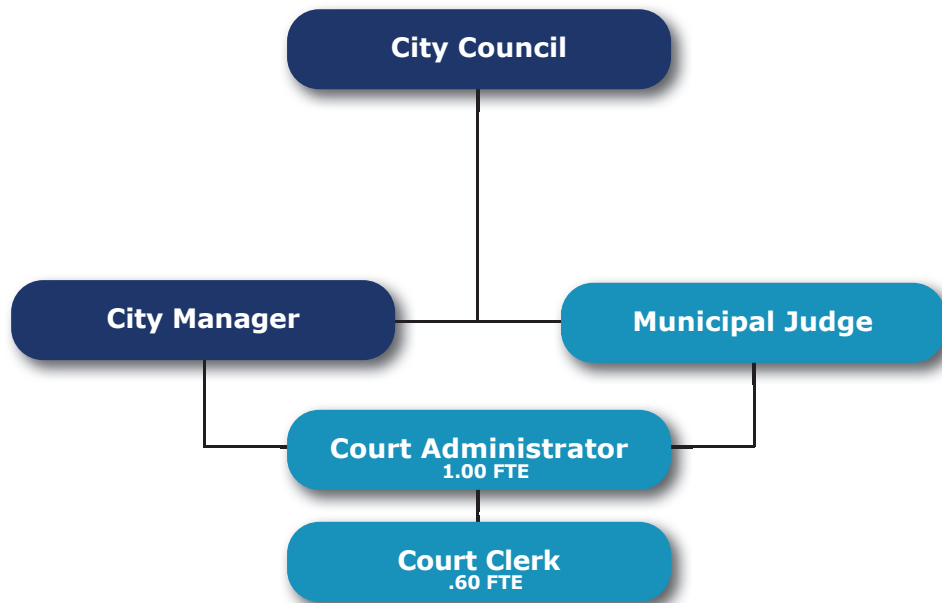
FY 2021 PERFORMANCE SUMMARY

1. Maintain a 100% compliance rating from the Department 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 available by the Judge for defendants that need time to pay.
4. The court employed two part-time bailiff's to work all monthly dockets.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

MUNICIPAL COURT



MUNICIPAL COURT

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	110,226	101,226	114,373	114,373	114,373	101,184	101,184	101,184
Commodities	2,072	1,818	3,205	3,205	2,182	3,724	3,724	3,724
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	10,033	15,192	24,092	24,092	22,416	28,092	28,092	28,092
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	122,331	118,236	141,670	141,670	138,971	133,000	133,000	133,000

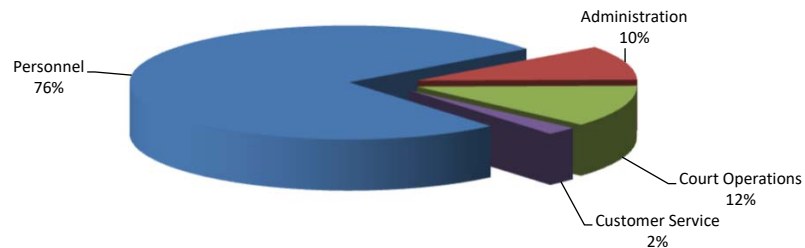
Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Municipal Court Administrator	1.00	1.00	1.00
Municipal Court Clerks	0.60	0.60	0.60
Total FTE	1.60	1.60	1.60

By Program

	2021-22 Council Adopted
Personnel	101,184
Administration	13,000
Court Operations	15,776
Customer Service	3,040
Total	133,000

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)**

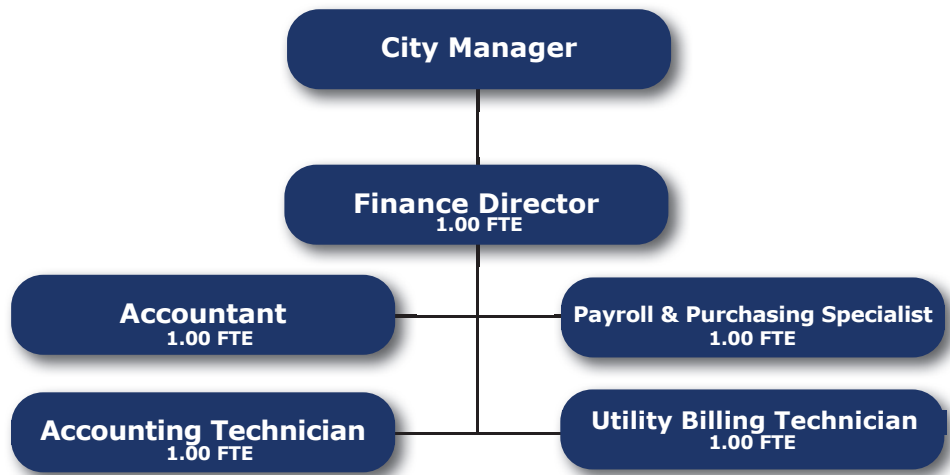
FY 2021 PERFORMANCE SUMMARY

1. Received the GFOA Distinguished Budget Presentation Award for the 17th year.
2. Received the GFOA Award of Financial Reporting Achievement on the City's Comprehensive Annual Financial Report for the tenth year.
3. Received the Agency Certification Award from Universal Public Procurement Certification Council (UPPCC) for the eleventh year.
4. Received an Unqualified Opinion on the FY20 audit of the City's financial statements.
5. Ensured the City's compliance with all annual reporting for all outstanding debt in accordance with SEC reporting regulations.
6. Worked with Administration, the City's Financial Advisor and the City Council to issue 2020 GO Bond Debt Service; this is the first of three bond issues.
7. Implemented email reminders with the billing software company.
8. Transitioned to a single billing date, due date and disconnect date for all utility customers.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

FINANCE



FINANCE

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	430,568	414,235	431,830	431,830	431,830	452,991	452,991	452,991
Commodities	8,429	38,767	43,323	43,323	42,893	41,250	41,250	41,250
Maintenance and Repairs	4,562	0	932	932	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	155,021	183,015	214,792	214,792	208,304	235,297	235,297	235,297
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	598,580	636,017	690,877	690,877	683,028	729,538	729,538	729,538

Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Finance	1.00	1.00	1.00
Accountant*	1.00	1.00	0.00
Senior Accountant*	0.00	0.00	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	0.00
Utility Billing & Customer Service Specialist**	0.00	0.00	1.00
Total FTE	5.00	5.00	5.00

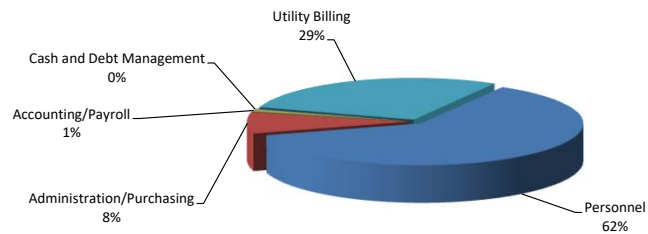
By Program

	2021-22 Council Adopted
Personnel	452,991
Administration/Purchasing	60,529
Accounting/Payroll	6,504
Cash and Debt Management	1,500
Utility Billing	208,014
Total	729,538

*FY22 The Accountant position was eliminated and replaced by Senior Accountant

**FY22 Utility Billing Technician was eliminated and replaced by Utility Billing & Customer Service Specialist

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 2021 PERFORMANCE SUMMARY

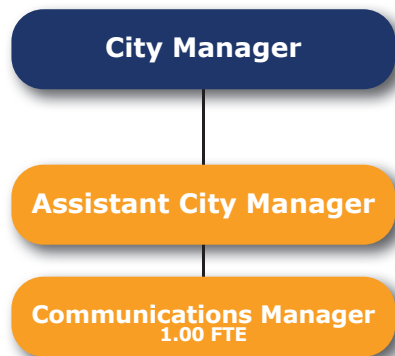
1. Greatly expanded the number of events sponsored/hosted through the Raymore Arts Commission. Saw a significant increase in visibility of the Arts Commission and resident engagement. **(3.2.3)**
2. Redesigned the City's website to make it easier for visitors to get the information they need in fewer clicks and to make the City's news and important updates more visible on the homepage.
3. Positive growth and community outreach recognition through the City's social media platforms. Started a Next Door account to inform residents in specific neighborhoods about important alerts.
4. Assisted Police Department, Animal Control and Parks & Recreation with fundraising through the Raymore Community Foundation.
5. Led community events to celebrate the ribbon cuttings/grand openings for T.B. Hanna Station and the "Roots" public artwork.
6. Worked with Economic Development to launch the inaugural Raymore Restaurant & Small Business Week to promote and support local businesses and eateries.
7. Managed communications to residents and local business owners/operators regarding the COVID-19 pandemic and its local impact. Designed and provided COVID-19 safety/informational materials to surrounding cities. Was a member of the City's five-person COVID Response Team.

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues



COMMUNICATIONS



COMMUNICATIONS

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	90,755	86,296	88,520	88,520	88,520	92,819	92,819	92,819
Commodities	4,910	7,150	7,000	7,000	10,362	10,200	10,200	10,200
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	83,879	56,385	93,400	93,400	64,570	90,200	90,200	90,200
Capital Outlay	0	0	9,100	9,100	9,100	0	0	25,000
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0	0
Total	179,544	149,830	198,020	198,020	172,552	193,219	193,219	218,219

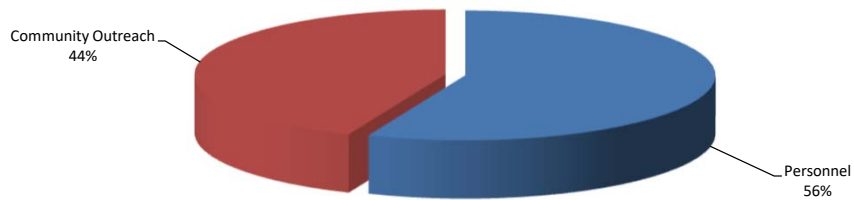
Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Communications Manager	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00

By Program

	2021-22 Council Adopted
Personnel	122,819
Community Outreach	95,400
Total	218,219

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 out of eight 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.

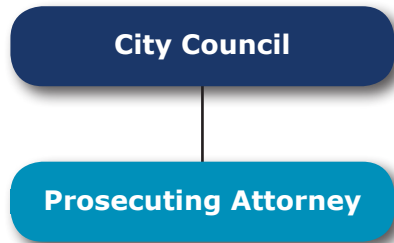
FY 2021 PERFORMANCE SUMMARY

1. No significant performance to summarize

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

PROSECUTING ATTORNEY



PROSECUTING ATTORNEY

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	0	0	0	0	0	0	0	0
Commodities	0	0	0	0	0	0	0	0
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	24,000	24,000	24,400	24,400	24,400	24,400	24,400	24,400
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	24,000	24,000	24,400	24,400	24,400	24,400	24,400	24,400

Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
	0.00	0.00	0.00

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

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

By Program

	2021-22 Council Adopted
Prosecution	24,400
Total	24,400

0.00

Program as a Percentage of the Department Budget





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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 2021 PERFORMANCE SUMMARY

1. Conducted a Fall Citizens Academy.
2. The Unmanned Aerial Vehicle was deployed numerous times which included but is not limited to: monitoring the polling sites on election day, searches for suicidal subjects and runaway juveniles and aerial photographs of both Belton and Raymore City Hall facilities.
3. Partnered with the Raymore Fall Festival Committee and conducted a crime prevention event in conjunction with the Fall Festival.
4. Applied for and received grant funding from the Missouri Division of Highway Safety for continued STEP traffic enforcement activities.
5. Achieved 100% compliance with Missouri Peace Officers Standards and Training requirements.
6. Conducted Shop With a Cop with 35 area Raymore children.
7. Conducted Coffee With a Cop events at various locations throughout the community.
8. Trained officers and deployed significant technology, such as the License Plate Reader and Pole Camera.
9. Modified policy and inventoried emergency reserves for future pandemic/ emergency response.
10. Upgraded the Records Clerk position to Crime Analyst/Records Custodian.
11. Formed the Body Worn Camera Work Group and conducted policy development, research and product selection
12. Partnered with Grandview for database access to HIDTA for LPR
13. Lease Vehicle deployment
14. Chief Jan Zimmerman was appointed to the Gaming Commission
15. Captain Jim Wilson was advanced to the President position with the Missouri Peace Officers Association.
16. Designed, developed and distributed the new department challenge coin.

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 2021 PERFORMANCE SUMMARY

1. Staffed a new Operations Lieutenant position
2. Hired four new police officers for existing vacancies
3. Partnered in two National Drug Take Back events
4. Conducted one secure citywide 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 body worn cameras for all sworn officers
8. Hosted two child safety seat inspections and installations
9. Promoted two Officers to Sergeant

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

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 and one part-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 Crime Analyst 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. The Crime Analyst also assists in the preparation of documents for courtroom testimony and provision of information to local, state, and national computer databases. This position also analyzes trends in data as reported by officers and other staff.

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)**

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. Maintain regional incinerator 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)**
3. Perform in-depth systematic, analytical processes to provide timely and pertinent information regarding crime patterns, crime trends and crime correlations **(2.1.1)**

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.
4. Attain full staffing **(4.2.1)**

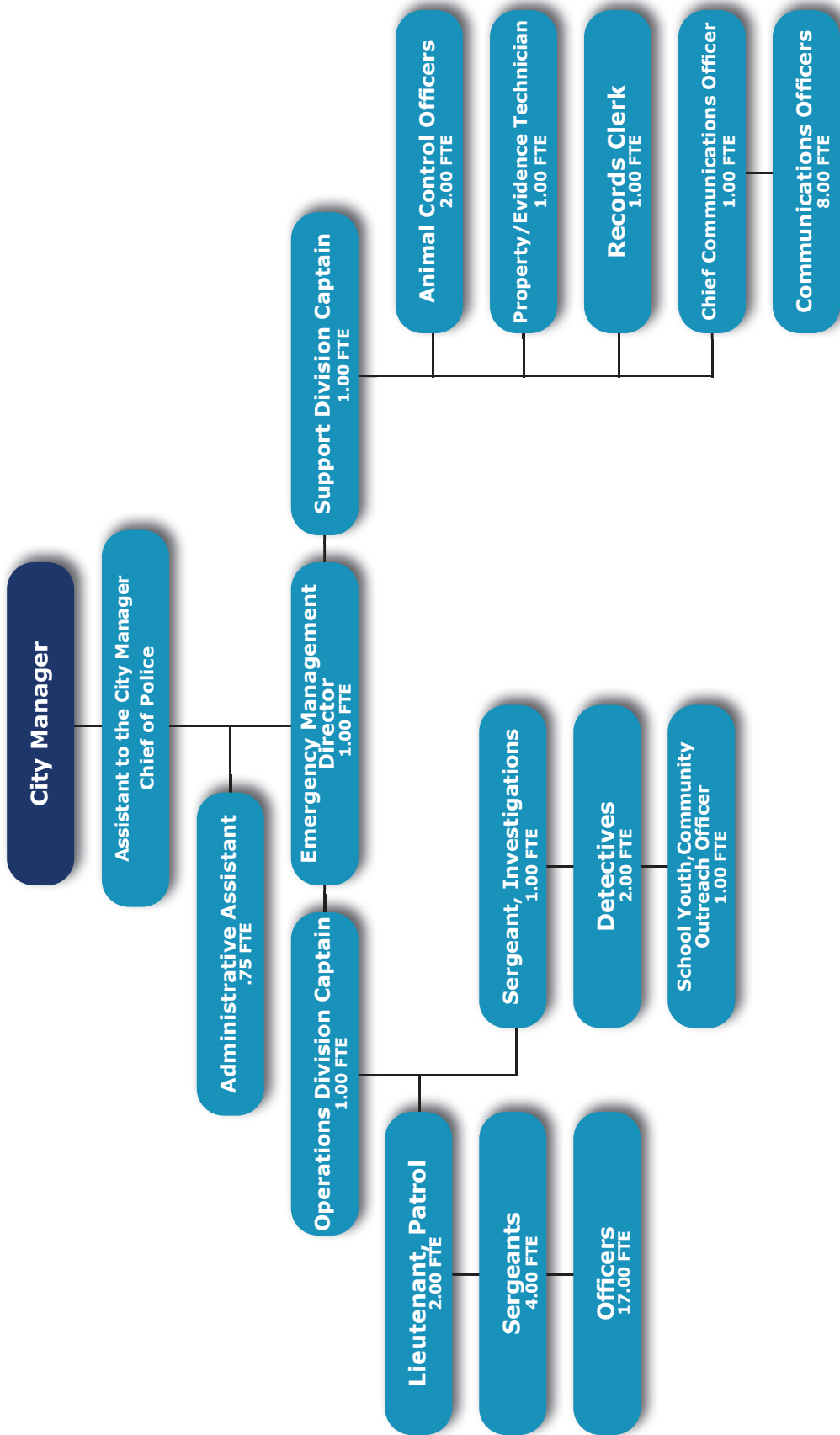
FY 2021 PERFORMANCE SUMMARY

1. Hired three full-time dispatchers.
2. Animal Control trained and deployed in chemical immobilization
3. The Property and Evidence Technician became the President of the newly formed and incorporated Missouri Association of Property and Evidence.
4. Partnered with KCPD for drug incineration (45+ pounds destroyed)
5. Created the Crime Analysis/Records Custodian position
6. Hire part-time Shelter Attendant

SIGNIFICANT BUDGETARY ISSUES

No significant budgetary issues.

POLICE



POLICE

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	3,626,120	3,429,451	3,784,723	3,784,723	3,784,723	3,975,858	3,975,858	3,975,858
Commodities	93,971	87,913	104,000	104,000	103,200	125,000	125,000	125,000
Maintenance and Repairs	26,591	22,364	26,000	26,000	16,000	26,000	26,000	26,000
Utilities	0	0	0	0	0	0	0	0
Contractual	85,971	44,454	74,176	74,176	64,151	75,156	75,156	75,156
Capital Outlay	32,546	0	0	0	0	0	0	9,000
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	124,286	98,786	126,178	126,178	126,178	126,178	126,178	126,178
Total	3,989,485	3,682,968	4,115,077	4,115,077	4,094,252	4,328,192	4,328,192	4,337,192

Position Control Roster

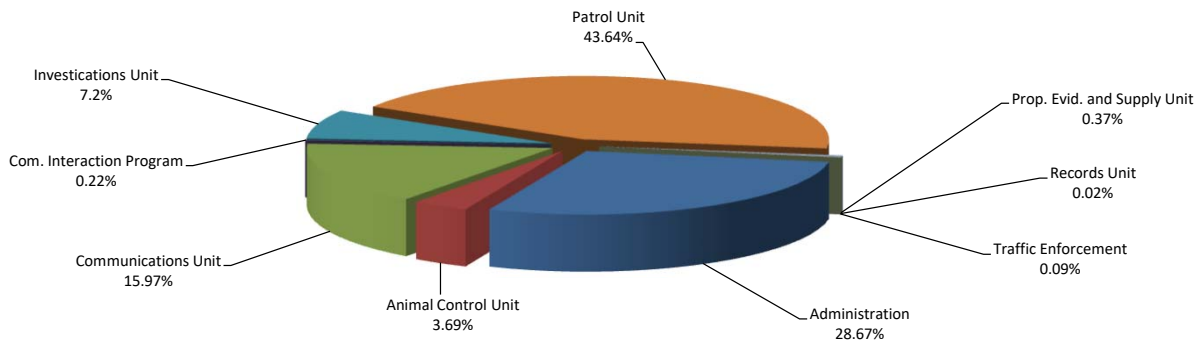
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Chief of Police	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00
Police Lieutenant	2.00	2.00	2.00
Police Patrol Sergeant	4.00	4.00	4.00
Police Detective Sergeant	1.00	1.00	1.00
Police Detective	2.00	2.00	2.00
Police Officer	18.00	18.00	18.00
Chief Communications 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	0.75	0.75	0.75
Property & Evidence Clerk	1.00	1.00	1.00
Police Records Clerk*	1.00	0.00	0.00
Police Records Clerk & Crime Analyst*	0.00	1.00	1.00
Total FTE	43.75	43.75	43.75

*FY21 Police Records Clerk was moved to Police Records Clerk & Crime Analyst

By Program

	2021-22 Council Adopted
Administration	1,243,301
Animal Control Unit	160,119
Communications Unit	692,474
Com. Interaction Program	4,900
Investigations Unit	322,295
Patrol Unit	1,892,853
Prop. Evid. and Supply Unit	16,200
Records Unit	1,050
Traffic Enforcement	4,000
Total	4,337,192

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.

winter weather events.

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. Additional efforts will be made this upcoming year to reconnect with area businesses and organizations as Covid-19 shut down most in person meetings and presentations.
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. In person CERT meetings began again in July of 2021.
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 (mainly via Zoom or Google Meets) in conferences and professional development on a wide range of issues impacting emergency management functions. The 2021 IAEM national conference in October will be the first large in person conference for EM personnel since the Covid pandemic began.

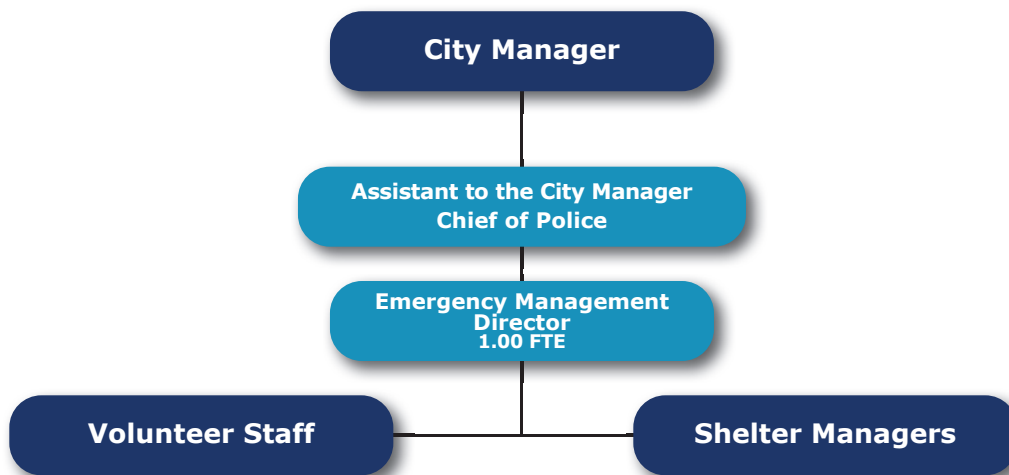
SIGNIFICANT BUDGETARY ISSUES

FY 2021 PERFORMANCE SUMMARY

1. Deployed the new mobile Communications/Command vehicle and oversaw routine maintenance throughout the year.
2. Updated the Local Emergency Operations Plan (LEOP) and had it evaluated by the State of Missouri Emergency Management Agency. Our plan was deemed to be excellent and is approved for the next two years.
3. Participated and helped lead the City's Covid-19 planning and response efforts including our internal Covid-19 meeting group.
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 two severe

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.

EMERGENCY MANAGEMENT



EMERGENCY MANAGEMENT

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	107,891	97,130	98,440	98,440	98,440	99,640	99,640	99,640
Commodities	2,698	3,721	5,830	5,830	5,520	5,260	5,260	5,260
Maintenance and Repairs	7,664	7,853	8,700	8,700	8,700	16,400	16,400	16,400
Utilities	0	0	0	0	0	0	0	0
Contractual	4,385	2,992	6,363	6,363	5,690	6,300	6,300	6,300
Capital Outlay	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	3,637	3,637	8,695	8,695	8,695	8,695	8,695	8,695
Total	126,274	115,333	128,028	128,028	127,045	136,295	136,295	136,295

Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Emergency Management Director	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00

By Program

	2021-22 Council Adopted
Administration	136,295
Total	136,295

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 the Federal American Recovery Plan Act. Both reimburse the City for any expenditures that qualify under the County and CARES Act program.

Through 2021, much of the City's operations were still affected by the COVID pandemic and restrictions recommended by the CDC.

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 2021 PERFORMANCE SUMMARY

Administration

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.
5. Limited professional development and off-site training during the winter months 2020-2021
6. As limitations allowed, identified individual and departments that would benefit from enhanced training opportunities
7. Continued to offer COVID Cares Days (additional vacation days) for current and new employees

Human Resources

1. Department Responded to 25 COVID leave requests.
2. Counseled employee who had questions and concerns surrounding COVID.
3. Provided virtual recruitment opportunities
4. Restricted in-person training and in-person recruitment and on-boarding

City Clerk

1. The City Clerk's office developed an online payment option for licenses.
2. Electronically processing licenses resulted in an increase in the amount of correspondence pertaining to the renewal period.

Integrated Technology Systems

1. Installed video conferencing capabilities to City Hall, and Centerview facilities.
2. Provided multiple meeting configurations at City Hall and Centerview.
3. Implementation of multiple departments laptops for work away from City facilities.
4. Assisted Finance on implementation of Incode cloud hosted system.

Economic Development

1. Restricted networking, social and marketing events
2. Eliminated training and education opportunities
3. Increased Communication by checking in with local businesses
4. Sharing information on COVID relief programs with business owners and connecting business owners to resources
5. Updated ED website to include COVID relevant information
6. Organized local business and restaurant week

Development Services

1. Completing in-home inspection services (basement refinishes; water heater replacements)
2. Training and educational opportunities for required certifications
3. Expanding the type of permits allowed to be issued on-line
4. Allowing homeowners to secure all permits on-line
5. Enhancing on-line mapping applications to allow increased access to City geographic information
6. Organizing required neighborhood meetings to ensure social distancing
7. Hosting virtual meetings with developers and applicants

Public Works:

1. There were no impacts to our levels of service; routine maintenance continued as normal.
2. Due to the reports of COVID 19 being present in wastewater sewer jetting was delayed until staff was able to obtain vaccinations.

Buildings & Grounds:

1. Purchased disinfectant supplies - sprayer, portable UV sanitizers
2. Completed complete upgrade of HVAC system to include UV light disinfectant

Court:

1. Complete change in number of persons allowed in courtroom
2. Court was able to update the web page weekly for the attorneys and public with changes to COVID procedures.
3. Judge was able to use Web-Ex to provide virtual dockets for attorneys and defendants that had court appointments.
4. The court provided phone conferences for defendants that chose not to come to court due to COVID and also did not have Internet access for web ex.
5. To make the dockets accessible to the public, we were able to utilize the city you tube channel to televise the attorney plea dockets and trial dockets.

Finance:

1. Provided online venues for bill pay at no charge to residents
2. Upgraded financial systems to allow for remote work while maintaining a secure network

Communications:

1. Increased communications and outreach to amplify national and local safety rules and guidance.
2. Provided online events and support for community activities to keep community engaged
3. Developed outdoor concert events that would follow CDC guidelines but still provide a venue for live music, art and entertainment.

Police:

1. Restricted Self initiated activity, Traffic enforcement, Community interaction, traffic grant enforcement, training
2. Department did address: Telephone reporting of minor offenses, Alternative training measures (virtual), Created emergency cache of pandemic supplies
3. Deployed Communications Vehicle for Dispatch capability
4. Maintained computer database of Covid restricted address for officer/fire safety

Parks

1. COVID-19 afforded the opportunity for park maintenance staff to complete much needed deferred maintenance on equipment, tools and areas throughout the park system that typically do not see a lot of downtime.
2. The playgrounds and outdoor courts were closed to the public during this time, staff took advantage of the open areas and performed in-depth safety checks and repairs.
3. With the cancellation of the spring 2020 and fall 2021 soccer seasons, staff conducted turf management with over-seeding and aeration, allowing the fields to rest and reestablish when they typically are used during peak growing seasons.
4. Although the parking lots and main activity areas were closed, the parks experienced an increase in park patrons as residents wanted to be outside. As a result, significant increase in trash and general debris increased daily park servicing.
5. Routine park maintenance duties did not see a change due to COVID-19. Daily duties, mowing, etc. continued as normal.

Recreation:

1. The Winter 2020 Program Guide offered several new adult sports tournaments and leagues. These programs were postponed due to COVID-19, but scheduling continued in the Winter and Spring program guides.
2. A successful implementation of guidelines for safe programs, leagues and camps including hygiene and social distancing protocols were established during the COVID-19 pandemic.
3. Recreation offerings expanded to virtual programming opportunities that included online community trivia nights, arts and crafts, scavenger hunts and a nationally recognized E-sports program.
4. COVID-19 limited the ability to market and expand our concessions operations as programs and leagues were not held in person. During the spring sports seasons, concessions were limited to prepackaged items. The 2021 summer baseball/softball season saw the concessions operations open to a full menu at all locations.
5. Centerview hosted City Council and Boards/ Commissions meetings during the first part of the fiscal year utilizing its location and space to conduct city business. The use of Centerview to host municipal meetings during the winter months and restrictions due to COVID-19 decreased opportunities to provide services, programs and private rentals.
6. Staff developed and implemented protocols and standard operating procedures for disinfecting and cleaning the facility associated with COVID-19 safety recommendations. These steps continue to be utilized on a weekly basis.
7. The RAC was utilized for private rentals but no public programming during the first half of the fiscal year due to COVID-19. In addition, the RAC was used as a COVID-19 Vaccination site.

SIGNIFICANT BUDGETARY ISSUES

As of August 2020, the City has received \$1,124,198.46 in reimbursements from the County and CARES Act. The City is eligible for an additional \$4 million under the Federal American Rescue Plan Act. The City is still awaiting guidance and timelines for when it will receive funds through this program.

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.

Council Expansion Items:

1. To the Transportation Fund
 - 58 Highway Median, \$150,000
 - Foxridge Drive Improvements, \$30,000
 2. To the Capital Improvement Fund
 - Lucy Webb Pedestrian Improvements, \$16,000
 3. To the Restricted Revenue Fund
 - Digital Signage, \$150,000
 - HR/Staff Inservice, \$20,000
 - Marketing Items, \$10,000
- 



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Parks and Recreation (25)

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 City Manager Proposed	2021-22 Council Adopted
Fund Balance								
Beginning of Year	461,537	461,351	337,272	431,008	431,008	471,862	471,862	471,862
Revenue Parks								
Property Taxes	403,678	424,420	434,873	434,873	445,579	453,391	453,391	453,391
Miscellaneous Revenues	27,053	11,903	11,500	11,500	26,655	12,679	12,679	12,679
Park Revenues	5,588	4,818	7,350	7,350	10,500	12,275	12,275	12,275
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer from VERP			56,192	56,192	56,192	-		
Transfer from Parks Sales Tax Fund	350,000	375,000	400,000	400,000	400,000	350,000	350,000	350,000
Revenue Recreation								
Miscellaneous							-	
Programs	255,232	140,320	211,970	211,970	176,938	227,250	227,250	227,250
Facility Rental Revenue	25,304	2,662	32,900	32,900	22,000	51,850	51,850	51,850
Concession Revenue	53,743	19,458	65,000	65,000	40,000	60,000	60,000	60,000
Revenue Centerview								
Facility Rental Revenue	47,390	31,013	62,125	62,125	38,000	63,875	63,875	63,875
Program Revenue	4,095	1,815	6,600	6,600	3,000	9,600	9,600	9,600
Revenue The RAC								
Miscellaneous	174	1,107	2,700	2,700	1,000	1,500	1,500	1,500
Concession Revenue	2,400	800	5,400	5,400	1,200	4,000	4,000	4,000
Facility Rental Revenue	3,968	9,583	9,325	9,325	27,550	24,825	24,825	24,825
Program Revenue	147,000	129,250	179,740	179,740	197,550	197,590	197,590	197,590
Total Revenue	1,425,624	1,252,148	1,585,675	1,585,675	1,546,164	1,568,835	1,568,835	1,568,835
Total Fund Bal & Revenues	1,887,161	1,713,499	1,922,947	2,016,683	1,977,172	2,040,697	2,040,697	2,040,697
Expenditures Parks								
Personnel	479,271	556,989	626,591	627,247	627,247	643,737	643,737	643,737
Commodities	19,670	20,946	21,710	21,710	20,956	25,385	25,385	25,385
Maintenance & Repairs	50,886	48,215	45,750	46,150	46,087	50,400	50,400	50,400
Utilities	40,910	45,993	49,059	49,059	49,059	49,119	49,119	49,119
Contractual	76,481	71,149	73,689	73,689	72,580	76,895	76,895	76,895
Capital Outlay	-	-	3,500	3,500	3,500	4,900	4,900	4,900
Transfers/Miscellaneous	48,366	50,650	62,060	62,060	62,060	41,902	41,902	41,902
Expenditures Recreation								
Personnel	434,739	168,307	179,461	180,117	180,117	187,277	187,277	187,277
Commodities	6,087	1,228	6,050	6,050	6,429	7,450	7,450	7,450
Contractual	186,558	90,074	137,628	137,628	131,152	146,037	146,037	146,037
Capital Outlay			-	-	-	-	-	-
Expenditures Centerview								
Personnel	168	25,064	57,372	57,372	57,372	57,386	57,386	57,386
Commodities	2,038	2,490	2,396	2,396	2,396	2,396	2,396	2,396
Maintenance & Repairs	434	183	2,000	2,000	2,000	2,200	2,200	2,200
Utilities	11,032	10,105	10,668	10,668	10,668	10,668	10,668	10,668
Contractual	10,063	23,067	20,346	20,346	19,746	23,456	23,456	23,456
Expenditures RAC								
Personnel	239	124,195	149,503	149,503	149,503	152,881	152,881	152,881
Commodities	4,794	4,416	6,830	6,830	6,530	7,610	7,610	7,610
Maintenance & Repairs	431	22	1,800	1,800	1,800	2,550	2,550	2,550
Utilities	15,521	12,213	11,640	11,640	11,640	11,640	11,640	11,640
Contractual	38,121	27,185	57,902	57,902	44,469	58,702	58,702	58,702
Total Expenditures	1,425,810	1,282,490	1,525,954	1,527,666	1,505,311	1,562,589	1,562,589	1,562,589
Net Revenue over Expenditures	(186)	(30,343)	59,721	58,009	40,853	6,246	6,246	6,246
Fund Balance (Gross)	461,351	431,008	396,993	489,017	471,862	478,108	478,108	478,108
Less: Reserve Balance	285,162	256,498	305,191	305,533	301,062	312,518	312,518	312,518
Available Fund Balance - End of Year	176,189	174,510	91,803	183,484	170,800	165,590	165,590	165,590

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

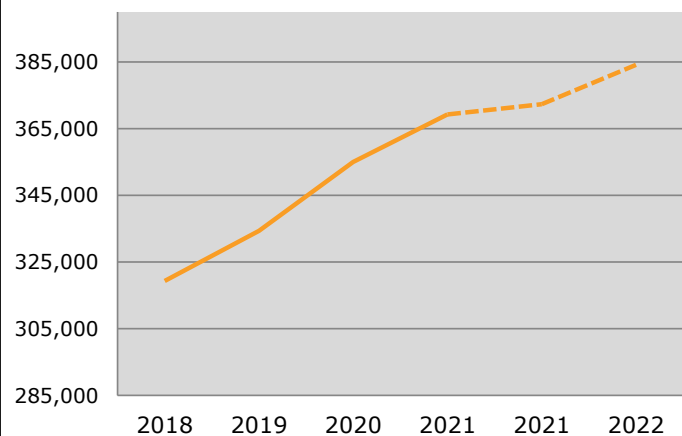
Real Property Tax- Assessed property values are determined by taking the market value of the property, as determined by the county assessor, and multiplying by the assessment ratio. Assessment ratios are commercial at 32%, residential at 19%, and agricultural at 12%. Tax is paid on each \$100 of assessed 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 FY22 City General Operating levy is 0.4158; the Debt Service levy is 0.7170 and the Parks levy is 0.1119 with real estate assessed valuation at \$345,978,021 compared to \$327,462,696 last year. The collection rate is estimated at 99%.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	355,007	6.19%
2021 Budget	369,260	4.01%
2021 Projected	372,335	4.88%
2022 Adopted	384,137	3.17%

Financial Trend



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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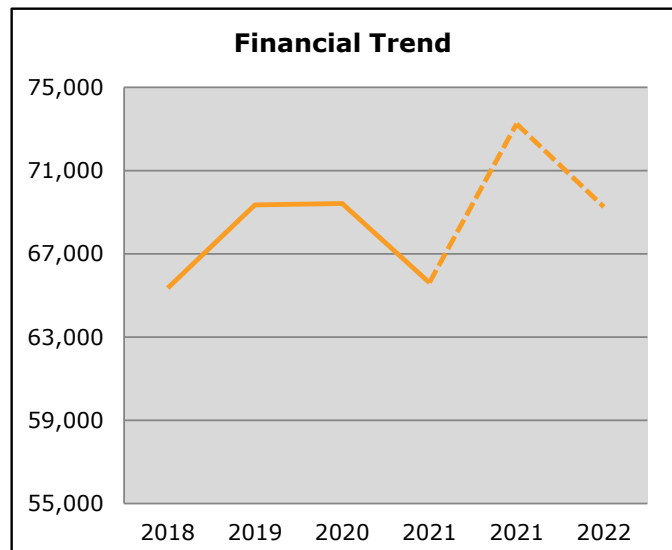
Revenue Description

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 FY22 City General Operating levy is 0.4158; the Debt Service levy is 0.7170 and the Parks levy is 0.1119 with personal property assessed valuation at \$59,976,472 compared to \$58,187,945 last year. The collection rate is estimated at 99%.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	69,412	0.09%
2021 Budget	65,613	-5.47%
2021 Projected	73,244	5.52%
2022 Adopted	69,254	-5.45%



Interest Revenue

General Ledger Codes:
25 25-4350-0000

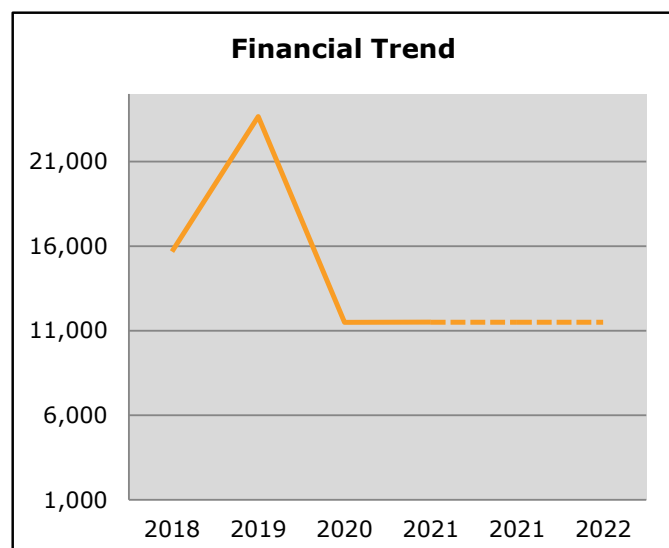
Legal Authority:
State Statute: Chapter 82

Revenue Description

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

FY21 revenues are projected on current interest rates being earned. FY22 revenues are estimated based on FY21.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	11,494	-51.42%
2021 Budget	11,500	0.05%
2021 Projected	11,500	0.00%
2022 Adopted	11,500	0.00%



Miscellaneous Revenue

General Ledger Codes:
25 25-4370-0000

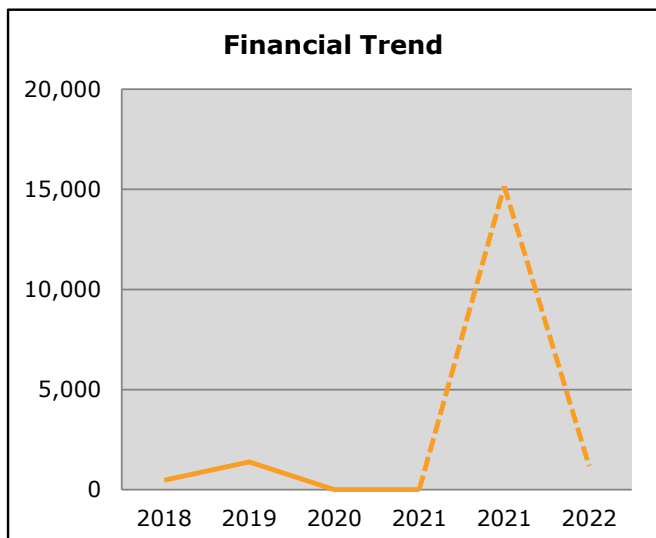
Legal Authority:
State Statute: Chapter 82

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
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 Actual	0	N/A
2021 Budget	0	N/A
2021 Projected	15,155	N/A
2022 Adopted	1,179	0.00%



Legacy/Honor Program

General Ledger Codes:
25 25-4480-1500

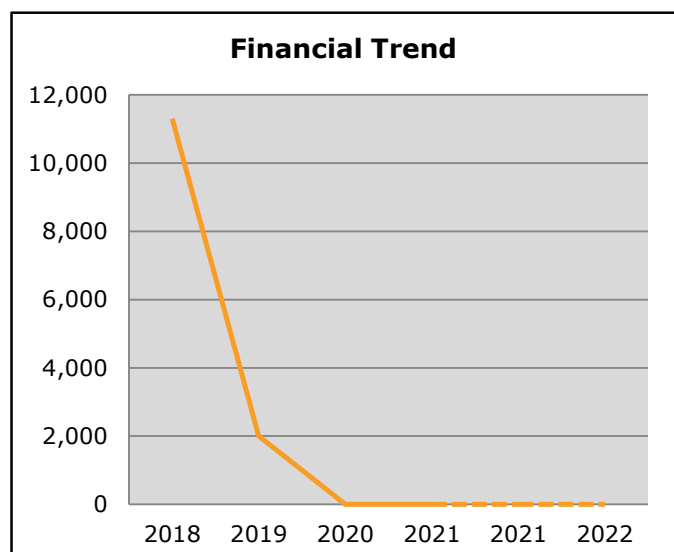
Legal Authority:
State Statute: Chapter 82

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
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 Actual	0	N/A
2021 Budget	0	N/A
2021 Projected	0	N/A
2022 Adopted	0	#DIV/0!



Park Rental Fees

General Ledger Codes:
25 25-4710-0000

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

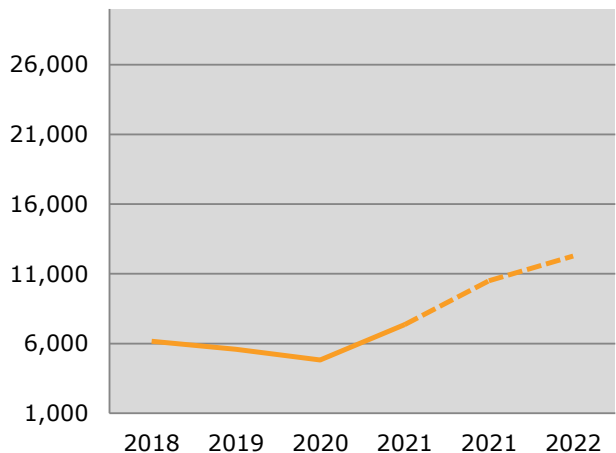
Revenue Description

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

FY22 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
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 Actual	4,818	-13.78%
2021 Budget	7,350	52.57%
2021 Projected	10,500	117.96%
2022 Adopted	12,275	16.90%

Financial Trend



Transfers from General Fund

General Ledger Codes:
25 25-4901-0000

Legal Authority:
Municipal Code: n/a

Revenue Description

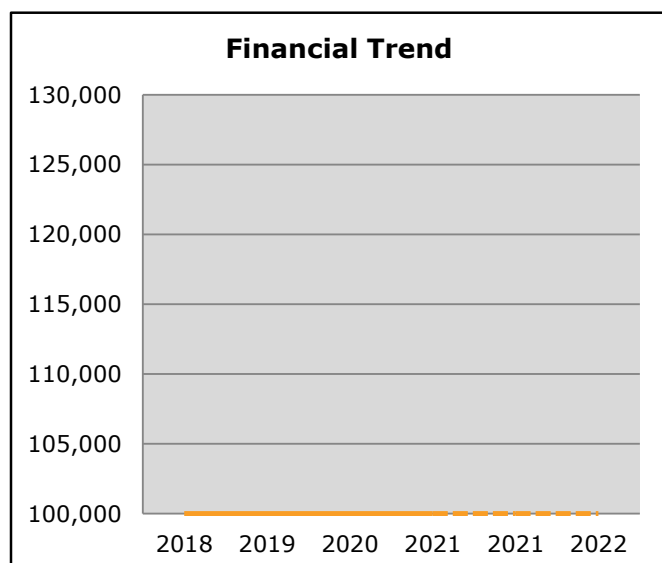
Transfers from General Fund - These funds represent a fund balance transfer from the General Fund of the City and are used to support the Parks Department and associated programs which benefit the citizens as a whole.

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
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 Actual	100,000	0.00%
2021 Budget	100,000	0.00%
2021 Projected	100,000	0.00%
2022 Adopted	100,000	0.00%



Transfer from Park Sales Tax Fund

General Ledger Codes:
25 25-4947-0000

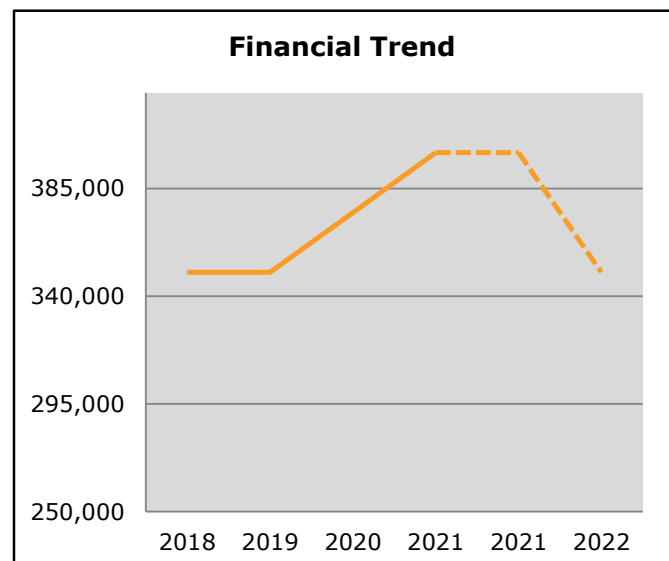
Legal Authority:
Municipal Code: n/a

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 FY22 transfer is estimated to decrease by \$50,000.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	375,000	7.14%
2021 Budget	400,000	6.67%
2021 Projected	400,000	0.00%
2022 Adopted	350,000	0.00%



Recreation Programs

General Ledger Codes: 25 26-4715-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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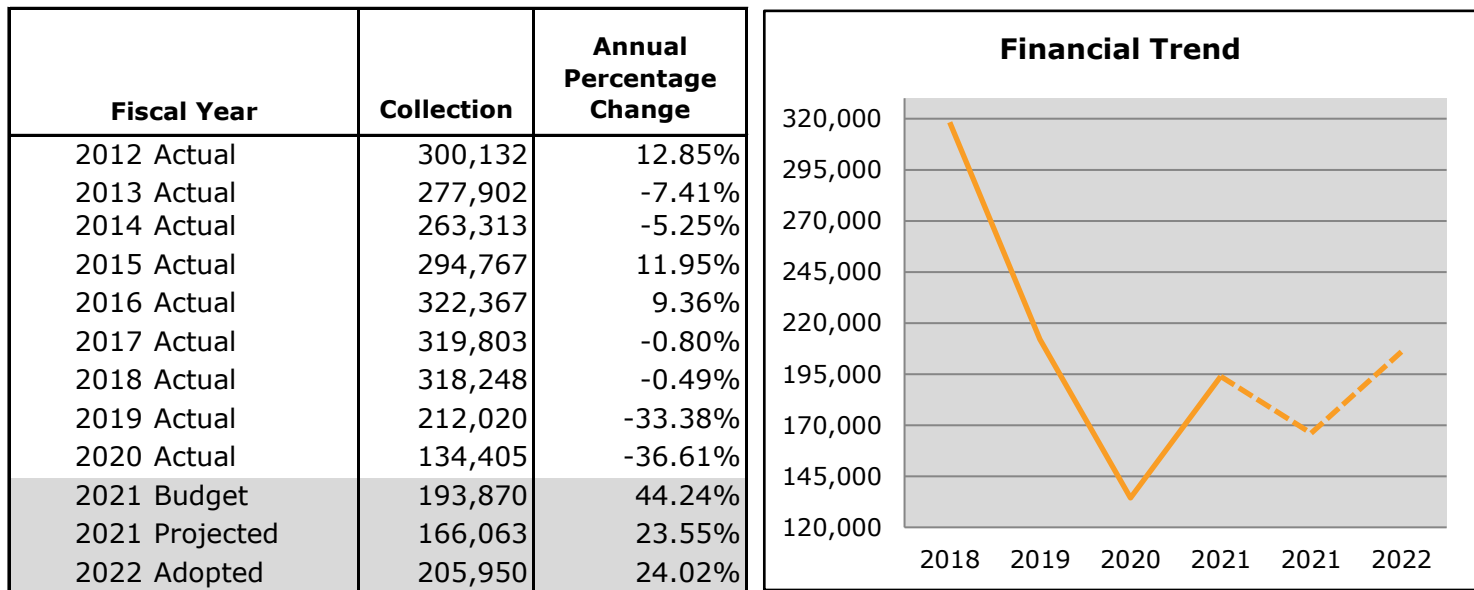
Revenue Description

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, therefore those revenues have been split out to the RAC department 27 for the FY19 budget.

FY22 revenues are estimated conservatively based on flag football, baseball, softball, soccer, instructional programs, tiny sports, and fitness programs.



Special Event Contributions

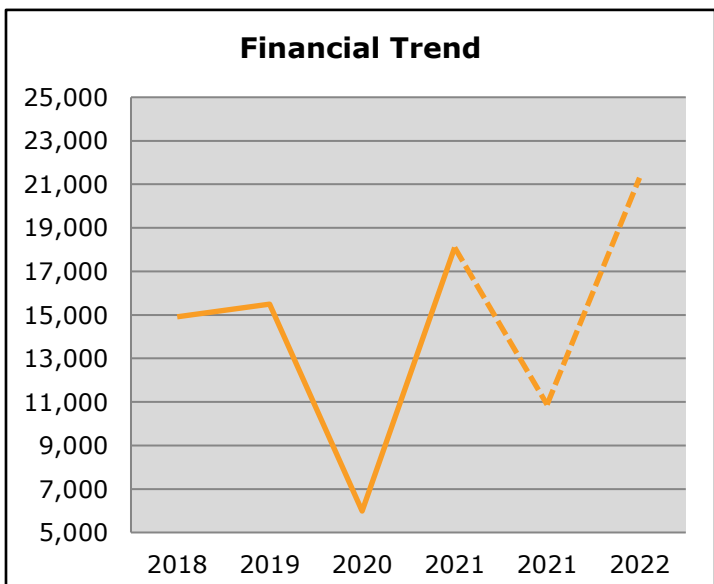
General Ledger Codes:
25 26-4720-0000

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
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 Actual	5,985	-61.39%
2021 Budget	18,100	202.42%
2021 Projected	10,875	81.70%
2022 Adopted	21,300	95.86%



Concession Revenues

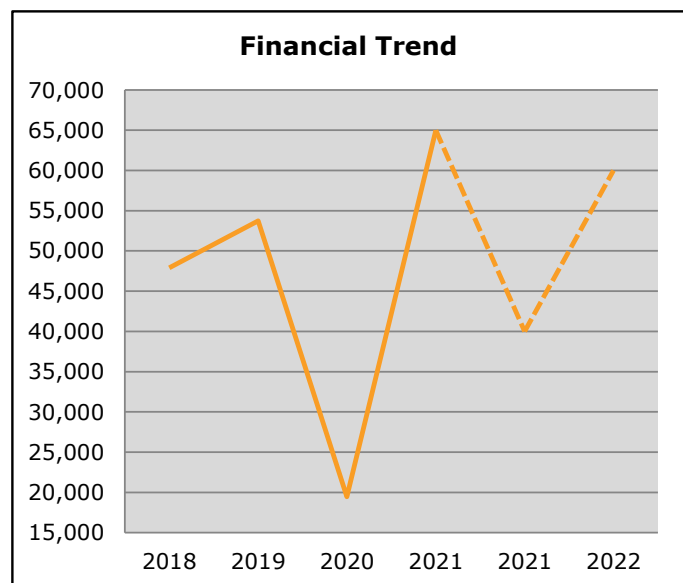
General Ledger Codes: 25 26-4700-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

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

FY21 projected revenues are based on current receipts and past 3 years historical data and current pricing.
 FY22 projected revenues are based on the past 2 years experience and future pricing.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	19,458	-63.79%
2021 Budget	65,000	234.06%
2021 Projected	40,000	105.57%
2022 Adopted	60,000	50.00%



Facility Rental Revenue

General Ledger Codes: 25 26-4710-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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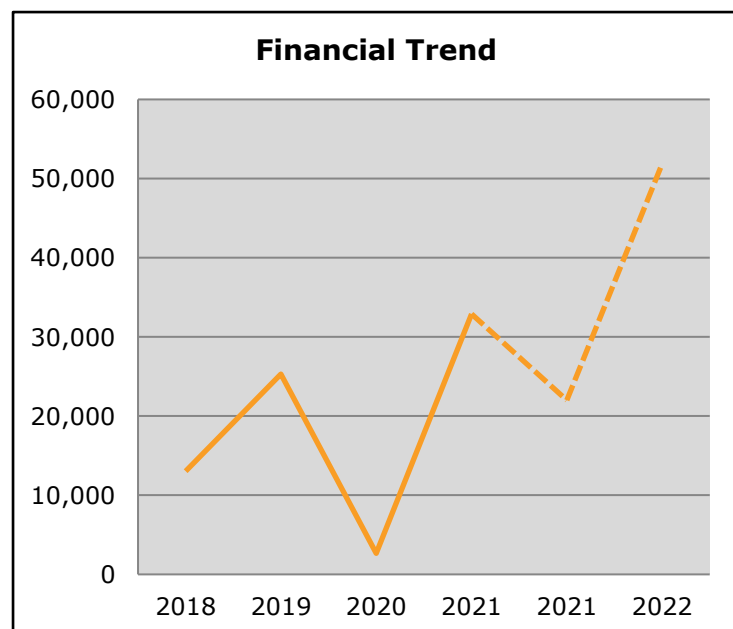
Revenue Description

Facility Rental Revenue- rental fees associate with tournament rentals,field rentals, Ice rink and skate rentals and amphitheater rentals.

FY22 is estimated with:

18 tournament rentals
 60 athletic field rentals
 2 disc golf tournaments
 25 private ice rink rentals
 500 ice skate rentals
 5 Amphitheater rentals

Fiscal Year	Collection	Annual Percentage Change
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 Actual	2,662	-89.48%
2021 Budget	32,900	1136.15%
2021 Projected	22,000	726.60%
2022 Adopted	51,850	135.68%



Facility Rental Fees

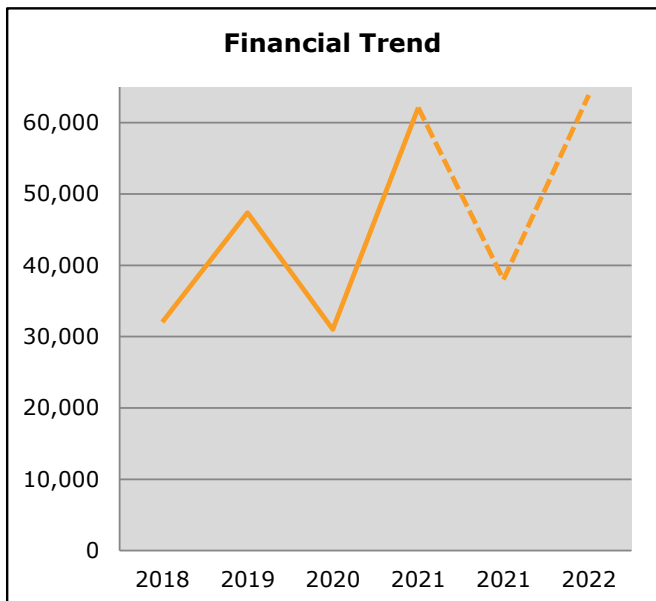
General Ledger Codes: 25 27-4710-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

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

FY21 revenues are based on current receipts, and projected rentals through the end of the fiscal year. FY22 projected revenues are based on current rentals, current deposits for FY22 rentals, and interest shown through phone conversations and tours of the facility.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	31,013	-34.56%
2021 Budget	62,125	100.32%
2021 Projected	38,000	22.53%
2022 Adopted	63,875	68.09%



Centerview Programs

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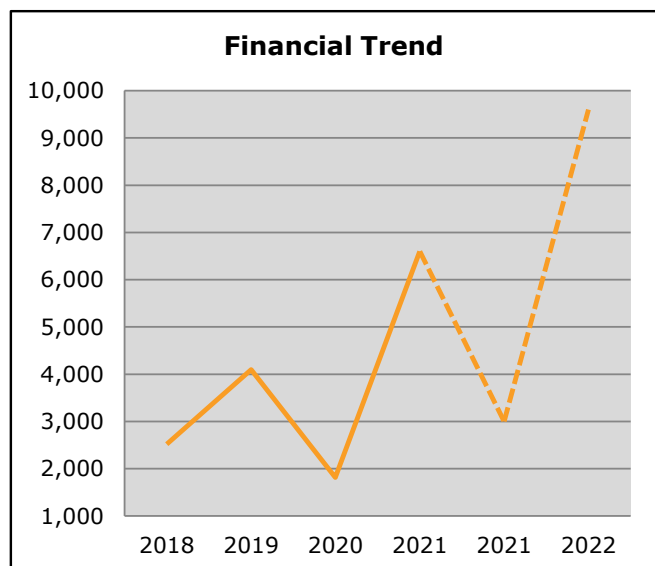
Revenue Description

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

FY21 revenues are based on current receipts and projected receipts for the remaining FY21 programs. FY22 revenues are estimated based on the following programs being offered:

- 4 Instructional classes
- 1 Senior Programs
- 1 Facility Special Events
- 1 E Sports Events
- 80 Yoga classes

Fiscal Year	Collection	Annual Percentage Change
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	2,520	N/A
2019 Actual	4,095	62.50%
2020 Actual	1,815	-55.68%
2021 Budget	6,600	263.64%
2021 Projected	3,000	65.29%
2022 Adopted	9,600	220.00%



Miscellaneous Revenue

General Ledger Codes:
25 28-4370-0000

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

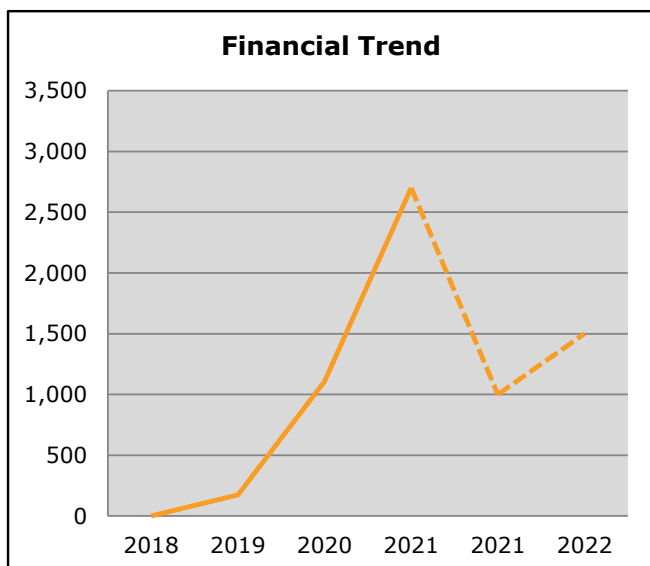
Revenue Description

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.

FY22 estimated revenue is based on a \$3 fee per participant.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	1,107	536.21%
2021 Budget	2,700	143.90%
2021 Projected	1,000	-9.67%
2022 Adopted	1,500	50.00%



RAC Concession Revenues

General Ledger Codes:

25 28-4700-0000

Legal Authority:

Municipal Code: n/a

State Statute: n/a

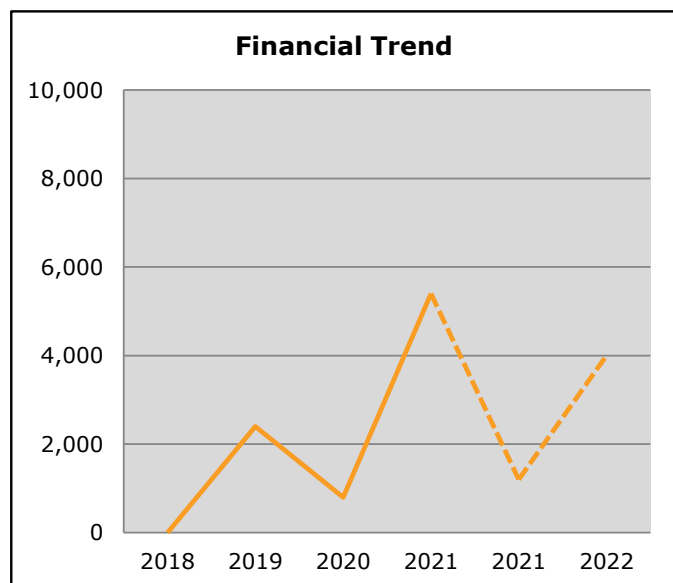
Revenue Description

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.

FY22 estimated revenue is based on the basketball and volleyball programs being offered.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	800	-66.68%
2021 Budget	5,400	575.42%
2021 Projected	1,200	50.09%
2022 Adopted	4,000	233.33%



Facility Rental Revenue

General Ledger Codes:

25 28-4710-0000

Legal Authority:

Municipal Code: n/a

State Statute: n/a

Revenue Description

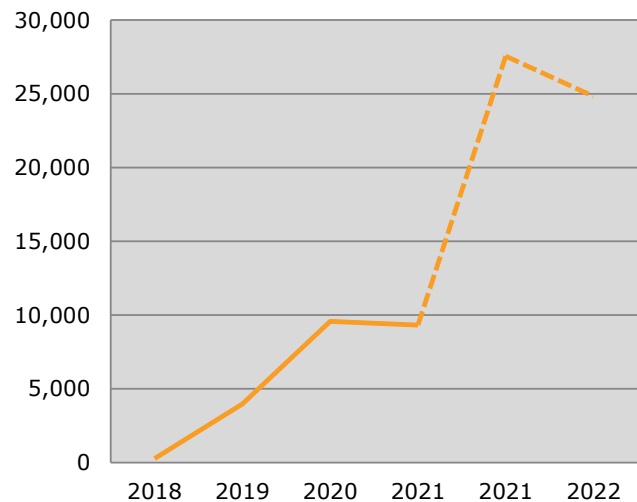
RAC Facility Rental Revenue- rental fees associate with tournament rentals and facility rentals at the Raymore Activity Center (RAC).

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

FY22 is estimated based on 100 hours of 1/2 court gym rental, 175 hours of full court rental, 5 full day facility rentals and 1 afterhour full facility rental.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	9,583	141.51%
2021 Budget	9,325	-2.69%
2021 Projected	27,550	187.49%
2022 Adopted	24,825	-9.89%

Financial Trend



Raymore Activity Center Programs

General Ledger Codes: 25 28-4715-1600	Legal Authority: Municipal Code: n/a State Statute: n/a
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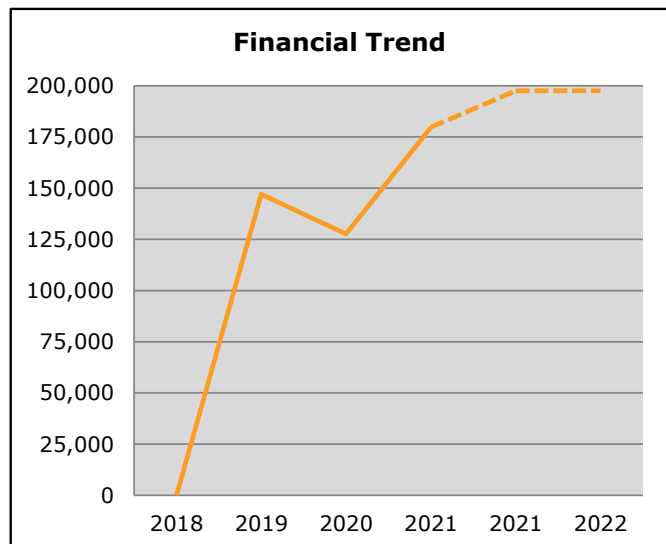
Revenue Description

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.

FY22 estimated revenue is based on the following programs being offered; volleyball, basketball, karate, fitness, and day camp.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	127,660	-13.16%
2021 Budget	179,740	40.80%
2021 Projected	197,550	54.75%
2022 Adopted	197,590	0.02%





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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 park lands 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 and green space connected by over 20 miles of trails and walking paths. 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

- Oversee Phase II construction of Hawk Ridge Park on the west side of the park, ensuring the improvements meet the needs of our programs, can be kept at high levels of service with low maintenance and within budget. **(2.2.3)**

Park Maintenance

- Organize and clean the park maintenance facility, including the work yard and shop areas. **(1.2.1)**

FY 2021 PERFORMANCE SUMMARY

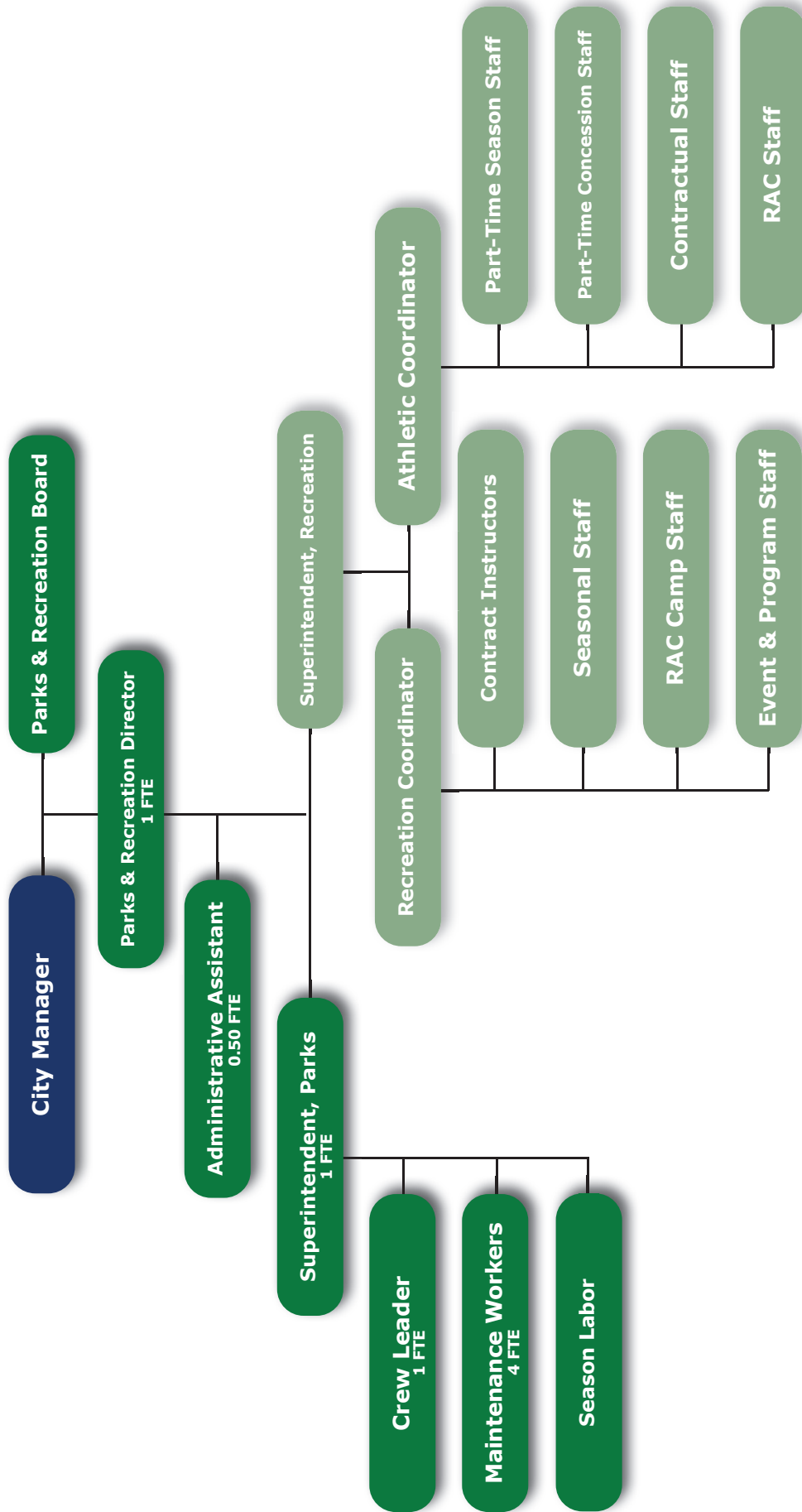
1. An annual maintenance contract was established for Johnston Lake. A private contract in cooperation with the Community Assistance Program through the Missouri Department of Conservation began in May 2021. This program is designed to help control vegetation at a healthy level while providing annual trash pick-up, fountain service and maintain water quality for fishing and aesthetics. **(2.2.3)**
2. Park Maintenance staff participated in the staff study conducted through the Mejorando Group in late 2020. Results of the study were published in February 2021 and included levels of services and staffing needs. **(2.1.4)**
3. Staff began utilizing Dude Solutions: Asset Essentials, to track work orders and maintenance throughout the park system. **(4.1.2)**

SIGNIFICANT BUDGETARY ISSUES

1. The opening of T.B. Hanna Station has been a great success, however, rising utility costs for water and electricity due to the splash pad and ice rink need to be addressed annually within the budget. Actual costs will be available at the conclusion of FY 21.
2. Maintenance levels of Hawk Ridge Park, T.B. Hanna Station, Centerview, the RAC, Memorial Park and Recreation Park continue to be a concern as the park maintenance division balances manpower and workload. Additions to the park maintenance staff is critical in order to maintain high levels of service.



PARKS



PARKS DIVISION

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	479,271	556,989	626,591	627,247	627,247	643,737	643,737	643,737
Commodities	19,670	20,946	21,710	21,710	20,956	25,385	25,385	25,385
Maintenance and Repairs	50,886	48,215	45,750	46,150	46,087	50,400	50,400	50,400
Utilities	40,910	45,993	49,059	49,059	49,059	49,119	49,119	49,119
Contractual	76,481	71,149	73,689	73,689	72,580	76,895	76,895	76,895
Capital Outlay	0	0	3,500	3,500	3,500	4,900	4,900	4,900
Transfers/Miscellaneous	48,366	50,650	62,060	62,060	62,060	41,902	41,902	41,902
Debt Service	0	0	0	0	0	0	0	0
Total	715,585	793,941	882,359	883,415	881,489	892,338	892,338	892,338

Position Control Roster

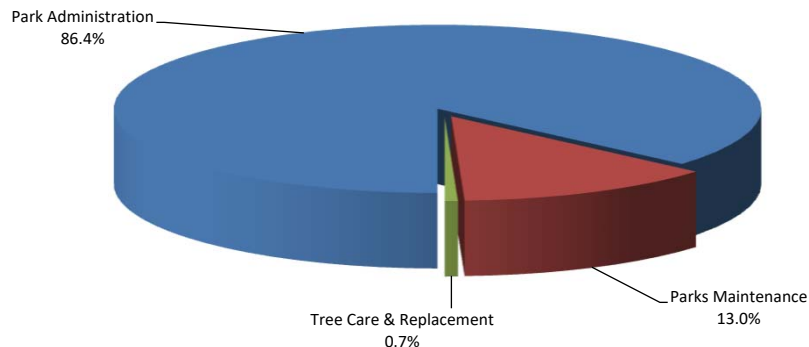
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Parks & Recreation	1.00	1.00	1.00
Superintendent, Parks Operation *	0.80	1.00	1.00
Crew Leader, Parks Maintenance*	0.75	1.00	1.00
Parks Maintenance Worker *	3.45	4.00	4.00
Assistant Building Technician *	0.50	0.00	0.00
Office Assistant	0.50	0.50	0.50
Total FTE	7.00	7.50	7.50

By Program

	2021-22 Council Adopted
Park Administration	770,923
Parks Maintenance	115,560
Tree Care & Replacement	5,855
Total	892,338

* 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. Concessions: Provide a menu that includes healthier choices along with our traditional options. Increase marketing with new menu boards and promotional signs. **(4.3.1)**
2. Recreation Programs: Provide more options of community enrichment programs for all ages that include outdoor nature programs, adult education and life skills, personal health and wellness and STEM programming (Science, Technology, Engineering, Arts, Mathematics). **(1.3.2)**

3. Virtual Programs: Boost and enhance the virtual programming line-up to include instructor lead programs, E-sports leagues and tournaments and more civic engagement opportunities. **(1.3.2)**

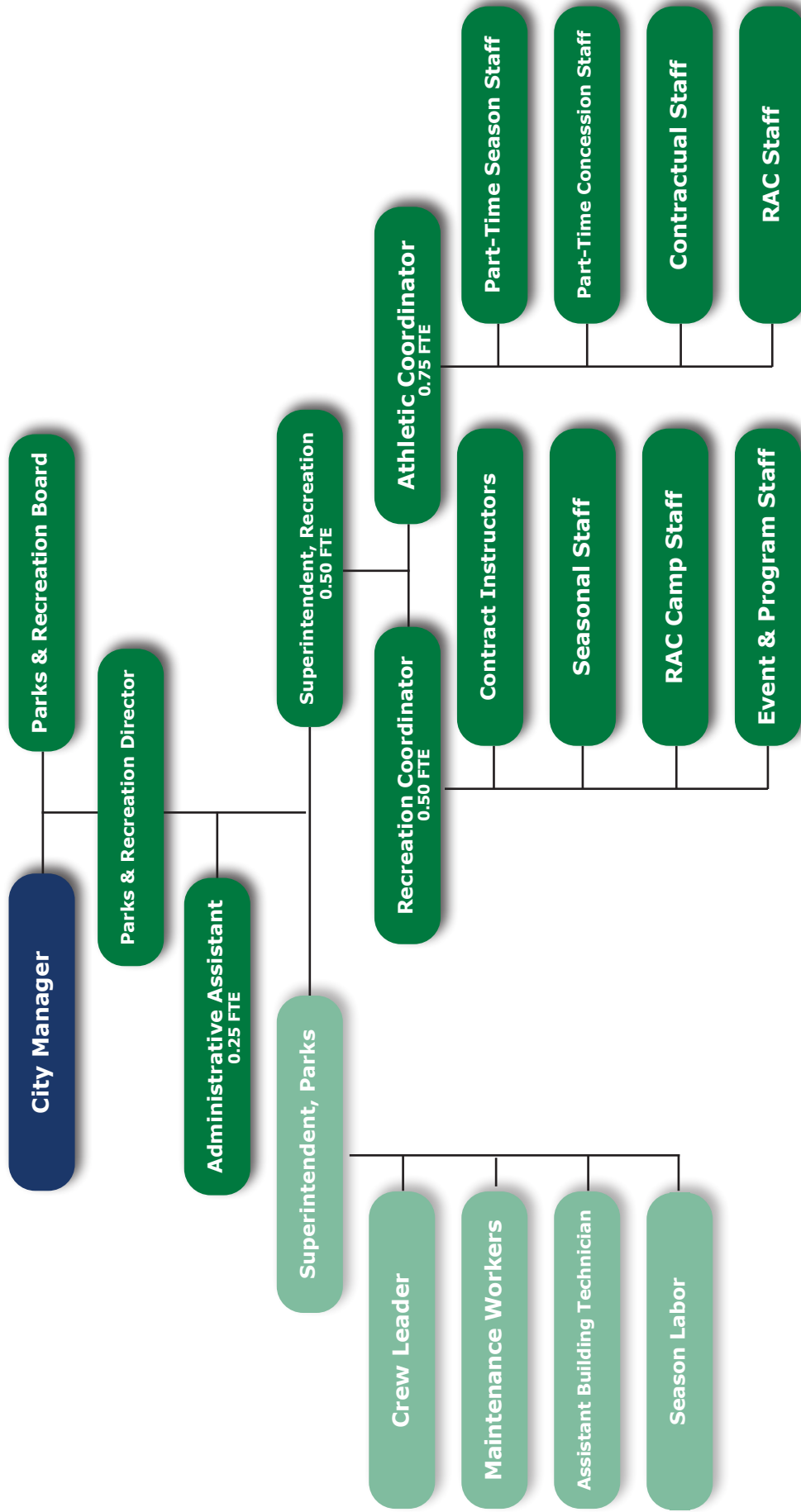
FY 2021 PERFORMANCE SUMMARY

1. The Athletic Coordinator implemented a new youth sports program that spans all sports and includes a social division, recreation division and leagues for Independent teams. All three options were offered for our entire youth sports programs and leagues.
2. Managed a successful Summer Camp session that regularly broke attendance records from previous years.

SIGNIFICANT BUDGETARY ISSUES

As the mandates associated with COVID-19 subsidies, the community of Raymore is engaging Parks & Recreation opportunities and programs. The increase in participation is creating a need for an increased team of employees including program instructors, concessions workers, sports officials, camp counselors, etc. The Recreation Division must focus on new and inventive ways to provide competitive wages, positive work experiences and creative ways of recruiting and training new employees.

RECREATION



RECREATION DIVISION

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	434,739	168,307	179,461	180,117	180,117	187,277	187,277	187,277
Commodities	6,087	1,228	6,050	6,050	6,429	7,450	7,450	7,450
Maintenance and Repairs	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0
Contractual	186,558	90,074	137,628	137,628	131,152	146,037	146,037	146,037
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	627,384	259,610	323,139	323,795	317,698	340,764	340,764	340,764

Position Control Roster

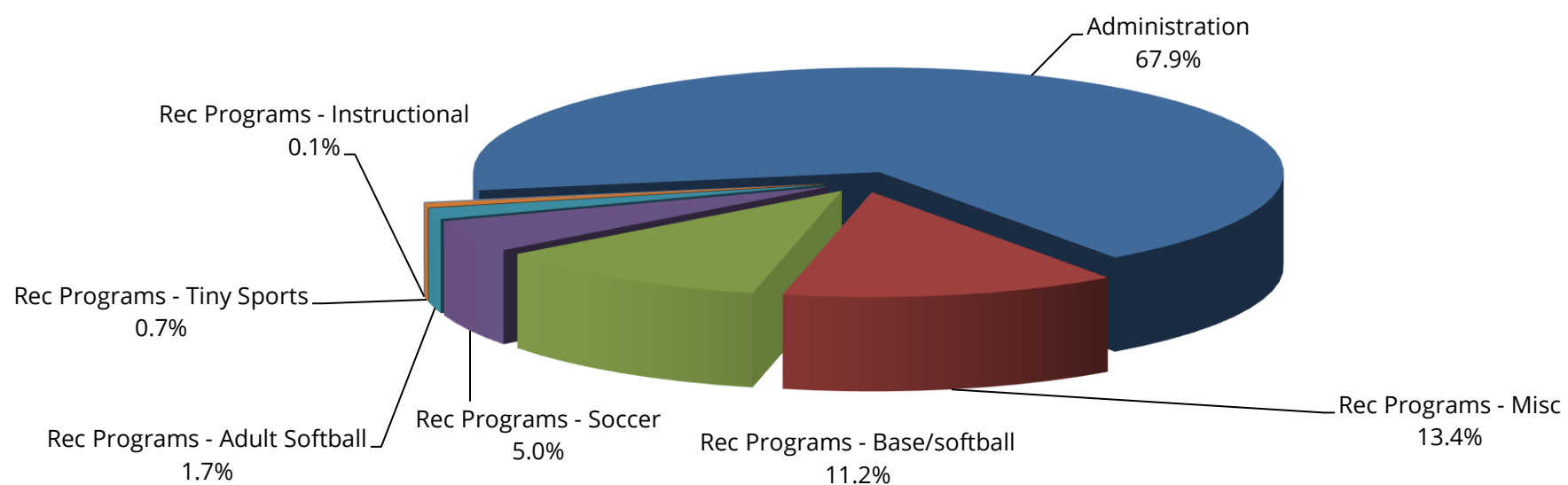
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Parks & Recreation	0.00	0.00	0.00
Superintendent, Parks Operation	0.00	0.00	0.00
Recreation Superintendent	0.50	0.50	0.50
Recreation Coordinator	0.50	0.50	0.50
Athletic Coordinator	0.75	0.75	0.75
Crew Leader, Parks Maintenance	0.00	0.00	0.00
Parks Maintenance Worker	0.00	0.00	0.00
Office Assistant	0.25	0.25	0.25
Total FTE	2.00	2.00	2.00

By Program

	2021-22 Council Adopted
Administration	231,392
Rec Programs - Misc	45,628
Rec Programs - Base/softball	38,110
Rec Programs - Soccer	16,984
Rec Programs - Adult Softball	5,850
Rec Programs - Tiny Sports	2,300
Rec Programs - Instructional	500
Total	340,764

** 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 & Recreation Board in conjunction with the Parks & 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 2017, the Parks & Recreation Department provides a space that is versatile and functional for all types of events, programs and social gatherings. Centerview also serves as an alternate location for public meetings, municipal business and day-to-day activities of City Staff.

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 provides the necessary service and upkeep of the surrounding landscaping and facility repairs or maintenance. A mowing contract provides the weekly lawn service. A part-time facility attendant is responsible for general indoor maintenance, cleaning and supplies stocking. Recreation staff work together for event set-up and facility coverage for private rentals and events.

GOALS

Centerview Administration

1. Develop new printed and online marketing material in cooperation with the Communications Department to increase public awareness of the event space. **(1.2.3)**
2. Work with the Economic Development Director to utilize the event spaces at Centerview to host more corporate events. **(3.3.2)**

Centerview Maintenance

1. Use Asset Essentials to create a facility maintenance tracking program. **(2.2.1)**
2. Revitalize the aging landscaping with new ground cover and fresh plantings to decrease maintenance needs while creating a clean, crisp appearance. **(1.2.1)**

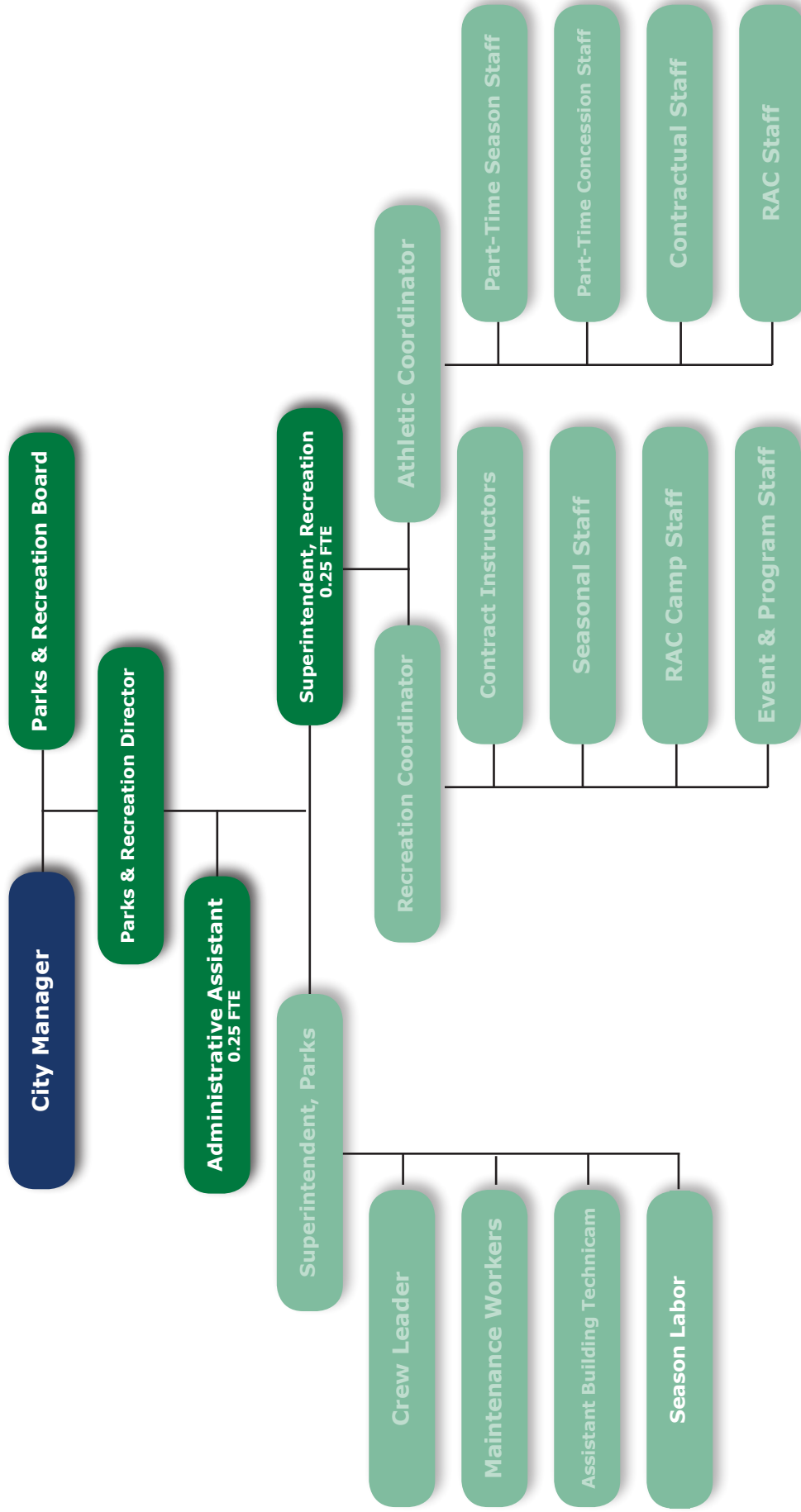
2021 PERFORMANCE SUMMARY

1. Centerview hosted City Council and Boards/ Commissions meetings during the first part of the fiscal year utilizing its location and space to conduct city business. The use of Centerview to host municipal meetings during the winter months and restrictions due to COVID-19 decreased opportunities to provide services, programs and private rentals.
2. Staff implemented Asset Essentials software to track facility maintenance and repairs. scheduling, and budgeting.
3. Staff developed and implemented protocols and standard operating procedures for disinfecting and cleaning the facility associated with COVID-19 safety recommendations. These steps continue to be utilized on a weekly basis.
4. The Parks and Recreation Department hired a part time facility attendant to clean all indoor park and recreation facilities and prepare venues for rentals, programs and municipal business, reducing the need for full time employees to absorb the additional workload.

SIGNIFICANT BUDGETARY ISSUES

Hire a full-time Events Coordinator to promote and oversee daily operations of Centerview and other rental facilities throughout the Parks and Recreation Department.

CENTERVIEW



Centerview

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	168	25,064	57,372	57,372	57,372	57,386	57,386	57,386
Commodities	2,038	2,490	2,396	2,396	2,396	2,396	2,396	2,396
Maintenance and Repairs	434	183	2,000	2,000	2,000	2,200	2,200	2,200
Utilities	11,032	10,105	10,668	10,668	10,668	10,668	10,668	10,668
Contractual	10,064	23,067	20,346	20,346	19,746	23,456	23,456	23,456
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	23,736	60,908	92,782	92,782	92,182	96,106	96,106	96,106

Position Control Roster

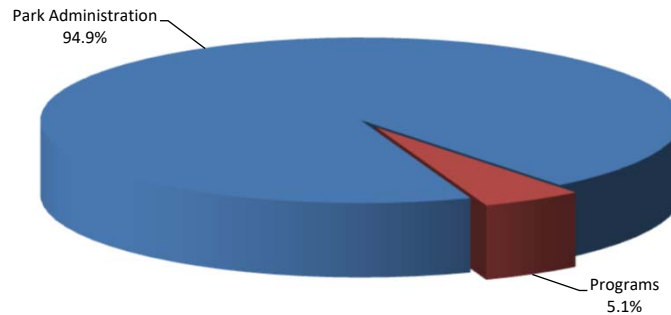
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Recreation Superintendent	0.25	0.25	0.25
Office Assistant P/T*	0.25	0.25	0.25
Event Coordinator**	0.00	0.00	0.00
Total FTE	0.50	0.50	0.50

By Program

	2021-22 Council Adopted
Park Administration	91,206
Programs	4,900
Total	96,106

**Unfunded position

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 provides a much needed space to complement our youth athletics, enhance our summer camp and provide additional programming space for adult and senior programs. The RAC serves as a premium rental space for private groups, independent sports teams and dance clubs as well as weekend tournament rentals for basketball and volleyball.

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, lawn service and facility repairs or maintenance. A part-time facility attendant is responsible for general indoor maintenance, and cleaning and supplies stocking. Recreation staff work together for day to day activities, league/tournament set-up and facility coverage for private rentals and events.

GOALS

RAC Administration

1. Develop new printed and online marketing material in cooperation with the Communications Department to increase public awareness of the activity center. **(1.2.3)**
2. The voter approved No Tax Increase Bond Issue in 2020 will provide a much needed expansion of the RAC.

RAC Maintenance

1. Replacement or repairs of equipment that is used heavily through programming or private rentals, such volleyball poles and nets and repainting of the court lines.

2021 PERFORMANCE SUMMARY

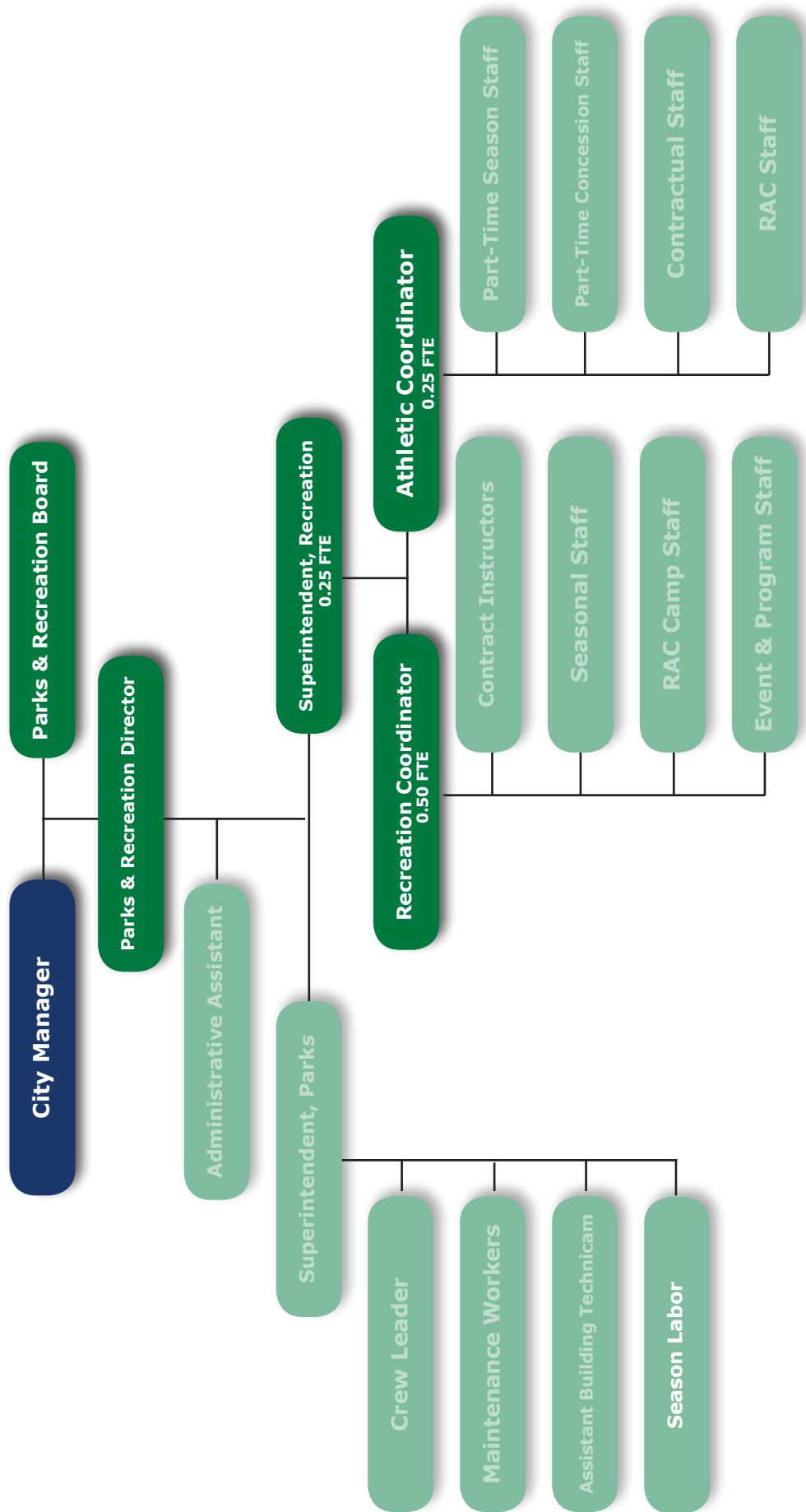
1. Staff implemented Asset Essentials software to track facility maintenance and repairs, scheduling, and budgeting. **(2.2.1)**
2. The Parks and Recreation Department hired a part time facility attendant to clean all indoor park and recreation facilities and prepare venues for rentals, programs and municipal business, reducing the need for full time employees to absorb the additional workload.
3. Staff realigned the operational hours to accommodate programming needs and incorporates programs, leagues, events, open gym time, and facility rentals.

SIGNIFICANT BUDGETARY ISSUES

As programs and usage increase, a need for additional employees is evident. Staffing needs include program instructors, concessions workers, sports officials, camp counselors, desk attendants, etc. are vital as growth in programs continues. The Recreation Division must focus on new and inventive ways to provide competitive wages, positive work experiences and creative ways of recruiting and training new employees.

Staff must plan accordingly for facility maintenance and equipment depreciation and replacement. As the RAC continues to experience heavy use during nights and weekends, upkeep and maintenance are a top priority.

Raymore Activity Center



Raymore Activity Center

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	239	124,195	149,503	149,503	149,503	152,881	152,881	152,881
Commodities	4,794	4,416	6,830	6,830	6,530	7,610	7,610	7,610
Maintenance and Repairs	431	22	1,800	1,800	1,800	2,550	2,550	2,550
Utilities	15,521	12,213	11,640	11,640	11,640	11,640	11,640	11,640
Contractual	38,121	27,185	57,902	57,902	44,469	58,702	58,702	58,702
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	59,106	168,031	227,675	227,675	213,942	233,383	233,383	233,383

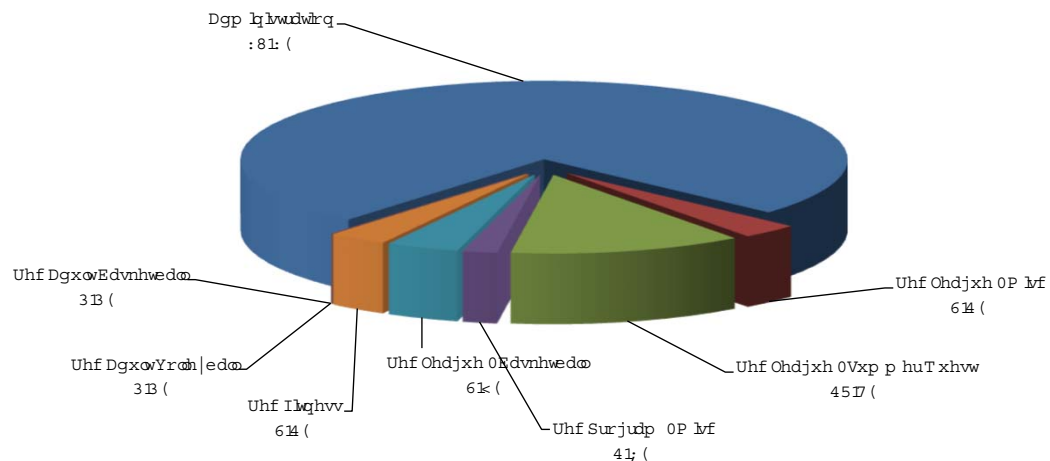
Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Recreation Superintendent	0.25	0.25	0.25
Recreation Coordinator	0.50	0.50	0.50
Athletic Coordinator	0.25	0.25	0.25
Total FTE	1.00	1.00	1.00

By Program

	2021-22 Council Adopted
Administration	176,595
Rec League - Misc	7,150
Rec League - Summer Quest	28,955
Rec Program - Misc	4,300
Rec League - Basketball	9,033
Rec Fitness	7,350
Rec Adult Volleyball	0
Rec Adult Basketball	0
Total	233,383

Program as a Percentage of the Division Budget



Enterprise Fund (50)

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council As Amended	2020-21 Projected	2021-22 Department Requested	2021-22 City Manager Proposed	2021-22 Council Adopted
Fund Balance - CASH								
Beginning of Year	2,304,954	2,111,229	1,818,031	2,336,532	2,336,532	2,435,196	2,435,196	2,435,196
Revenue								
Water Sales	3,069,216	3,453,516	3,178,273	3,178,273	3,446,123	3,537,823	3,537,823	3,537,823
Sewer Use Charge	3,364,681	3,717,236	3,763,221	3,763,221	3,741,403	3,749,437	3,749,437	3,749,437
Water Meter Supply Fee	56,729	85,299	45,300	45,300	72,491	64,625	64,625	64,625
Utility Penalties	126,398	102,820	129,445	129,445	121,049	120,933	120,933	120,933
Contractual Revenue	11,743	10,462	11,353	11,353	11,353	11,353	11,353	11,353
Interest	79,927	38,013	38,323	38,323	38,323	9,000	9,000	9,000
Miscellaneous	5,879	2,743	2,511	2,511	22,141	5,486	5,486	5,486
SRF/bond-Interest/Credit	107,903	430	-	-	-	-	-	-
Transfer from VERP			84,525	84,525	84,525	-	-	-
Total Revenue	6,822,477	7,410,520	7,252,951	7,252,951	7,537,408	7,498,657	7,498,657	7,498,657
Total Fund Bal & Revenues	9,127,431	9,521,748	9,070,982	9,589,483	9,873,940	9,933,853	9,933,853	9,933,853
Expenditures								
Personnel	932,648	917,499	993,078	993,078	937,701	1,055,772	1,055,772	1,055,772
Commodities	1,772,648	2,028,351	1,979,837	1,979,837	2,137,061	2,197,078	2,197,078	2,197,078
Maintenance & Supplies	205,111	162,669	170,650	170,650	202,000	171,650	171,650	171,650
Utilities	124,851	82,864	88,056	88,056	88,056	81,756	81,756	81,756
Contractual	2,256,075	2,392,809	2,547,965	2,547,965	2,396,384	2,484,750	2,484,750	2,484,750
Capital Projects (Operating)	-	-	-	-	-	-	-	-
Transfer to VERP	105,186	105,186	109,554	109,554	109,554	109,554	109,554	109,554
Transfer to General Fund	829,280	892,498	967,988	967,988	967,988	999,504	999,504	999,504
Miscellaneous	36,065	3,340						
Debt Service	154,338					-		
Total Operating Expense	6,416,202	6,585,216	6,857,128	6,857,128	6,838,744	7,100,064	7,100,064	7,100,064
Net Operating Revenue (Expense)	406,275	825,304	395,823	395,823	698,664	398,593	398,593	398,593
Transfer to Restricted Revenue Fund	-	-						
Transfer to Ent. Cap Maint Fund	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Capital / Other Expenditures	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Expenditures	7,016,202	7,185,216	7,457,128	7,457,128	7,438,744	7,700,064	7,700,064	7,700,064
Fund Balance (Gross)	2,111,229	2,336,532	1,613,854	2,132,355	2,435,196	2,233,789	2,233,789	2,233,789
Non-operating Income & Loss								
Depreciation Expense	(2,284,043)	(2,205,848)						
Allowance	2,284,043	2,205,848						
Other								
	-	-	-	-	-	-	-	-
Net Fund Balance (Cash)	2,111,229	2,336,532	1,613,854	2,132,355	2,435,196	2,233,789	2,233,789	2,233,789
Less: Reserve Balance 20 % of Exp	(1,283,240)	(1,317,043)	(1,371,426)	(1,371,426)	(1,367,749)	(1,420,013)	(1,420,013)	(1,420,013)
Available Fund Balance - End of Year	827,988	1,019,489	242,428	760,929	1,067,447	813,777	813,777	813,777
Solid Waste Fees	1,256,167	1,578,278	1,598,698	1,598,698	1,598,698	1,732,228	1,732,228	1,732,228
Solid Waste Container Fees	34,477	139,506	141,030	141,030	141,644	148,068	148,068	148,068
Total Revenue	1,290,644	1,717,784	1,739,728	1,739,728	1,740,342	1,880,296	1,880,296	1,880,296
Contractual Services	1,159,168	1,594,941	1,598,698	1,598,698	1,598,698	1,732,228	1,732,228	1,732,228
Transfer to BERP	34,477	139,506	141,030	141,030	141,644	148,068	148,068	148,068
Total Expenditures	1,193,644	1,734,447	1,739,728	1,739,728	1,740,342	1,880,296	1,880,296	1,880,296

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 FY22 are being based on addition of 175 homes.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend	
2012 Actual	2,607,798	14.02%		
2013 Actual	2,652,732	1.72%		
2014 Actual	2,827,593	6.59%		
2015 Actual	2,841,265	0.48%		
2016 Actual	3,239,677	14.02%		
2017 Actual	3,390,627	4.66%		
2018 Actual	3,333,362	-1.69%		
2019 Actual	3,069,216	-7.92%		
2020 Actual	3,453,516	12.52%		
2021 Budget	3,178,273	-7.97%		
2021 Projected	3,446,123	-0.21%		
2022 Adopted	3,537,823	2.66%		

Sewer Use Charge

General Ledger Codes: 50-00-4630-0000	Legal Authority: Municipal Code: Section 700 & 710 State Statute: Chapter 91 RSMo.
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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 FY22 are being based on addition of 175 homes.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend	
2012 Actual	2,805,607	6.60%		
2013 Actual	2,665,729	-4.99%		
2014 Actual	2,412,533	-9.50%		
2015 Actual	2,575,688	6.76%		
2016 Actual	2,982,405	15.79%		
2017 Actual	3,106,904	4.17%		
2018 Actual	3,427,266	10.31%		
2019 Actual	3,357,355	-2.04%		
2020 Actual	3,711,008	10.53%		
2021 Budget	3,763,221	1.41%		
2021 Projected	3,741,403	0.82%		
2022 Adopted	3,749,437	0.21%		

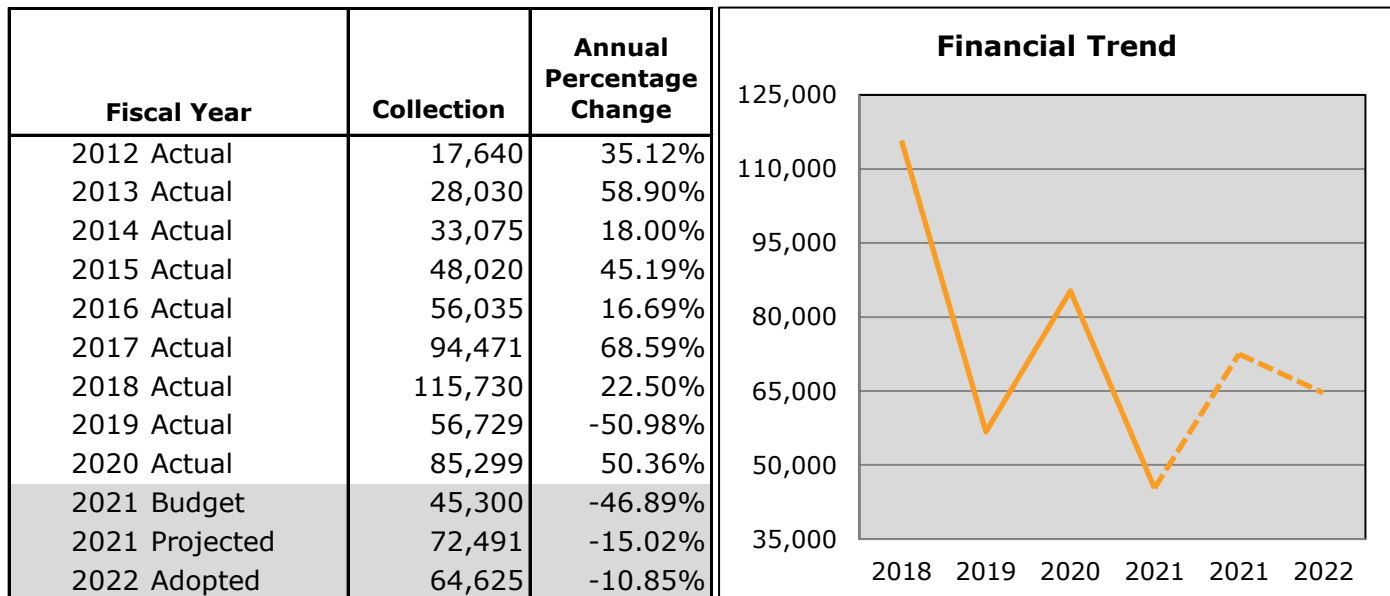
Water Meter Supply Fee

General Ledger Codes: 50-00-4620-0000	Legal Authority: Municipal Code: Section 700 & 705 State Statute: Chapter 91 RSMo.
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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 175 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.

Staff is estimating FY22 revenue based on the average of FY18, FY19 and FY21 revenues.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend			
2012 Actual	140,631	-0.47%				
2013 Actual	140,980	0.25%				
2014 Actual	134,818	-4.37%				
2015 Actual	132,270	-1.89%				
2016 Actual	146,986	11.13%				
2017 Actual	138,969	-5.45%				
2018 Actual	115,352	-16.99%				
2019 Actual	126,398	9.58%				
2020 Actual	102,820	-18.65%				
2021 Budget	129,445	25.90%				
2021 Projected	121,049	17.73%				
2022 Adopted	120,933	-0.10%				

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.

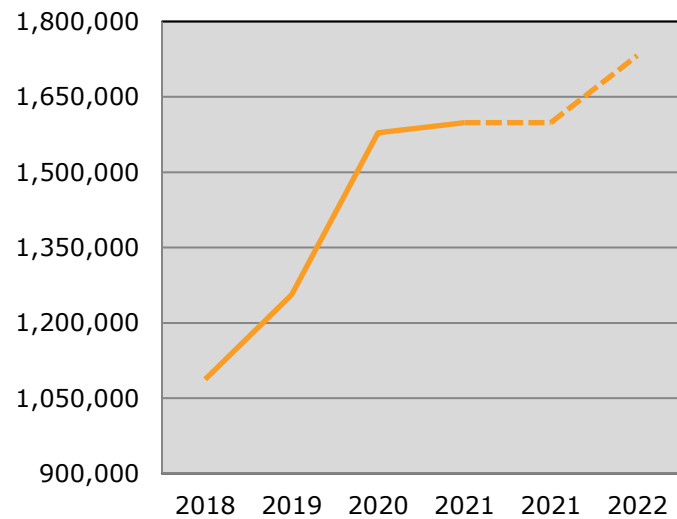
Revenue Description

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.

FY22 revenue is estimated with an additional 175 homes and the contracted cost of \$18.75 per home for solid waste & recycling disposal.

Fiscal Year	Collection	Annual Percentage Change
2012 Actual	928,845	5.16%
2013 Actual	945,505	1.79%
2014 Actual	957,068	1.22%
2015 Actual	956,487	-0.06%
2016 Actual	980,600	2.52%
2017 Actual	1,016,108	3.62%
2018 Actual	1,087,622	7.04%
2019 Actual	1,256,167	15.50%
2020 Actual	1,578,278	25.64%
2021 Budget	1,598,698	1.29%
2021 Projected	1,598,698	1.29%
2022 Adopted	1,732,228	8.35%

Financial Trend



Solid Waste Container Fees

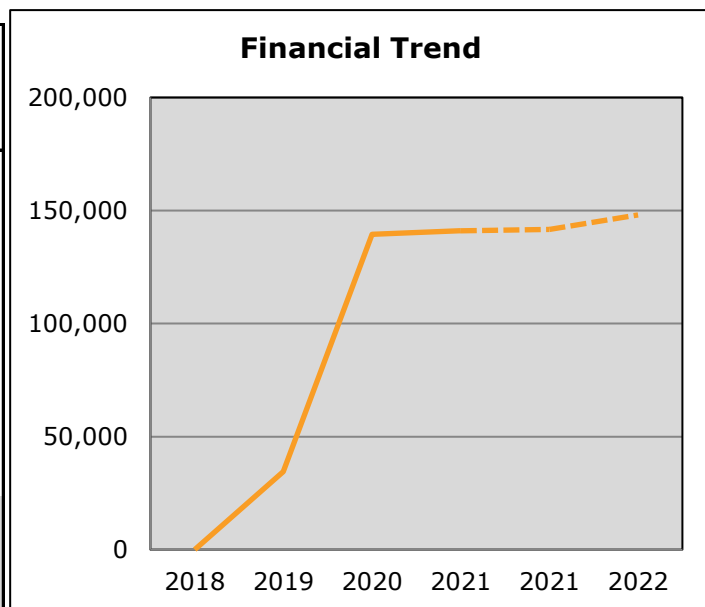
General Ledger Codes: 50-00-4645-0000	Legal Authority: Municipal Code: Section 235 State Statute: Chapter 70 RSMo. State Statute: Chapter 260 RSMo.
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Revenue Description

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.

FY22 revenue is estimated based on 8051 customers in FY21 with an additional 175 homes anticipated in FY22.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	139,506	304.63%
2021 Budget	141,030	1.09%
2021 Projected	141,644	1.53%
2022 Adopted	148,068	4.54%



Contractual

General Ledger Codes:
50-00-4380-0000

Legal Authority:
Municipal Code: Section 700
State Statute: Chapter 82

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
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 Actual	10,462	-10.91%	
2021 Budget	11,353	8.51%	
2021 Projected	11,353	8.51%	
2022 Adopted	11,353	0.00%	

Interest Revenue

General Ledger Codes: 50-00-4350-0000	Legal Authority: State Statute: Chapter 82
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Revenue Description

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

FY21 revenues are based on current interest rates being earned. FY22 based on FY21.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend
2012 Actual	2,695	-57.28%	
2013 Actual	5,385	99.78%	
2014 Actual	6,380	18.48%	
2015 Actual	11,086	73.77%	
2016 Actual	12,391	11.78%	
2017 Actual	17,770	43.41%	
2018 Actual	51,260	188.47%	
2019 Actual	79,928	55.93%	
2020 Actual	38,013	-52.44%	
2021 Budget	38,323	0.81%	
2021 Projected	38,323	0.81%	
2022 Adopted	9,000	-76.52%	

Miscellaneous

General Ledger Codes: 50-00-4370-0000	Legal Authority: State Statute: Chapter 82
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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.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend
2012 Actual	13,376	-35.34%	
2013 Actual	15,543	16.21%	
2014 Actual	6,771	-56.44%	
2015 Actual	14,755	117.91%	
2016 Actual	3,943	-73.27%	
2017 Actual	6,800	72.44%	
2018 Actual	4,301	-36.75%	
2019 Actual	5,879	36.69%	
2020 Actual	2,743	-53.34%	
2021 Budget	2,511	-8.47%	
2021 Projected	22,141	707.10%	
2022 Adopted	5,486	-75.22%	

WATER UTILITIES

Water Utilities is responsible for the operation and maintenance of the water distribution system serving approximately 8,200 residential and commercial 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.

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 2021 PERFORMANCE SUMMARY

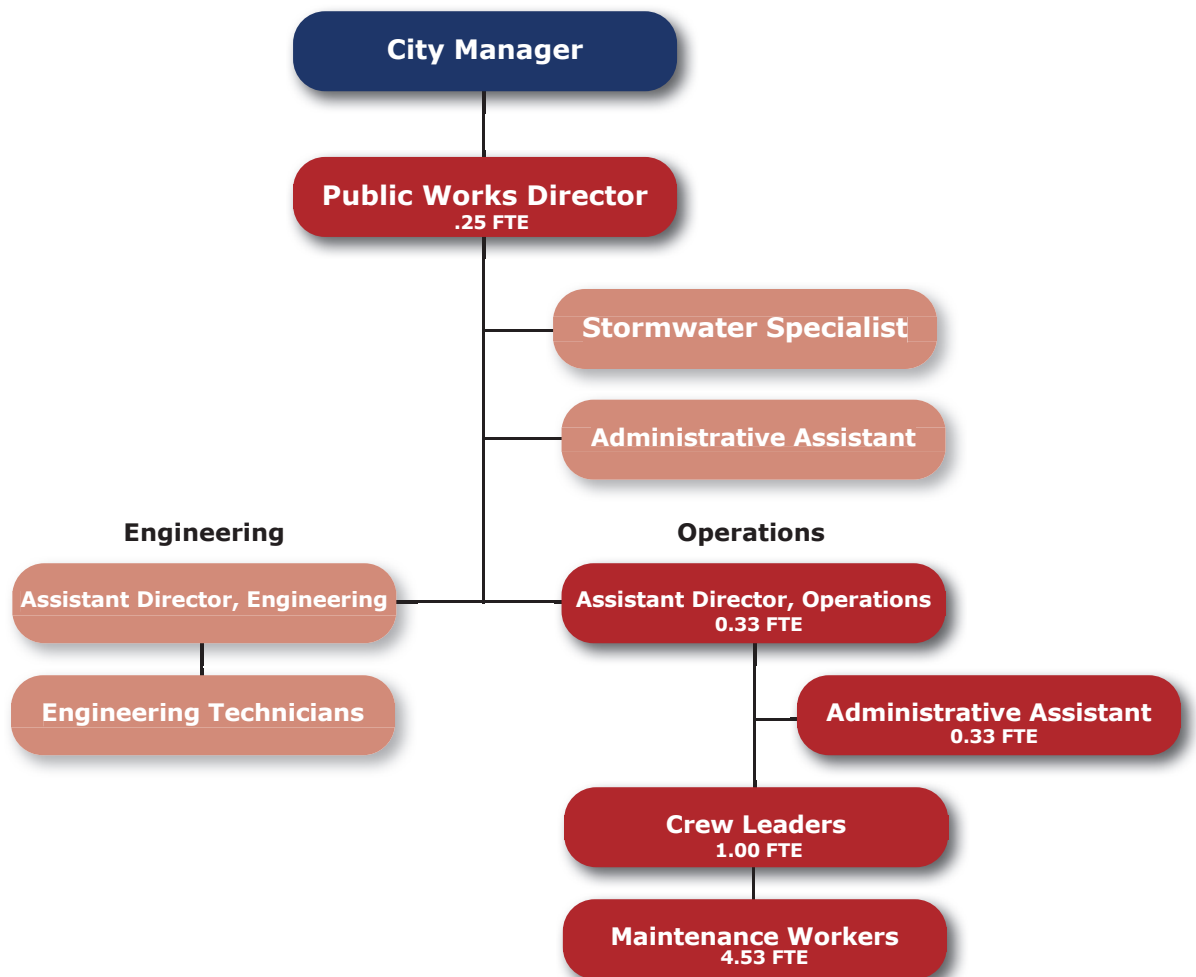
1. Tested the operation of and flushed 1,087 fire hydrants.
2. Installed approximately 150 service taps related to new home construction.
3. Responded to approximately 5,600 locate tickets.
4. Inspected approximately 142 final right-of-ways for new construction occupancies.
5. Replaced approximately 25 water meters.
6. Replaced approximately 25 water meter radios.
7. Completed approximately 1,480 work orders for Utility Billing.
8. Completed approximately 523 water service requests.

SIGNIFICANT BUDGETARY ISSUES

- The cost of purchase of water from Kansas City Water Services is included in this budget. \$2,071,077



WATER UTILITIES



WATER UTILITIES

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	469,714	462,321	496,675	496,675	469,135	527,999	527,999	527,999
Commodities	1,760,569	2,020,534	1,963,699	1,963,699	2,122,023	2,177,538	2,177,538	2,177,538
Maintenance and Repairs	48,881	46,033	60,950	60,950	101,350	61,950	61,950	61,950
Utilities	34,338	17,111	19,416	19,416	19,416	18,444	18,444	18,444
Contractual	77,606	148,300	102,567	102,567	98,112	101,431	101,431	101,431
Capital Outlay	0	1,670	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	1,290,801	1,341,621	538,771	538,771	538,771	554,529	554,529	554,529
Total	3,681,908	4,037,590	3,182,078	3,182,078	3,348,807	3,441,891	3,441,891	3,441,891

Position Control Roster

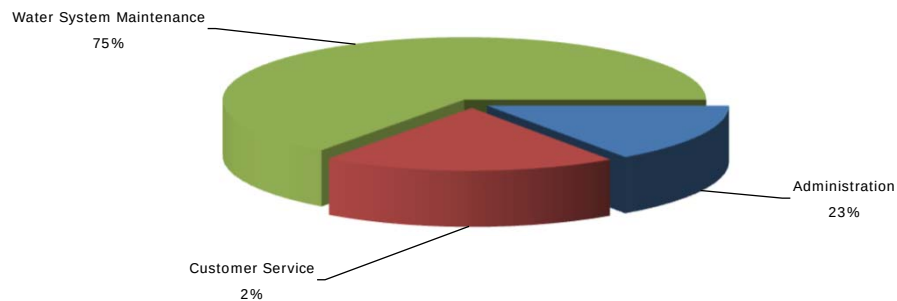
	2019-20 Actual	2020-21 Actual	2021-22 Council Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW - Operations	0.33	0.33	0.33
Crew Leader, Water/Sewer	1.00	1.00	1.00
Maintenance Worker	4.03	4.53	4.53
Administrative Assistant	0.33	0.33	0.33
Meter Reader*	0.50	0.00	0.00
Total FTE	6.44	6.44	6.44

By Program

	2021-22 Council Adopted
Personnel	527,999
Administration	677,758
Water System Maintenance	2,236,134
Total	3,441,891

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

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.

GOALS

Customer Service

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

Sewer System Maintenance

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

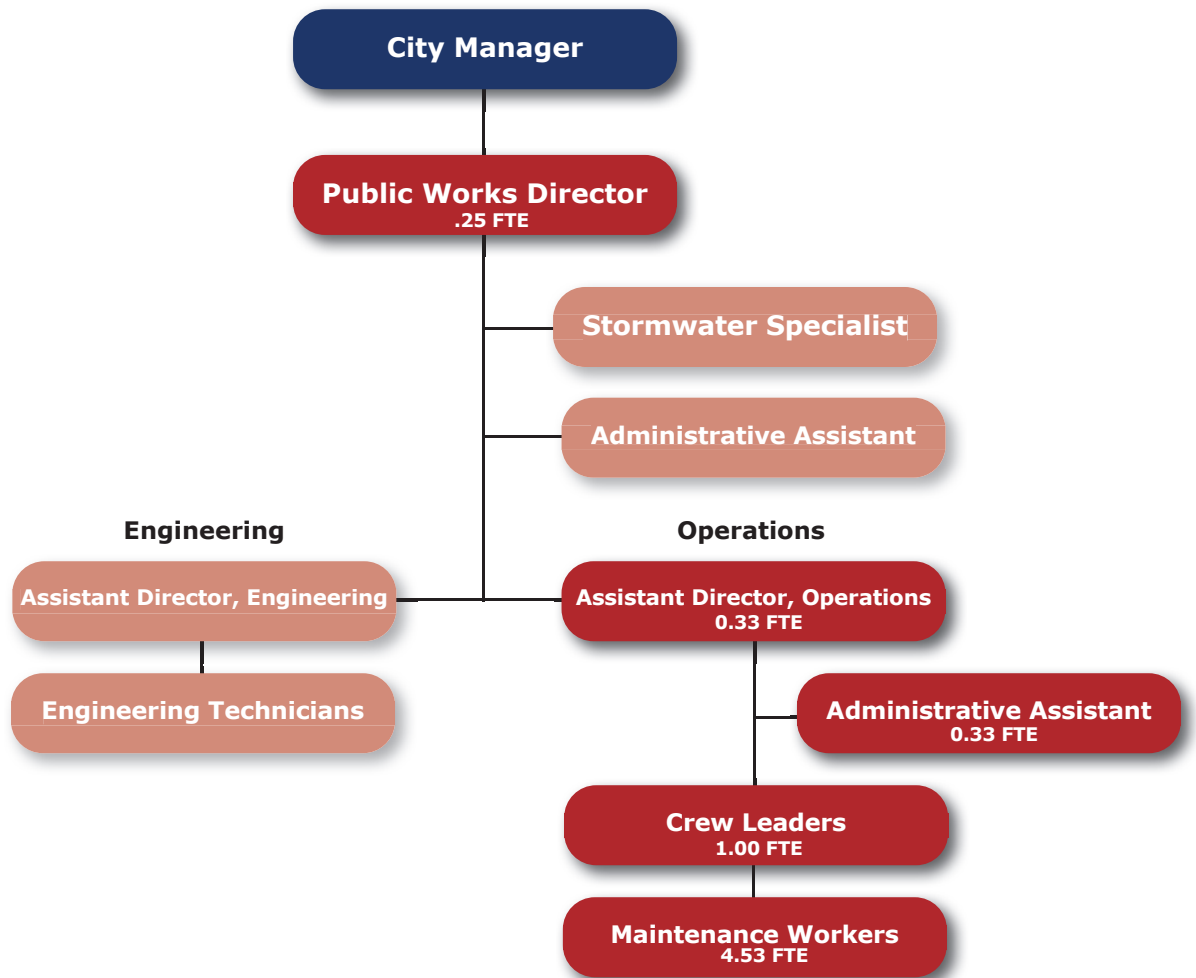
FY 2021 PERFORMANCE SUMMARY

1. Continued the annual sewer jetting program. In FY 2021 approximately 15,000 linear feet were jetted. The goal is to jet the entire system every three years.
2. Used the sewer camera on approximately 1,800 feet of sanitary sewer main.
3. Inspected approximately 150 new sanitary sewer service connections.
4. Completed approximately 20 sanitary sewer service requests.

SIGNIFICANT BUDGETARY ISSUES

1. The cost of treatment of sewer by the Little Blue Valley Sewer District is included in this budget. \$1,390,522
2. The cost of treatment of sewer by the Middle Big Creek Sewer Subdistrict is included in this budget at 897,864

SEWER UTILITIES



SEWER UTILITIES

By Category

	2018-19 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel	462,935	455,178	496,403	496,403	468,566	527,773	527,773	527,773
Commodities	12,080	7,816	16,138	16,138	15,038	19,540	19,540	19,540
Maintenance and Repairs	156,230	116,637	109,700	109,700	100,650	109,700	109,700	109,700
Utilities	90,514	67,754	68,640	68,640	68,640	63,312	63,312	63,312
Contractual	2,178,469	2,244,509	2,445,398	2,445,398	2,298,272	2,383,319	2,383,319	2,383,319
Capital Outlay	0	1,670	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0
Transfers/Miscellaneous	1,866,544	1,861,911	538,771	538,771	538,771	554,529	554,529	554,529
Total	4,766,771	4,755,474	3,675,050	3,675,050	3,489,937	3,658,173	3,658,173	3,658,173

Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 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	4.53	4.53
Administrative Assistant	0.33	0.33	0.33
Meter Reader*	0.50	0.00	0.00

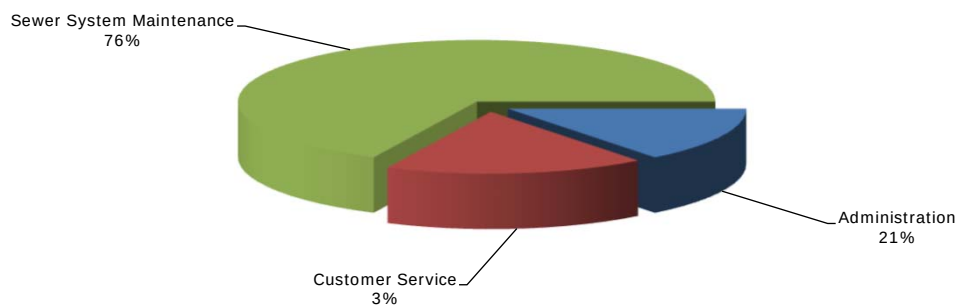
Total FTE **6.44** **6.44** **6.44**

By Program

	2021-22 Council Adopted
Personnel	527,773
Administration	646,102
Sewer System Maintenance	2,484,298
Total	3,658,173

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

Program as a Percentage of the Division Budget





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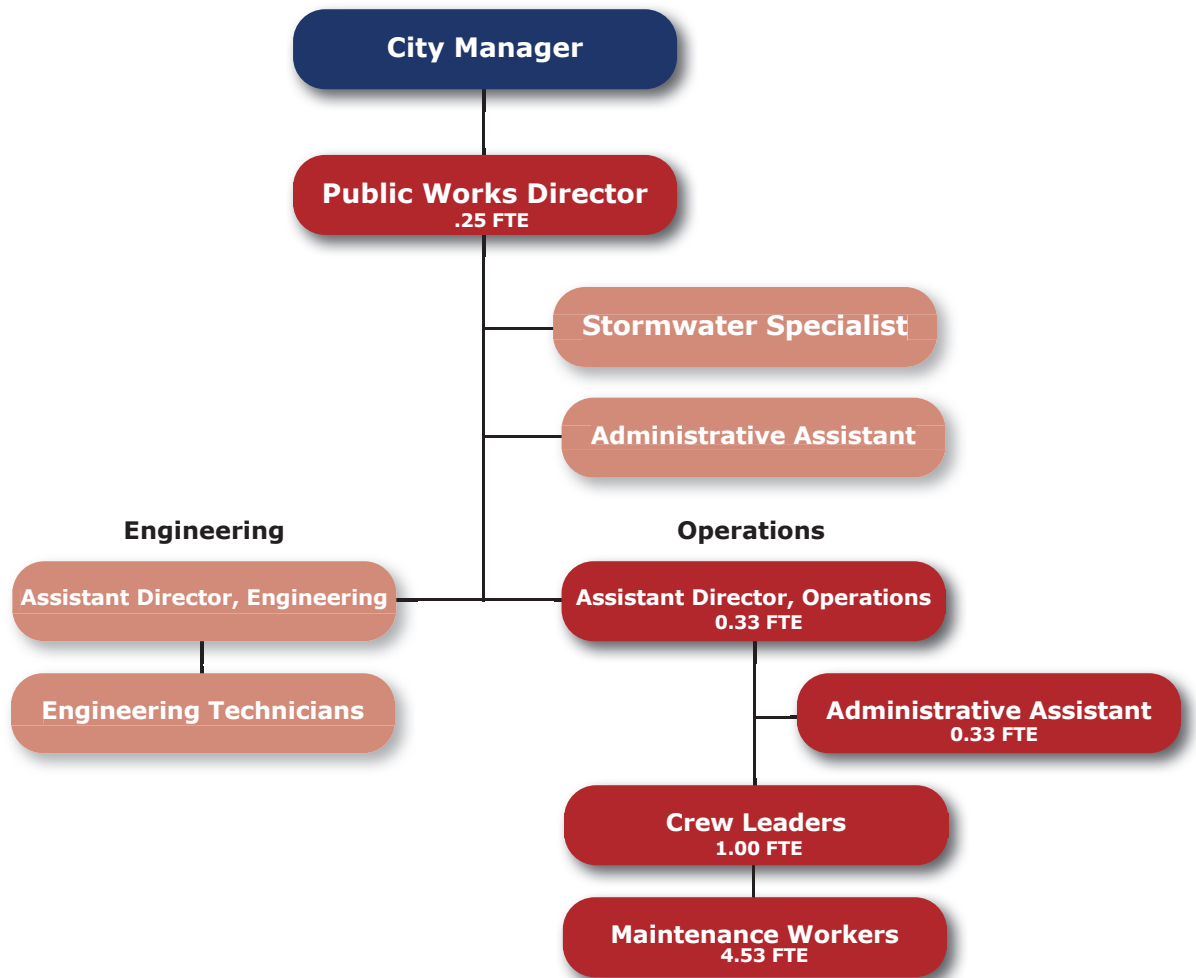
SOLID WASTE

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 \$13.55 in FY 2022. 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 \$1,337,548 for trash services, \$394,680 for Recycling services and \$148,068 to be transferred to the BERP for cart maintenance.

SEWER UTILITIES



SOLID WASTE

By Category

	2017-18 Actual	2019-20 Actual	2020-21 Council Adopted	2020-21 Council Amended	2020-21 Projected	2021-22 Department Requested	2021-22 C.M. Proposed	2021-22 Council Adopted
Personnel								
Commodities								
Maintenance and Repairs								
Utilities								
Contractual	1,193,644	1,594,941	1,598,698	1,598,698	1,598,698	1,732,228	1,732,228	1,732,228
Capital Outlay								
Debt Service								
Transfers/Miscellaneous		139,506	141,030	141,030	141,644	148,068	148,068	148,068
Total	1,193,644	1,734,447	1,739,728	1,739,728	1,740,342	1,880,296	1,880,296	1,880,296

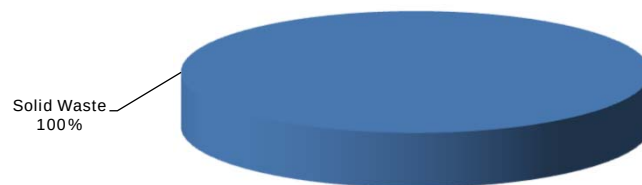
Position Control Roster

	2019-20 Actual	2020-21 Actual	2021-22 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

	2021-22 Council Adopted
Solid Waste	1,880,296
Total	1,880,296

Program as a Percentage of the Department Budget



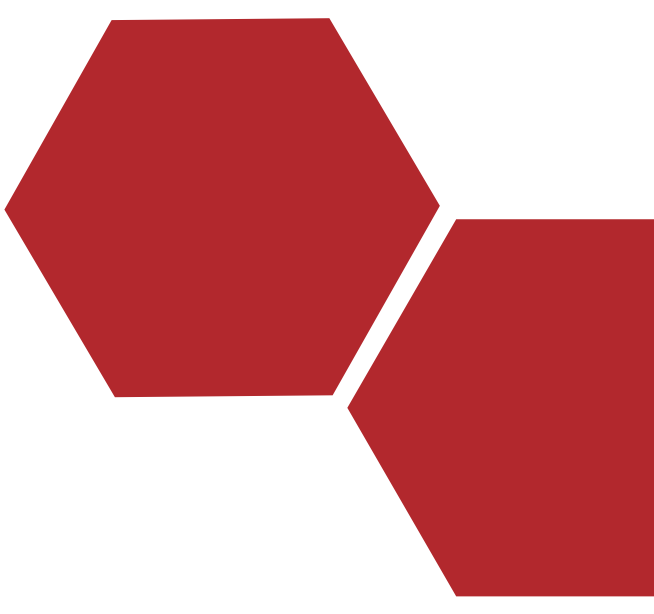


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TRANSFERS FROM ENTERPRISE FUND TO OTHER FUNDS

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.
\$999,504
 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.
\$148,068
- 

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	\$ 1,418,684
Information Technology Services	\$ 659,612
Finance (less Utility Billing)	<u>\$ 371,950</u>
	\$ 2,450,246

Direct Costs	Budget
General Fund (less indirect costs)	\$ 8,053,399
Park Fund	\$ 1,558,920
Enterprise Fund	<u>\$ 7,696,960</u>
	\$17,309,219

Indirect/Direct Cost Rate 14.16%
(\$2,450,246 / \$17,309,219)

Enterprise Fund Indirect Calculation \$1,087,601
(\$7,696,906 x 14.16% = \$1,089,881)

Total Enterprise Fund Payment for Services to General Fund:

Indirect Costs	\$1,089,881
Utility Billings	<u>\$ 389,764</u>
Total	\$1,479,645

Using this method, the Enterprise Fund would pay \$1,479,645 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	\$7,287,260
Fee	<u>7%</u>
Annual Payment	\$ 510,108

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 2022 budget numbers, this method results in a transfer from the Enterprise Fund to the General Fund of \$999,504, as follows:

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

Personnel	\$1,052,608
Commodities	\$2,197,078
Maintenance/Supplies	\$ 171,650
Utilities	\$ 81,756
Contractual [1]	\$2,484,750
VERP	\$ 109,554

Total Enterprise Fund Operating Expenses	\$6,097,396
--	-------------

- Multiply the amount immediately above by 10%, a generally accepted percentage for determining overhead costs.

$$\$6,097,396 \times 10\% = \$609,740$$

- Add to the resulting number General Fund expenses that are directly for the benefit of the utility.

Direct Expenses	
Billing Software	\$ 34,013
Utility Billing Payroll	\$ 147,737
Late Notices	\$ 6,029
Statement Billing	\$ 86,320
Other Utility	
Billing Expenses	<u>\$ 115,665</u>
	\$ 389,764

Allocated Enterprise Fund Indirect Expenses	\$ 609,740
Allocated Direct Expenses	<u>\$ 389,764</u>

Total Allocated Direct & Indirect Expense	\$ 999,504
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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 2020 (\$6.9M Trans & \$1M Parks)

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 2020, the City's maintained its bond rating, which was upgraded from A1 to Aa2 in FY 2013.



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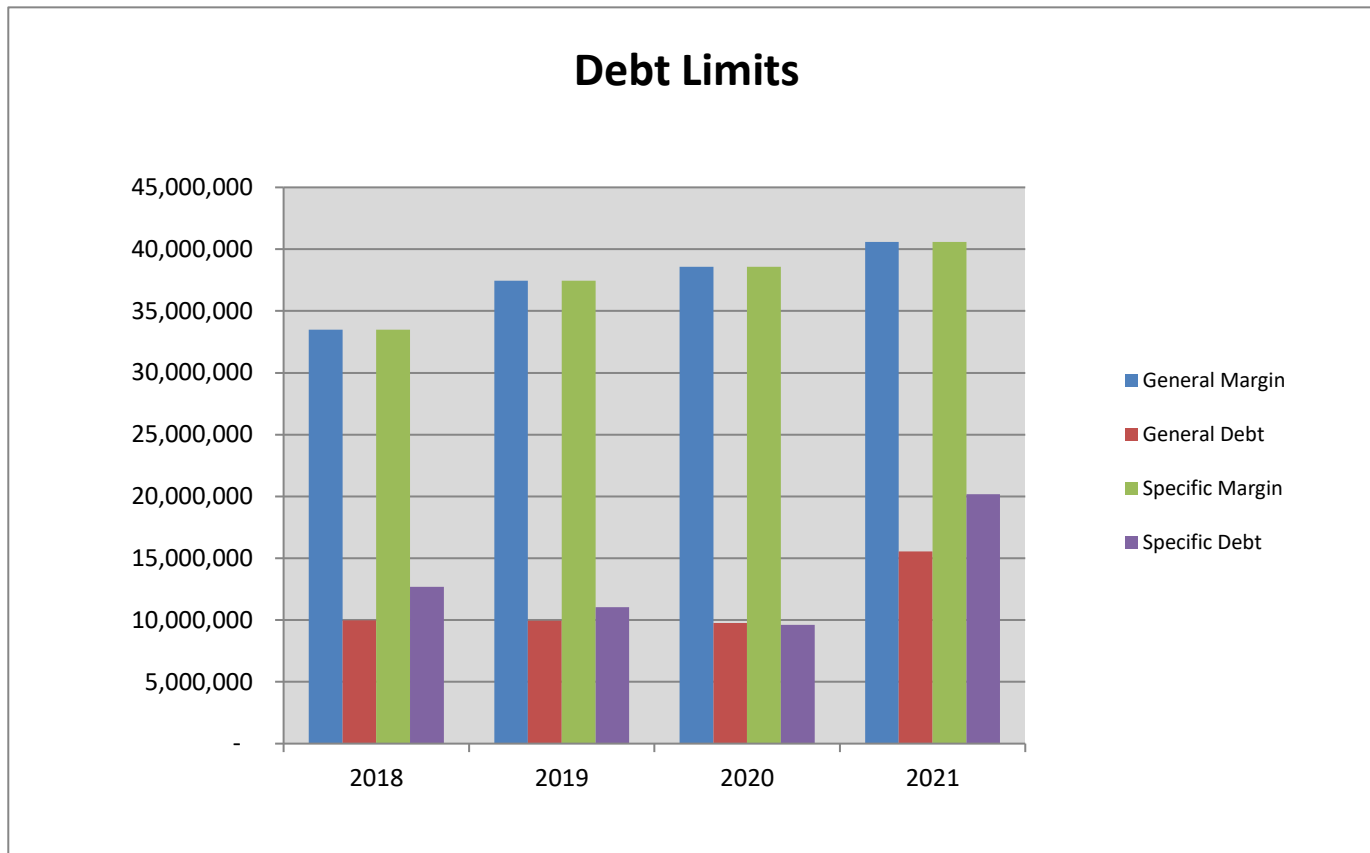
DEBT SERVICE (40)

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted
Fund Balance Beginning of Year	1,810,395	2,227,739	2,597,318	2,849,062	3,302,155
Revenue					
Property Tax	2,386,753	2,678,599	2,737,464	2,737,464	2,881,587
Interest	50,000	28,500	27,216	27,216	6,604
Penalties	13,368	14,659	16,425	16,425	17,290
Bond Proceeds	-	-	-	-	-
Transfers In - GO Bond funds					
Total Revenue	2,450,121	2,721,758	2,781,105	2,781,105	2,905,481
Total Fund Bal & Revenues	4,260,516	4,949,497	5,378,422	5,630,166	6,207,636
Expenditures					
Debt Service	1,934,860	2,099,185	2,117,723	2,325,011	3,157,752
Fees	1,250	1,250	3,000	3,000	3,000
Misc. - Cost of Issuance	-	-			
Defeasement of partial bond issue *					
D.S. Transfer to Enterprise Fund 1999B Water/Sewer Bond	96,667	-	-	-	-
Debt Service			-	-	
Series 1999B Water/Sewer (Transfer to Fund 50) **	96,667	-	-	-	
Series 2012 Refunding	399,300	499,550	206,650	206,650	206,650
Series 2013 Refunding	152,273	1,017,035	1,111,923	1,111,923	1,273,354
Series 2016 - Parks & Transportation	882,088	264,800	480,900	480,900	340,100
Series 2017 - Parks & Transportation	501,200	317,800	318,250	318,250	318,975
Series 2020 - Parks & Transportation				207,288	269,400
Series 2021 - Parks & Transportation				-	749,273
Total Expenditures	2,032,777	2,100,435	2,120,723	2,328,011	3,160,752
Annual Difference	417,344	621,323	660,382	453,094	(255,271)
Fund Balance (Gross)	2,227,739	2,849,062	3,257,699	3,302,155	3,046,884

Applicable Data:					
Assessed Valuation	\$334,754,591	\$374,624,196	\$385,650,641	\$385,650,641	\$405,954,493
Change in AV	6%	12%	15%	15%	5%
Legal Debt Margin	66,950,918	74,924,839	77,130,128	77,130,128	81,190,899
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	0.5686	0.5327	0.5370	0.5370	0.5277
Total City Property Tax	1.2856	1.2497	1.2540	1.2540	1.2447

Legal Debt Limit

Year	General Margin	General Debt	Specific Margin	Specific Debt	Total Debt	Assessed Value
2018	33,475,459	9,961,422	33,475,459	12,688,578	22,650,000	334,754,591
2019	37,462,420	9,930,251	37,462,420	11,029,749	20,960,000	374,624,196
2020	38,565,064	9,769,095	38,565,064	9,615,905	19,385,000	385,650,641
2021	40,595,449	15,561,150	40,595,449	20,178,850	35,740,000	405,954,493



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.

Date	Series 2012		Series 2013		Series 2016		Series 2017		Series 2020		Series 2021		Total		Fiscal Year	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	P&I	Totals	Totals
3/1/2022	-	103,325.00	1,225,000.00	30,761.25	69,600.00	26,850.00	270,000.00	134,700.00	500,000.00	119,847.78	2,200,000.00	485,084.03	2,685,084.03	-	-	-
9/1/2022	-	103,325.00	-	17,592.50	65,500.00	22,125.00	-	134,700.00	134,700.00	129,425.00	-	472,667.50	472,667.50	472,667.50	3,157,751.53	3,157,751.53
3/1/2023	-	103,325.00	1,355,000.00	17,592.50	65,500.00	22,125.00	280,000.00	134,700.00	600,000.00	129,425.00	2,365,000.00	472,667.50	2,837,667.50	2,837,667.50	-	-
9/1/2023	-	103,325.00	-	6,075.00	62,900.00	17,225.00	-	134,700.00	-	114,425.00	-	438,650.00	438,650.00	438,650.00	3,276,317.50	3,276,317.50
3/1/2024	920,000.00	103,325.00	675,000.00	6,075.00	62,900.00	17,225.00	240,000.00	134,700.00	1,835,000.00	114,425.00	1,835,000.00	438,650.00	2,273,650.00	2,273,650.00	-	-
9/1/2024	-	89,525.00	-	-	62,900.00	13,325.00	-	134,700.00	-	114,425.00	-	414,875.00	414,875.00	414,875.00	2,688,525.00	2,688,525.00
3/1/2025	1,875,000.00	89,525.00	-	-	62,900.00	13,325.00	-	134,700.00	1,875,000.00	114,425.00	1,875,000.00	414,875.00	2,289,875.00	2,289,875.00	-	-
9/1/2025	-	61,400.00	-	-	62,900.00	13,325.00	-	134,700.00	-	114,425.00	-	386,750.00	386,750.00	386,750.00	2,676,625.00	2,676,625.00
3/1/2026	2,135,000.00	61,400.00	-	-	62,900.00	13,325.00	-	134,700.00	2,135,000.00	114,425.00	2,135,000.00	386,750.00	2,521,750.00	2,521,750.00	-	-
9/1/2026	-	29,375.00	-	-	62,900.00	13,325.00	-	134,700.00	-	114,425.00	-	354,725.00	354,725.00	354,725.00	2,876,475.00	2,876,475.00
3/1/2027	2,350,000.00	29,375.00	-	-	62,900.00	13,325.00	-	134,700.00	2,350,000.00	114,425.00	2,350,000.00	354,725.00	2,704,725.00	2,704,725.00	-	-
9/1/2027	-	-	-	-	62,900.00	13,325.00	-	134,700.00	-	114,425.00	-	325,350.00	325,350.00	325,350.00	3,030,075.00	3,030,075.00
3/1/2028	-	-	940,000.00	-	62,900.00	13,325.00	-	134,700.00	515,000.00	114,425.00	1,455,000.00	325,350.00	1,780,350.00	1,780,350.00	-	-
9/1/2028	-	-	-	-	51,150.00	13,325.00	-	134,700.00	-	101,550.00	-	300,725.00	300,725.00	300,725.00	2,081,075.00	2,081,075.00
3/1/2029	-	-	990,000.00	-	51,150.00	13,325.00	-	134,700.00	515,000.00	101,550.00	1,505,000.00	300,725.00	1,805,725.00	1,805,725.00	-	-
9/1/2029	-	-	-	-	38,775.00	13,325.00	-	134,700.00	-	88,675.00	-	275,475.00	275,475.00	275,475.00	2,081,200.00	2,081,200.00
3/1/2030	-	-	1,050,000.00	-	38,775.00	13,325.00	-	134,700.00	505,000.00	88,675.00	1,555,000.00	275,475.00	1,830,475.00	1,830,475.00	-	-
9/1/2030	-	-	-	-	25,650.00	13,325.00	-	134,700.00	-	76,050.00	-	249,725.00	249,725.00	249,725.00	2,080,200.00	2,080,200.00
3/1/2031	-	-	1,110,000.00	-	25,650.00	13,325.00	-	134,700.00	500,000.00	76,050.00	1,610,000.00	249,725.00	1,859,725.00	1,859,725.00	-	-
9/1/2031	-	-	-	-	13,162.50	13,325.00	-	134,700.00	-	63,550.00	-	224,737.50	224,737.50	224,737.50	2,084,462.50	2,084,462.50
3/1/2032	-	-	1,170,000.00	-	13,162.50	13,325.00	-	134,700.00	490,000.00	63,550.00	1,660,000.00	224,737.50	1,884,737.50	1,884,737.50	-	-
9/1/2032	-	-	-	-	-	13,325.00	-	134,700.00	-	53,750.00	-	201,775.00	201,775.00	201,775.00	2,086,512.50	2,086,512.50
3/1/2033	-	-	155,000.00	-	155,000.00	13,325.00	925,000.00	134,700.00	630,000.00	53,750.00	1,710,000.00	174,650.00	1,884,650.00	1,884,650.00	-	-
9/1/2033	-	-	-	-	-	11,000.00	-	116,200.00	-	47,450.00	-	174,650.00	174,650.00	174,650.00	2,086,425.00	2,086,425.00
3/1/2034	-	-	160,000.00	-	160,000.00	11,000.00	965,000.00	116,200.00	640,000.00	47,450.00	1,765,000.00	174,650.00	1,939,650.00	1,939,650.00	-	-
9/1/2034	-	-	-	-	-	8,600.00	-	96,900.00	-	41,050.00	-	146,550.00	146,550.00	146,550.00	2,086,200.00	2,086,200.00
3/1/2035	-	-	165,000.00	-	165,000.00	8,600.00	1,005,000.00	96,900.00	655,000.00	41,050.00	1,825,000.00	146,550.00	1,971,550.00	1,971,550.00	-	-
9/1/2035	-	-	-	-	-	6,125.00	-	76,800.00	-	34,500.00	-	117,425.00	117,425.00	117,425.00	2,088,975.00	2,088,975.00
3/1/2036	-	-	170,000.00	-	170,000.00	6,125.00	1,045,000.00	76,800.00	665,000.00	34,500.00	1,880,000.00	117,425.00	1,997,425.00	1,997,425.00	-	-
9/1/2036	-	-	-	-	-	3,150.00	-	55,900.00	-	27,850.00	-	86,900.00	86,900.00	86,900.00	2,084,325.00	2,084,325.00
3/1/2037	-	-	180,000.00	-	180,000.00	3,150.00	1,080,000.00	55,900.00	680,000.00	27,850.00	1,940,000.00	86,900.00	2,026,900.00	2,026,900.00	-	-
9/1/2037	-	-	-	-	-	-	-	39,700.00	-	21,050.00	-	60,750.00	60,750.00	60,750.00	2,087,650.00	2,087,650.00
3/1/2038	-	-	-	-	-	-	1,300,000.00	39,700.00	685,000.00	21,050.00	1,985,000.00	60,750.00	2,045,750.00	2,045,750.00	-	-
9/1/2038	-	-	-	-	-	-	-	26,700.00	-	14,200.00	-	40,900.00	40,900.00	40,900.00	2,086,650.00	2,086,650.00
3/1/2039	-	-	-	-	-	-	1,325,000.00	26,700.00	700,000.00	14,200.00	2,025,000.00	40,900.00	2,065,900.00	2,065,900.00	-	-
9/1/2039	-	-	-	-	-	-	-	13,450.00	-	7,200.00	-	20,650.00	20,650.00	20,650.00	2,086,550.00	2,086,550.00
3/1/2040	-	-	-	-	-	-	1,345,000.00	13,450.00	720,000.00	7,200.00	2,065,000.00	20,650.00	2,085,650.00	2,085,650.00	-	-
9/1/2040	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3/1/2041	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9/1/2041	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Totals	7,280,000.00	877,225.00	3,255,000.00	78,096.25	5,595,000.00	1,087,075.00	1,620,000.00	3,949,400.00	9,000,000.00	2,676,697.78	35,740,000.00	9,071,644.03	44,811,644.03	44,811,644.03	44,811,644.03	44,811,644.03

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
3/1/2022	-	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	\$877,225.00	\$8,157,225.00	-

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
3/1/2022	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	\$3,255,000.00	\$78,096.25	\$3,333,096.25	

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
3/1/2022	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	\$5,595,000.00	\$1,087,075.00	\$6,682,075.00	-

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
3/1/2015	302,372.70	382,627.30	685,000.00	
9/1/2015	-	-	-	685,000.00
3/1/2016	-	-	-	
9/1/2016	-	-	-	-
3/1/2017	-	-	-	
9/1/2017	-	33,617.78	33,617.78	33,617.78
3/1/2018	200,000.00	48,800.00	248,800.00	
9/1/2018	-	44,800.00	44,800.00	293,600.00
3/1/2019	420,000.00	44,800.00	464,800.00	
9/1/2019	-	36,400.00	36,400.00	501,200.00
3/1/2020	250,000.00	36,400.00	286,400.00	
9/1/2020	-	31,400.00	31,400.00	317,800.00
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	\$1,620,000.00	\$403,150.00	\$2,023,150.00	

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Debt Service

Original Par \$8,990,000
Issue Series 2020
Purpose New Money
Dated 11/24/2020

Date	Principal	Interest	Total P+I	Fiscal Year Total
3/1/2021	-	72,588.33	72,588.33	
9/1/2021	-	134,700.00	134,700.00	207,288.33
3/1/2022	-	134,700.00	134,700.00	
9/1/2022	-	134,700.00	134,700.00	269,400.00
3/1/2023	-	134,700.00	134,700.00	
9/1/2023	-	134,700.00	134,700.00	269,400.00
3/1/2024	-	134,700.00	134,700.00	
9/1/2024	-	134,700.00	134,700.00	269,400.00
3/1/2025	-	134,700.00	134,700.00	
9/1/2025	-	134,700.00	134,700.00	269,400.00
3/1/2026	-	134,700.00	134,700.00	
9/1/2026	-	134,700.00	134,700.00	269,400.00
3/1/2027	-	134,700.00	134,700.00	
9/1/2027	-	134,700.00	134,700.00	269,400.00
3/1/2028	-	134,700.00	134,700.00	
9/1/2028	-	134,700.00	134,700.00	269,400.00
3/1/2029	-	134,700.00	134,700.00	
9/1/2029	-	134,700.00	134,700.00	269,400.00
3/1/2030	-	134,700.00	134,700.00	
9/1/2030	-	134,700.00	134,700.00	269,400.00
3/1/2031	-	134,700.00	134,700.00	
9/1/2031	-	134,700.00	134,700.00	269,400.00
3/1/2032	-	134,700.00	134,700.00	
9/1/2032	-	134,700.00	134,700.00	269,400.00
3/1/2033	925,000.00	134,700.00	1,059,700.00	
9/1/2033	-	116,200.00	116,200.00	1,175,900.00
3/1/2034	965,000.00	116,200.00	1,081,200.00	
9/1/2034	-	96,900.00	96,900.00	1,178,100.00
3/1/2035	1,005,000.00	96,900.00	1,101,900.00	
9/1/2035	-	76,800.00	76,800.00	1,178,700.00
3/1/2036	1,045,000.00	76,800.00	1,121,800.00	
9/1/2036	-	55,900.00	55,900.00	1,177,700.00
3/1/2037	1,080,000.00	55,900.00	1,135,900.00	
9/1/2037	-	39,700.00	39,700.00	1,175,600.00
3/1/2038	1,300,000.00	39,700.00	1,339,700.00	
9/1/2038	-	26,700.00	26,700.00	1,366,400.00
3/1/2039	1,325,000.00	26,700.00	1,351,700.00	
9/1/2039	-	13,450.00	13,450.00	1,365,150.00
3/1/2040	1,345,000.00	13,450.00	1,358,450.00	
9/1/2040	-	-	-	1,358,450.00
Total	\$8,990,000.00	\$3,949,400.00	\$12,939,400.00	\$12,939,400.00

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Debt Service

Original Par \$9,000,000
Issue Series 2021
Purpose New Money
Dated 9/29/2021

Date	Principal	Interest	Total P+I	Fiscal Year Total
3/1/2022	500,000.00	119,847.78	619,847.78	
9/1/2022	-	129,425.00	129,425.00	749,272.78
3/1/2023	600,000.00	129,425.00	729,425.00	
9/1/2023	-	114,425.00	114,425.00	843,850.00
3/1/2024	-	114,425.00	114,425.00	
9/1/2024	-	114,425.00	114,425.00	228,850.00
3/1/2025	-	114,425.00	114,425.00	
9/1/2025	-	114,425.00	114,425.00	228,850.00
3/1/2026	-	114,425.00	114,425.00	
9/1/2026	-	114,425.00	114,425.00	228,850.00
3/1/2027	-	114,425.00	114,425.00	
9/1/2027	-	114,425.00	114,425.00	228,850.00
3/1/2028	515,000.00	114,425.00	629,425.00	
9/1/2028	-	101,550.00	101,550.00	730,975.00
3/1/2029	515,000.00	101,550.00	616,550.00	
9/1/2029	-	88,675.00	88,675.00	705,225.00
3/1/2030	505,000.00	88,675.00	593,675.00	
9/1/2030	-	76,050.00	76,050.00	669,725.00
3/1/2031	500,000.00	76,050.00	576,050.00	
9/1/2031	-	63,550.00	63,550.00	639,600.00
3/1/2032	490,000.00	63,550.00	553,550.00	
9/1/2032	-	53,750.00	53,750.00	607,300.00
3/1/2033	630,000.00	53,750.00	683,750.00	
9/1/2033	-	47,450.00	47,450.00	731,200.00
3/1/2034	640,000.00	47,450.00	687,450.00	
9/1/2034	-	41,050.00	41,050.00	728,500.00
3/1/2035	655,000.00	41,050.00	696,050.00	
9/1/2035	-	34,500.00	34,500.00	730,550.00
3/1/2036	665,000.00	34,500.00	699,500.00	
9/1/2036	-	27,850.00	27,850.00	727,350.00
3/1/2037	680,000.00	27,850.00	707,850.00	
9/1/2037	-	21,050.00	21,050.00	728,900.00
3/1/2038	685,000.00	21,050.00	706,050.00	
9/1/2038	-	14,200.00	14,200.00	720,250.00
3/1/2039	700,000.00	14,200.00	714,200.00	
9/1/2039	-	7,200.00	7,200.00	721,400.00
3/1/2040	720,000.00	7,200.00	727,200.00	
9/1/2040	-	-	-	727,200.00
Total	\$9,000,000.00	\$2,676,697.78	\$11,676,697.78	\$11,676,697.78

Piper Jaffray & Co.
Public Finance

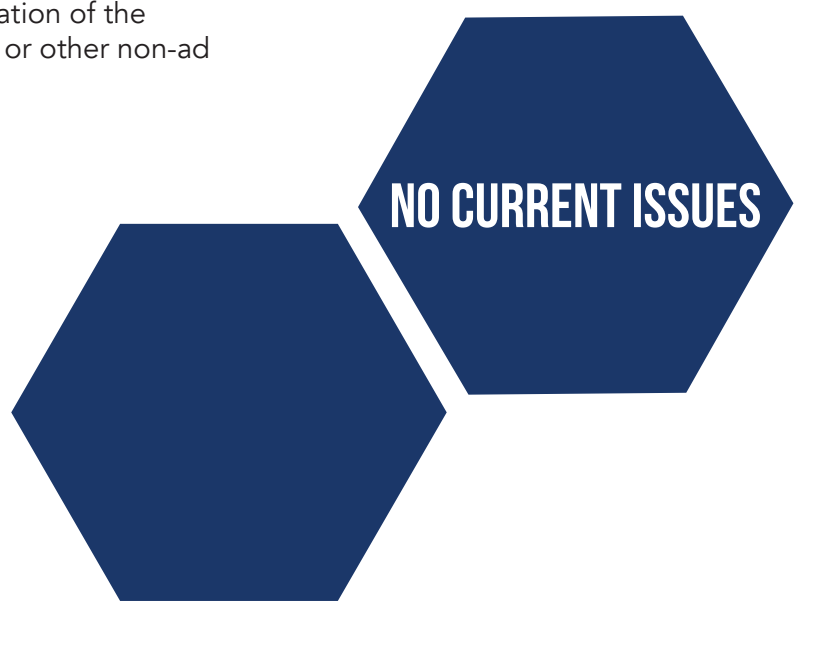


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REVENUE BONDS

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)

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2021-22 Forecast	2022-23 Forecast
Expenditures								
Debt Service	1,007,202	1,114,942	883,620	957,838	957,838	950,075	966,538	641,025
2019 (refunding 2006 Hubach Hill & North Cass Parkway TDD) Special Obligation Bond			337,433	408,963	408,963	408,763	413,163	411,963
2016 (new monies & refunding 2006) Special Obligation Bond	544,750	543,125	546,188	548,875	548,875	541,313	553,375	229,063
2006 (refunding 1998) Special Obligation Bond	-	-	-	-	-	-	-	-
Hubach Hill & North Cass Parkway TDD	462,452	571,817	-	-	-	-	-	-

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 \$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
3/1/2022	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	\$1,705,000.00	\$85,187.50	\$1,790,187.50	-

\$2,025,000 New Money was for the purpose of purchasing the city street lights from KCP&L.

Piper Jaffray & Co.
Public Finance

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
3/1/2022	-	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	\$5,410,000.00	\$1,158,475.00	\$6,568,475.00	-

Piper Jaffray & Co.
 Public Finance



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Water Connection Fee Fund (52)**Expenditures**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Forecast	2023-24 Forecast
Debt Service	67,639	88,337	88,471	88,471	88,520	88,485	88,366
2018 Special Obligations Series	67,639	88,337	88,471	88,471	88,520	88,485	88,366

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**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Forecast	2023-24 Forecast
Debt Service	67,639	88,337	88,471	88,471	88,520	88,485	88,366
2018 Special Obligations Series	67,639	88,337	88,471	88,471	88,520	88,485	88,366

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
12/1/2021	-	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	\$800,000.00	\$82,810.00	\$882,810.00	-

\$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**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Forecast	2023-24 Forecast
Debt Service	21,536	22,208	21,872	21,872	21,536	23,184	-
2002 DNR Stormwater Grant & Loan Program	21,536	22,208	21,872	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**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Forecast	2023-24 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

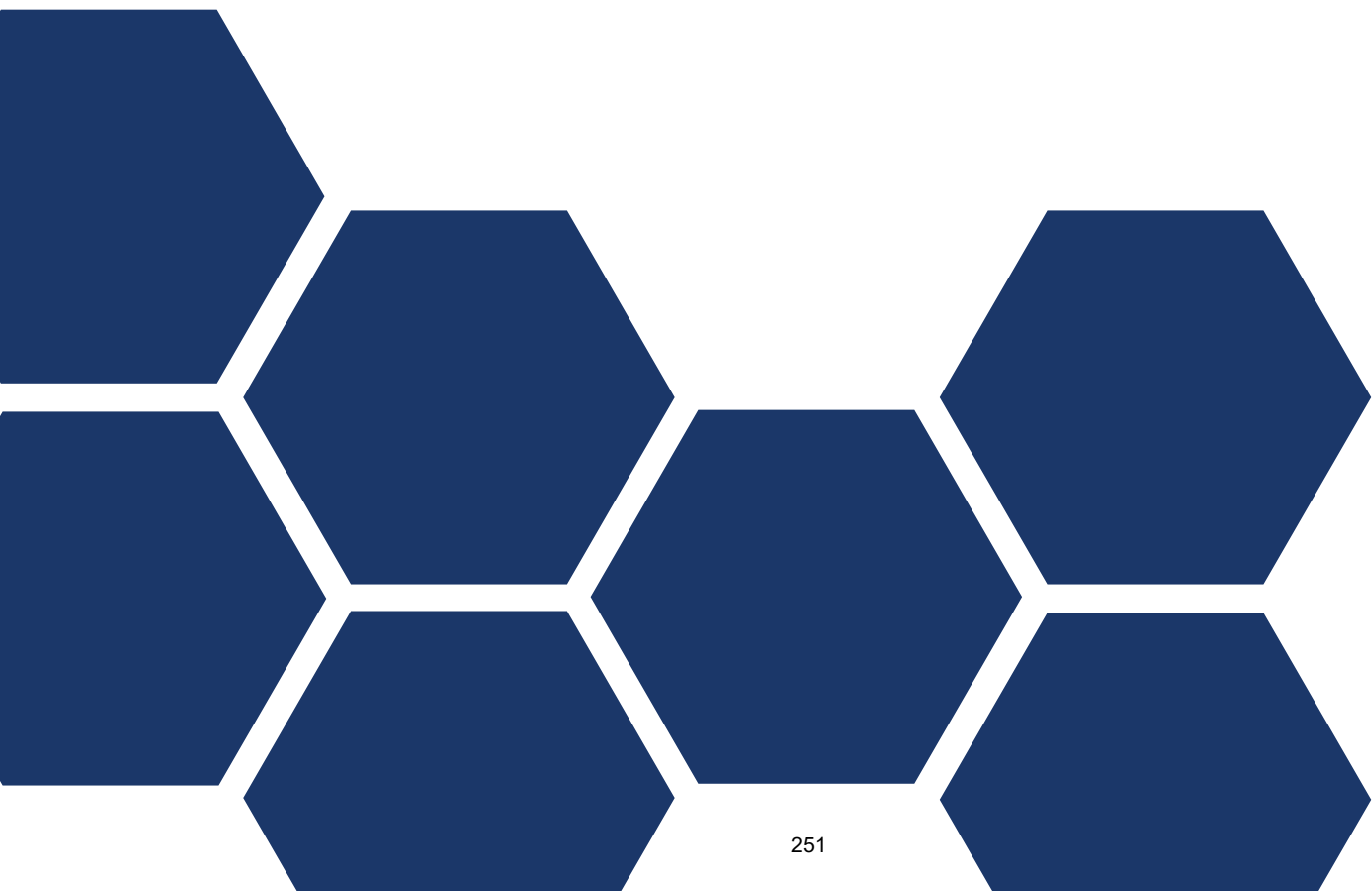
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Debt Service Schedule

Date	Principal	Rate	Interest	Total P + I	Fiscal Total
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	\$ 44,000.00		\$ 720.00	\$ 44,720.00	

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)	2018-19	2019-20	2021-21	2021-21	2021-22
	Actual	Actual	Adopted	Projected	Adopted
Fund Balance					
Beginning of Year					
General	633,918	749,741	695,747	668,623	754,018
Enterprise	427,388	476,562	547,269	509,843	494,172
Parks and Recreation	216,576	264,942	178,800	195,295	122,163
Revenue					
Transfers In					
Administration	7,531	7,531	10,558	10,558	10,558
Integrated Technology Systems			3,514	3,514	3,514
Community Development	7,759	7,759	16,754	16,754	16,754
Engineering	10,207	10,207	22,647	22,647	22,647
Emergency Management	3,637	3,637	8,695	8,695	8,695
Building & Grounds			3,514	3,514	3,514
Police	124,286	98,786	126,178	126,178	126,178
Streets	96,754	96,754	107,664	107,664	107,664
Water	52,593	52,593	52,593	52,593	54,777
Sewer	52,593	52,593	52,593	52,593	54,777
Parks	48,366	50,650	62,060	62,060	41,902
Total Revenue - General	250,174	224,674	299,524	299,524	299,524
Total Revenue - Enterprise	105,186	105,186	105,186	105,186	109,554
Total Revenue - Parks and Recreation	48,366	50,650	62,060	62,060	41,902
Total Fund Bal & Revenues - General	884,092	974,415	995,271	968,147	1,053,542
Total Fund Bal & Revenues - Enterprise	532,574	581,748	652,455	615,029	603,726
Total Fund Bal & Revenues - Parks/Recreation	264,942	315,592	240,860	257,355	164,065
Expenditures					
Vehicle Payment					
Administration	-	-	5,931	5,931	5,931
1 ea. Enterprise Vehicle Lease					
ITS/Building & Grounds	-	556	7,028	7,028	7,028
1 ea. Enterprise Vehicle Lease					
Community Development		1,052	14,056	14,056	14,056
2 ea. Enterprise Vehicle Lease					
Engineering	-	21,357	24,657	24,657	14,056
2 ea. Enterprise Vehicle Lease					
Emergency Management		497	7,028	7,028	7,028
1 ea. Enterprise Vehicle Lease					
Police	118,950	21,560	58,698	58,698	76,246
6 ea. Enterprise Vehicle Lease (Ford Escape)					
5 ea. Enterprise Vehicle Lease (Ford Interceptor)					
Streets	15,400	260,770	42,036	42,036	42,036
2 ea. Enterprise Vehicle Lease					
Water/Sewer	56,012	71,905	36,332	36,332	36,332
1 ea. Enterprise Vehicle Lease					
Parks and Recreation		120,297	79,000	79,000	99,856
1 ea. Trailer					
1 ea. Kubota Mower					
1 ea. Field Striper					
1 ea. Bobcat Skid Loader					
2 ea. Enterprise Vehicle Lease					
Transfer to General Fund			84,525	84,525	
Transfer to Enterprise Fund			56,192	56,192	
Transfer to Parks and Recreation			54,695	54,695	
Transfer to BERP					
Total Expenditures - General	134,350	305,792	214,129	214,129	166,381
Total Expenditures - Enterprise	56,012	71,905	120,857	120,857	36,332
Total Expenditures - Parks and Recreation	-	120,297	135,192	135,192	99,856
Fund Balance - General	749,741	668,623	781,142	754,018	887,161
Fund Balance - Enterprise	476,562	509,843	531,598	494,172	567,394
Fund Balance - Parks and Recreation	264,942	195,295	105,668	122,163	64,209

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

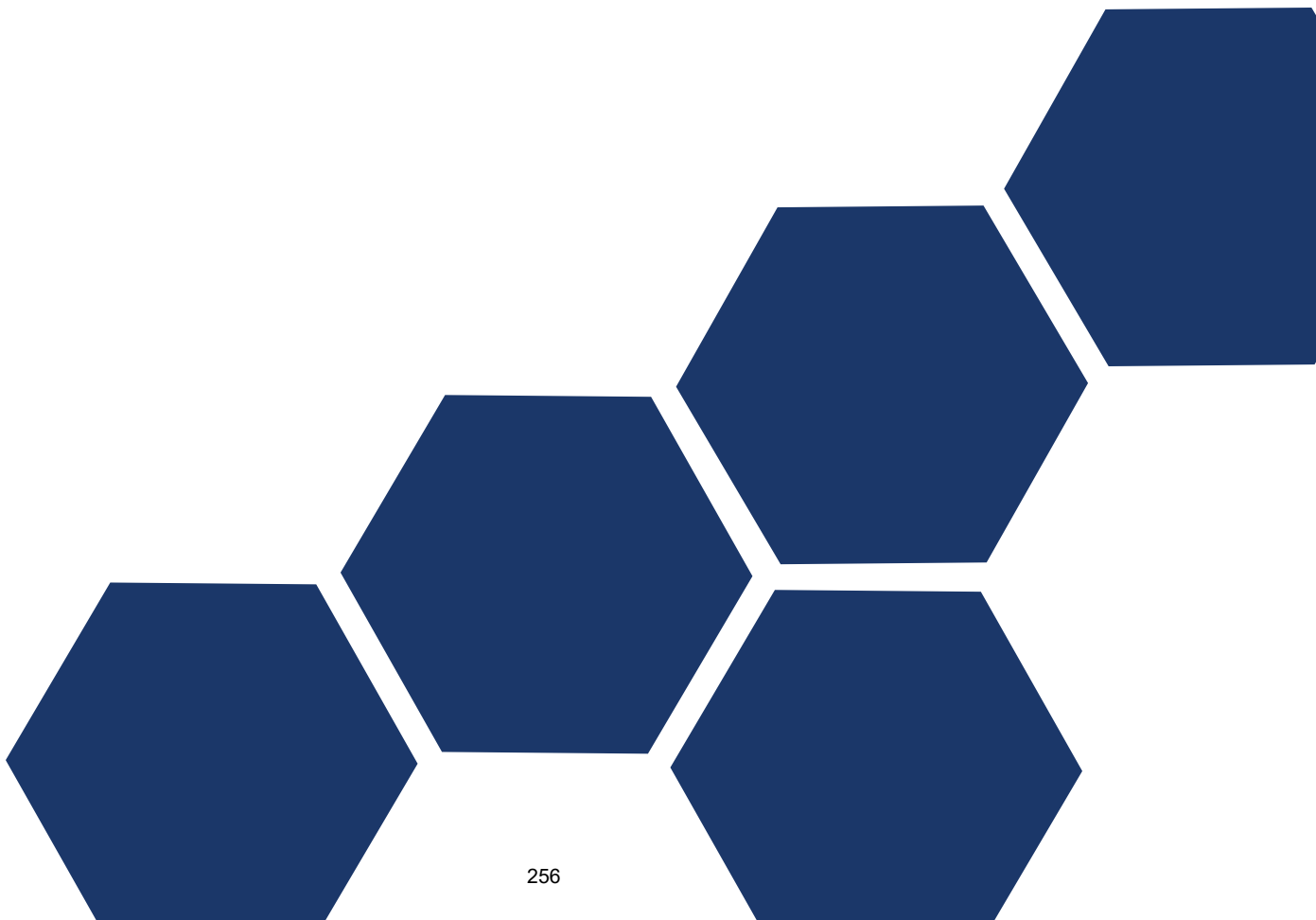
- Municipal Court Cash Bond Interest is revenue that comes from cash bonds received from defendants. These funds may be used by the Municipal Court department on items associated with the operation of the court.
- A police training fee is added to fines imposed by the municipal judge. Fees raised may 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 2023 Citizen Survey. \$7,000 Following the approval of this budget the accumulated total will be \$7,000.

SIGNIFICANT BUDGETARY ITEMS

No significant budgetary items



RESTRICTED REVENUE FUND (04)

	2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Projected	2021-22 Adopted
Fund Balance					
Beginning of Year					
Court Cash Bond Interest	414	805	925	918	942
Police Training	7,862	10,073	8,590	9,856	7,845
911 Distribution	0	0	0	0	0
Transfer from Other Funds	516,444	712,858	733,636	742,523	1,475,118
Revenue					
Court Cash Bond Interest	391	113	120	25	25
Police Training	4,538	3,404	3,500	2,989	3,644
Interest Earnings	31,296	14,118	15,037	9,988	9,988
Transfer from Other Funds					
for Future GMP Update	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			
for Body & Dash Cameras				180,000	
Other - insurance reimbursement WC	7,195	12,851			
For Future Comprehensive Traffic Study	25,000		-		
For HR Inservice Day (EI)					20,000
For Raymore Marketing Items (EI)					10,000
For Electronic Signage (EI)					150,000
For COVID				880,233	
For CJIS Software	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	391	113	120	25	25
Total Revenue - Police Training	4,538	3,404	3,500	2,989	3,644
Total Revenue - 911 Distribution	-	-	-	-	-
Total Revenue - Transfer from Other Funds	261,523	53,968	22,037	1,077,221	196,988
Total Fund Bal & Revenues - Court Cash Bond Interest	805	918	1,045	942	967
Total Fund Bal & Revenues - Police Training	12,400	13,477	12,090	12,845	11,489
Total Fund Bal & Revenues - 911 Distribution	0	0	0	0	0
Total Fund Bal & Revenues - Transfer from Other Funds	777,967	766,826	755,673	1,819,744	1,672,106
Expenditures					
Court Cash Bond Interest			-	-	-
Police Training					
7350-1010 Restricted PD Training	2,327	3,622	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	14,000	-
Transfer to the General Fund - <i>Strategic Plan</i>					
Transfer to the General Fund - <i>GMP</i>			30,000	30,000	-
Transfer to Transportation Fund - <i>Pavement Management</i>	33,000				
Other - Parks		8,214		50,000	
Transfer to Capital Improvement Fund			-	-	-
Tree Board Arboretum			-	-	-
Water District Issue - Legal				12,101	
Communications Arts/Signage		2,608			
Staffing Study				35,936	
Body & Dash Cameras				177,849	
Employee Safety	874	4,535			
Annexation Efforts	9,444	360		12,260	
Police Firing Range	6,000	6,000	6,000	6,000	6,000
HR Inservice Day					20,000
Raymore Marketing Items					10,000
Electronic Signage					150,000
OATS Bus (3 years)	1,790	2,586	6,480	6,480	6,480
Court Software (10 years)			5,000	-	-
Total Expenditures - Court Cash Bond Interest	-	-	-	-	-
Total Expenditures - Police Training	2,327	3,622	5,000	5,000	5,000
Total Expenditures - 911 Distribution	-	-	-	-	-
Total Expenditures - Transfer to Other Funds	65,108	24,303	61,480	344,626	192,480
Fund Balance - Court Cash Bond Interest	805	918	1,045	942	967
Fund Balance - Police Training	10,073	9,856	7,090	7,845	6,489
Fund Balance - 911 Distribution	0	0	0	0	0
Fund Balance - Transfer - Other Funds	712,858	742,523	694,193	1,475,118	1,479,626
Revenue Over (under) expenditures	199,016	29,560	(40,823)	730,608	3,176
<i>Note: Below is the breakdown of the Transfer from Other Funds:</i>					
Fund Balance - Rolling total per subcategory					
for Dangerous Building Abatement	20,000	20,000	20,000	20,000	20,000
for Future GMP Update	70,000	80,000	50,000	50,000	50,000
for Strategic Plan	-	-	-	-	-
for 2017 Citizen Survey	7,000	14,000	7,000	7,000	14,000
For Future Recreation Center/Civic Center	-	-	-	-	-
for Future Workforce Development Plan	30,000	40,000	40,000	4,064	4,064
for Body & Dash Cameras				2,151	2,151
Accumulated Interest	37,068	42,972	67,142	52,960	62,948
Employee Safety	23,759	32,075	22,509	32,075	32,075
for Special District Agreement	100,000	100,000	100,000	100,000	100,000
For Pavement Management 2016-2019	-	-	-	-	-
For Future Comprehensive Traffic Study	50,000	50,000	50,000	50,000	50,000
For Water District Issue	12,101	12,101	12,101	0	0
For Development Priming Initiative Phase I	25,000	25,000	25,000	25,000	25,000
For Annexation Efforts	65,556	65,196	65,196	52,936	52,936
For Comm Budg Arts/Signage	20,382	17,774	18,213	17,774	17,774
For Park Budg-Comp Mast Plan	75,000	75,000	75,000	25,000	25,000
For COVID-19				880,233	880,233
For CJIS Software	63,750	63,750	53,750	63,750	63,750
For OATS Bus	17,651	15,065	4,691	8,585	2,105
For Johnson Dr. Project	54,750	54,750	54,750	54,750	54,750
For Police Firing Range	40,842	34,842	28,842	28,842	22,842
Fund Balance - Transfer - Other Funds	712,858	742,523	694,194	1,475,118	1,479,626

Municipal Court Cash Bond Interest

General Ledger Codes:

04-00-4251-0000

Legal Authority:

Municipal code: Section 130.290

State Statute: 479 & 483.312

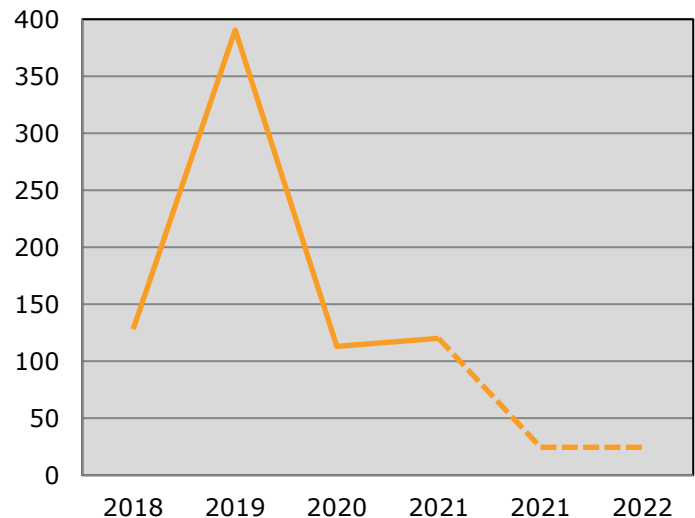
Revenue Description

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
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 Actual	113	-71.06%
2021 Budget	120	6.16%
2021 Projected	25	-84.48%
2022 Adopted	25	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

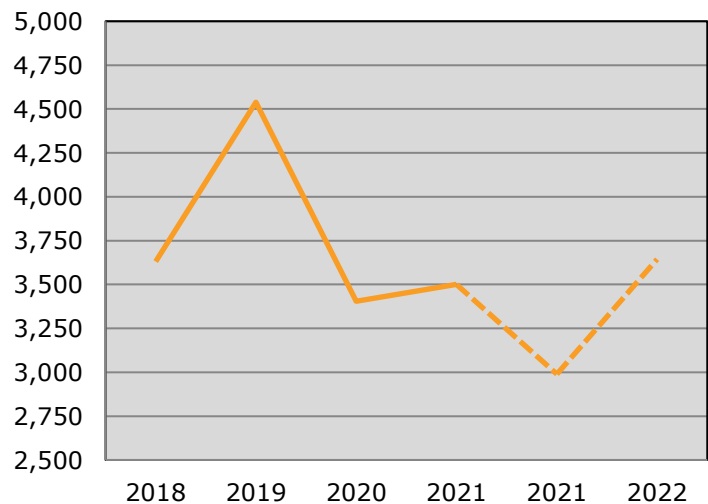
Revenue Description

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
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 Actual	3,404	-24.99%
2021 Budget	3,500	2.82%
2021 Projected	2,989	-15.00%
2022 Adopted	3,644	0.00%

Financial Trend



Interest Revenue

General Ledger Codes:
04-00-4350-0000

Legal Authority:
State Statute: Chapter 82

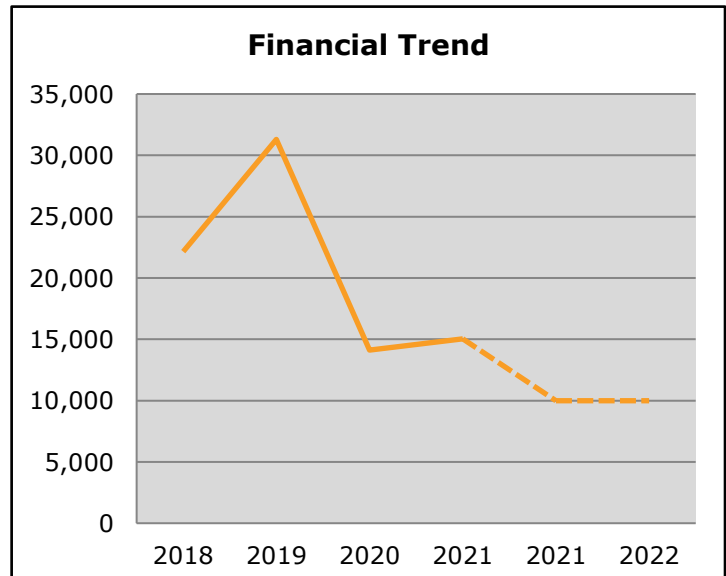
Revenue Description

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.

FY21 revenues are based on current interest rates being earned. FY22 estimated revenue is based on FY21 projected.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	14,118	-54.89%
2021 Budget	15,037	6.51%
2021 Projected	9,988	-35.76%
2022 Adopted	9,988	0.00%



Transfers from General Fund

General Ledger Codes:
04-00-4901-0000

Legal Authority:
Municipal Code: n/a

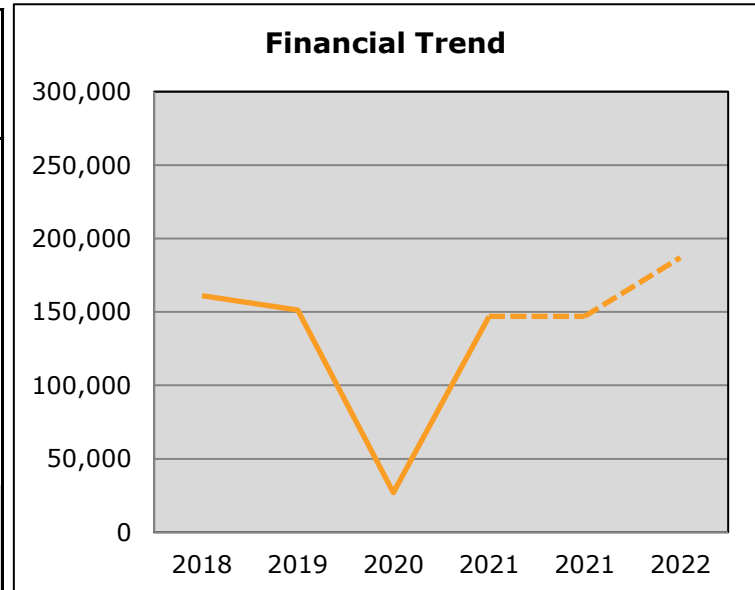
Revenue Description

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 2022:

* Future Citizen Survey	\$ 7,000
* Digital Signage (EI)	\$150,000
* Raymore Marketing Items (EI)	\$ 10,000
* HR Inservice Day(EI)	\$ 20,000

Fiscal Year	Collection	Annual Percentage Change
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 Actual	27,000	-82.14%
2021 Budget	147,000	444.44%
2021 Projected	147,000	0.00%
2022 Adopted	187,000	122.45%



Transfers from Transportation Sales Tax Fund

General Ledger Codes:

04-00-4936-0000

Legal Authority:

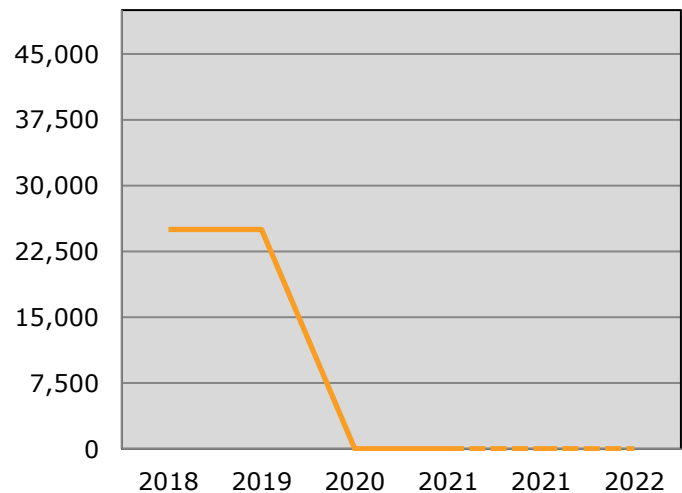
Municipal Code: n/a

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
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 Actual	0	N/A
2021 Budget	0	N/A
2021 Projected	0	N/A
2022 Adopted	0	N/A

Financial Trend



Transfers from Capital Improvement Sales Tax Fund

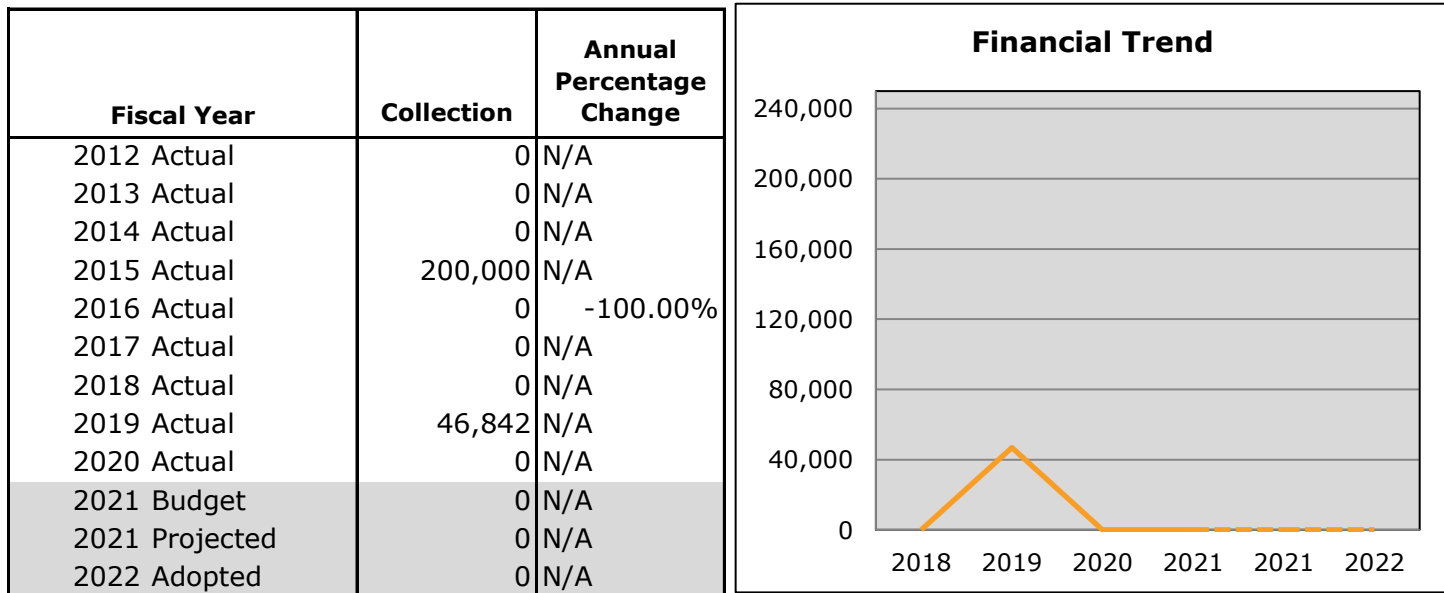
General Ledger Codes: 04-00-4945-0000	Legal Authority: Municipal Code: n/a
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Revenue Description

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 2022 at this time.



Transfers from Parks Sales Tax Fund

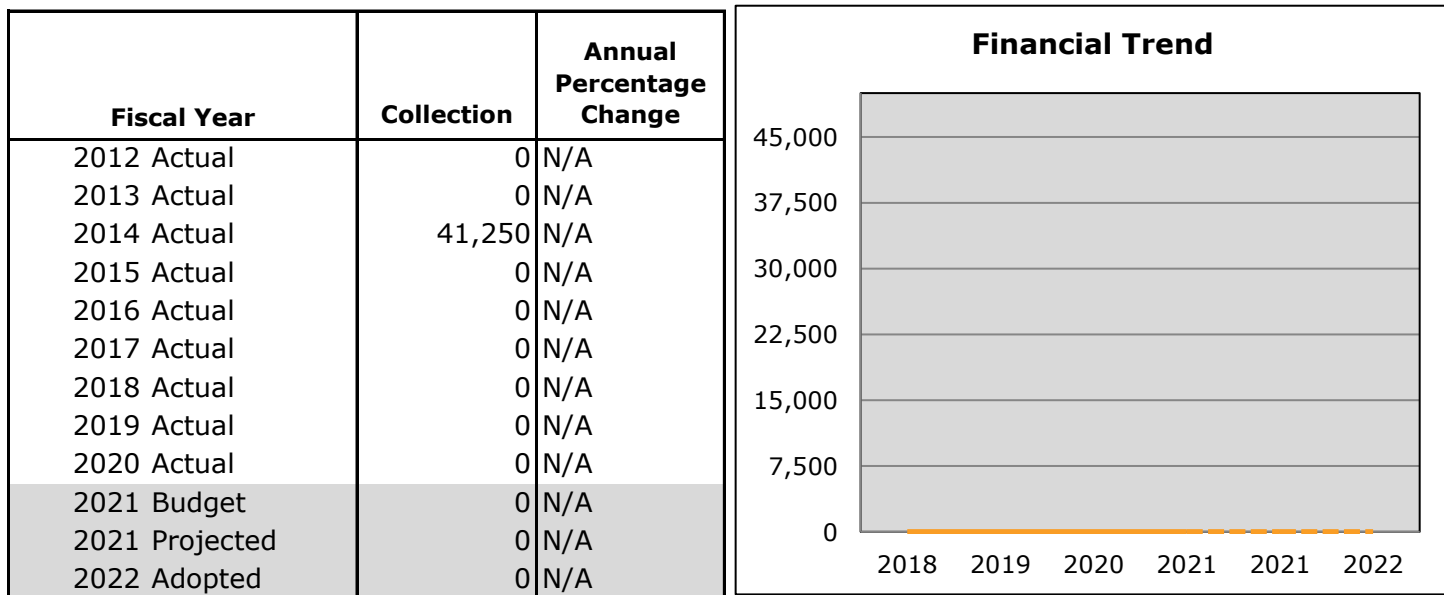
General Ledger Codes: 04-00-4947-0000	Legal Authority: Municipal Code: n/a
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Revenue Description

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.



Transfers from Enterprise Fund

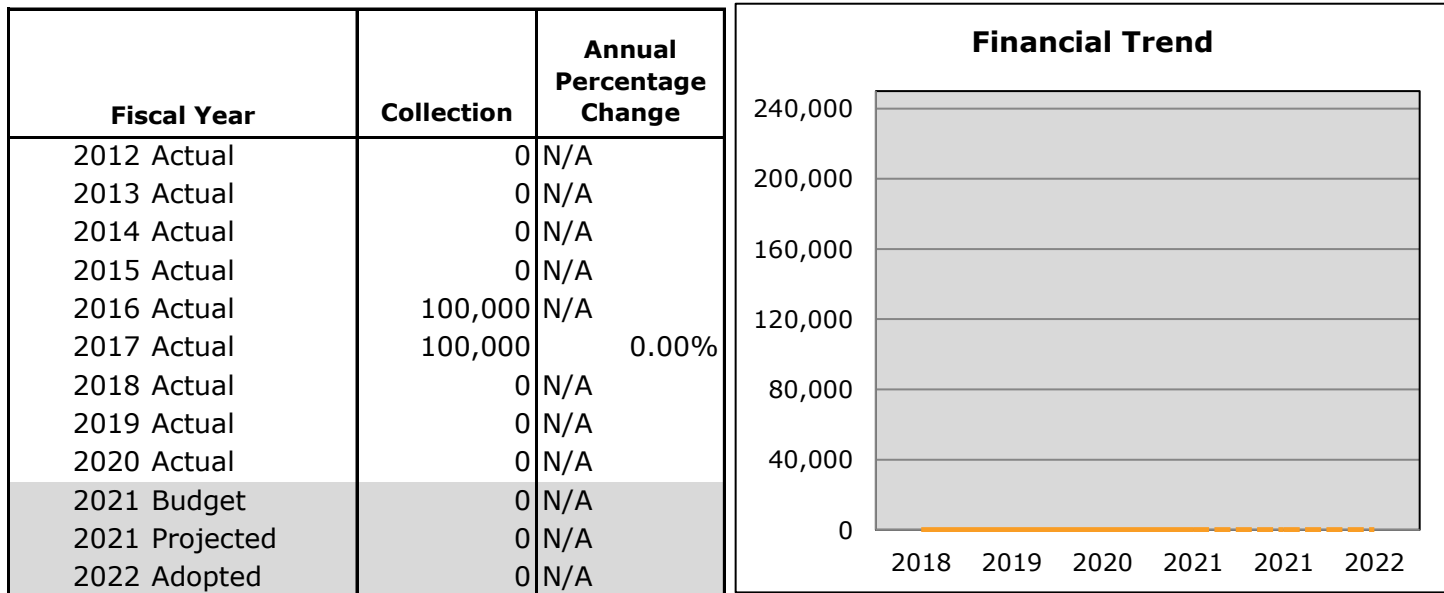
General Ledger Codes: 04-00-4950-0000	Legal Authority: Municipal Code: n/a
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Revenue Description

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 2022 at this time.





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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 2022 Annual Budget.





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City of
**RAYMORE,
MISSOURI**

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

August 16, 2021

**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 2022 and the five-year Capital Improvement Program (CIP) FY 2022 - 2026 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 2022– 2026 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 2021 to FY 2022 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 2022 revenues are based on current receipts, no loss of business and no new business coming on line. Once again this year, these figures are especially conservative estimates 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 2022, it is proposed to allocate the discretionary 20% at 10% to the Park Sales Tax Fund, resulting in a total 50% being allocated to the Park Sales Tax Fund and 10% being allocated to the Stormwater Sales Tax Fund resulting in a total 50% being allocated to the Stormwater Sales Tax Fund.

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 175 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 into them 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 into them 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 2022 CAPITAL BUDGET

The proposed FY 2022 capital budget includes project funding of \$9,422,587 for 27 recommended projects. 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 2022 CAPITAL PROJECT SUMMARY

Buildings & Grounds	\$215,000
Parks	\$393,000
Sewer	\$375,769
Stormwater	\$461,000
Transportation	\$2,623,000
Transportation GO Bond	\$5,205,000
Water	\$149,818
Total	\$9,422,587

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

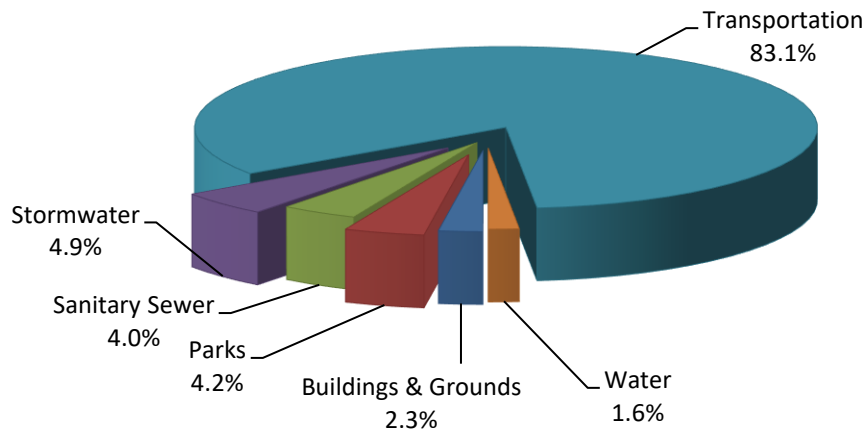
CAPITAL PROJECT SUMMARY

By Type

Type

2022 Funding

Buildings & Grounds	\$	215,000
Parks	\$	393,000
Sanitary Sewer	\$	375,769
Stormwater	\$	461,000
Transportation	\$	7,828,000
Water	\$	149,818
Total:	\$	9,422,587



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.

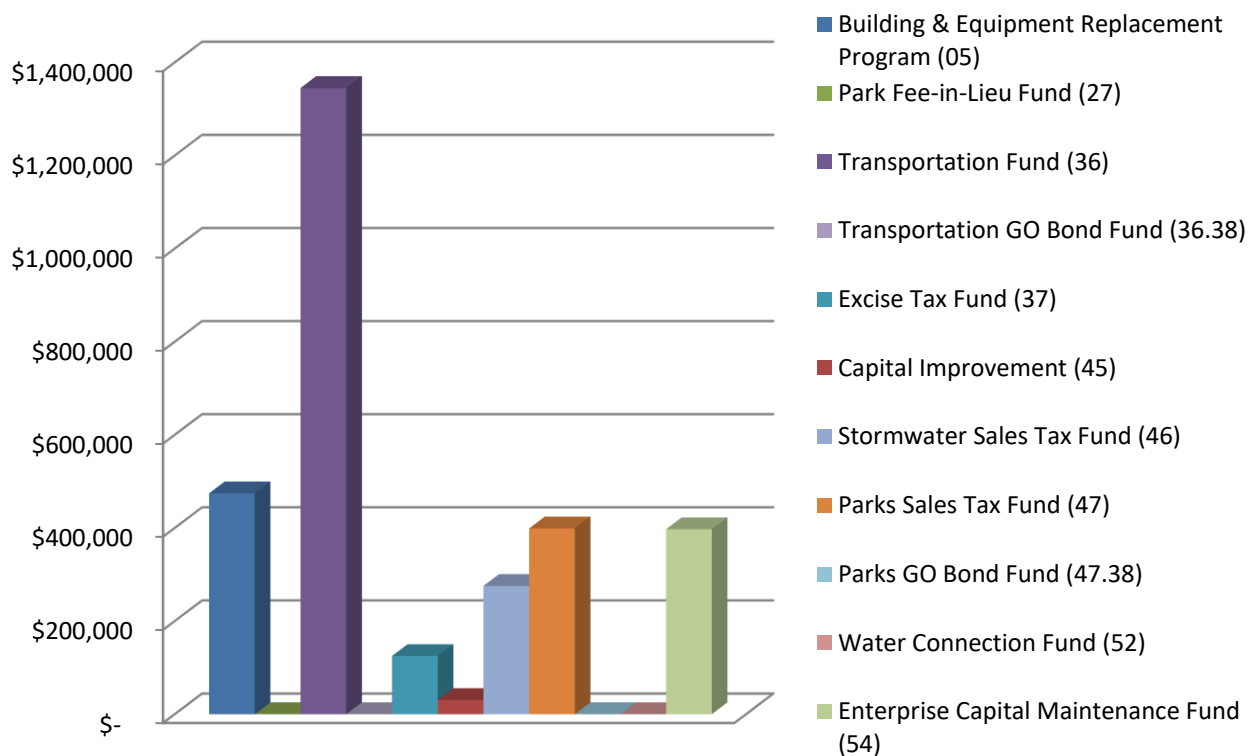
CAPITAL PROJECT SUMMARY

By Funding Source

Source

2022 Funding

Building & Equipment Replacement Program (05)	\$ 215,000
Park Fee-in-Lieu Fund (27)	\$ -
Transportation Fund (36)	\$ 1,555,000
Transportation GO Bond Fund (36.38)	\$ 5,205,000
Excise Tax Fund (37)	\$ 880,000
Capital Improvement (45)	\$ 206,000
Stormwater Sales Tax Fund (46)	\$ 461,000
Parks Sales Tax Fund (47)	\$ 375,000
Parks GO Bond Fund (47.38)	\$ -
Water Connection Fund (52)	\$ -
Sewer Connection Fund (53)	\$ 40,000
Enterprise Capital Maintenance Fund (54)	\$ 485,587
Total:	\$ 9,422,587



Raymore funding for capital projects comes from a variety of sources, but generally falls into one of the categories above.

FY 2022 CAPITAL PROJECTS

The following projects are included in the proposed Capital Improvement Program (CIP) with funding requested in FY 2022 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

Facility Use & Space Analysis	\$ 90,000
Public Works Lobby Security Enhancements	\$ 75,000
Garage Door Replacement & Repair	\$ 35,000
City Hall South Parking Lot Lighting	\$ 15,000
	\$ 215,000

Parks

Recreation Park Playground Replacement - Age 2-5	\$ 150,000
Skate Park	\$ 225,000
Centerview Video Equipment Upgrade	\$ 18,000
	\$ 393,000

Sanitary Sewer

Creekmoor Odor & Corrosion Control	\$ 40,000
Sanitary Sewer Inflow & Infiltration Reduction	\$ 135,769
Mazuma Force Main Replacement	\$ 200,000
	\$ 375,769

Stormwater

Annual Curb Replacement Program	\$ 200,000
Country Lane Stormwater Repairs	\$ 35,000
Bridge/Culvert Cleaning & Repairs	\$ 76,000
Stormwater Culvert Rehabilitation	\$ 150,000
	\$ 461,000

Transportation

Annual Curb Replacement Program	\$ 400,000
Annual Street Preservation Program	\$ 800,000
Right of Way Infrastructure Repairs	\$ 150,000
Roadside Trail Maintenance	\$ 25,000
GO Bond Kurzweil Road	\$ 1,103,000
GO Bond I49/58Hwy	\$ 3,000,000
GO Bond Street Lights	\$ 1,102,000
Curb Ramp Repair & Replacement	\$ 50,000
OGL Traffic Signal Upgrades	\$ 10,000
Sidewalk Gap Program	\$ 100,000
Lucy Webb Road Pedestrian Beacon	\$ 12,000
Maintenance of Thoroughfare Routes	\$ 200,000
North Cass Pkwy/Dean Ave Traffic Signal & Intersection Improvements	\$ 680,000
EI Pedestrian Crossing - Lucy Webb	\$ 16,000
EI Median at Kentucky & 58 Hwy	\$ 150,000
EI Foxridge Drive Street Modifications	\$ 30,000
	\$ 7,828,000

Water

Hydrant Replacement	\$ 149,818
	\$ 149,818

Grand Total: **\$ 9,422,587**

Capital Improvement Program by Funding Source and Project - 5 Year Summary

By Fund

	2021-22	2022-23	2023-24	2024-25	2025-26
Building & Equipment Replacement Program (05)					
Facility Use & Space Analysis	\$ 90,000				
Public Works Lobby Security Enhancements	\$ 75,000				
Garage Door Replacement & Repair	\$ 35,000				
City Hall South Parking Lot Lighting	\$ 15,000				
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
Roadside Trail Maintenance	\$ 25,000				
EI Median at Kentucky & 58 Hwy	\$ 150,000				
EI Foxridge Drive Street Modifications	\$ 30,000				
Transportation GO Bond Fund (36.38)					
GO Bond Kurzweil Road	\$ 1,103,000				
GO Bond I49/58Hwy	\$ 3,000,000				
GO Bond Street Lights	\$ 1,102,000				
Excise Tax Fund (37)					
Maintenance of Thoroughfare Routes	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
North Cass Pkwy/Dean Ave Traffic Signal & Intersection Improvement	\$ 680,000				
Capital Improvement Fund (45)					
Curb Ramp Repair & Replacement	\$ 50,000				
OGL Traffic Signal Upgrades	\$ 10,000				
Sidewalk Gap Program	\$ 100,000				
Lucy Webb Road Pedestrian Beacon	\$ 12,000				
Centerview Video Equipment Upgrade	\$ 18,000				
EI Pedestrian Crossing - Lucy Webb	\$ 16,000				
Stormwater Sales Tax Fund (46)					
Annual Curb Replacement Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Country Lane Stormwater Repairs	\$ 35,000				
Bridge/Culvert Cleaning & Repairs	\$ 76,000				
Stormwater Culvert Rehabilitation	\$ 150,000				
Park Sales Tax Fund (47)					
Recreation Park Playground Replacement - Age 2-5	\$ 150,000				
Skate Park	\$ 225,000				
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	
T.B. Hanna Park Landscaping Earthwork					\$ 375,000
Park GO Bond Fund (47.38)					
(no projects scheduled)					
Water Connection Fee Fund (52)					
(no projects scheduled)					
Sewer Connection Fund (53)					
Creekmoor Odor & Corrosion Control	\$ 40,000				
Enterprise Cap. Maint Fund (54)					
Sanitary Sewer Inflow and Infiltration Reduction	\$ 135,769	\$ 139,164	\$ 142,643	\$ 146,209	\$ 149,864
Hydrant Replacement	\$ 149,818	\$ 152,814	\$ 155,871	\$ 158,988	\$ 162,168
Mazuma Force Main Replacement	\$ 200,000				
Total Projects by Fiscal Year	\$ 9,422,587	\$ 2,391,978	\$ 2,398,514	\$ 2,430,197	\$ 2,437,032

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 2022 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	2021-22	2022-23	2023-24	2024-25	2025-26
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	\$ 6,360
Recreation Park Ballfield Lights		\$ 150	\$ 150	\$ 150	\$ 150
Recreation Park Baseball Complex Scoreboards		\$ 350	\$ 350	\$ 350	\$ 350
Total Park Fund	\$ -	\$ (3,680)	\$ (6,860)	\$ (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)	\$ (37,230)	\$ (40,410)	\$ (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	2022 Budget	Total Available
Facility Use & Space Analysis	0	0	0	\$90,000	\$90,000
Public Works Lobby Security Enhancements	0	0	0	\$75,000	\$75,000
Garage Door Replacement & Repair	0	0	0	\$35,000	\$35,000
City Hall south parking lot lighting	0	0	0	\$15,000	\$15,000
Total	0	0	0	\$215,000	\$215,000

Facility Use & Space Analysis

Cost (total): \$90,000

After nearly 20 years, City Hall has reached capacity. As the City continues to grow a 2020 staffing study indicates that more staff will be needed in the Police, Public Works and Parks maintenance departments. This study would look at our current space and staffing needs and would develop a true needs assessment on what future space the City will need to house, support and continue operations as we bring on more staff. This study would also eliminate any guess or estimate an architect would need to make when designing a future expansion of the Police Department as the need arises.

Operating Cost: No anticipated additional costs.



Public Works Lobby Security Enhancements

Cost (total): \$75,000

The Public Works lobby currently allows for free access to all offices, workspaces and break rooms. This project would install two security doors at the front desk and install security windows to create a secure access point for any members of the public who come to the Public Works Facility. A safe and secure workplace is critical for all employees. This security enhancement will mimic the same security at City Hall and other facilities.

Operating Cost: No anticipated additional costs.

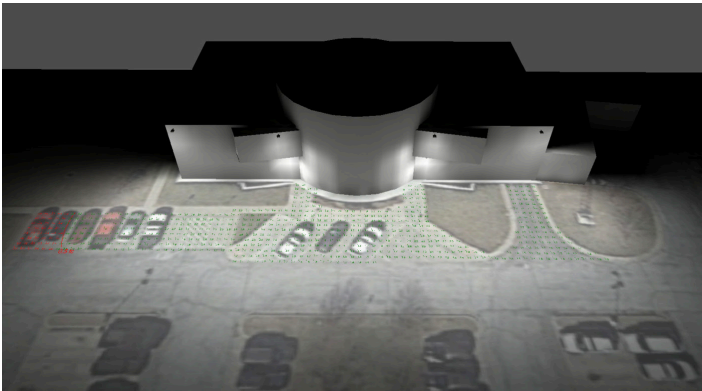


Garage Door Replacement & Repair

Cost (total): \$35,000

The garage doors at the Public Works facility and Police Department are in need of significant repairs and replacement. Staff has been making repairs to ensure they continue to function, but an inspection and overhaul of all garage doors is needed.

Operating Cost: No anticipated additional costs.



City Hall South Parking Lot Lighting

Cost (total): \$15,000

The rear parking lot is in need of additional lighting for both safety and to enhance the Parks & Recreation improvements to the plaza area.

Operating Cost: No anticipated additional costs.



B.E.R.P. (05)

Building & Equipment Replacement Program

Fund Balance Beginning of Year	2019-20		2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-26 Projected
	Actual	Actual							
Revenue									
Transfer In - from Restricted Revenue Fund									
Transfer In - from VERP fund									
Transfer In - from General Fund			54,695	54,695	-				
Transfer In - from Enterprise Fund									
Transfer In - from Capital Improvement Fund	34,477	139,506	141,030	141,644	148,068	137,430	137,430	137,430	137,430
Interest Revenue	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	33,994	10,389	9,934	9,934	9,934	5,879	7,704	9,542	11,395
Total Revenue	168,471	249,895	305,659	306,273	258,002	243,309	245,134	246,972	248,825
Total Fund Bal & Revenues	1,352,872	616,522	813,513	803,346	998,874	1,027,183	1,272,317	1,519,289	1,768,114
Expenditures									
Misc									
Capital Outlay									
City Hall LED Lighting Upgrades									
Public Works LED Lighting Upgrades		(671)							
Executive Conference Room Chairs - complete									
Parks Maintenance Facility Door Access System	8,400								
City Hall Roof Replacement									
Dude Solutions		12,300							
Police C13KC - Technician Relay		512							
Capital Projects (Budgeted / reconciled)									
Public Works Facility Roof Repair		(4,332)							
City Hall Phone System		1,147							
City Hall Front Entry Repair		(22,690)							
City Hall Lobby Modifications		(15,229)							
Police Squad Room Renovation	(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	(43,446)		34,679					
Facility Duress/Fire System		6,587							
City Hall / Police Dept Parking Lot Repair		20,000							
Exterior Door Repair & Replacement - City Hall/PD		4,012							
City Hall Sidewalk Replacement & Repair & Tower Improvement		140,000							
Radiant Heaters		40,000							
Public Works Door Access System			20,000	20,000					
Centerview Interior Wood Refinish				7,794					
Facility Use & Space Analysis					90,000				
Public Works Lobby Security Enhancements					75,000				
Garage Door Replacement & Repair					35,000				
City Hall South Parking Lot Lighting					15,000				
Total Expenditures				62,473	215,000				
	986,245	119,449	20,000			-	-	-	-
Available Fund Balance	366,627	497,073	793,513	740,873	783,874	1,027,183	1,272,317	1,519,289	1,768,114

Interest Revenue

General Ledger Codes:

05-00-4350-0000

Legal Authority:

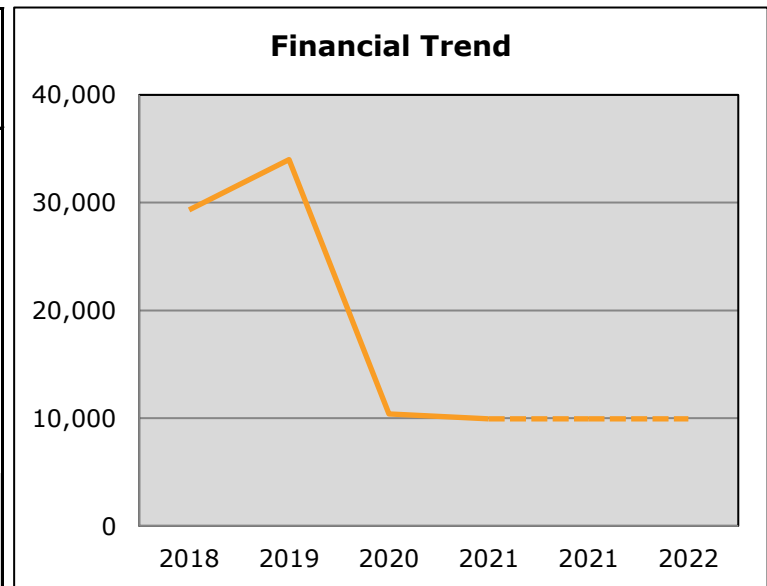
State Statute: Chapter 82

Revenue Description

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

FY21 revenues are based on current fund balance at current interest rates being earned. FY22 is based on FY21.

Fiscal Year	Collection	Annual Percentage Change
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	33,994	15.90%
2020 Actual	10,389	-69.44%
2021 Budget	9,934	-4.38%
2021 Projected	9,934	-4.38%
2022 Adopted	9,934	0.00%



Transfer from General Fund

General Ledger Codes: 05-00-4901-0000	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;

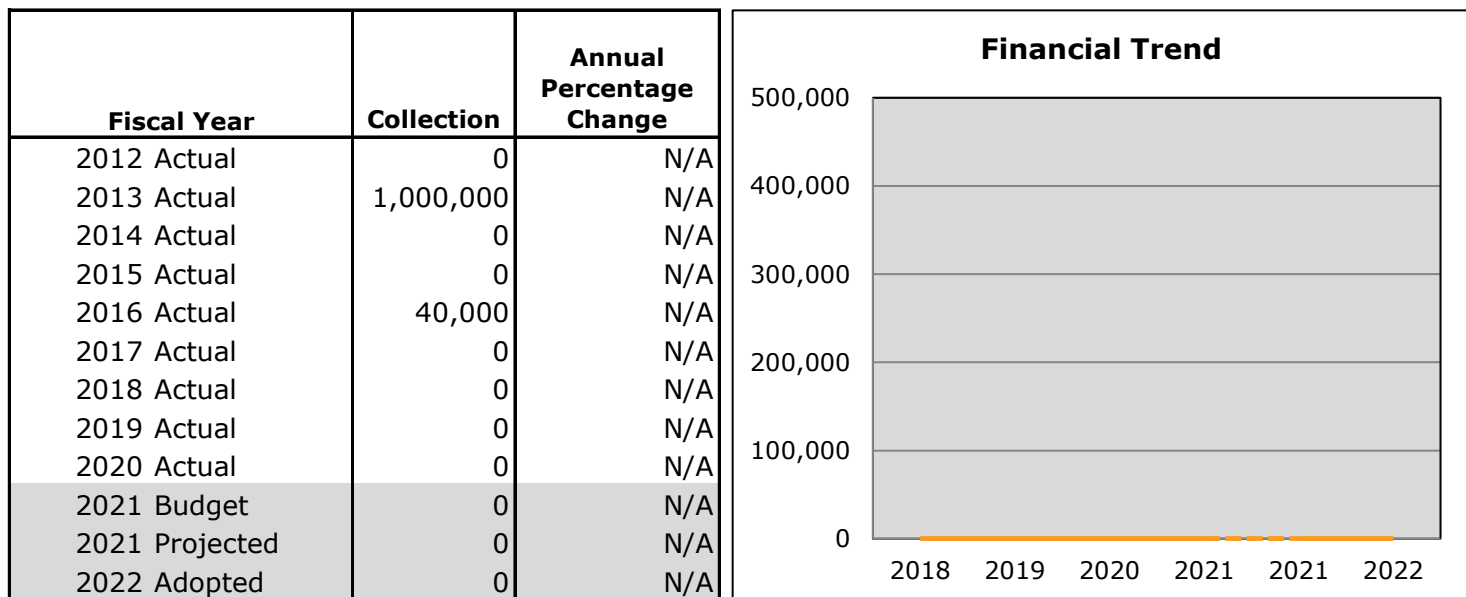
FY2013

\$1,000,000 Future Civic Center Reserve

FY2016

\$40,000 Speakers and Microphone Floor Connections in the Council Room

No transfers are budgeted for FY22.



Transfer from VERP Fund

General Ledger Codes: 05-00-4903-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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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

No transfers are budgeted for FY22.

Fiscal Year	Collection	Annual Percentage Change	Financial Trend			
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 Actual	0	N/A				
2021 Budget	54,695	#DIV/0!				
2021 Projected	54,695	#DIV/0!				
2022 Adopted	0	N/A				

Transfer from Capital Improvement Sales Tax Fund

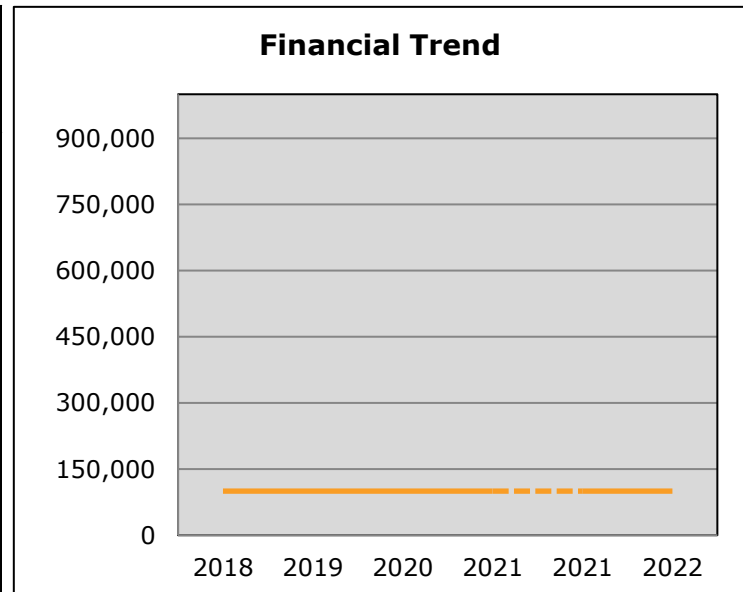
General Ledger Codes: 05-00-4945-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

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. FY22 transfer is estimated to remain the same.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	100,000	0.00%
2021 Budget	100,000	0.00%
2021 Projected	100,000	0.00%
2022 Adopted	100,000	0.00%



Transfer from Enterprise Fund

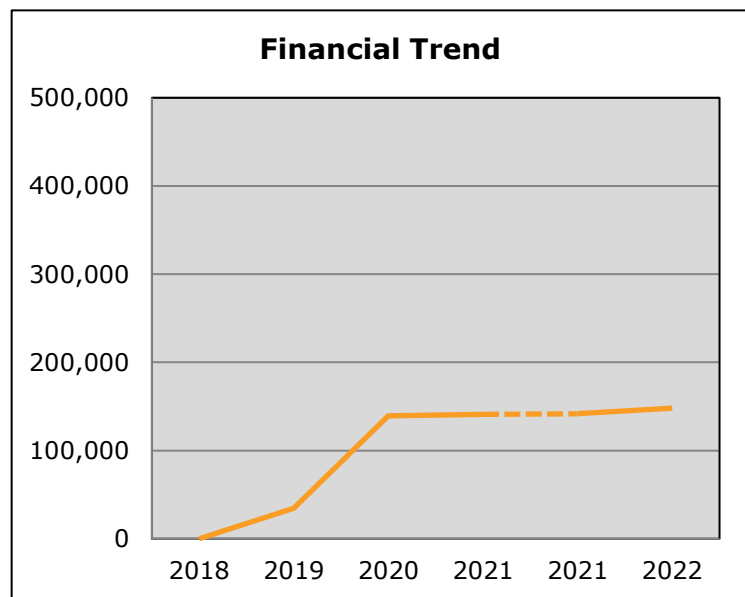
General Ledger Codes:
05-00-4950-0000

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
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	#DIV/0!
2020 Actual	139,506	304.64%
2021 Budget	141,030	1.09%
2021 Projected	141,644	1.53%
2022 Adopted	148,068	0.00%





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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 (27)

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-2026 Projected
Fund Balance Beginning of Year	45,790	57,568	72,812	74,074	98,588	129,001	159,686	191,771	225,188
Revenue									
Fees & Permits									
<i>Park Fee In Lieu</i>									
Intergovernmental	9,053	15,607	16,855	23,597	29,496	29,717	30,089	30,540	31,304
Interest	2,725	899	917	917	917	968	1,996	2,877	5,630
Total Revenue	11,778	16,506	17,772	24,514	30,413	30,685	32,085	33,417	36,933
Total Fund Bal & Revenues	57,568	74,074	90,584	98,588	129,001	159,686	191,771	225,188	262,121
Expenditures									
Park Land Purchase									
Park Land Purchase									
Total Expenditures	-	-	-	-	-	-	-	-	-
Fund Balance (Gross)	57,568	74,074	90,584	98,588	129,001	159,686	191,771	225,188	262,121
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	57,568	74,074	90,584	98,588	129,001	159,686	191,771	225,188	262,121

Park Fee in Lieu

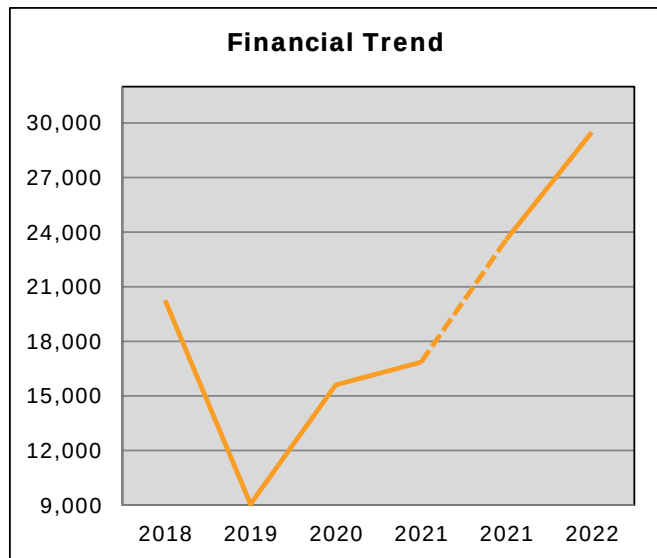
General Ledger Codes: 27-00-4705-0000	Legal Authority: Municipal code: Section 445.040
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Revenue Description

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.

FY22 revenues are conservatively based on the average fee assessed using 175 new homes.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	15,607	72.39%
2021 Budget	16,855	8.00%
2021 Projected	23,597	51.20%
2022 Adopted	29,496	125.00%





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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.

- A Cass County Road and Bridge Property Tax is assessed to the residents of Cass County Missouri then distributed to the municipalities.

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.

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	2022 Budget	Total Available
2022 Curb Replacement	0	0	0	\$400,000	\$400,000
2022 Street Preservation	0	0	0	\$800,000	\$800,000
Right-of-way Infrastructure Repairs	0	0	0	\$150,000	\$150,000
Roadside Trail Maintenance	0	0	0	\$25,000	\$25,000
Council Added Expansion: Median at Kentucky Road & 58 Highway	0	0	0	\$150,000	\$150,000
Council Added ExpansionFoxridge Drive Street Modifications	0	0	0	\$30,000	\$30,000
Total	0	0	0	\$1,555,000	\$1,555,000



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.



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.

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.

Transportation (36)

	2017-18		2018-19		2019-20	2020-21	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	Actual	Actual	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected	Projected
Fund Balance													
Beginning of Year	229,363	288,020	198,330	198,330	198,330	183,007	96,392	332,662	426,387	561,958	719,807	902,172	
Revenue													
Taxes													
Transportation Sales Tax	1,244,219	1,272,482	1,362,285	1,362,285	1,362,285	1,291,786	1,420,689	1,434,896	1,449,245	1,463,737	1,478,375	1,493,158	
Cass R&B Sales Tax	212,368	213,158	218,704	218,704	218,704	218,704	233,536	233,536	235,871	238,820	242,402	248,462	
Cass R&B Property Tax	169,204	176,043	187,926	187,926	187,926	187,926	164,545	164,545	166,190	168,268	170,792	175,062	
Interest	10,076	16,663	5,478	5,478	5,478	5,748	5,748	5,748	4,264	7,024	10,797	22,554	
Grant Funding - MARC - Foxridge Sidewalk			0	0	0	0	95,493	0					
Transfers In from Restricted Revenue Fund	150,000	33,000	0	0	0	0	0	0					
Transfers In from General Fund	62,220	0	0	0	0	0	0	180,000					
Total Revenue	1,785,867	1,711,345	1,774,393	1,774,393	1,774,393	1,704,164	1,920,011	2,018,725	1,855,570	1,877,849	1,902,366	1,939,236	
Total Fund Bal & Revenues	2,015,230	1,999,365	1,972,724	1,972,724	1,972,724	1,887,171	2,016,402	2,351,387	2,281,958	2,439,807	2,622,172	2,841,409	
Expenditures													
General Fund Transfer													
Excise Tax Transfer													
Restricted Revenue Transfer													
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	400,000	400,000	400,000	
Street Preservation	699,333	800,000	800,000	800,000	800,000	800,000	736,309	800,000	800,000	800,000	800,000	800,000	
Right of Way Infrastructure Repairs	90,679	150,000	108,332	108,332	108,332	150,000	150,000	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	8,000												
Lucy Webb Roundabout Additional Lighting	12,000												
Permeable Pavers Crosswalks	62,220												
Shadewood Settlement Investigation		15,000											
Foxridge Sidewalk (Drake to Creekmoor Dr)			180,000	180,000	180,000		(62,569)						
Operation Green Light - Additional Cameras			6,000	6,000	6,000								
Falcon & Condor Cul-de-sacs						65,000	65,000						
Roadside Trail Maintenance						25,000	25,000	25,000					
EI Median at Kentucky & 58 Hwy								150,000					
EI Foxridge Drive Street Modifications								30,000					
Total Expenditures	1,727,211	1,801,035	1,876,332	1,876,332	1,876,332	1,810,000	1,683,740	1,925,000	1,720,000	1,720,000	1,720,000	1,720,000	
Fund Balance (Gross)	288,020	198,330	96,392	96,392	96,392	77,171	332,662	426,387	561,958	719,807	902,172	1,121,409	
Less: Reserve Balance ()						-	-	-	-	-	-	-	
Available Fund Balance	288,020	198,330	96,392	96,392	96,392	77,171	332,662	426,387	561,958	719,807	902,172	1,121,409	

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

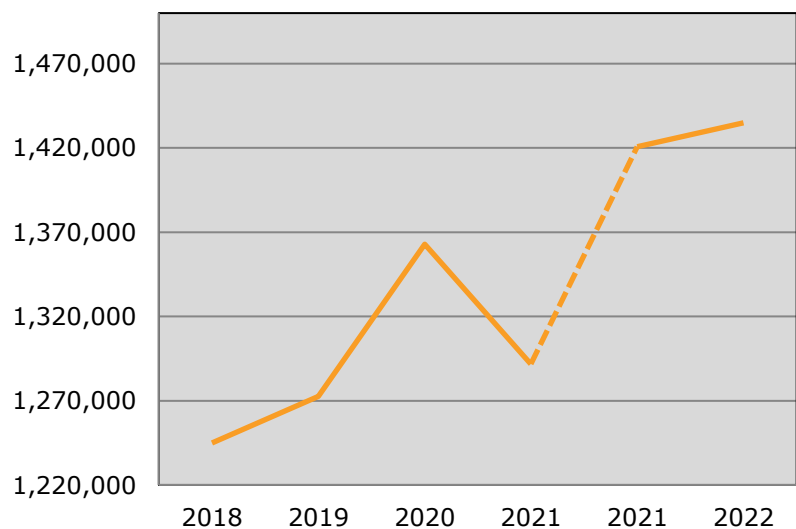
Transportation Sales Tax – A tax of one-half of one percent (0.5%) is collected by the City for transportation-related purposes, which according to statute may include construction, repair and maintenance of streets and bridges, acquisition of land, right-of-way purchases, and related debt retirement.

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 FY21 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY22 revenue is conservatively based on FY21 projections plus 1%.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	1,362,885	7.10%
2021 Budget	1,291,786	-5.22%
2021 Projected	1,420,689	4.24%
2022 Adopted	1,434,896	0.00%

Financial Trend



Cass County 1/4 Cent Road and Bridge Sales Tax

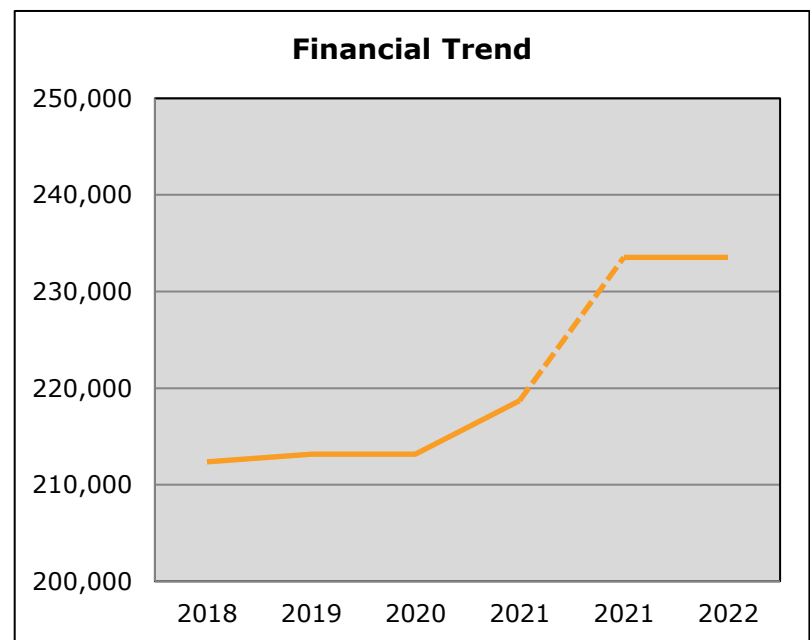
General Ledger Codes: 36-00-4475-0000	Legal Authority: Municipal Code: n/a State Statute: n/a
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Revenue Description

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
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 Actual	213,158	0.00%
2021 Budget	218,704	2.60%
2021 Projected	233,536	9.56%
2022 Adopted	233,536	0.00%



Cass County Road and Bridge Property Tax

General Ledger Codes:
36-00-4145-0000

Legal Authority:
Municipal Code: n/a
State Statute: 137.556

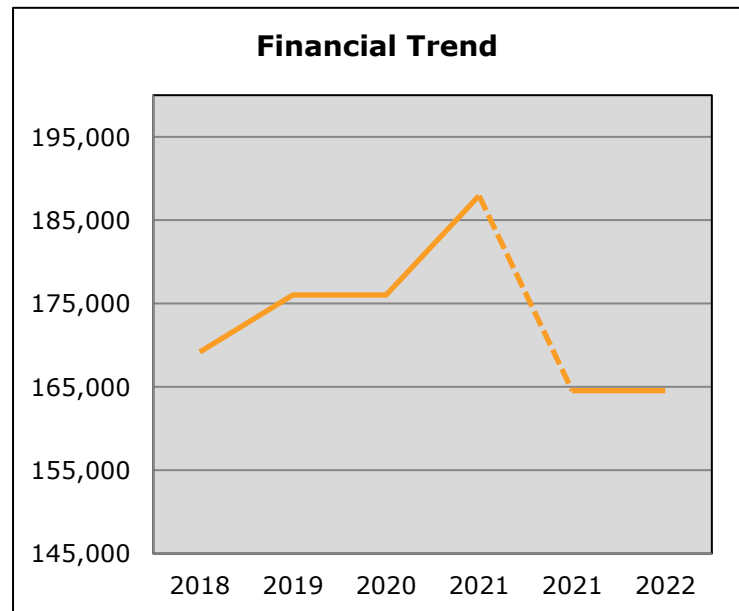
Revenue Description

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 2022 estimate is based on the FY 2021 projected amount.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	176,043	0.00%
2021 Budget	187,926	6.75%
2021 Projected	164,545	-6.53%
2022 Adopted	164,545	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;

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

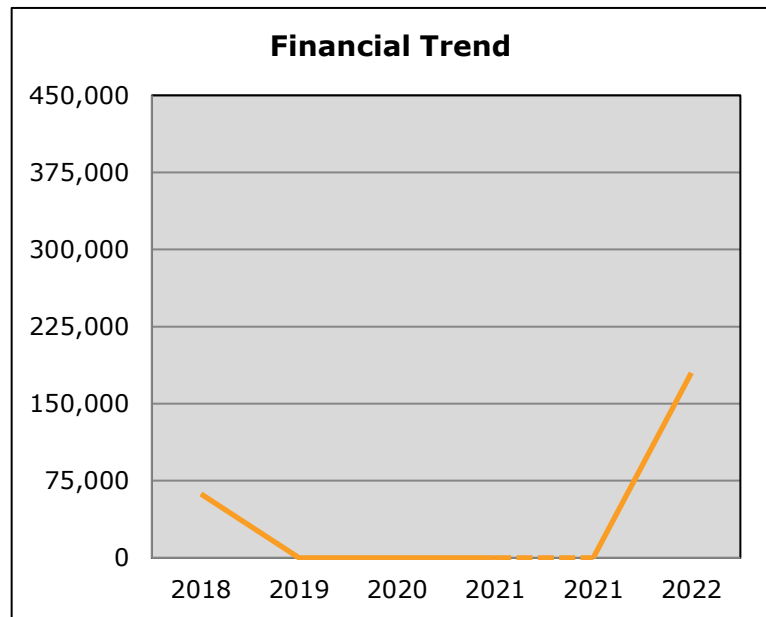
\$62,220 Permeable Paver Crosswalk (additional funding)

FY2022

\$150,000 EI Median at Kentucky & 58Hwy

\$ 30,000 EI Foxridge Drive Street Modifications

Fiscal Year	Collection	Annual Percentage Change
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	N/A
2019 Actual	0	N/A
2020 Actual	0	N/A
2021 Budget	0	N/A
2021 Projected	0	N/A
2022 Adopted	180,000	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;

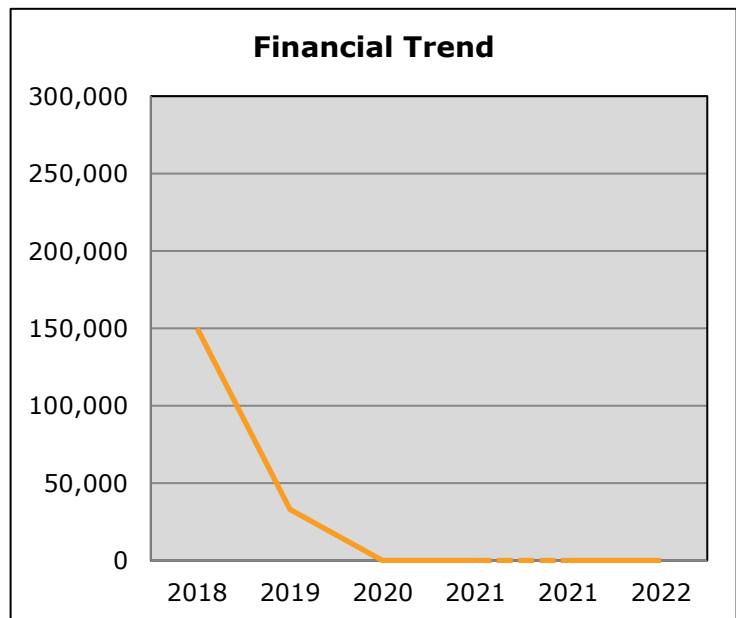
FY2016-2018

\$150,000 Pavement Management

FY2019

\$33,000 Pavement Management

Fiscal Year	Collection	Annual Percentage Change
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 Actual	0	N/A
2021 Budget	0	N/A
2021 Projected	0	N/A
2022 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.

Johnston Drive. Additionally, voters also approved of funding for additional streetlights. This approved value was issued in three separate bond sales.

REVENUES

Revenues are received through the issuance of voter approved bonds specifically designated for street improvements. In August 2020, residents voted to approve the issuance of \$17,575,000 for the purpose of acquiring right-of-way, and constructing, extending and improving streets and roads within the city including, without limitation, improving and widening Ward Road, resurfacing of Kurzweil and extension of

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2022 Budget	Total Available
Ward Road reconstruction	\$4,543,000	0	\$4,543,000	0	\$4,543,000
Sunset Lane/163rd Street	\$5,750,000	0	\$5,750,000	0	\$5,750,000
Johnston Drive Extension	\$520,000	0	\$520,000	0	\$520,000
Kurzweil Road	\$1,247,000	0	\$1,247,000	\$1,103,000	\$2,350,000
I-49/58 Highway	0	0	0	\$3,000,000	\$3,000,000
Street Lights	0	0	0	\$1,102,000	\$1,102,000
Total	\$12,060,000	0	\$12,060,000	\$5,205,000	\$17,265,000



Ward Road reconstruction

Cost (total) \$4,543,000

This project will completely reconstruct Ward Road from 58 Highway to 163rd Street, adding turn lanes at major intersections, as well as sidewalks and trails.

Project design: Complete

Current work: Acquisition of property for right-of-way needs

Project goes out to bid: Anticipated January 2022

Project groundbreaking: March 2022

Anticipated project completion: Fall 2022

While staff had hoped to start construction Summer 2021, MoDOT's MO Route 291 bridge replacement at Lake Winnebago diverted extra traffic to Ward Road. Rather than start the project later in the summer after the bridge replacement and have to stop during the winter, which leads to adverse cost impacts, staff revised the schedule to go out to bid by January of 2022, with anticipated construction beginning in March and wrapping up in fall of the same year.

Additional factors that led to moving construction:

Everygy will replace an existing power pole near the Water District 3 driveway with a steel pole, which will eliminate several guy wires currently in the way of the designated trail location.

Conflicts with existing water main pipes are now a non-issue since Water District 3 intends to upgrade the current water main from a 6-inch to 8-inch pipe to support development in the area. The district will incorporate the water main upsizing into our project, so the City will bid out the project and work out a reimbursement agreement with the water district.

Operating Cost: None



Sunset Lane/163rd Street

Cost (total) \$5,750,000

This project would construct a minor collector street from north of 58 Highway to 163rd Street and complete the connection between the future Sunset extension and 163rd street to the west.

Operating Cost: None



Johnston Drive Extension

Cost (total) \$600,000

This project extends Johnston Drive to Outer Road/Harmon Drive. This final extension of Johnston Parkway will open needed connections to relieve congestion from 58 Highway, while still allowing residents to access their neighborhoods and Outer Road/Harmon Drive. (Voters approved \$520,000 in the 2020 GO Bond, but \$80,000 was already allocated by Council for the project.)

Operating Cost: None

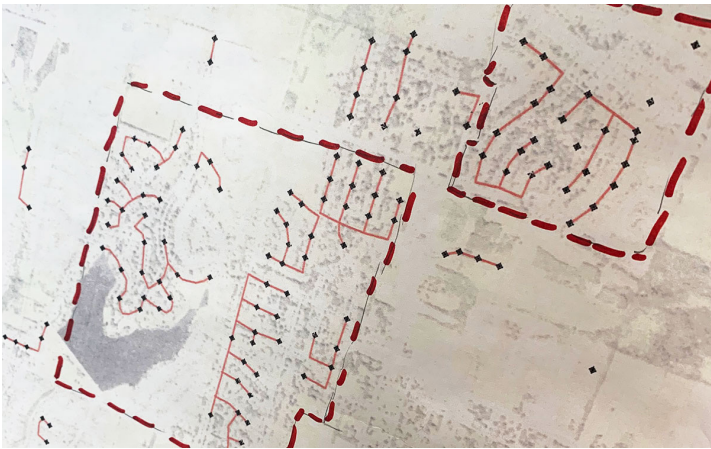


Kurzweil Road reconstruction

Cost (total) \$2,350,000

This project would completely reconstruct Kurzweil Road and add turn lanes at major intersections from 58 Highway to 155th Street. This would also raise the street out of the floodplain.

Operating Cost: None

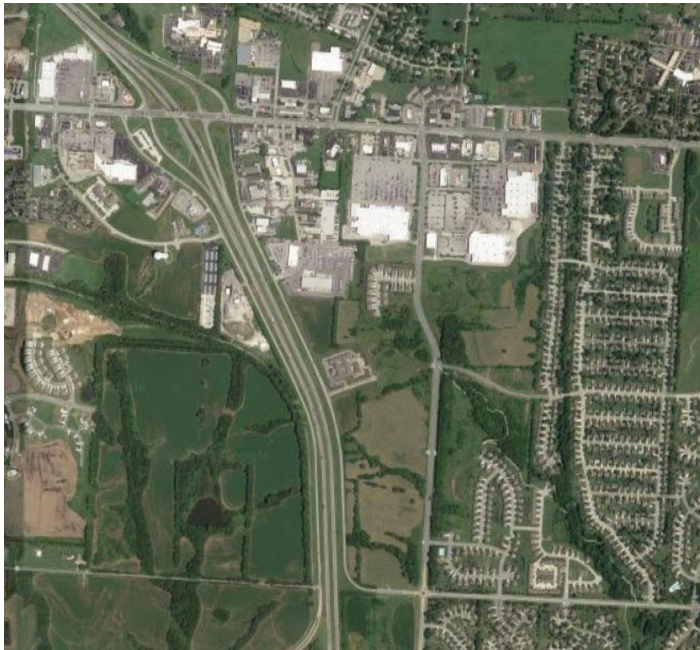


Street Lights

Cost (total) \$1,102,000

This project would add missing street lights to the Silver Lake and Heritage Hills neighborhoods.

Operating Cost: None



I-48/58 Highway

Cost (total) \$3,000,000

In partnership with MoDOT, City of Belton and Cass County, this project would authorize a portion of the matching funds for a \$25 million US Dept. of Transportation BUILD grant that would be used to widen I-49 from 155th Street to North Cass Parkway. Though the interchange is located in Belton, thousands of Raymore residents use I-49. Belton and Cass County are also contributing funds for the matching portion of the grant.

Operating Cost: None





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Transportation GO Bond Funds (36.38)

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-2026 Projected
Fund Balance									
Beginning of Year	335,555	346,391	346,391	144,489	775,225	1,085,225	1,086,310	1,087,397	1,088,484
Revenue									
2020 Bond Proceeds									
2021 Bond Proceeds - estimated				7,685,077					
2022 Bond Proceeds - estimated				5,070,000					
Interest	10,837	3,395			5,515,000	1,085	1,086	1,087	1,088
Total Revenue	10,837	3,395	-	12,755,077	5,515,000	1,085	1,086	1,087	1,088
Total Fund Bal & Revenues	346,391	349,786	346,391	12,899,566	6,290,225	1,086,310	1,087,397	1,088,484	1,089,573
Expenditures									
Debt Service									
Misc.				64,341					
Capital Projects (Budgeted / reconciled)									
58 Highway Rehabilitation - complete									
Foxridge Drive Extension - complete									
Kentucky Road Relocation - complete		205,297							
Johnston Drive - Dean to Darrowby - complete									
Ward Road				4,543,000					
Sunset Lane/163rd Street				5,750,000					
Johnston Drive Extension				520,000					
Kurzweil Road				1,247,000	1,103,000				
149/58Hwy					3,000,000				
Street Lights					1,102,000				
Total Expenditures	-	205,297	-	12,124,341	5,205,000	-	-	-	-
Fund Balance (Gross)	346,391	144,489	346,391	775,225	1,085,225	1,086,310	1,087,397	1,088,484	1,089,573
Less: Restricted Balance ()			-	-	-	-	-	-	-
Available Fund Balance	346,391	144,489	346,391	775,225	1,085,225	1,086,310	1,087,397	1,088,484	1,089,573

Fund Balance Reconciliation:
 Remaining Available Funds 2016/2017 GO Bond Issue 144,489
 Unallocated 2020 Approved GO Bonds 310,000
 2020 GO Bond Premium 630,736
Available Fund Balance 1,085,225



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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 \$XXX,XXX proposed in FY 2022 from single-family housing starts is based upon 150 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.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2022 Budget	Total Available
Maintenance of Thoroughfare Routes	0	0	0	\$200,000	\$200,000
North Cass Pkwy/Dean Ave Traffic Signal & Intersection Improvements	0	0	0	\$680,000	\$680,000
Total	0	0	0	\$880,000	\$880,000

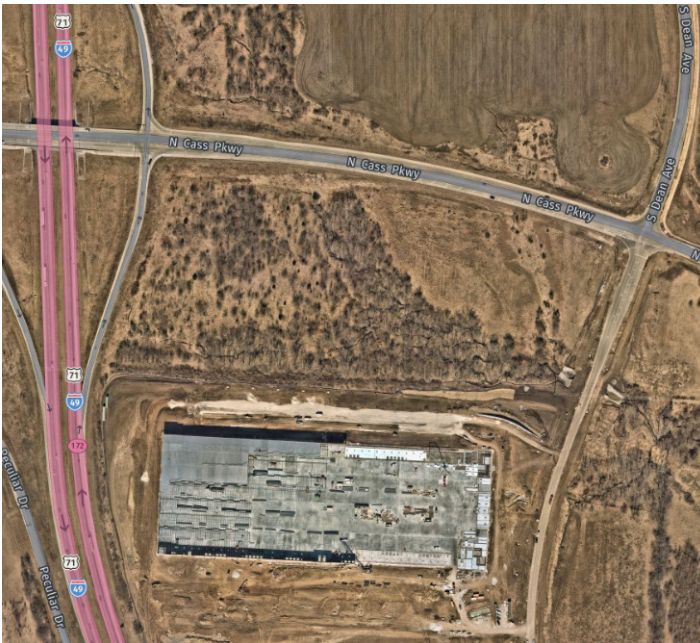
PROJECTS

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 pavement, as well as improves the safety and aesthetics of the system.



North Cass Pkwy/Dean Ave. Traffic Signal & Intersection Improvements

Cost (total) : \$680,000

This project involves the installation of a traffic signal at the intersection of North Cass Parkway and Dean Avenue along with a southbound right turn lane on Dean Avenue. The Raymore Commerce Center has caused a significant increase in passenger and commercial traffic passing through this intersection. A traffic signal is necessary to control the vehicle flow..

Operating Cost: Regular street light maintenance and annual cost for operation.

Excise Tax (37)

	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25	2025-2026
	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Fund Balance									
Beginning of Year	909,870	1,271,596	712,276	827,761	678,262	221,133	257,850	294,659	331,560
Revenue									
Fees & Permits									
Commercial		5,173	0	0	0	0	0	0	0
Single Family	255,201	288,266	212,100	296,940	371,175	186,164	186,164	186,164	186,164
Multi-Family	-	-	0	0	0	-	-	-	-
Interest	29,120	20,008	3,561	3,561	1,696	553	645	737	829
Transfer In Transportation Fund	91,035	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
KC payment for 155th Street	149,675	324,916	0	0	0				
Total Revenue	525,031	688,364	265,661	350,501	422,871	236,717	236,809	236,901	236,993
Total Fund Bal & Revenues	1,434,901	1,959,959	977,937	1,178,262	1,101,133	457,850	494,659	531,560	568,553
Expenditures									
Capital Projects (Budgeted / reconciled)									
Maintenance of Thoroughfare Routes	200,000	192,199	200,000	200,000	200,000	200,000	200,000	200,000	200,000
155th Street Reconstruction	(36,695)								
Traffic Study - North Cass Pkwy		65,000							
Turn Lane 58 Hwy to Foxridge		700,000							
Intersection Improvements (58 Hwy & Foxridge)		100,000							
Traffic Study - 58 Hwy & Dean Ave		75,000							
Kurzweil & Ward Rd Emergency Repair				300,000					
North Cass Pkwy/Dean Ave Traffic Signal & Intersection Improvements					680,000				
Total Expenditures	163,305	1,132,199	200,000	500,000	880,000	200,000	200,000	200,000	200,000
Fund Balance (Gross)	1,271,596	827,761	777,937	678,262	221,133	257,850	294,659	331,560	368,553
Less: Reserve Balance ()									
Available Fund Balance	1,271,596	827,761	777,937	678,262	221,133	257,850	294,659	331,560	368,553

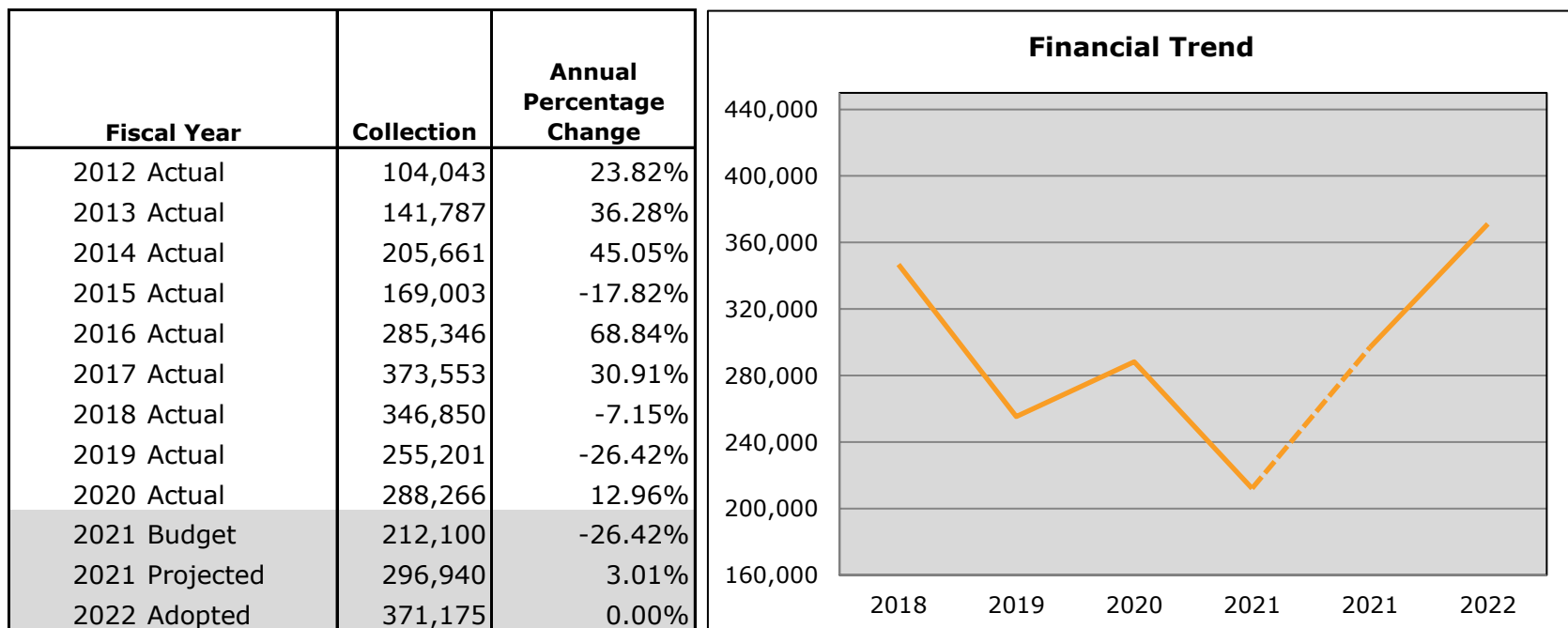
Excise Tax

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 175 new homes.

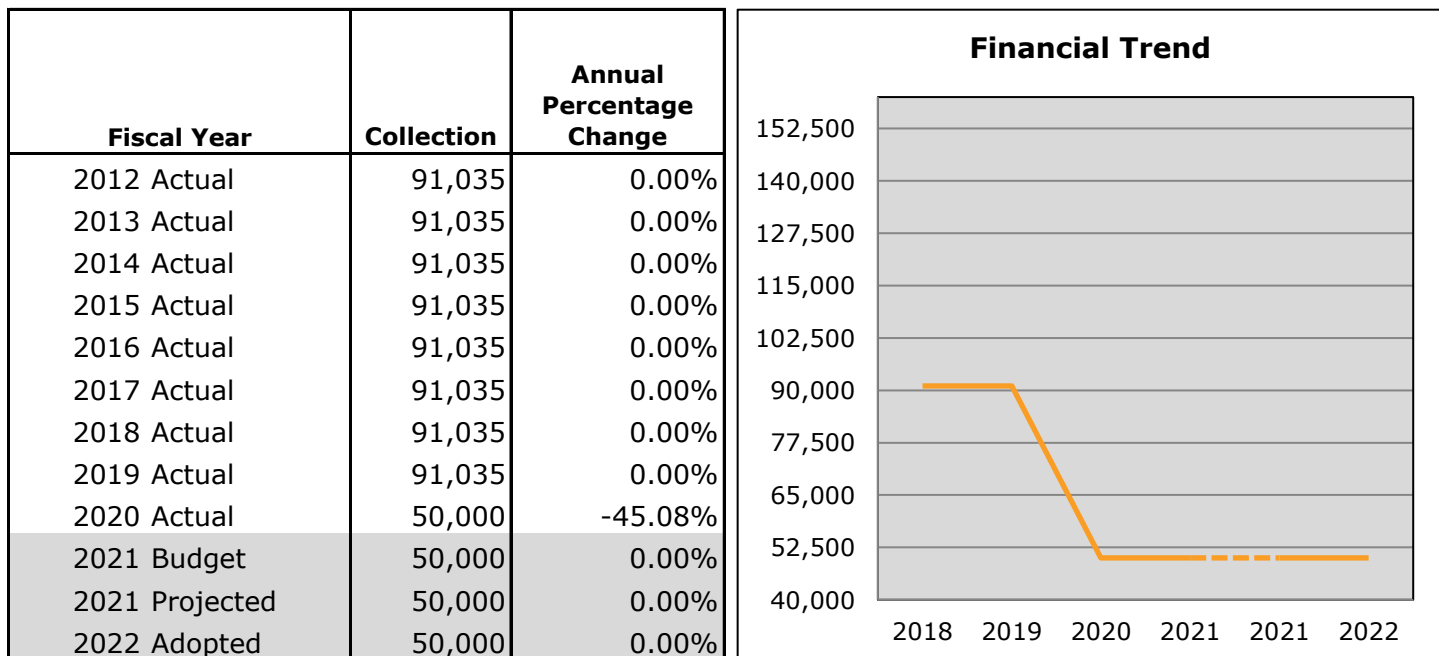


Transfer in From Transportation Fund

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.





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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.

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 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

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2022 Budget	Total Available
Curb Ramp Repair & Replacement	0	0	0	\$50,000	\$50,000
OGL Traffic Signal Upgrades	0	0	0	\$10,000	\$10,000
Sidewalk Gap Program	0	0	0	\$100,000	\$100,000
Lucy Webb Road Pedestrian Beacon	0	0	0	\$12,000	\$12,000
Centerview Video Equipment Upgrade	0	0	0	\$18,000	\$18,000
Council Added Expansion: Lucy Webb Pedestrian Crossing	0	0	0	\$16,000	\$16,000
Total	0	0	0	\$206,000	\$206,000

Curb Ramp Repair & Replacement

Cost (total): \$50,000

This project will provide funding to repair and/or replace curb ramps throughout the City. During the Spring of 2021 Engineering staff conducted a comprehensive condition survey of 1,400 curb ramps within the City. The survey determined that 59% or 826 ramps were in need of some type of repair ranging from crack sealing to complete removal and replacement in order to comply with ADA requirements.

Operating Cost: No significant operating costs.

Operation: Green Light Traffic Signal Upgrades

Cost (total): \$10,000

This project will upgrade equipment associated with the Operation: Green Light program that helps the flow of traffic along 58 Highway. This project will be funded through the Mid-America Regional Council and the City will be responsible for a 20% match to the overall program cost.

Operating Cost: No anticipated additional costs.

Sidewalk Gap Program

Cost (total): \$100,000

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. Gaps were identified in the following areas:

- Fox Ridge & Johnston drives north to The Lofts
- Peace Drive, Community America Credit Union north to Willowind entrance
- Conway Street, between Mazuma entrance and Fire District admin entrance
- Additional UDC required sidewalk gap segments

Operating Cost: No significant operating costs.



Lucy Webb Road Pedestrian Beacon

Cost (total): \$12,000

This project will install two solar powered pedestrian activated beacons at the Good Parkway Trail crossing on Lucy Webb Road west of Huntsman Blvd.

Operating Cost: No anticipated additional costs.

Centerview Video Equipment Upgrade

Cost (total): \$18,000

Replacement of video input panels and associated equipment located at Centerview facility. We continually have video, and audio connection issues at Centerview. We test systems before meetings but issues seem to arise during these meetings. It has been determined that these issues are caused by the wall input panels and how they interact with the rest of the video systems. By upgrading these panels and associated equipment it is advised that these issues can be mostly eliminated.

Operating Cost: No anticipated additional costs.

Capital Improvement Fund (45)

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-2026 Projected
Fund Balance - Beginning of Year	225,935	413,587	686,205	1,198,241	1,295,368	1,492,927	1,878,866	2,605,777	3,346,241
Revenue									
Taxes									
1/2 cent Capital Improvement	1,272,482	1,362,893	1,291,786	1,420,689	1,434,896	1,449,245	1,463,737	1,478,375	1,493,158
FVS - Mott & 58 Signal	39,311	36,542	18,303	18,303	0	0	0	0	0
Resident Contribution- Willow Hills NID	0	0	0	0	0	0	0	0	0
Reimbursement of undeveloped lots	2,303	8,490	0	3,107	0	0	0	0	0
Interest	13,388	6,154	6,366	6,366	3,238	3,732	4,697	6,514	8,366
Misc	42,500	5,870,000							
Bond Proceeds		107,983	301,362	301,362	16,000				
Bond Premium	708,000	0	0	0					
Transfer from General Fund	0	0	0	0					
Transfer from the Restricted Fund									
Total Revenue	2,077,984	7,452,001	1,617,817	1,749,827	1,454,134	1,452,977	1,468,434	1,484,889	1,501,524
Total Fund Bal & Revenues	2,304,919	7,865,647	2,304,022	2,948,668	2,749,502	2,945,904	3,347,301	4,090,666	4,847,765
Expenditures									
D.S. - Special Ob. Bond 2016	544,750	546,188	548,875	548,875	541,313	553,375	229,063	233,563	232,875
D.S. - Special Ob. Bond 2019		337,433	408,963	408,963	408,763	413,163	411,963	410,363	408,363
Hubach Hill TOD D.S. (2009)	462,452	5,432,484	-	-	-	-	-	-	-
Misc - Debt service fees	400	186,303	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)	(28,842)								
Police Firing Range									
Park Maintenance Facility Fencing & Building Apron									
Undeveloped Lots - Sidewalk Program		13,000							
T.B. Hanna Station Parking Improvements - completed									
FY17 Stormwater Improvements									
Development Street Light Installation									
Street Light Installation									
Concession Stand Internet Connectivity w/ WIFI									
GO Project Support									
GO Hawk Ridge Park Support									
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							
Sidewalk Gap Program			200,000	200,000					
Hawk Ridge Park Security Cameras			10,000	10,000					
Baseball Concession Stand Doors Replacement			6,000	6,000					
Streetslights (2) 163rd & Foxridge Drive			50,000	50,000					
EI - STREETS ATTENUATOR			28,390	28,390					
EI - STREETS DUMP BED, PLOW & SPREADER			77,972	77,972					
EI - TRAFFIC CALMING STUDY			50,000	50,000					
EI - LPE/LPC			45,000	45,000					
EI - HAWKBRIDGE PARK INCLUSIVE PLAYGROUND			100,000	100,000					
Creekmoor Groundwater Investigation				27,000	50,000				
Curb Ramps Repair & Replacement				10,000	10,000				
OGI Traffic Signal Upgrades				100,000	100,000				
Sidewalk Gap Program				12,000	12,000				
Lucy Webb Road Pedestrian Beacon				18,000	18,000				
Centerview Video Equipment Upgrade				16,000	16,000				
EI - Pedestrian Beacon Lucy Webb									
Total Expenditures	1,891,332	6,667,407	1,625,700	1,652,700	1,256,576	1,057,038	741,525	744,425	741,738
Fund Balance (Gross)	413,587	1,198,241	678,322	1,295,368	1,492,927	1,878,866	2,605,776	3,346,241	4,106,027
Less: Reserve Balance ()									
Available Fund Balance	413,587	1,198,241	678,322	1,295,368	1,492,927	1,878,866	2,605,777	3,346,241	4,106,027

Capital Improvements Sales Tax

General Ledger Code:

45-00-4125-0000

Legal Authority:

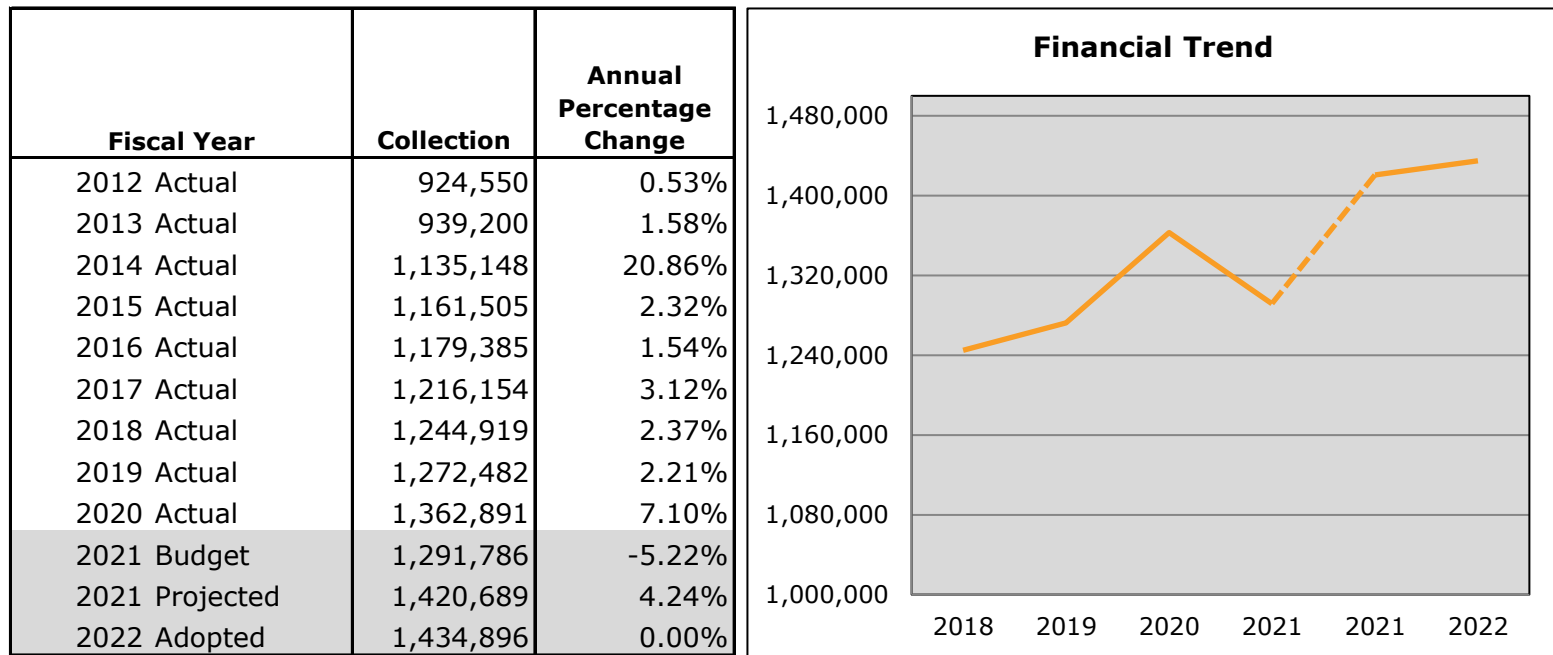
Municipal Code: Section 145.030
State Statute: 94.575-94.577 RSMo

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 FY21 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY22 revenue is conservatively based on FY21 projections plus 1%.



Refunds & Reimbursements

General Ledger Codes:

45-00-4340-0000

Legal Authority:

State Statute: Chapter 82

Revenue Description

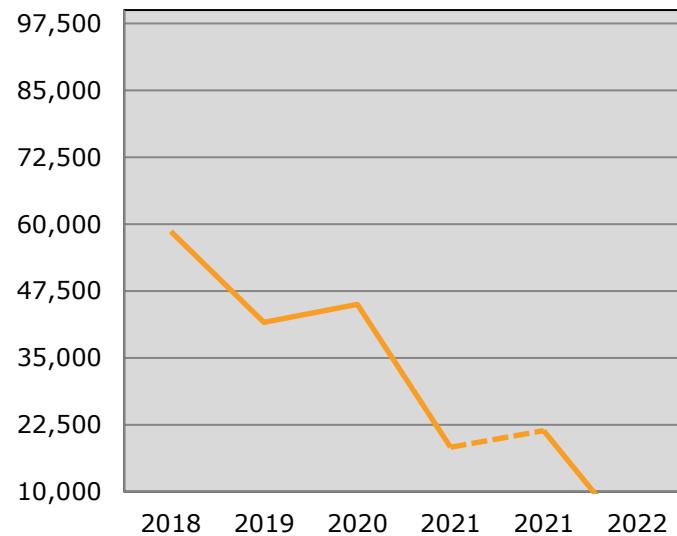
Refunds & Reimbursements - Reimbursements/refunds to the City, including insurance reimbursements, are recorded in this account. In 2009 the City funded a traffic signal at the intersection of 58 Hwy and Mott Drive, to be reimbursed by revenues from the Foxwood Village Shops TIF District received on 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.

This revenue is based solely on the traffic signal at Mott and reimbursement completed in FY21.

Fiscal Year	Collection	Annual Percentage Change
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	41,614	-29.03%
2020 Actual	45,032	8.21%
2021 Budget	18,303	-59.36%
2021 Projected	21,410	-52.46%
2022 Adopted	0	N/A

Financial Trend



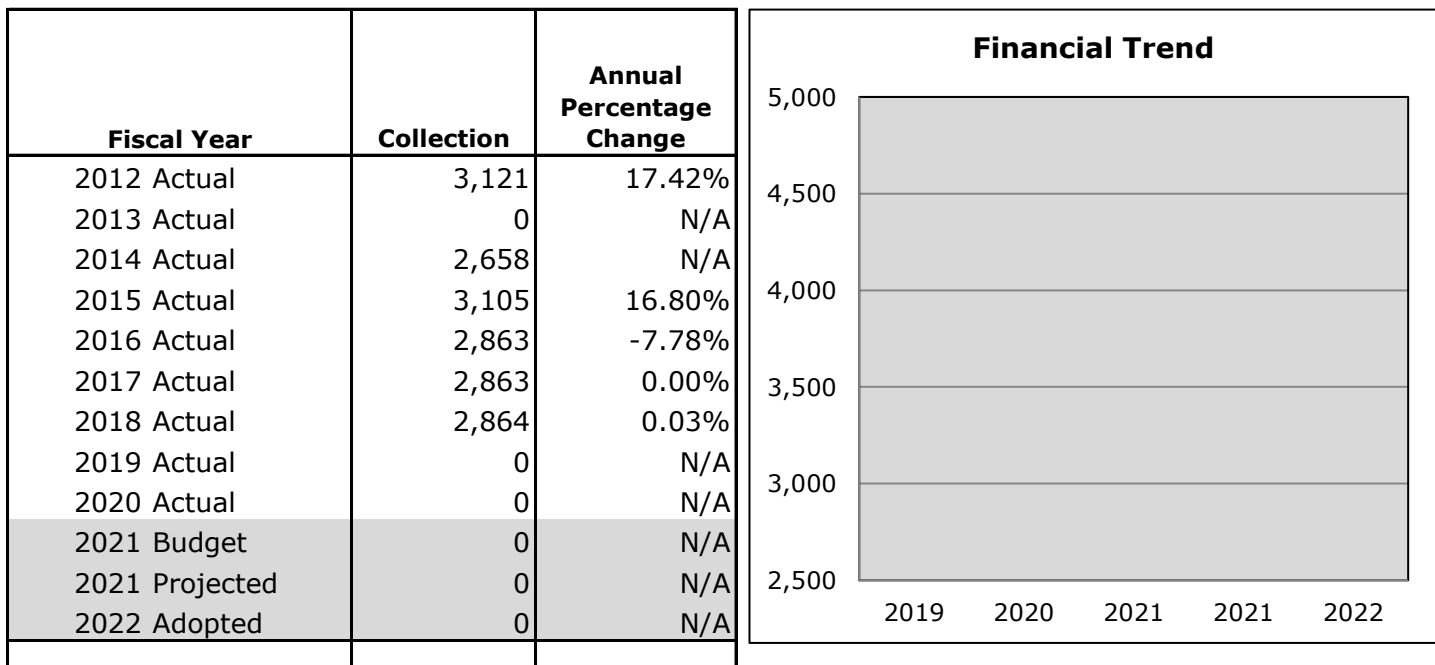
Resident Contribution - Willow Hills NID

General Ledger Codes: 45-00-4800-0000	<u>Legal Authority:</u> 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.

The last year of the contract was FY18.



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:

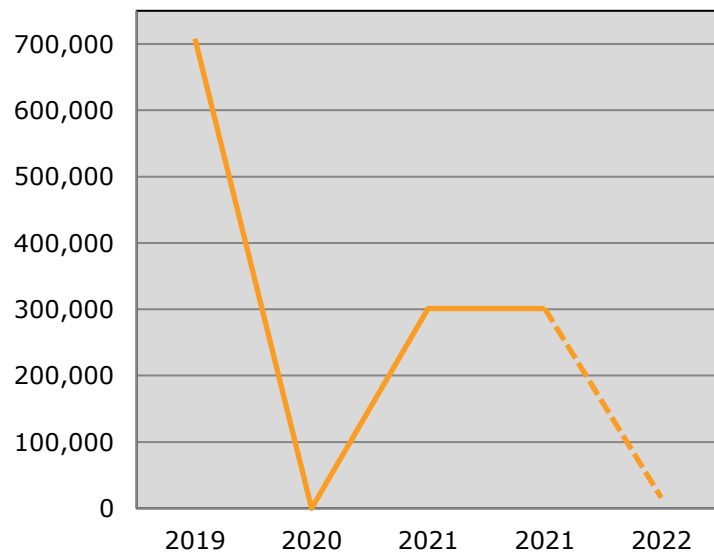
\$500,000 Comman Post Vehicle, \$150,000 Madison St Trail Improvements, \$58,000 Centerview Audio/Video

FY21 transfer is for the following project:

\$28,390 Attenuator, \$77,972 Dump Bed, Plow/Spreader, \$50,000 Traffic Calming Study, \$45,000 LPR/LPC, \$100,000 Hawkridge Park Inclusive Playground contribution

Fiscal Year	Collection	Annual Percentage Change
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 Actual	0	N/A
2021 Budget	301,362	N/A
2021 Projected	301,362	N/A
2022 Adopted	16,000	5.31%

Financial Trend



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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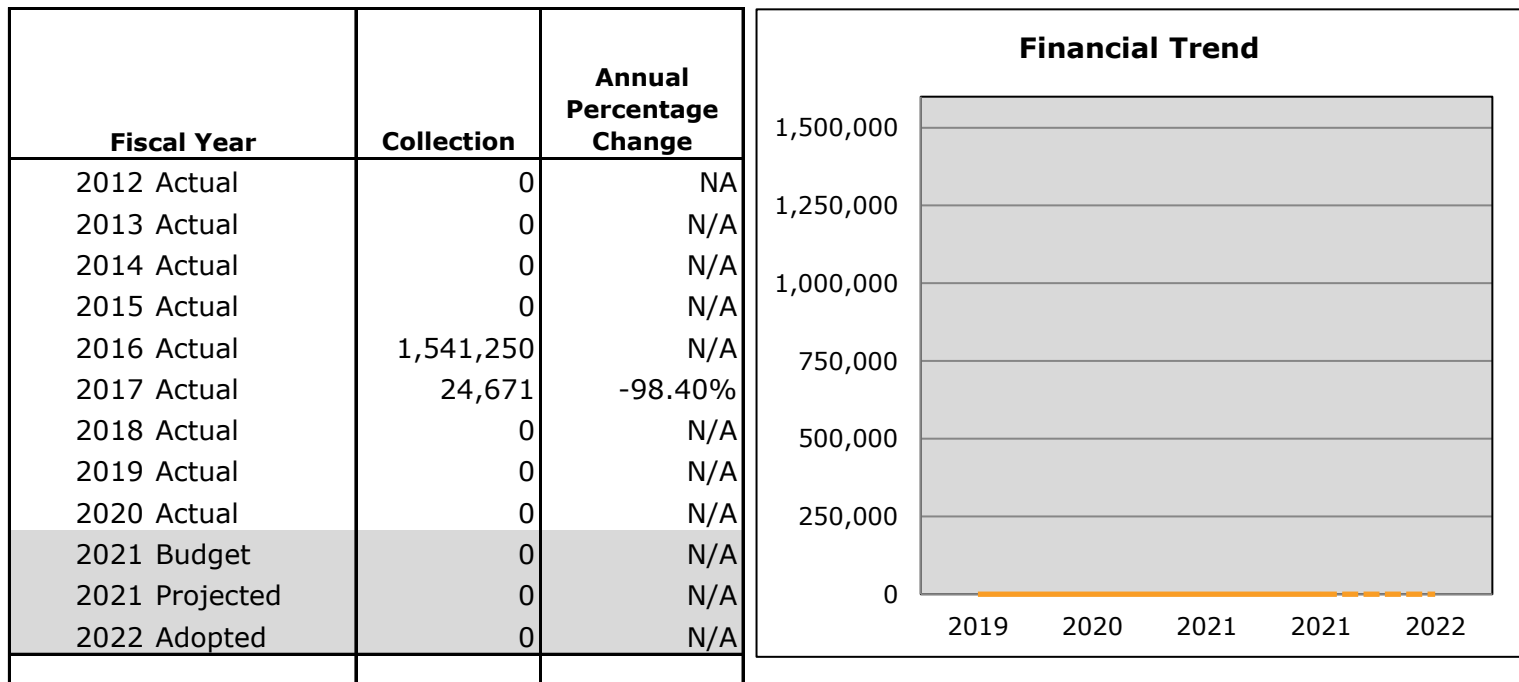
Revenue Description

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 FY22.



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 2022 it is budgeted to allocate 10% to the Stormwater Fund between the funds.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2022 Budget	Total Available
2022 Annual Curb Replacement Program	0	0	0	\$200,000	\$200,000
Country Lane Stormwater Repairs	0	0	0	\$35,000	\$35,000
Bridge/Culvert Cleaning & Repair	0	0	0	\$76,000	\$76,000
Stormwater Culvert Rehabilitation	0	0	0	\$150,000	\$150,000
Total	0	0	0	\$461,000	\$461,000



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 2022 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.



Country Lane Stormwater Repairs

Cost (total): \$35,000

This project will involve repairing storm water inlets along Country Lane. At these locations the pipe has separated from the inlet structure which has allowed sinkholes to form adjacent to the structures as well as roadway settlements.

Operating Cost: No anticipated additional costs.

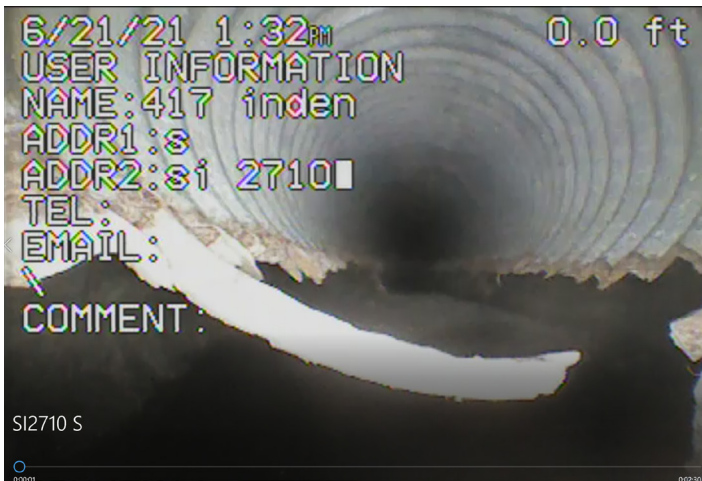


Bridge/Culvert cleaning and repair

Cost (total): \$76,000

This project involves the removal of trees and other sediment from bridges and large culverts throughout the City. The Missouri Department of Transportation inspects bridges and culverts within the City on a two year cycle. The recent survey identified five locations that needed immediate attention due to sediment build up and erosion as shown on the attached inspection forms.

Operating Cost: No anticipated additional costs.



Stormwater Culvert Rehabilitation

Cost (total): \$150,000

This is the first of a series of projects that involve the rehabilitation / replacement of stormwater culverts. This particular project will rehabilitate culverts in the Heritage Hills subdivision and Linden Place. In the spring of 2021 Engineering staff initiated a televised inspection program of stormwater culverts that were near or past the expected service life of 25 years. The culverts in these neighborhoods were found to have missing portions of the pipe which has reduced the structural capacity of the culverts this can lead to the formation of sink holes and pavement failures if not addressed.

Operating Cost: No anticipated additional costs.

Stormwater Sales Tax (46)

	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25	2025-2026
	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Fund Balance									
Beginning of Year	221,226	268,026	244,749	277,449	268,380	192,795	539,688	910,870	1,283,080
Revenue									
Taxes									
Sales Tax (40% of 1/2 cent)									
Council Determined									
Refunds & Reimbursements	508,993	545,155	516,714	568,276	573,958	579,698	585,495	591,350	597,263
Interest	127,248	136,289	64,589	71,034	143,490	286,979	289,849	292,747	295,675
Transfers In	15,878	16,648	16,648	18,364	18,364	15,037	15,037	15,037	15,037
	6,141	3,653	3,395	3,395	671	482	1,349	2,277	3,208
	0	0	0	0	0				
Total Revenue	658,260	701,745	601,347	661,069	736,483	882,196	891,730	901,412	911,183
Total Fund Bal & Revenues	879,485	969,771	846,095	938,518	1,004,863	1,074,992	1,431,418	1,812,282	2,194,283
Expenditures									
Debt Service									
General Fund Transfer	21,856	22,208	21,872	21,872	21,536	23,184			
Trustee Fees	285,209	295,000	300,000	300,000	306,000	312,120	320,547	329,202	338,090
Misc Stream Clean ups	1,314	1,214	-	-	-				
Professional Services (Lake Maintenance)	3,900	3,900	-	-	-				
				11,766	23,532				
Capital Projects (Budgeted / reconciled)									
Annual Curb Replacement	200,000	300,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Permeable Pavers Crosswalks									
N Washington St. Culvert Replacement									
Storm Culvert Replacement - complete									
Culvert Replacement	33,666								
Storm/Sanitary Sewer Camera	54,415								
Shadowood Settlement Investigation	15,000								
Silvertop Lane Bridge Wing Walls		25,000							
Culvert Replacement Aspen & Olive/Jefferson		20,000							
Crest Drive Inlet Replacement		25,000							
Silver Lake Circle groundwater diversion			125,000	125,000					
Johnston Lake Storm Drain Repair			11,500	11,500					
Country Lane Stormwater Repairs					35,000				
Bridge/Culvert Cleaning & Repairs					76,000				
Stormwater Culvert Rehabilitation					150,000				
Total Expenditures	611,460	692,322	646,872	670,138	812,068	535,304	520,547	529,202	538,090
Fund Balance (Gross)	268,026	277,449	199,223	268,380	192,795	539,688	910,870	1,283,080	1,656,173
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	268,026	277,449	199,223	268,380	192,795	539,688	910,870	1,283,080	1,656,173

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

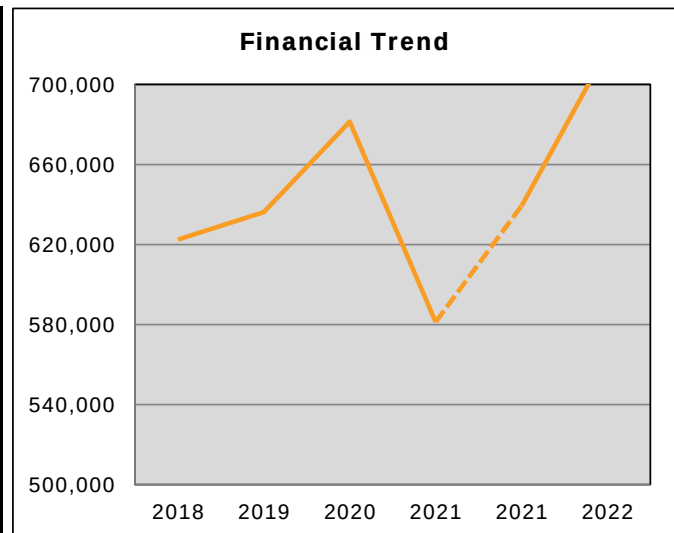
Stormwater Sales Tax – A tax of one-half of one percent (0.5%) is collected by the City for the purpose of providing funding for storm water control and local parks.

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 FY21 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY22 revenue is conservatively based on FY21 projections plus 1%.

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 2022, the City Manager proposes that the Stormwater Sales Tax Fund receive 10% of that distribution and the remaining 10% be distributed to the Park Sales Tax Fund.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	681,444	7.10%
2021 Budget	581,303	-14.70%
2021 Projected	639,310	-6.18%
2022 Adopted	717,448	23.42%





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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 2022 it is budgeted to allocate 15% to the Parks Fund.



FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2022 Budget	Total Available
Skate Park Replacement	0	0	0	\$225,000	\$225,000
Recreation Park Playground - Ages 2-5	0	0	0	\$150,000	\$150,000
Total	0	0	0	\$375,000	\$375,000



Skate Park Replacement

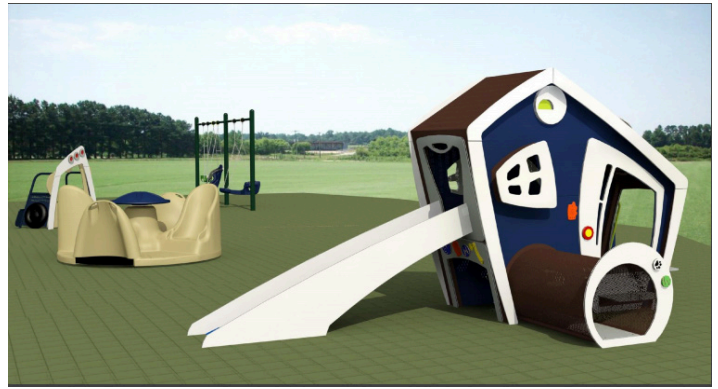
Cost (total): \$225,000

This project would remove and replace the existing skate park. Originally built through fundraising and donations, a grassroots effort funded the majority of the current skate park at Recreation Park. The skate park continues to attract a large group on a daily basis.

The equipment is approximately 16 years old and is reaching its useful life expectancy. Many pieces are in need of repair, but are costly. A safety audit in March of 2021 revealed that the current state of the equipment is in good shape for its age, however, repairs and upgrades are necessary.

Requests for improvements and additions have been received by the Parks & Recreation Department.

Operating Cost: No anticipated additional costs.



Recreation Park Playground - Ages 2-5

Cost (total): \$150,000

This project removes and replaces the aging playground equipment and surfacing at Recreation Park in the 2-5 year old play area. This playground is located in our most popular park and sits next to our largest playground that was replaced in 2020. The equipment is approximately 21 years old and is outdated. The equipment has reached its useful life expectancy.

Operating Cost: No anticipated additional costs.

Park Sales Tax (47)

Fund Balance Beginning of Year	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Revenue	14,207	257,596	106,001	145,911	145,492	138,304	163,272	195,549	210,226
Taxes									
Sales Tax (40% of 1/2 cent)									
Additional - Council Determined	508,993	545,155	516,714	568,276	573,958	579,698	585,495	591,350	597,263
Less: TIF/EATS Transfer	127,248	136,289	193,768	213,103	143,490	144,924	146,374	147,837	149,316
Interest			0	0	0	0	0	0	0
Bond funds closed	4,748	2,835	3,202	3,202	364	346	408	489	526
Bond Interest-2007-GO									
Miscellaneous Revenue									
Transfers from General Fund									
Transfers from Restricted Revenue Fund									
Total Revenue	640,989	684,279	713,684	784,581	717,812	724,968	732,277	739,676	747,105
Total Fund Bal & Revenues	655,196	941,875	819,685	930,492	863,304	863,272	895,549	935,226	957,330
Expenditures									
Debt Service									
Misc.									
Restricted Revenue Transfer - Future Civic Center									
Transfer to Park Fund for Operations	350,000	375,000	400,000	400,000	350,000	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	48,000								
Hawk Ridge Park Phase (1-a) Trail Construction - Encr/GOB	15,403								
Recreation Park Ballfield Lights field #1 &2	90,000								
Recreation Park Pedestrian Bridge Replacements	8,920								
Recreation Pond Rehabilitation	71,155				150,000				
Recreation Park Playground Replacement - Age 2-5					225,000				
Skate Park									
Dog Park						300,000			
Recreation Park Baseball Complex Scoreboards						50,000			
Hawk's Nest Playground			150,000	150,000					
Memorial Park Arboretum Light Replacement		15,114					350,000		
T.B. Hanna Station Phase 2									
Park Maintenance Building Apron								75,000	
Recreation Park Picnic Pavilion								200,000	
Concession Roof repairs & paint (baseball/soccer)	(185,878)							100,000	
T.B. Hanna Park Landscaping Earthwork		50,000							
Recreation Park Playground Replacement - Age 5-12		296,716							
Johnston Lake Fountain		26,134							
Recreation Park Trail Gap & Crosswalk		33,000							
T.B. Hanna Station Site Work			225,000	225,000					
T.B. Hanna Chairs/Tables				10,000					
Good Parkway Improvements									375,000
Total Expenditures	397,600	795,964	775,000	785,000	725,000	700,000	700,000	725,000	725,000
Fund Balance (Gross)	257,596	145,911	44,685	145,492	138,304	163,272	195,549	210,226	232,330
Less: Restricted Balance ()									
Available Fund Balance	257,596	145,911	44,685	145,492	138,304	163,272	195,549	210,226	232,330

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.

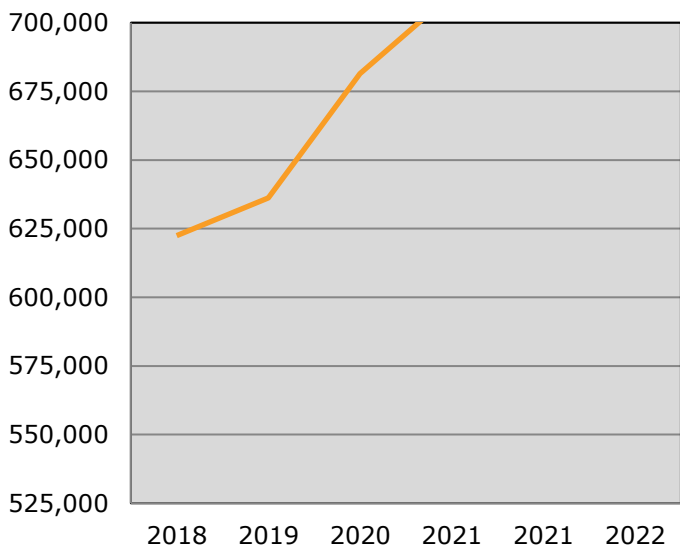
In 2012 the Missouri Supreme Court invalidated out-of-state sales tax collection on motor vehicles for any jurisdiction that had not adopted a use tax. Raymore does not currently have a use tax. In 2013 a statute was enacted that restored this source as a sales tax, at least temporarily. Cities were 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 FY21 projected revenues are based on current receipts plus the average collected July through October in the preceeding three years. The FY22 revenue is conservatively based on FY21 projections plus 1%.

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 2022, the City Manager proposes the Park Sales Tax Fund receive 10% of that distribution and the remaining 10% be distributed to the Stormwater Sales Tax Fund.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	681,444	7.10%
2021 Budget	710,482	4.26%
2021 Projected	781,379	14.67%
2022 Adopted	717,448	0.98%

Financial Trend



Transfer from General Fund

General Ledger Code:
47-00-4901-0000

Legal Authority:
Municipal Code: Section 145.040
State Statute:

Revenue Description

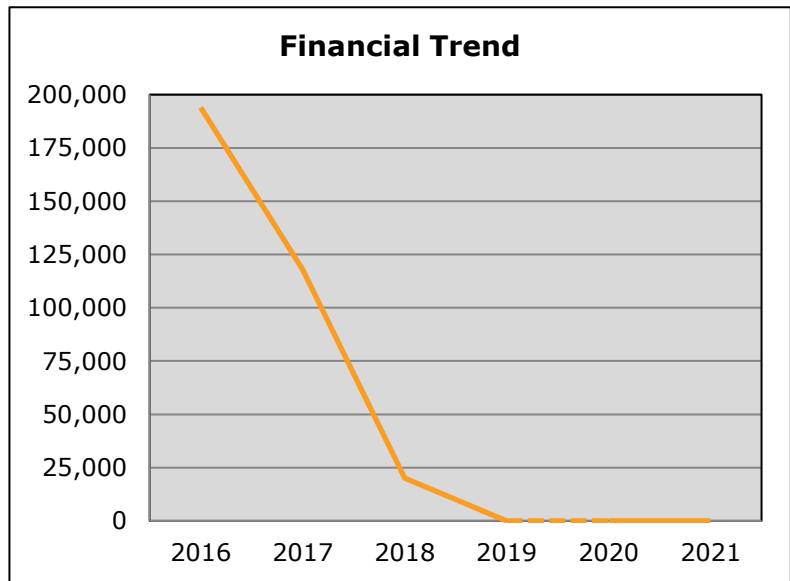
FY17 transfer were directed by the Council for the following projects:

\$ 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	N/A





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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.

approve the issuance of \$5,930,000 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, expanding the gymnasium at the Raymore Activity Center, expanding and improving the trails and green spaces at Municipal Circle and other areas.

REVENUES

Revenues are received through the issuance of voter approved bonds specifically designated for park improvements. In August 2020, the citizens voted to

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2022 Budget	Total Available
City Hall Trails/Plaza	\$400,000	0	0	0	\$400,000
West Hawk Ridge Park Improvements	\$500,000	0	0	0	\$500,000
RAC Expansion	\$3,000,000	0	0	0	\$3,000,000
Centerview Phase II	\$1,200,000	0	0	0	\$1,200,000
Amphitheater Improvements	\$750,000	0	0	0	\$750,000
Total	\$5,850,000	0	0	0	\$5,850,000



City Hall Trails/Plaza

Cost (total) \$400,000

The popularity of Municipal Circle is growing as a gathering space. If you have spent time at any one of the City's events, you may have noticed how popular the areas is for walkers and cyclists as well. This project, in combination with the Centerview Phase II project, would create important east-west trail connections from Sunset Lane to Johnston Parkway and will improve three of the stormwater basins to include more eco-friendly and native plantings.

Operating Cost: None

Centerview Phase II

Cost (total) \$1,200,000

This project, in combination with the City Hall Trails/Plaza project, would create important east-west trail connections from Sunset Lane to Johnston Parkway and will improve three of the stormwater basins to include more eco-friendly and native plantings. This will also create additional outdoor gathering amenities behind Centerview and City Hall that will include a gazebo, gardens and additional ADA walkways.

Operating Cost: None



West Hawk Ridge Park Improvements

Cost (total) \$500,000

This project would connect the north parking lot at Johnston Parkway to a new parking lot by the soccer fields at the Laurus Drive entrance. The road would include pull-in parking along the drive. The project would also add a loop trail around the soccer fields, small restroom for soccer families and trail users, and irrigation quick couplers.

Operating Cost: None

Amphitheater Improvements

Cost (total) \$3,000,000

This project would add a parking lot on the east side of Hawk Ridge Park to coincide with the Sunset Lane extension and provide drinking water and irrigation for the lawn area near the amphitheater.

Operating Cost: None



RAC Expansion

Cost (total) \$3,000,000

This project would double the size of the Raymore Activity Center by adding an additional basketball court, classroom and yoga/workout studio to the existing building.

Operating Cost: None

Parks GO Bond Funds (47.38)

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-2026 Projected
Fund Balance									
Beginning of Year	15,033	18,487	-	0	260,086	260,086	262,037	265,312	268,629
Revenue									
2020 Bond Proceeds									
2021 Bond Proceeds - estimated				2,198,495					
				3,930,000					
Interest	40,123	14,246	0	0	0	1,951	3,275	3,316	3,358
Total Revenue	40,123	14,246	-	6,128,495	-	1,951	3,275	3,316	3,358
Total Fund Bal & Revenues	55,155	32,733	-	6,128,496	260,086	262,037	265,312	268,629	271,987
Expenditures									
Debt Service				18,409					
Capital Projects (Budgeted / reconciled)									
Recreation Park Activity Center	36,668								
Hawk Ridge Park Improvements		32,733							
Centerview									
Recreation Park Parking Lot - completed									
Recreation Park Trail Rehabilitation - completed									
T.B. Hanna Station Park Improvements									
City Hall Trails/Plaza				400,000					
West Hawkridge Park Improvements				500,000					
RAC Expansion				3,000,000					
Centerview Phase II				1,200,000					
Amphitheater Improvements				750,000					
Total Expenditures	36,668	32,733	-	5,858,409	-	-	-	-	-
Fund Balance (Gross)	18,487	0	0	260,086	260,086	262,037	265,312	268,629	271,987
Less: Restricted Balance ()			-	-	-	-	-	-	-
Available Fund Balance	18,487	0	-	260,086	260,086	262,037	265,312	268,629	271,987

Fund Balance Reconciliation:
 Unallocated 2020 Approved GO Bonds
 2020 GO Bond Premium
Available Fund Balance

80,000
 180,086
260,086



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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	2022 Budget	Total Available
None	0	0	0	0	0
Total	0	0	0	0	0

Water Connection Fee Fund (52)

	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25	2025-2026
	Actual	Actual	Budget	Projected	Adopted	Projected	Projected	Projected	Projected
Fund Balance									
Beginning of Year	1,869,279	1,485,394	1,725,049	1,827,537	2,014,852	2,159,244	2,076,157	1,992,982	1,909,804
Revenue									
Interest	47,060	22,070	21,590	4,569	5,037	5,398	5,190	4,982	4,775
Connection Fees-Residential	295,192	451,155	238,300	333,620	297,875	0	0	0	0
Connection Fees-Commercial	3,722	27,255		7,596					
Transfers In from Enterprise Fund									
Total Revenue	345,974	500,480	259,890	345,785	302,912	5,398	5,191	4,983	4,775
Total Fund Bal & Revenues	2,215,253	1,985,874	1,984,939	2,173,322	2,317,764	2,164,642	2,081,348	1,997,965	1,914,578
Expenditures									
Debt Service									
Water District #10 Payment		88,337	88,471	88,471	88,520	88,485	88,366	88,162	87,873
		70,000	70,000	70,000	70,000				
Capital Projects (Budgeted / reconciled)									
Star Drive Water Main	29,859								
Sensus Water Meters	700,000								
Total Expenditures	729,859	158,337	158,471	158,471	158,520	88,485	88,366	88,162	87,873
Fund Balance (Gross)	1,485,394	1,827,537	1,826,469	2,014,852	2,159,244	2,076,157	1,992,982	1,909,804	1,826,705
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	1,485,394	1,827,537	1,826,469	2,014,852	2,159,244	2,076,157	1,992,982	1,909,804	1,826,705

Water Connection Fees

General Ledger Code:

52-00-4670-0000

52-00-4680-0000

Legal Authority:

Municipal Code: Section 705.030-705.030

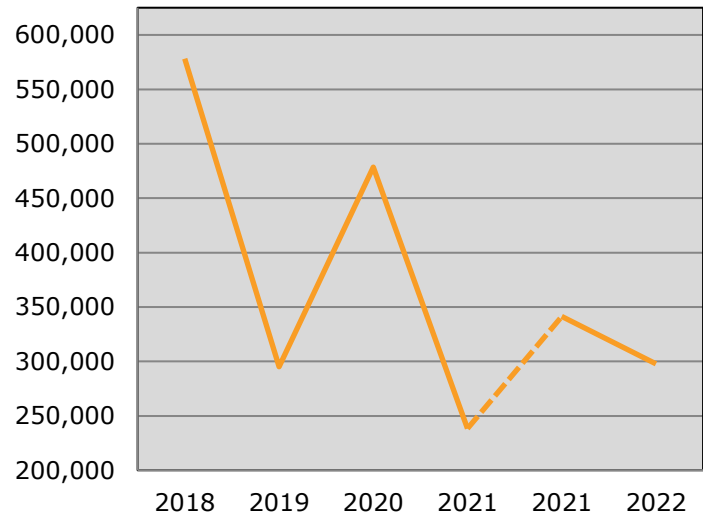
State Statute: n/a

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 FY22 revenue is based on 125 new permits for homes that are not in a water district.

Fiscal Year	Collection	Annual Percentage Change
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 Actual	478,410	-17.25%
2021 Budget	238,300	-50.19%
2021 Projected	341,216	-28.68%
2022 Adopted	297,875	-12.70%

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.

PROJECT

Creekmoor Odor and Corrosion Control

Cost (total): \$40,000

This project calls for the installation of an activated carbon scrubber system to be installed near the intersection of Bridgeshire Drive and Creekmoor Drive to reduce Hydrogen Sulfide emissions. The area of Creekmoor located north of this intersection is provided sanitary sewer service by a low pressure force main system. Unlike a traditional gravity flow system in which sewage is constantly flowing, sewage in the low pressure system can remain in the pipes for an extended period of time which allows for the build up of hydrogen sulfide and sulphuric acid. Both of these substances remain in suspension until the sewage is discharged into a manhole where the gas is released to the atmosphere causing sewer odors in the area and the sulfuric acid precipitates onto the manhole walls causing corrosion damage.

Operating Cost: Annual cost of \$3,000 per year for replacement Carbon Pellets \$200 per month for electrical service

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expenditures	Carryover	2022 Budget	Total Available
Creekmoor Odor and Corrosion Control	0	0	0	\$40,000	\$40,000
Total	0	0	0	\$40,000	\$40,000

Sewer Connection Fee Fund (53)

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

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:

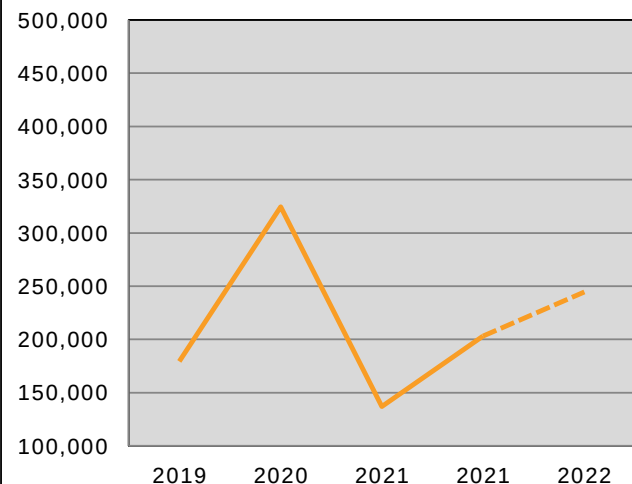
Residential (single-family and multiple-family) sewer connection fees are charged a sewer connection fee of \$48.00 for each trap, with a minimum charge of \$1,370.00. Multiple drains served by a single faucet shall be considered (1) trap. (Most residential have more than one trap).

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 2022 projected revenue is based on current housing permits and an estimated 175 traps##

Fiscal Year	Collection	Annual Percentage Change
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 Actual	324,452	-11.18%
2021 Budget	137,000	-57.77%
2021 Projected	203,028	-37.42%
2022 Adopted	244,650	20.50%

Financial Trend





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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	2022 Budget	Total Available
Inflow and Infiltration Reduction	0	0	0	\$135,769	\$135,769
Hydrant Replacement	0	0	0	\$149,818	\$149,818
Mazuma Force Main Replacement	0	0	0	\$200,000	\$200,000
Total	0	0	0	\$485,587	\$485,587

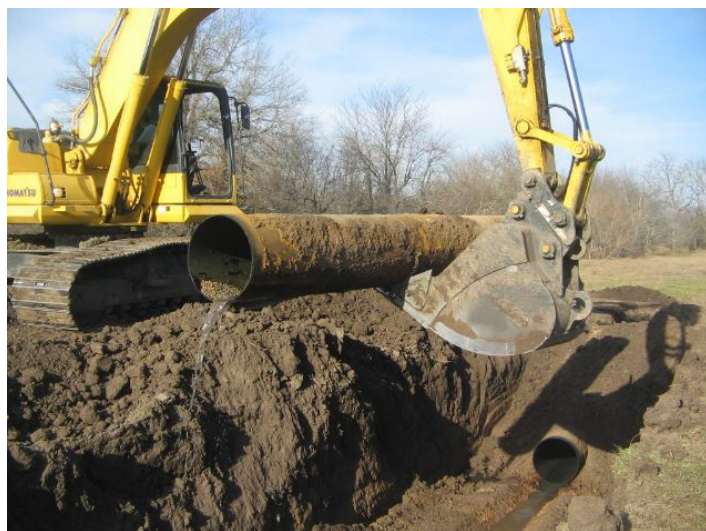
Sanitary Sewer Inflow & Infiltration Reduction

Cost (total) \$135,769

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.



Mazuma Force Main Replacement

Cost (total): \$200,000

This project will replace 350 feet of 24-inch pipe within the Mazuma Credit Union Parking lot along with restoration of the parking lot. Staff recently televised this segment of pipe and found numerous defects and holes in the pipe which have reduced the structural integrity of the pipe such that it is in need of replacement.

Operating Cost: No anticipated additional costs.



Hydrant Replacement

Cost (total) \$149,818

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.

Enterprise Capital Maintenance Fund (54)

Fund Balance Beginning of Year	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Adopted	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-26 Projected
Revenue	329,386	318,220	668,586	666,004	799,647	916,059	1,226,372	1,530,925	1,829,556
Interest									
Transfers In from Enterprise Fund	50,614	21,011	20,778	20,778	1,999	2,290	3,066	3,827	4,574
Transfers In from General Fund	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Revenue	650,614	621,011	620,778	620,778	601,999	602,290	603,066	603,827	604,574
Total Fund Bal & Revenues	980,000	939,231	1,289,364	1,286,782	1,401,646	1,518,350	1,829,438	2,134,752	2,434,130
Expenditures									
Misc									
Capital Projects (Budgeted / reconciled)									
Inflow and Infiltration Reduction - current and future		129,227	132,458	132,458	135,769	139,164	142,643	146,209	149,864
Inflow and Infiltration Reduction - prior year's projects	126,075								
Silvertop Sewer Replacement									
Sensus Meter System									
Owen Good Force Main Analysis									
Owen Good Overflow Valve Replacement	2,815								
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	146,880	144,677	149,818	152,814	155,870	158,988	162,167
Owen Good Force Condition Analysis			95,000	95,000					
Owen Good Lift Station Improvements			70,000	70,000					
Owen Good Door Access & Security Cameras			30,000	30,000					
Owen Good Security Gate			15,000	15,000	200,000				
Mazuma Force Main Replacement									
Total Expenditures	661,780	273,227	489,338	487,135	485,587	291,978	298,513	305,196	312,031
Fund Balance (Gross)	318,220	666,004	800,026	799,647	916,059	1,226,372	1,530,925	1,829,556	2,122,098
Less: Reserve Balance ()			-	-	-	-	-	-	-
Available Fund Balance	318,220	666,004	800,026	799,647	916,059	1,226,372	1,530,925	1,829,556	2,122,098

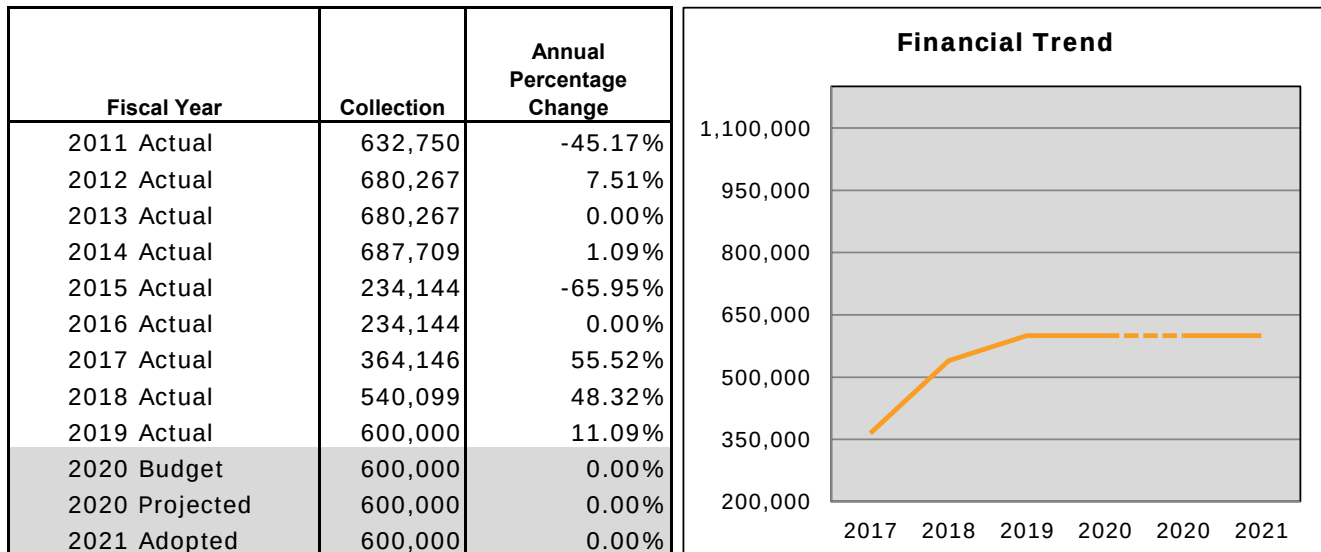
Transfer from Enterprise Fund

General Ledger Code:
54-00-4950-0000

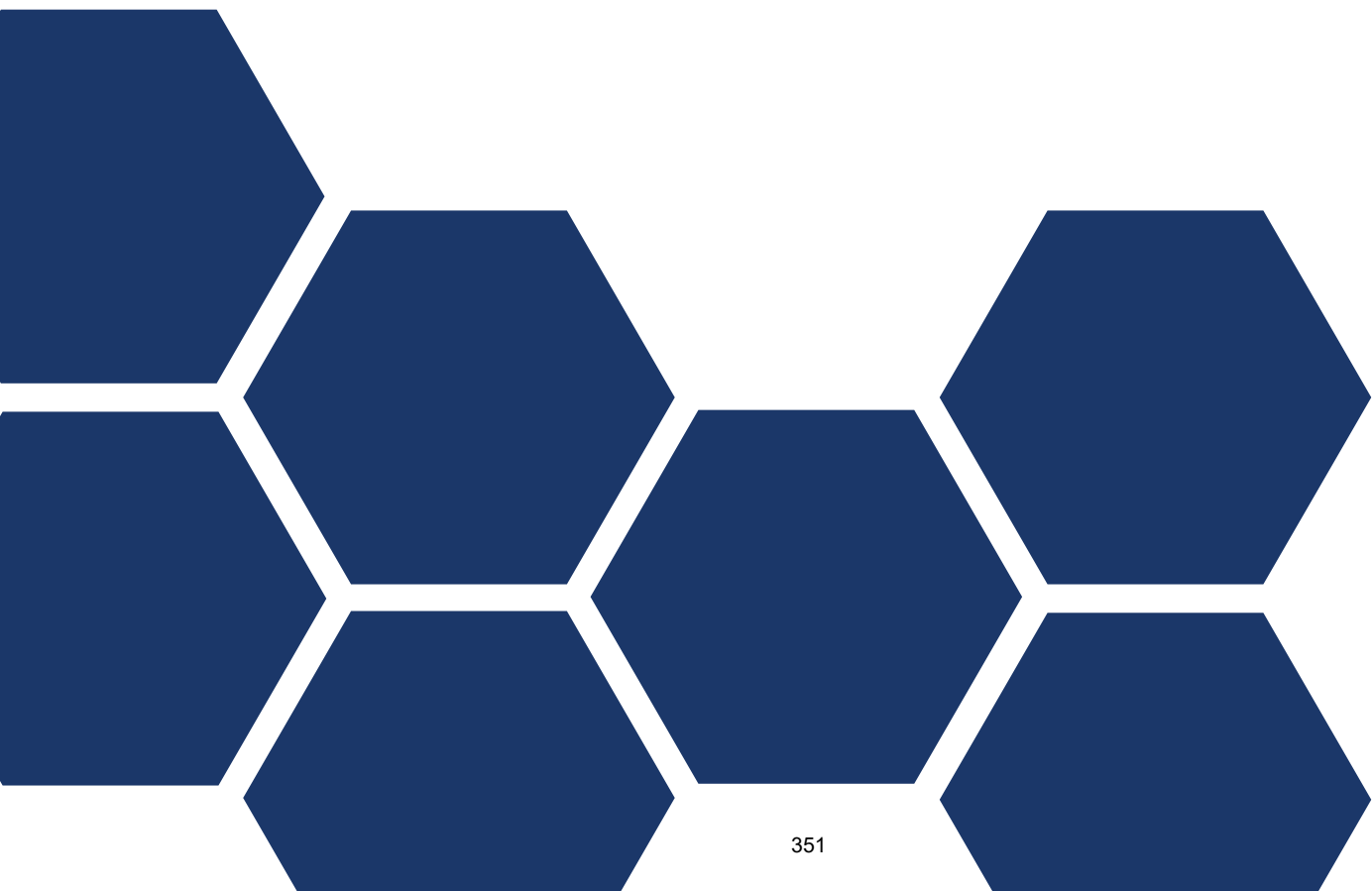
Legal Authority:
Municipal Code: n/a
State Statute: n/a

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.



APPENDIX





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**COMBINED 4 YEAR - STATEMENT OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCE - CASH BASIS**

BUDGET YEAR	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Budget	FY 2021-22 Adopted
Property Taxes	4,305,045	4,698,207	4,800,277	5,028,057
Franchise Taxes	2,141,098	2,095,009	2,205,109	2,109,554
Sales Taxes	7,941,259	8,438,322	8,256,746	8,902,422
Intergovernmental	389,201	406,630	-	-
Fees and Permits	870,069	1,536,748	440,260	764,103
Licenses	126,863	121,480	123,243	122,313
Municipal Court	369,736	269,761	330,787	346,944
Program / Service Fees	8,121,137	9,141,093	7,679,314	8,245,785
Centerview	51,485	32,828	68,725	73,475
Raymore Activity Center	153,542	140,740	197,165	227,915
Penalties	126,398	102,820	145,870	138,223
Miscellaneous	1,230,344	1,071,628	710,616	625,229
Bond Proceeds & Interest		6,037,983	-	-
Bond Proceeds - estimated			-	5,515,000
Other Sources / Transfers	3,914,033	2,965,195	3,284,200	3,463,552
COVID-19	-	1,124,198		
Revenues	29,740,210	38,182,642	28,242,312	35,562,571
Administration	1,133,388	1,386,810	1,345,938	1,427,231
Integrated Technology Systems	445,831	616,546	615,336	660,828
Economic Development	151,317	134,356	159,934	158,219
Development Services	669,458	683,101	733,110	777,974
Engineering	420,309	331,922	447,538	451,616
Streets	844,295	725,513	825,134	844,408
Stormwater	299,597	383,535	296,391	310,493
Buildings and Grounds	373,436	266,317	354,623	361,933
Municipal Court	122,331	118,236	141,670	133,000
Finance	598,580	636,017	690,877	729,538
Communications	179,544	149,830	198,020	218,219
Prosecuting Attorney	24,000	24,000	24,400	24,400
Police	3,991,812	3,686,590	4,120,077	4,342,192
Emergency Management	126,274	115,333	128,028	136,295
COVID-19		213,322		
Parks	715,584	793,941	878,859	887,438
Recreation	627,384	259,609	323,139	340,764
Centerview	23,735	60,909	92,782	96,106
Raymore Activity Center	59,106	168,031	227,675	233,381
Water & Sewer	6,503,085	7,342,942	5,779,586	5,991,006
Miscellaneous	1,814	261,417	87,980	286,512
Debt Service	3,214,924	8,614,172	3,274,710	4,306,403
Fees	1,250	1,250	3,000	3,000
911 Exp/Communications			-	-
Capital Outlay	190,362	497,994	470,178	302,569
Capital Projects	5,857,873	4,770,171	3,118,838	4,222,487
Capital Projects - GO Bond		238,030	-	5,205,000
Transfers Out	3,767,807	2,853,024	2,986,542	3,311,058
Total Expenditures	30,343,096	35,332,918	27,324,364	35,762,070
TTD Expenditures				-
Net Changes in Fund Balance	(602,886)	2,849,724	917,948	(199,499)
Percentage change in PY Revenue	-1.86%	28.39%	-26.03%	25.92%
Percentage change in PY Expenditures	-7.73%	16.44%	-22.67%	30.88%
Percentage change in PY change of Fund Balance	-76.64%	-572.68%	-252.26%	-121.73%

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - CASH BASIS

BUDGET YEAR 2021-22	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	4,713,004	471,862	2,435,196	3,302,155	2,854,259	7,984,067	21,760,542
Property Taxes	1,693,079	453,391		2,881,587			5,028,057
Franchise Taxes	2,109,554						2,109,554
Sales Taxes	3,849,653	350,000				4,702,769	8,902,422
Intergovernmental					-		-
Fees and Permits	363,432					400,671	764,103
Licenses	122,313						122,313
Municipal Court	343,275				3,668		346,944
Program / Service Fees		351,375	7,351,885			542,525	8,245,785
Centerview		73,475					73,475
Raymore Activity Center		227,915					227,915
Penalties			120,933	17,290			138,223
Miscellaneous	522,150	12,679	25,839	6,604	9,988	47,968	625,229
2022 Bond Proceeds - estimated						5,515,000	5,515,000
Other Sources / Transfers	1,631,504	100,000	-	-	637,980	1,094,068	3,463,552
Revenues	10,634,961	1,568,835	7,498,657	2,905,481	651,636	12,303,001	35,562,571
Administration	1,427,231						1,427,231
Integrated Technology Systems	660,828						660,828
Economic Development	158,219						158,219
Development Services	777,974						777,974
Engineering	451,616						451,616
Streets	844,408						844,408
Stormwater	310,493						310,493
Buildings and Grounds	361,933						361,933
Municipal Court	133,000						133,000
Finance	729,538						729,538
Communications	218,219						218,219
Prosecuting Attorney	24,400						24,400
Police	4,337,192				5,000		4,342,192
Emergency Management	136,295						136,295
Parks		887,438					887,438
Recreation		340,764					340,764
Centerview		96,106					96,106
Raymore Activity Center		233,381					233,381
Water & Sewer			5,991,006				5,991,006
Miscellaneous					192,480	94,032	286,512
Debt Service			-	3,157,752		1,148,652	4,306,403
Fees				3,000			3,000
911 Exp/Communications					-		-
Capital Outlay					302,569		302,569
Capital Projects	-	4,900	-			9,422,587	9,427,487
Transfers Out	476,000		1,709,058		-	1,126,000	3,311,058
Total Expenditures	11,047,346	1,562,589	7,700,064	3,160,752	500,049	11,791,271	35,762,070
TTD Expenditures							-
Net Changes in Fund Balance	(412,385)	6,246	(201,407)	(255,271)	151,587	511,730	(199,499)
% of change	9 %	-1 %	8 %	8 %	-5 %	-6 %	1 %
Less: Restricted Balances	-	-	-			-	-
Less: Reserved Balance 20% of Exp	(2,114,269)	(312,518)	(1,420,013)	-	-	-	(3,846,799)
Available Fund Balance - End of Year	2,186,350	165,590	813,777	3,046,884	3,005,846	8,495,797	17,714,244

Capital Funds Combined Statement of Changes in Fund Balance (cash basis)

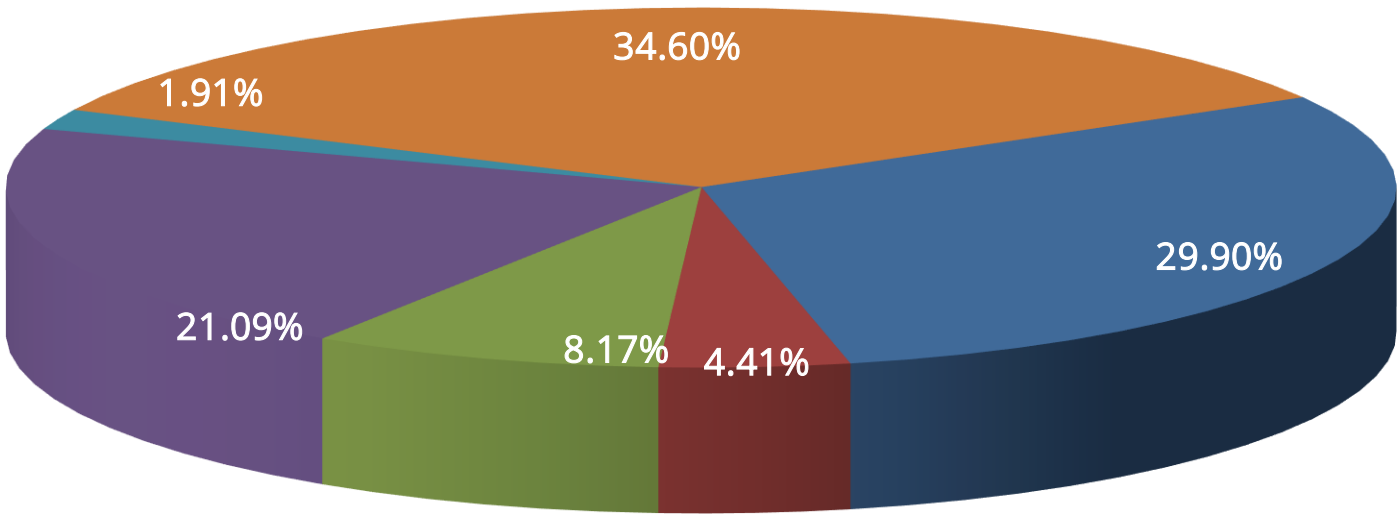
	05 - BERP Fund	27-Park Fee in Lieu	36- Transportation Fund	36-38-GO Transportation Fund	37-Excise Tax Fund	45-Capital Improvement Fund	46- Stormwater Sales Tax	47-Parks Sales Tax	47-38-GO Parks	52-Water Connection Fees	53-Sewer Connection Fees	54-Ent. Capital Maintenance	Total Combined
Fund Balance - Beginning of Year	740,873	98,888	332,662	775,225	678,262	1,295,368	268,380	145,492	260,086	2,014,852	574,630	799,647	7,984,067
Revenues													
Sales Taxes													
1/2 cent Capital Improvement													
Sales Tax (40% of 1/2 cent) *						1,434,896		573,958					1,434,896
Additional - Council Determined								143,490					1,147,917
Transportation Sales Tax			1,434,896										286,979
Cass R&B Sales Tax			233,536										1,434,896
Cass R&B Property Tax			164,545										233,536
Fees and Permits													164,545
Park Fee in Lieu		29,496											29,496
Commercial													
Single Family					371,175								371,175
Multi-Family													
Tip Fees -Residential										297,875			297,875
Tip Fees -Commercial													
Interest	9,934	917	5,748	-	1,696	3,238	671	364		5,037	-	1,999	29,604
Refunds & Reimbursements													18,364
Resident Contribution							18,364						
Sale of Real & Personal Property													
Connection Fees-Residential											244,650		244,650
Connection Fees-Commercial													
GO Bond Proceeds & Earnings	248,068		180,000	5,515,000									5,515,000
Other Sources / Transfers					50,000							600,000	1,084,068
Total Revenues	258,002	30,413	2,018,725	5,515,000	422,871	1,454,134	736,483	717,812	-	302,912	244,650	601,999	12,303,001
Expenditures													
Debt Service													
Misc													
General Fund Transfer													
Misc Stream Clean ups			320,000										1,148,652
Professional Services (Lake Maintenance)													70,500
Park Sales Tax Transfer													
Excise Tax Transfer							306,000						626,000
BERP Transfer			50,000										23,532
Restricted Revenue Fund Transfer						100,000							350,000
Capital Projects Budgeted													50,000
Facility Use & Space Analysis	90,000												90,000
Public Works Lobby Security Enhancements	75,000												75,000
Garage Door Replacement & Repair	35,000												35,000
City Hall South Parking Lot Lighting	15,000												15,000
Annual Curb Replacement			400,000										400,000
Street Preservation			800,000										800,000
Right of Way Infrastructure Repairs			150,000										150,000
Roadside Trail Maintenance			25,000										25,000
El Median at Kentucky & 58 Hwy			150,000										150,000
El Foxridge Drive Street Modifications			30,000										150,000
Kurzwell Road				1,103,000									30,000
149/58Hwy				3,000,000									1,103,000
Street Lights				1,102,000									3,000,000
Maintenance of Thoroughfare Routes					200,000								1,102,000
North Cass Pkwy/Dean Ave Traffic Signal & Intersection Improvements													200,000
Curb Ramp Repair & Replacement													
OCL Traffic Signal Upgrades													
Sidewalk Gap Program													
Lucy Webb Road Pedestrian Beacon													
Centerview Video Equipment Upgrade													
El - Pedestrian Beacon Lucy Webb													
Annual Curb Replacement													
Country Lane Stormwater Repairs													
Bridge/Culvert Cleaning & Repairs													
Stormwater Culvert Rehabilitation													
Recreation Park Playground Replacement - Age 2-5													
Skate Park													
Creekmoor Odor & Corrosion Control													
Inflow and Infiltration Reduction - current and future													
Hydrant Replacement													
Mazuma Force Main Replacement													
Total Expenditures	215,000	-	1,925,000	5,205,000	880,000	1,256,576	812,068	725,000	-	158,520	128,520	485,587	11,791,271
Net Changes in Fund Balance	43,002	30,413	93,725	310,000	(457,129)	197,559	(75,585)	(7,188)	-	144,392	116,130	116,412	511,730
Available Fund Balance End of Year	783,875	129,001	426,387	1,085,225	221,133	1,492,927	192,795	138,304	260,086	2,159,244	690,760	916,059	8,495,797

Combined Revenues by Fund

(Includes interfund transfers and interfund billings)

Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 10,634,961	29.90%
Parks & Recreation	1,568,835	4.41%
Debt Service	2,905,481	8.17%
Enterprise	7,498,657	21.09%
Internal Service Funds - combined	651,636	1.83%
Capital Funds - combined	12,303,001	34.60%
Total Combined Revenues	\$ 35,562,571	100.00%

■ General Fund ■ Parks & Recreation ■ Debt Service ■ Enterprise ■ Internal Service Funds - combined ■ Capital Funds - combined

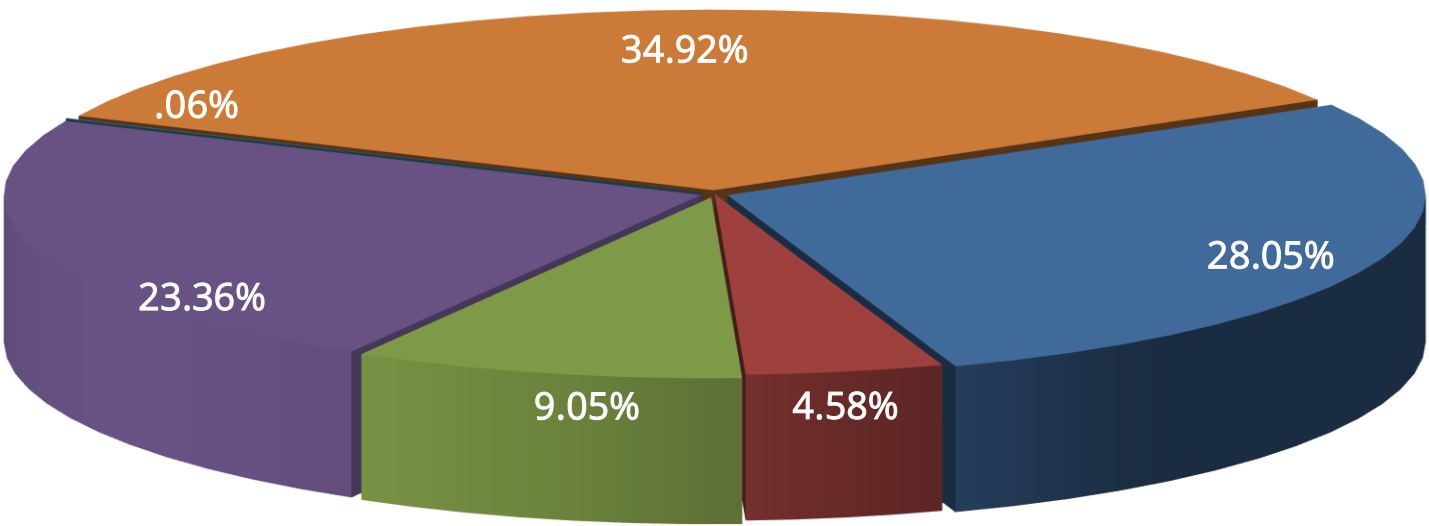


Combined Revenues by Fund

(Does not include interfund transfers and interfund billings)

Summary			
		<u>Budget</u>	<u>% of Budget</u>
General Fund	\$	9,003,457	28.05%
Parks & Recreation		1,468,835	4.58%
Debt Service		2,905,481	9.05%
Enterprise		7,498,657	23.36%
Internal Service Funds - combined		13,656	0.04%
Capital Funds - combined		11,208,933	34.92%
Total Combined Revenues	\$	32,099,019	100.00%

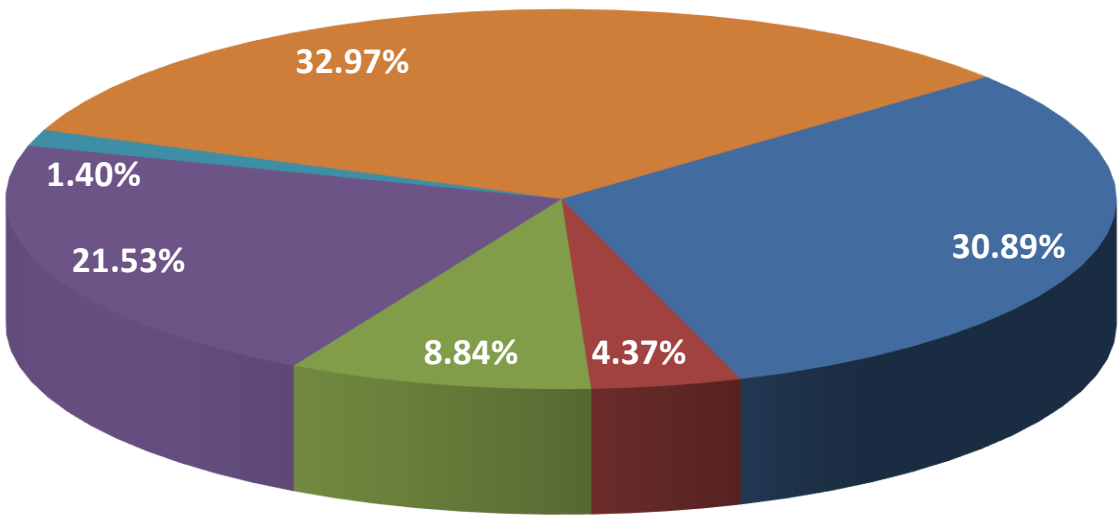
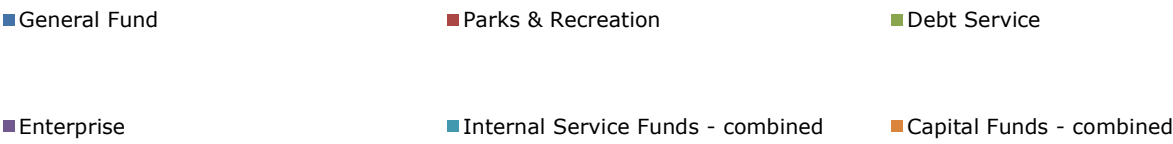
■ General Fund ■ Parks & Recreation ■ Debt Service ■ Enterprise ■ Internal Service Funds - combined ■ Capital Funds - combined



Combined Expenditures by Fund

(Includes interfund transfers and interfund billings)

Summary			
		<u>Budget</u>	<u>% of Budget</u>
General Fund	\$	11,047,346	30.89%
Parks & Recreation		1,562,589	4.37%
Debt Service		3,160,752	8.84%
Enterprise		7,700,064	21.53%
Internal Service Funds - combined		500,049	1.40%
Capital Funds - combined		11,791,271	32.97%
Total Combined Expenditures	\$	35,762,070	100.00%

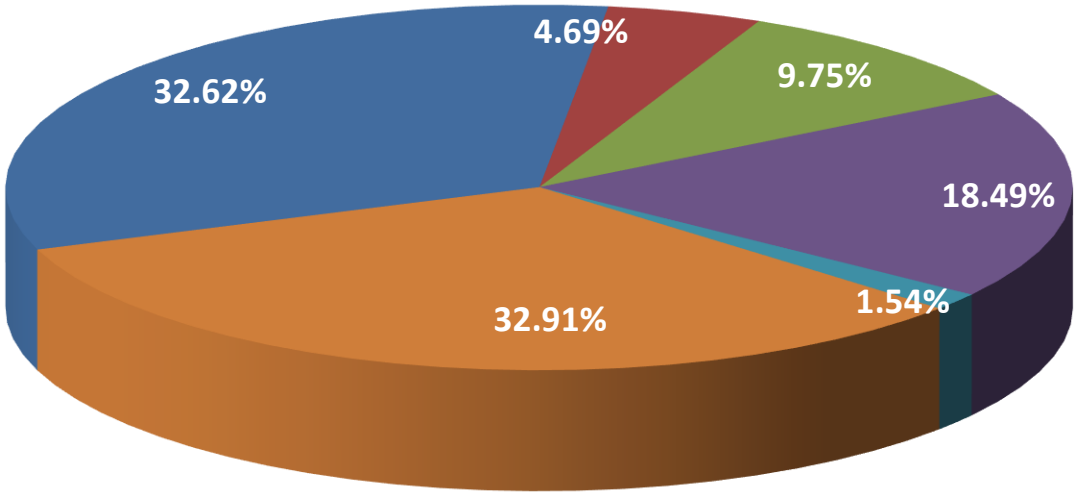


Combined Expenditures by Fund

(Does not include interfund transfers and interfund billings)

Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 10,571,345	32.62%
Parks & Recreation	1,520,687	4.69%
Debt Service	3,160,752	9.75%
Enterprise	5,991,006	18.49%
Internal Service Funds - combined	500,049	1.54%
Capital Funds - combined	10,665,271	32.91%
Total Combined Expenditures	\$ 32,409,109	100.00%

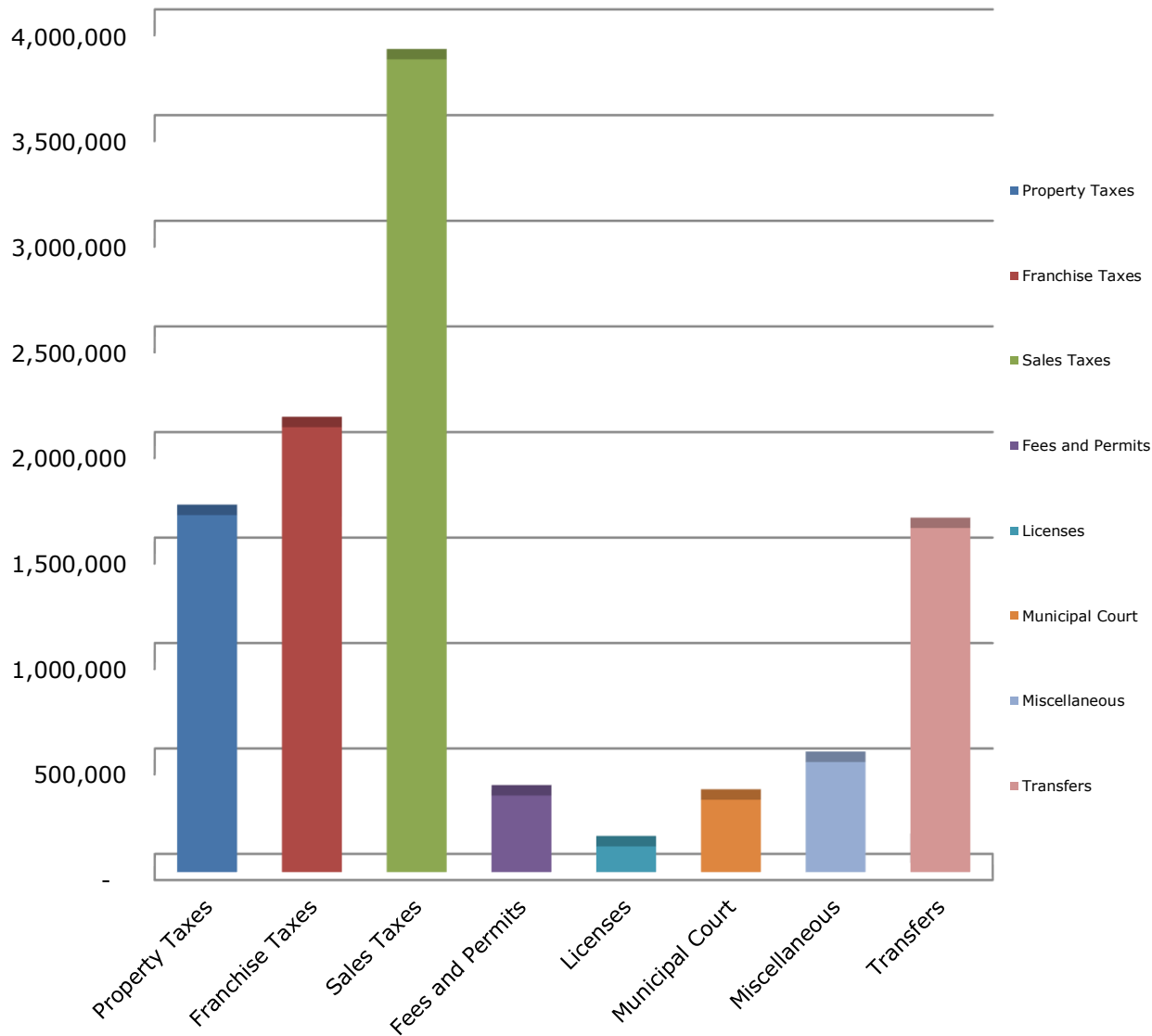
■ General Fund ■ Parks & Recreation ■ Debt Service ■ Enterprise ■ Internal Service Funds - combined ■ Capital Funds - combined



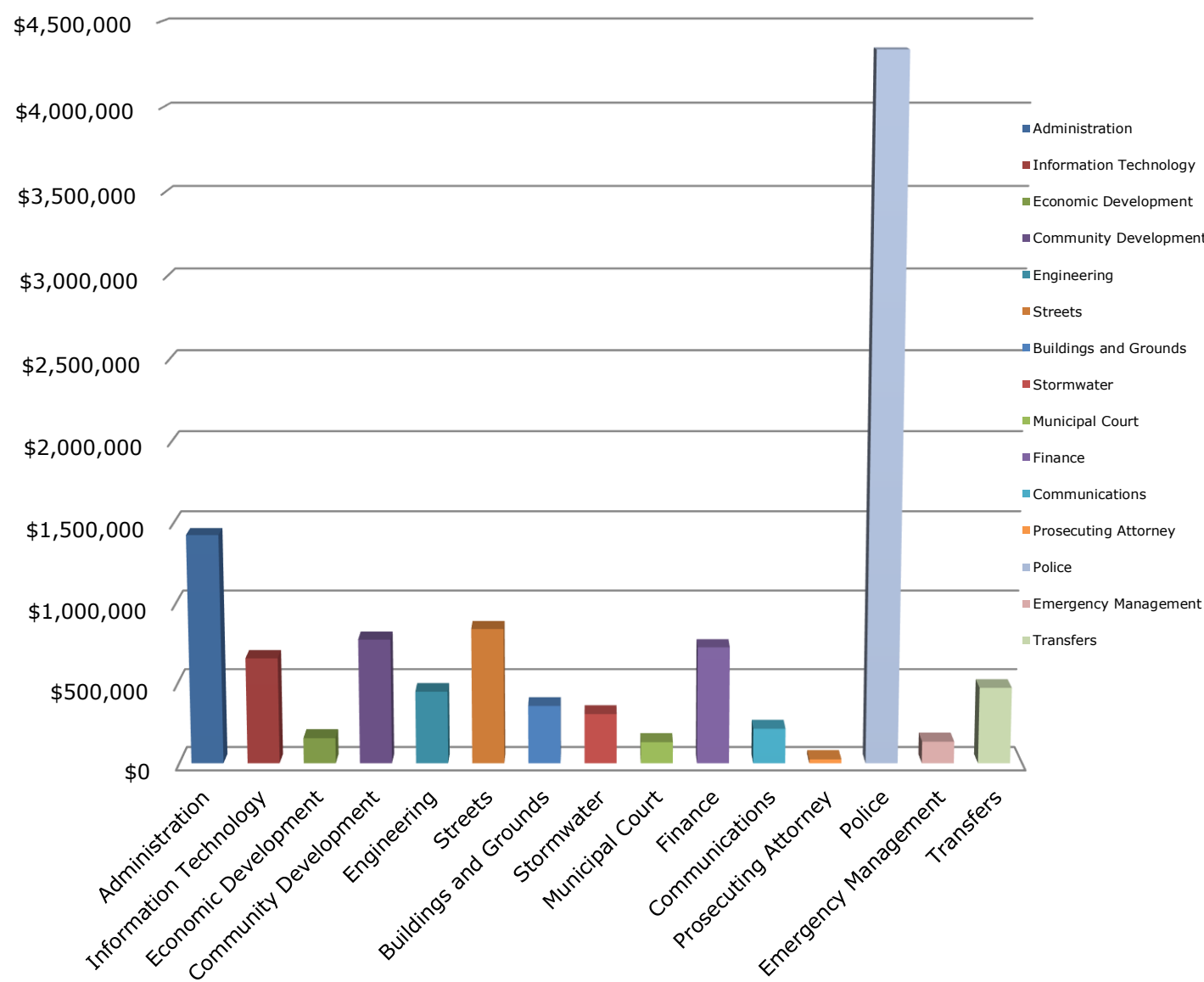
General Fund Budget Comparison

Revenue Budget Comparison			
	2021	2022	% +/-
Property Taxes	\$1,627,940	1,693,079	4.0%
Franchise Taxes	\$2,205,109	2,109,554	-4.3%
Sales Taxes	\$3,574,758	3,849,653	7.7%
Fees and Permits	\$211,305	363,432	72.0%
Licenses	\$123,243	122,313	-0.8%
Municipal Court	\$327,167	343,276	4.9%
Miscellaneous	\$494,233	522,151	5.6%
Transfers	\$1,623,988	1,631,504	0.5%
Total	\$10,187,744	10,634,961	4.4%

2022 General Fund Revenue By Category



2022 General Fund Expense By Category

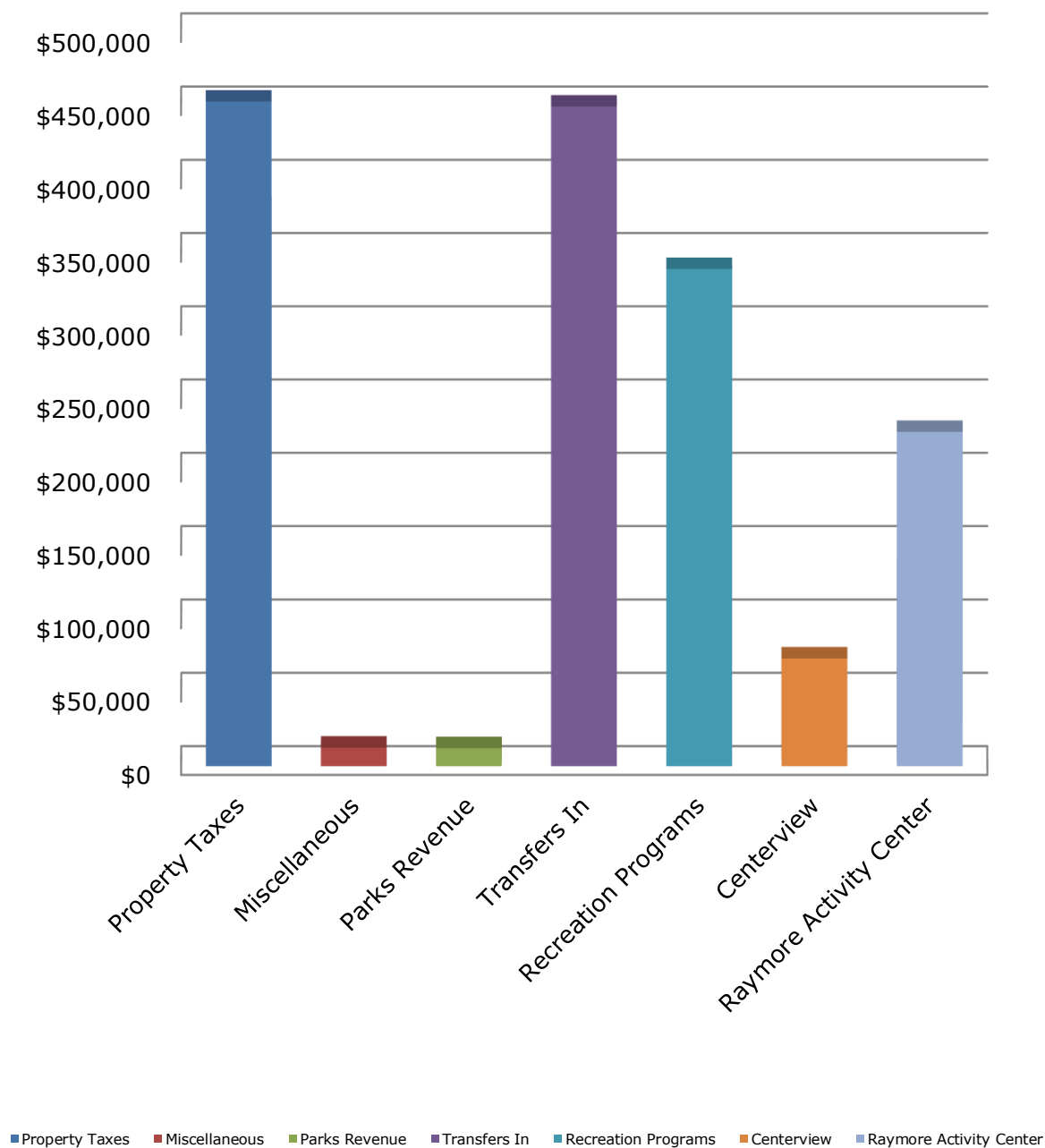


Expense Budget Comparison			
	2021	2022	% +/-
Administration	\$1,345,938	\$1,427,231	6.0%
Information Technology	\$615,336	\$660,828	7.4%
Economic Development	\$159,934	\$158,219	-1.1%
Community Development	\$733,110	\$777,974	6.1%
Engineering	\$447,538	\$451,616	0.9%
Streets	\$825,134	\$844,408	2.3%
Buildings and Grounds	\$354,623	\$361,933	2.1%
Stormwater	\$296,391	\$310,493	4.8%
Municipal Court	\$141,670	\$133,000	-6.1%
Finance	\$690,877	\$729,538	5.6%
Communications	\$198,020	\$218,219	NA
Prosecuting Attorney	\$24,400	\$24,400	NA
Police	\$4,115,077	\$4,337,192	5.4%
Emergency Management	\$128,028	\$136,295	6.5%
Transfers	\$100,000	\$476,000	376.0%
Total	\$10,176,076	\$11,047,346	8.6%

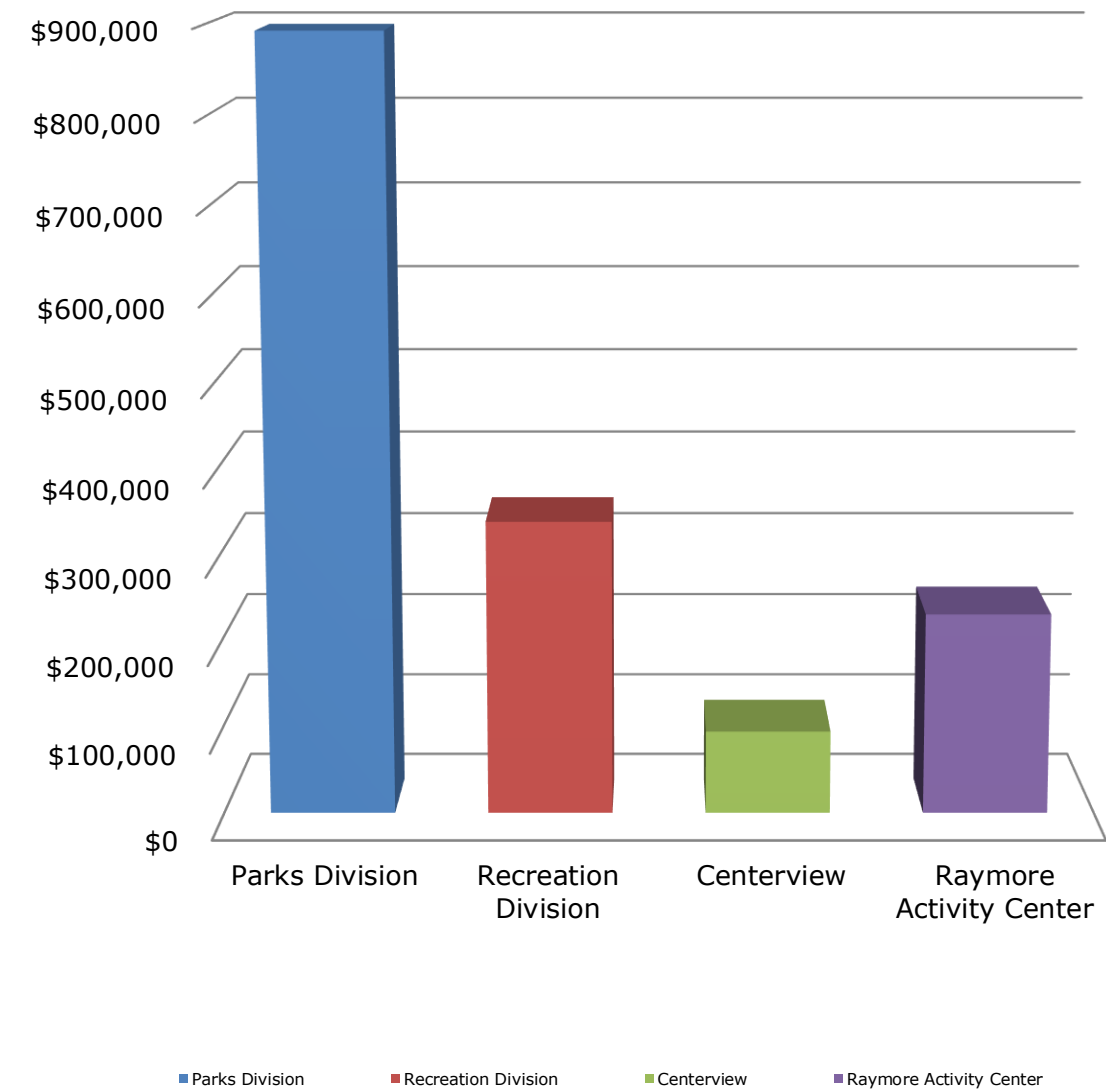
Park Fund Budget Comparison

Revenue Budget Comparison			
	2021	2022	% +/-
Property Taxes	\$434,873	\$453,391	4.3%
Miscellaneous	\$11,500	\$12,679	10.3%
Parks Revenue	\$7,350	\$12,275	67.0%
Transfers In	\$556,192	\$450,000	-19.1%
Recreation Programs	\$309,870	\$339,100	9.4%
Centerview	\$68,725	\$73,475	6.9%
Raymore Activity Center	\$197,165	\$227,915	NA
Total	\$1,585,675	\$1,568,835	-1.1%

2022 Park Fund Revenue By Category



2022 Park Fund Expense By Category

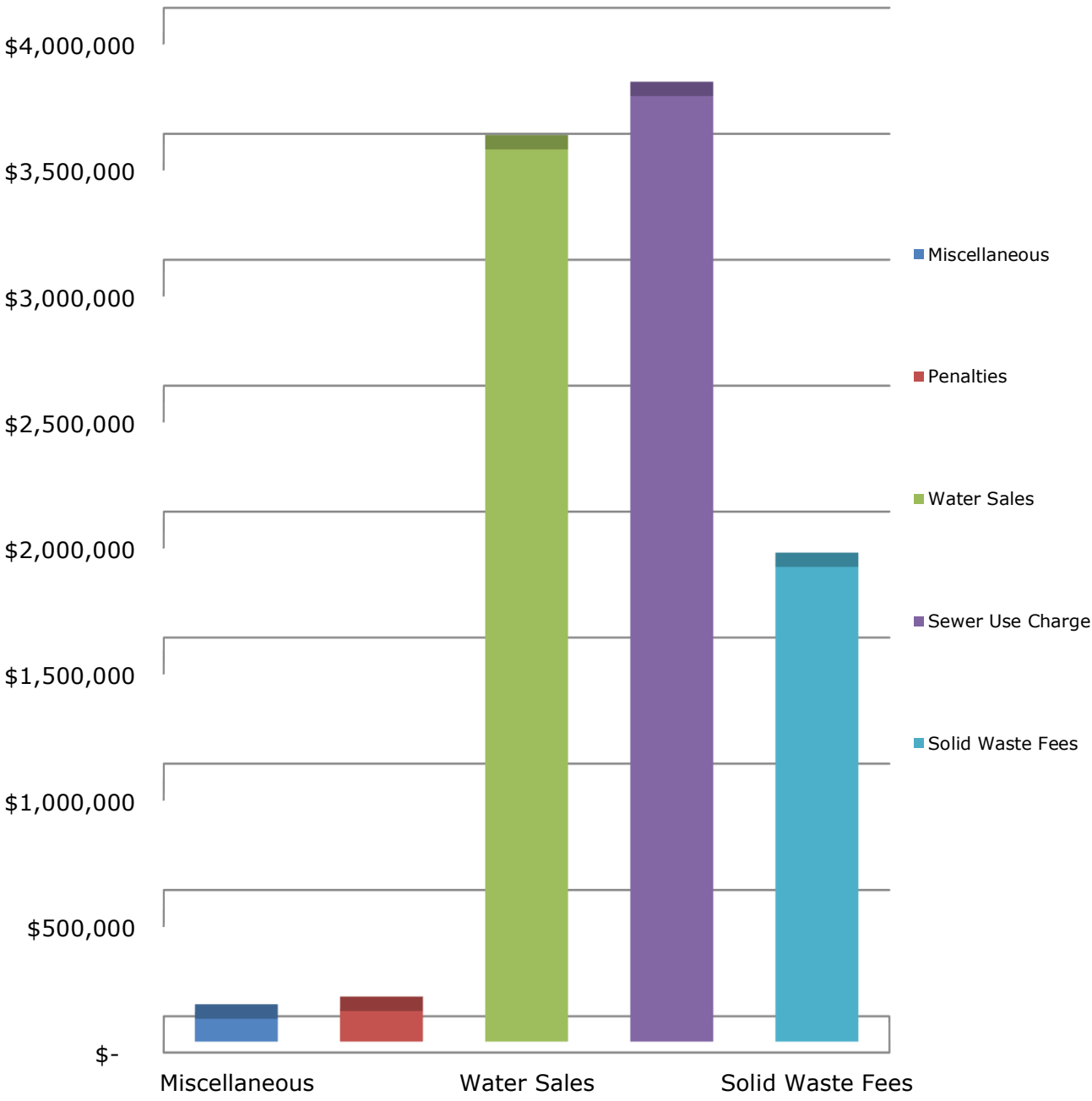


Expense Budget Comparison			
	2021	2022	% +/-
Parks Division	\$882,359	\$892,338	1.1%
Recreation Division	\$323,139	\$340,764	5.5%
Centerview	\$92,782	\$96,106	3.6%
Raymore Activity Center	\$227,675	\$233,381	NA
Total	\$1,525,955	\$1,562,589	2.4%

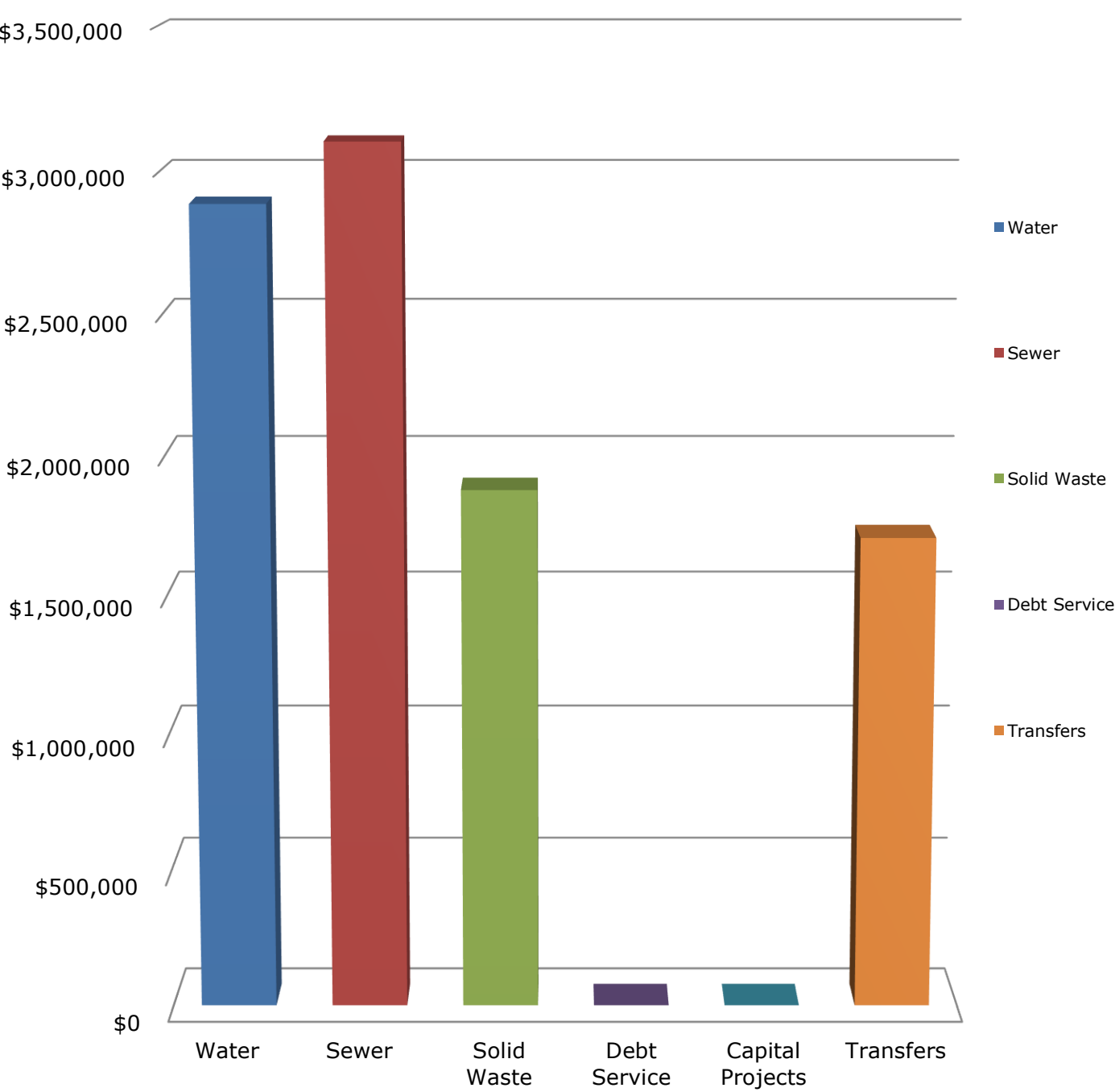
Enterprise Fund Budget Comparison

Revenue Budget Comparison				
	2021		2022	% +/-
Miscellaneous	\$182,012	\$	90,464	-50.3%
Penalties	\$129,445	\$	120,933	-6.6%
Water Sales	\$3,178,273	\$	3,537,823	11.3%
Sewer Use Charge	\$3,763,221	\$	3,749,437	-0.4%
Solid Waste Fees	\$1,739,728	\$	1,880,296	8.1%
Total	\$8,992,679		\$9,378,953	4.3%

2022 Enterprise Fund Revenue By Category



2022 Enterprise Fund Expense By Category



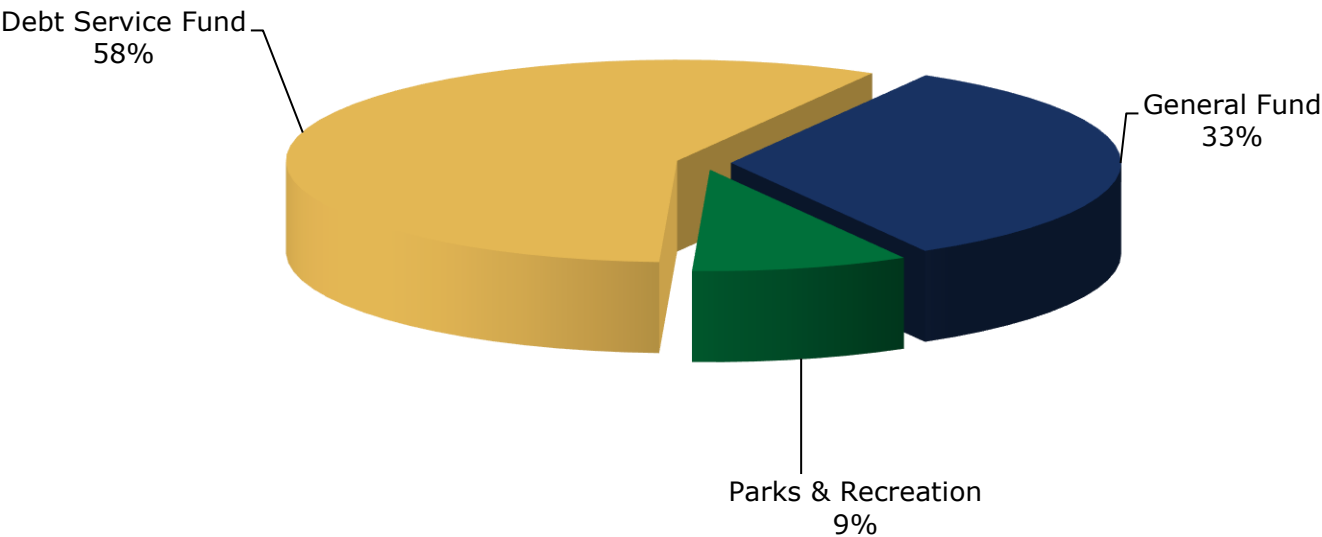
Expense Budget Comparison			
	2021	2022	% +/-
Water	\$2,794,124	\$2,887,362	3.3%
Sewer	\$2,951,177	\$3,103,644	5.2%
Solid Waste	\$1,818,416	\$1,880,296	3.4%
Debt Service	\$0	\$0	0.0%
Capital Projects	\$3,500	\$0	0.0%
Transfers	\$1,597,684	\$1,709,058	7.0%
Total	\$9,164,901	\$9,580,360	4.5%

City of Raymore

Property Tax Levy Distribution

General Fund	\$ 0.4158
Parks & Recreation	\$ 0.1119
Debt Service Fund	\$ 0.7170
Total Tax Levy	<u>\$ 1.2447</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.

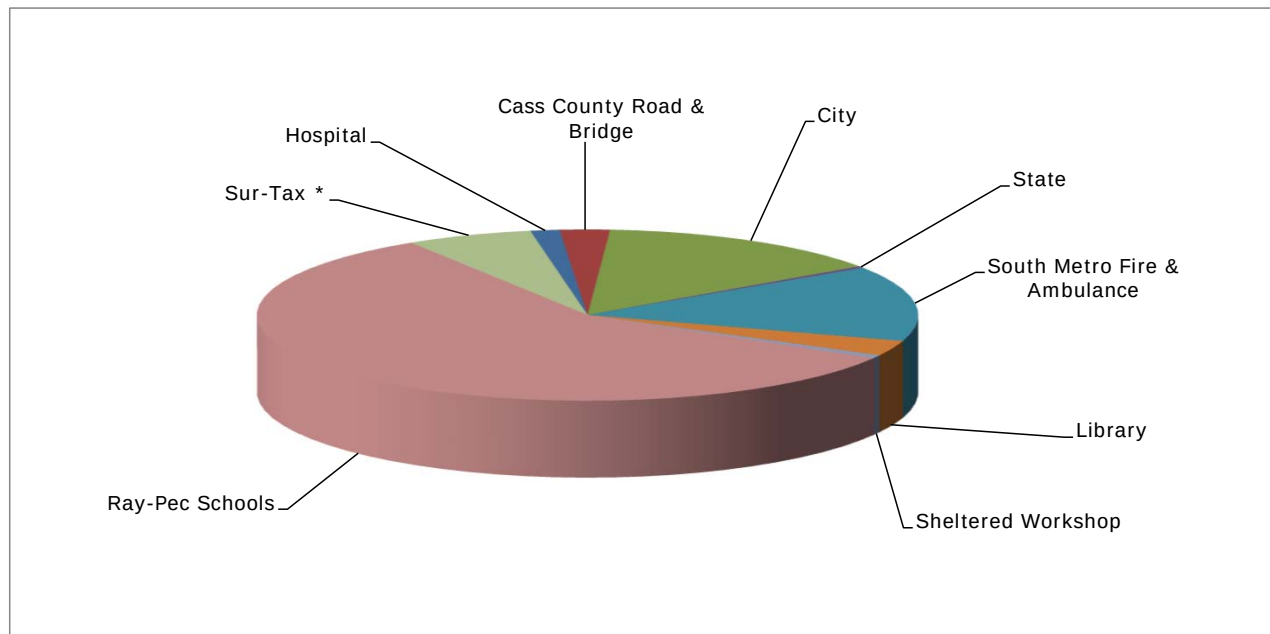
Property Tax Levy - Raymore

FY 2021-22

Levies	Rate	% of Total
Hospital	0.1242	1.42%
Cass County Road & Bridge	0.2137	2.45%
City	1.2447	14.27%
State	0.0300	0.34%
South Metro Fire & Ambulance	1.2398	14.21%
Library	0.2545	2.92%
Sheltered Workshop	0.0454	0.52%
Ray-Pec Schools	5.0302	57.67%
Sur-Tax *	0.5400	6.19%
	8.7225	100.00 %

Total Tax Levy for Raymore Residential 8.1825 per \$100 of assessed value

Total Tax Levy for Raymore Commercial * 8.7225 per \$100 of assessed value

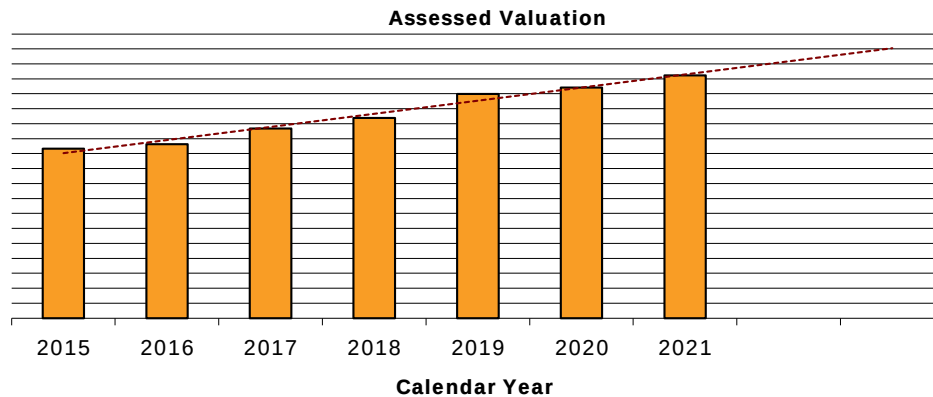


* Sur-Tax is applied to commercially assessed real estate in place in 1984, then it is redistributed to all the taxing entities entitled to receive.

Also note the above listed property taxes do not include any Community Improvement Districts located within the City.

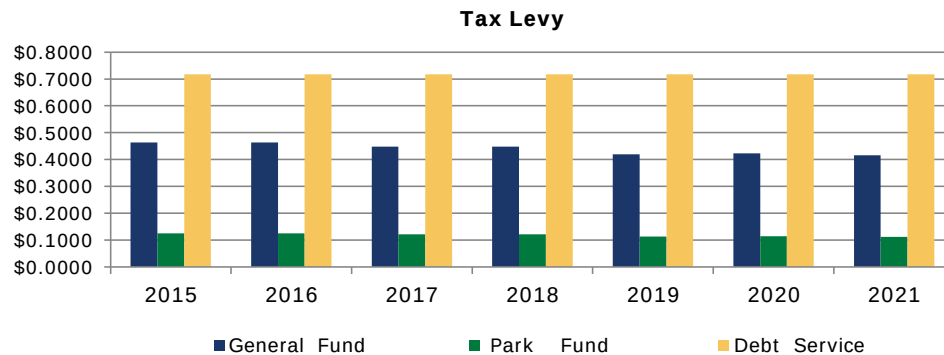
History of Property Valuation and City Tax Levy

Tax Year	Assessed Valuation	Change from Prior Year
2015	\$283,422,039	5.21%
2016	\$290,902,454	5.81%
2017	\$316,915,279	11.82%
2018	\$334,754,591	15.07%
2019	\$374,624,196	18.21%
2020	\$385,650,641	15.20%
2021	\$405,954,493	8.36%



Tax Year	General Fund	Park Fund	Debt Service	Total Levy
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
2021	\$0.4158	\$0.1119	\$0.7170	\$1.2447

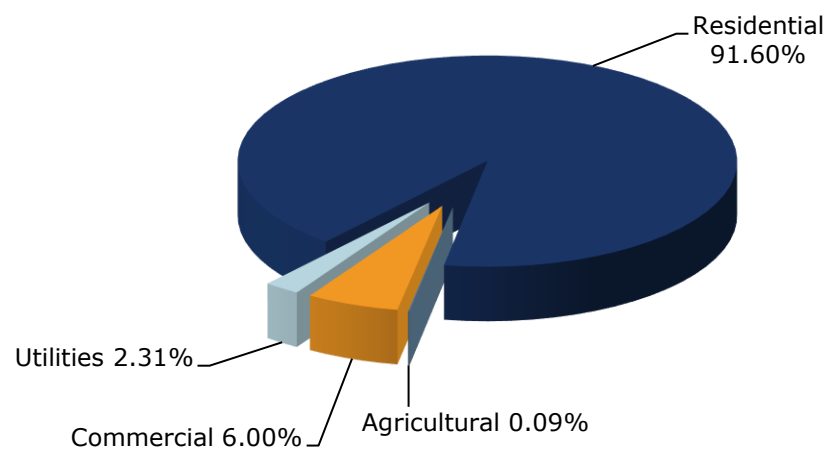
Avg % of total Levy 33.41% 8.99% 57.60%



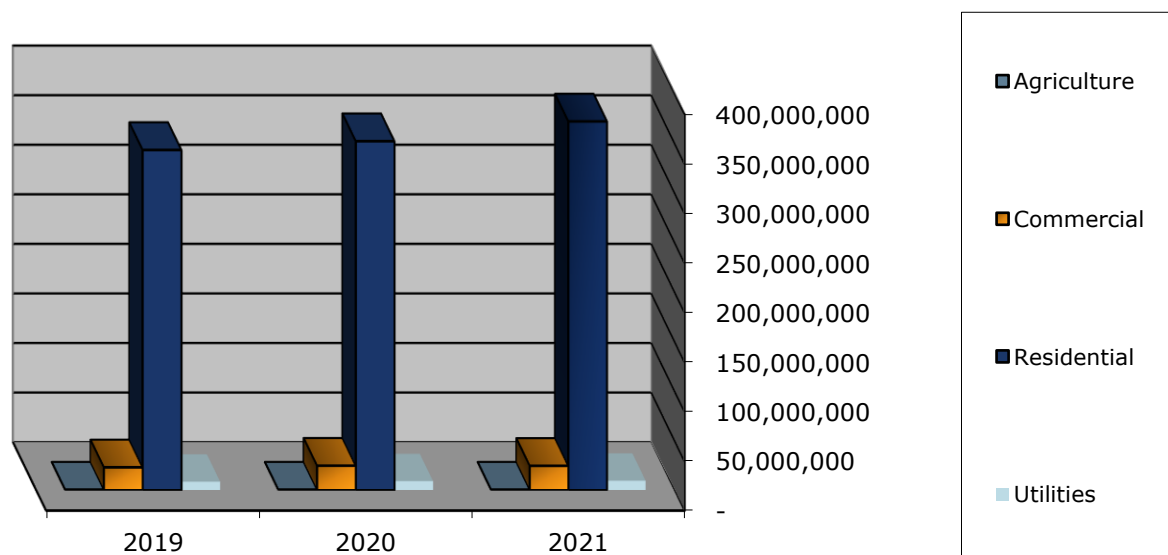
Property Tax Assessed Valuations By Classification

	2019	2020	2021
Agricultural	369,500	367,760	363,450
Commercial	22,833,135	24,475,485	24,361,725
Utilities	8,372,947	8,897,316	9,376,412
Residential	343,048,614	351,910,080	371,852,906
	374,624,196	385,650,641	405,954,493

2020 Assessed Valuations Breakdown



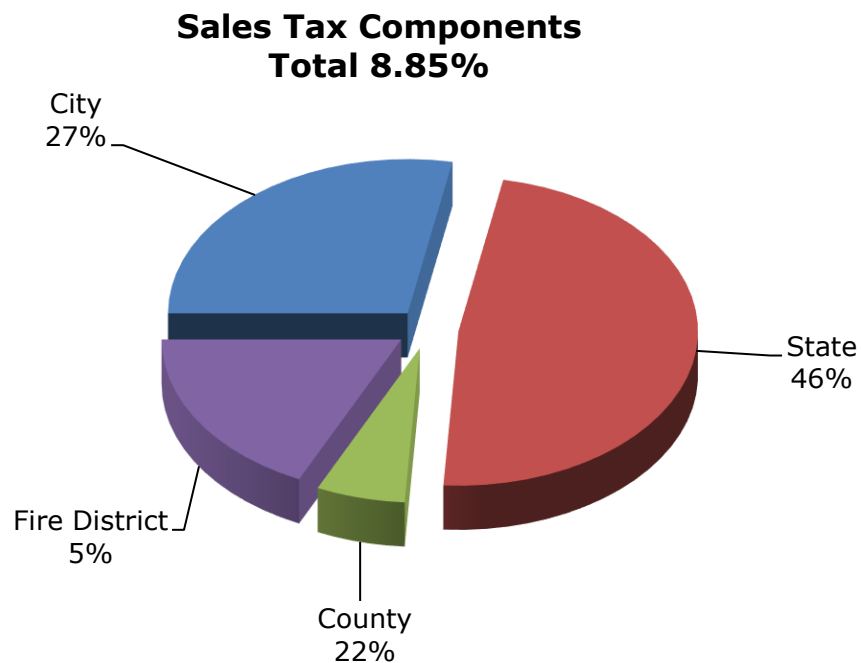
Three-Year Comparison



Sales Tax Breakdown

City of Raymore 2021-22

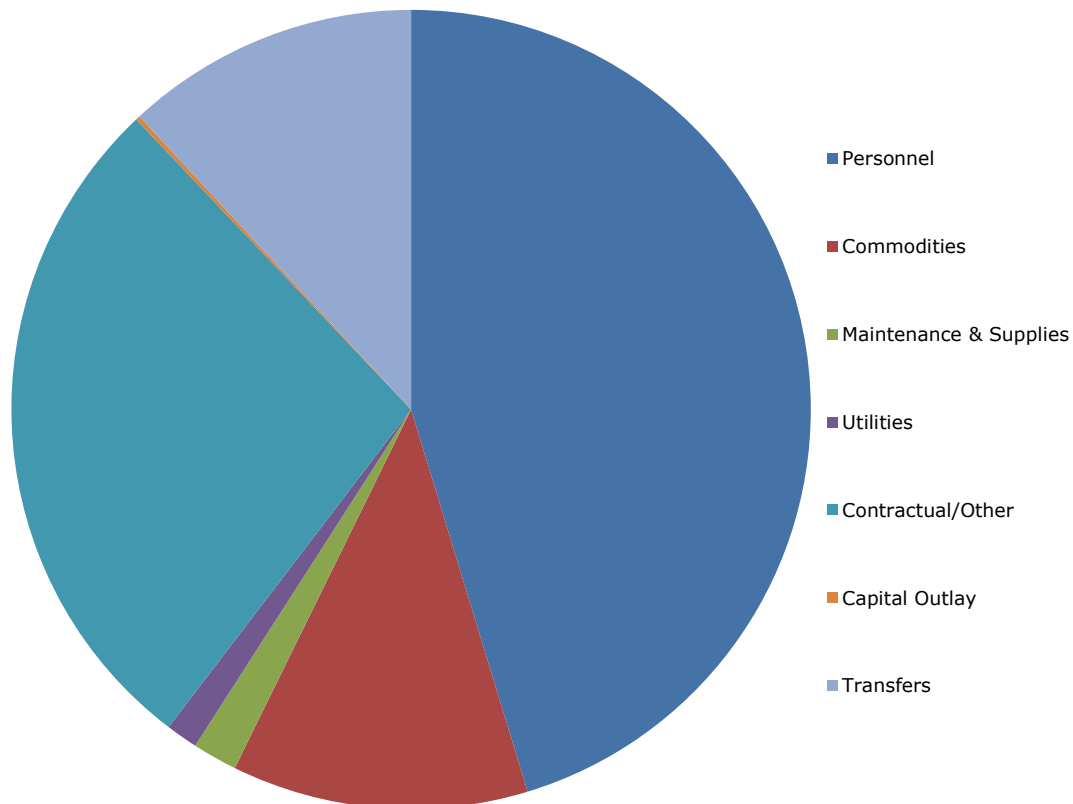
City	Sales	1.000	
	Transportation	0.500	
	Capt. Improvement	0.500	
	Park/Stormwater	0.500	
	Total City		2.500
State	Sales	3.000	
	Conservation	0.125	
	Education	1.000	
	Parks & Soils	0.100	
	Total State		4.225
County	Sales	0.500	
	Road & Bridge	0.250	
	Law Enforcement	0.500	
	Justice Center	0.250	
	911 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

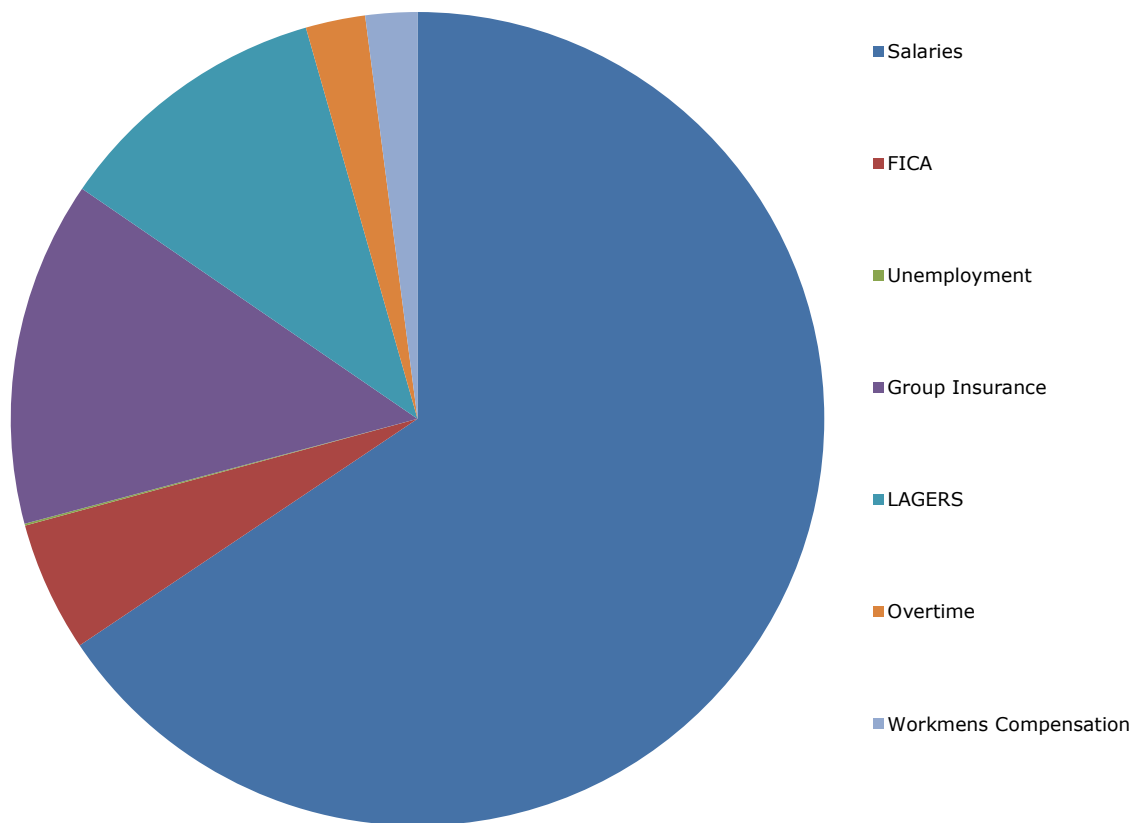
Summary		
	Budget	% of Budget
Personnel	\$ 10,050,236	45.29%
Commodities	2,658,736	11.98%
Maintenance & Supplies	\$ 401,710	1.81%
Utilities	286,413	1.29%
Contractual/Other	\$ 6,114,652	27.56%
Capital Outlay	38,900	0.18%
Transfers	\$ 2,639,650	11.90%
Total Combined Expenditures	\$ 22,190,294	100.00%



Personnel Expenditures

Operational Funds by Type

Summary			
		Budget	% of Budget
Salaries	\$	6,592,789	65.60%
FICA		519,879	5.17%
Unemployment	\$	7,552	0.08%
Group Insurance		1,379,062	13.72%
LAGERS	\$	1,106,167	11.01%
Overtime		237,920	2.37%
Workmens Compensation	\$	206,868	2.06%
Total Combined Expenditures	\$	10,050,236	100.00%



Position Control Roster

By Department and Fund	2019-20 Actual	2020-21 Actual	2021-22 CM Proposed	Variance FY22 vs FY21
Administration	7.00	7.00	7.00	-
Integrated Technology Systems ¹	3.00	3.00	3.00	-
Economic Development	1.00	1.00	1.00	-
Development Services	7.00	7.00	7.00	-
Engineering ³	3.97	4.05	4.05	-
Streets ³	3.61	3.68	3.68	-
Stormwater ³	3.65	3.40	3.40	-
Building & Grounds ³	2.40	2.00	2.00	-
Court	1.60	1.60	1.60	-
Finance	5.00	5.00	5.00	-
Communications	1.00	1.00	1.00	-
Prosecuting Attorney	-	-	-	-
Police	43.75	43.75	43.75	-
Emergency Management	1.00	1.00	1.00	-
Total All Positions				
General Fund	83.98	83.48	83.48	-
Parks ^{2 3}	7.00	7.50	7.50	-
Recreation ²	2.00	2.00	2.00	-
Centerview ²	0.50	0.50	0.50	-
Recreation Activity Center ²	1.00	1.00	1.00	-
Total All Positions				
Park Fund **	10.50	11.00	11.00	-
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	107.36	107.36	107.36	-

See department section for full department roster

¹ FY20 FTE was added to the Information Technological Services Department to provide network support to the Police Department

² FY20 The Park Staff allocation between Park departments was changed to coincide with the department that the employees provide services to.

³ 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 2021-22 Adopted Salary Range Chart

Range	Minimum	Midpoint	Maximum	Title
1	\$13.82	\$16.84	\$20.52 Hourly	Currently no positions in this range
2	\$14.57	\$17.75	\$21.63 Hourly	Animal Shelter Attendant** Assistant Building Technician Office Assistant
3	\$15.31	\$18.65	\$22.73 Hourly	Building Maintenance Technician Municipal Court Clerk Parks Maintenance Worker I Police Records Clerk Public Works Maintenance Worker I
4	\$16.05	\$19.56	\$23.83 Hourly	Accounting Technician Permit Technician
5	\$16.79	\$20.46	\$24.93 Hourly	Parks Maintenance Worker II Public Works Maintenance Worker II
6	\$17.55	\$21.38	\$26.05 Hourly	Currently no positions in this range
7	\$18.28	\$22.27	\$27.14 Hourly	Administrative Assistant Animal Control Officer Communications Officer Police Records Clerk & Crime Analyst Property & Evidence Technician Public Works Maintenance Worker III
8	\$19.02	\$23.18	\$28.24 Hourly	Code Enforcement Officer Crew Leader, Parks Maintenance
9	\$19.76	\$24.08	\$29.34 Hourly	Crew Leader, Public Works
10	\$20.52	\$25.00	\$30.46 Hourly	Benefits Specialist Payroll & Purchasing Specialist Utility Billing & Customer Service Specialist
11	\$21.25	\$25.89	\$32.33 Hourly	Athletic Coordinator Building Inspector Engineering Technician ITS Technician Police Officer* Recreation Coordinator Storm Water Specialist

Range	Minimum	Midpoint	Maximum	Title
12	\$22.00	\$26.81	\$33.48 Hourly	Master Police Officer* Police Detective Public Works Field Supervisor
13	\$22.76	\$27.73	\$34.63 Hourly	Chief Communications Officer GIS Coordinator
14	\$1,945.94	\$2,370.94	\$2,960.98 Bi-Weekly	City Clerk Emergency Management Director ITS Senior Network Technician Municipal Court Administrator
15	\$25.35	\$30.89	\$38.57 Hourly	Police Sergeant *
16	\$2,146.83	\$2,615.71	\$3,266.66 Bi-Weekly	Assistant City Engineer Senior Accountant Building Official City Planner
17	\$2,265.82	\$2,760.68	\$3,447.71 Bi-Weekly	Police Lieutenant Recreation Superintendent Superintendent, Parks Operations
18	\$2,503.71	\$3,050.52	\$3,809.68 Bi-Weekly	Assistant Director, Public Works - Operations Director, Integrated Technology Systems Manager, Communications Manager, Human Resources
19	\$2,622.69	\$3,195.50	\$3,990.74 Bi-Weekly	Assistant Director, Public Works - Engineering Director, Economic Development Police Captain
20	\$3,039.06	\$3,795.37	\$4,739.90 Bi-Weekly	Director, Development Services Director, Finance Director, Parks & Recreation
21	\$3,276.95	\$4,194.77	\$5,110.92 Bi-Weekly	Chief of Police Director, Public Works & Engineering
22	\$3,514.88	\$4,389.60	\$5,482.01 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

City of Raymore

Fiscal Year 2021-22 Adopted Step Chart

Range	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
1	\$13.82	\$14.17	\$14.52	\$14.89	\$15.26	\$15.64	\$16.03	\$16.43	\$16.84	\$17.27	\$17.70	\$18.14	\$18.59	\$19.06	\$19.53	\$20.02	\$20.52		
2	\$14.57	\$14.93	\$15.30	\$15.69	\$16.08	\$16.48	\$16.89	\$17.32	\$17.75	\$18.19	\$18.65	\$19.11	\$19.59	\$20.08	\$20.58	\$21.10	\$21.63		
3	\$15.31	\$15.69	\$16.08	\$16.49	\$16.90	\$17.32	\$17.75	\$18.20	\$18.65	\$19.12	\$19.60	\$20.09	\$20.59	\$21.10	\$21.63	\$22.17	\$22.73		
4	\$16.05	\$16.45	\$16.86	\$17.29	\$17.72	\$18.16	\$18.62	\$19.08	\$19.56	\$20.05	\$20.55	\$21.06	\$21.59	\$22.13	\$22.68	\$23.25	\$23.83		
5	\$16.79	\$17.21	\$17.65	\$18.09	\$18.54	\$19.00	\$19.48	\$19.96	\$20.46	\$20.97	\$21.50	\$22.04	\$22.59	\$23.15	\$23.73	\$24.32	\$24.93		
6	\$17.55	\$17.99	\$18.44	\$18.90	\$19.37	\$19.85	\$20.35	\$20.86	\$21.38	\$21.91	\$22.46	\$23.02	\$23.60	\$24.19	\$24.79	\$25.41	\$26.05		
7	\$18.28	\$18.74	\$19.21	\$19.69	\$20.18	\$20.68	\$21.20	\$21.73	\$22.27	\$22.83	\$23.40	\$23.98	\$24.58	\$25.20	\$25.83	\$26.47	\$27.14		
8	\$19.02	\$19.50	\$19.99	\$20.48	\$21.00	\$21.52	\$22.06	\$22.61	\$23.18	\$23.76	\$24.35	\$24.96	\$25.58	\$26.22	\$26.88	\$27.55	\$28.24		
9	\$19.76	\$20.26	\$20.77	\$21.28	\$21.82	\$22.36	\$22.92	\$23.49	\$24.08	\$24.68	\$25.30	\$25.93	\$26.58	\$27.25	\$27.93	\$28.63	\$29.34		
10	\$20.52	\$21.03	\$21.56	\$22.10	\$22.65	\$23.21	\$23.79	\$24.39	\$25.00	\$25.62	\$26.26	\$26.92	\$27.59	\$28.28	\$28.99	\$29.72	\$30.46		
11	\$21.25	\$21.78	\$22.33	\$22.88	\$23.46	\$24.04	\$24.64	\$25.26	\$25.89	\$26.54	\$27.20	\$27.88	\$28.58	\$29.29	\$30.03	\$30.78	\$31.55	\$32.33	
12	\$22.00	\$22.55	\$23.12	\$23.69	\$24.29	\$24.89	\$25.52	\$26.15	\$26.81	\$27.48	\$28.17	\$28.87	\$29.59	\$30.33	\$31.09	\$31.87	\$32.66	\$33.48	
13	\$22.76	\$23.32	\$23.91	\$24.51	\$25.12	\$25.75	\$26.39	\$27.05	\$27.73	\$28.42	\$29.13	\$29.86	\$30.60	\$31.37	\$32.15	\$32.96	\$33.78	\$34.63	
14	\$1,945.94	\$1,994.59	\$2,044.46	\$2,095.57	\$2,147.96	\$2,201.65	\$2,256.70	\$2,313.11	\$2,370.94	\$2,430.21	\$2,490.97	\$2,553.24	\$2,617.08	\$2,682.50	\$2,749.56	\$2,818.30	\$2,888.76	\$2,960.98	
15	\$25.35	\$25.98	\$26.63	\$27.30	\$27.98	\$28.68	\$29.40	\$30.13	\$30.89	\$31.66	\$32.45	\$33.26	\$34.09	\$34.94	\$35.82	\$36.71	\$37.63	\$38.57	
16	\$2,146.83	\$2,200.50	\$2,255.51	\$2,311.90	\$2,369.70	\$2,428.94	\$2,489.67	\$2,551.91	\$2,615.71	\$2,681.10	\$2,748.13	\$2,816.83	\$2,887.25	\$2,959.43	\$3,033.42	\$3,109.25	\$3,186.98	\$3,266.66	
17	\$2,265.82	\$2,322.46	\$2,380.52	\$2,440.04	\$2,501.04	\$2,563.56	\$2,627.65	\$2,693.35	\$2,760.68	\$2,829.70	\$2,900.44	\$2,972.95	\$3,047.27	\$3,123.45	\$3,201.54	\$3,281.58	\$3,363.62	\$3,447.71	
18	\$2,503.71	\$2,566.30	\$2,630.46	\$2,696.22	\$2,763.62	\$2,832.71	\$2,903.53	\$2,976.12	\$3,050.52	\$3,126.79	\$3,204.96	\$3,285.08	\$3,367.21	\$3,451.39	\$3,537.67	\$3,626.11	\$3,716.77	\$3,809.68	
19	\$2,622.69	\$2,688.26	\$2,755.47	\$2,824.35	\$2,894.96	\$2,967.34	\$3,041.52	\$3,117.56	\$3,195.50	\$3,275.38	\$3,357.27	\$3,441.20	\$3,527.23	\$3,615.41	\$3,705.80	\$3,798.44	\$3,893.40	\$3,990.74	
20	\$3,039.06	\$3,115.04	\$3,192.91	\$3,272.73	\$3,354.55	\$3,438.42	\$3,524.38	\$3,612.49	\$3,702.80	\$3,795.37	\$3,890.25	\$3,987.51	\$4,087.20	\$4,189.38	\$4,294.11	\$4,401.46	\$4,511.50	\$4,624.29	\$4,739.90
21	\$3,276.95	\$3,358.87	\$3,442.84	\$3,528.91	\$3,617.14	\$3,707.57	\$3,800.26	\$3,895.26	\$3,992.64	\$4,092.46	\$4,194.77	\$4,299.64	\$4,407.13	\$4,517.31	\$4,630.24	\$4,746.00	\$4,864.65	\$4,986.26	\$5,110.92
22	\$3,514.88	\$3,602.75	\$3,692.82	\$3,785.14	\$3,879.77	\$3,976.76	\$4,076.18	\$4,178.09	\$4,282.54	\$4,389.60	\$4,499.34	\$4,611.83	\$4,727.12	\$4,845.30	\$4,966.43	\$5,090.59	\$5,217.86	\$5,348.30	\$5,482.01

BILL 3660**ORDINANCE 2021-062****"AN ORDINANCE OF THE CITY OF RAYMORE, MISSOURI, APPROVING THE FISCAL YEAR 2022 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, 2021, and ending October 31, 2022, is finally approved, adopted and appropriated by fund and the maximum amounts to be expended are as follows:

FY 2021-2022

General Fund (01)	
Administration	1,422,231
Information Technology	660,828
Economic Development	158,219
Development Services	777,974
Engineering	451,616
Streets	844,408
Stormwater	310,493
Buildings & Grounds	361,932
Municipal Court	133,000
Finance	729,538
Communications	193,219
Prosecuting Attorney	24,400
Police	4,328,192
Emergency Management	136,295
Total Expenditures	\$10,532,345
Transfer to Park Fund	100,000
Total Transfers	100,000
Total General Fund	\$10,632,345
Park Fund (25)	\$1,562,589
General Obligation Debt (40)	\$2,411,479
Vehicle Replacement (03)	\$302,569
Restricted Revenue (04)	\$17,480
Enterprise Fund (50)	
Water & Sewer Departments	5,991,006
Solid Waste	1,880,296
Total Expenditures	\$7,871,302

Transfer to General Fund	999,504
Transfer to VERP Fund	109,554
Transfer to Ent. Cap Maint Fund	600,000
Total Transfers	\$1,709,058
Total Enterprise Fund	\$9,580,360
Capital Funds	
<i>(includes projects, debt service, and other operating expenditures)</i>	
05 Building Equipment Replacement	215,000
36 Transportation	1,745,000
36.38 GO Bond Transportation	5,205,000
37 Excise Tax	880,000
45 Capital Sales Tax	1,240,576
46 Stormwater Sales Tax	812,068
47 Parks Sales Tax	725,000
52 Water Connection	158,520
53 Sewer Connection	128,520
54 Enterprise Capital Maintenance	485,587
Total Capital Funds	\$11,595,271

Section 2. The funds necessary for expenditure in the budget of the City of Raymore for the Fiscal Year beginning November 1, 2021, 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 2021-22 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 11TH DAY OF OCTOBER 2021.

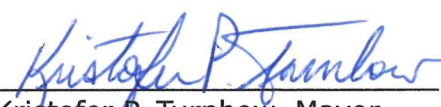
BE IT REMEMBERED THAT THE ABOVE ORDINANCE WAS APPROVED AND ADOPTED THIS 25TH DAY OF OCTOBER, 2021, BY THE FOLLOWING VOTE:

Councilmember Abdelgawad	Aye
Councilmember Barber	Absent
Councilmember Berendzen	Aye
Councilmember Burke III	Aye
Councilmember Circo	Aye
Councilmember Holman	Aye
Councilmember Townsend	Aye
Councilmember Wills-Scherzer	Aye

ATTEST:


Erica Hill, City Clerk

APPROVE:

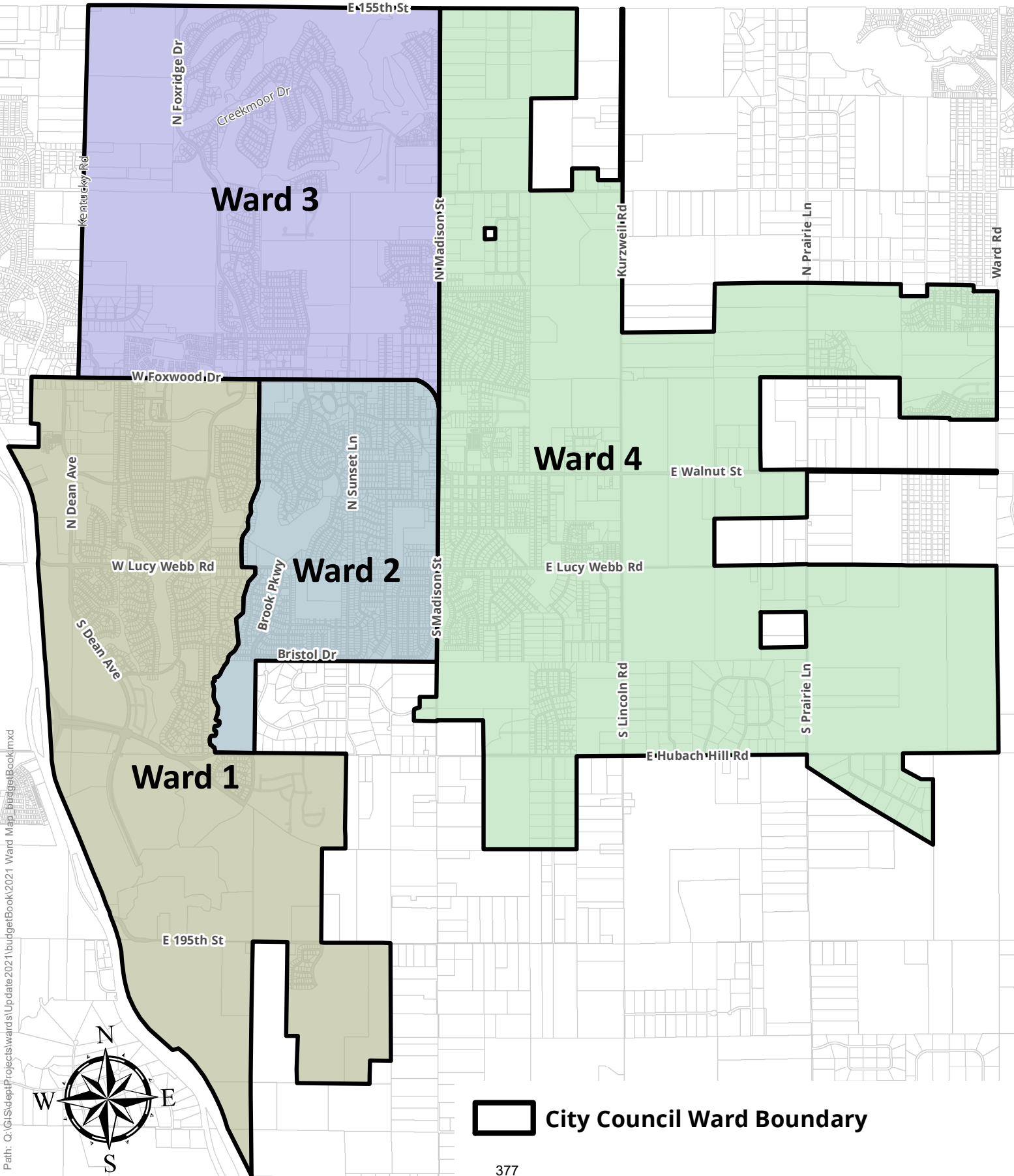

Kristofer P. Turnbow, Mayor

11/1/2021
Date of Signature

Raymore, Missouri

City Council Ward Boundaries

Publication Date: 12/3/2021





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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.





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.

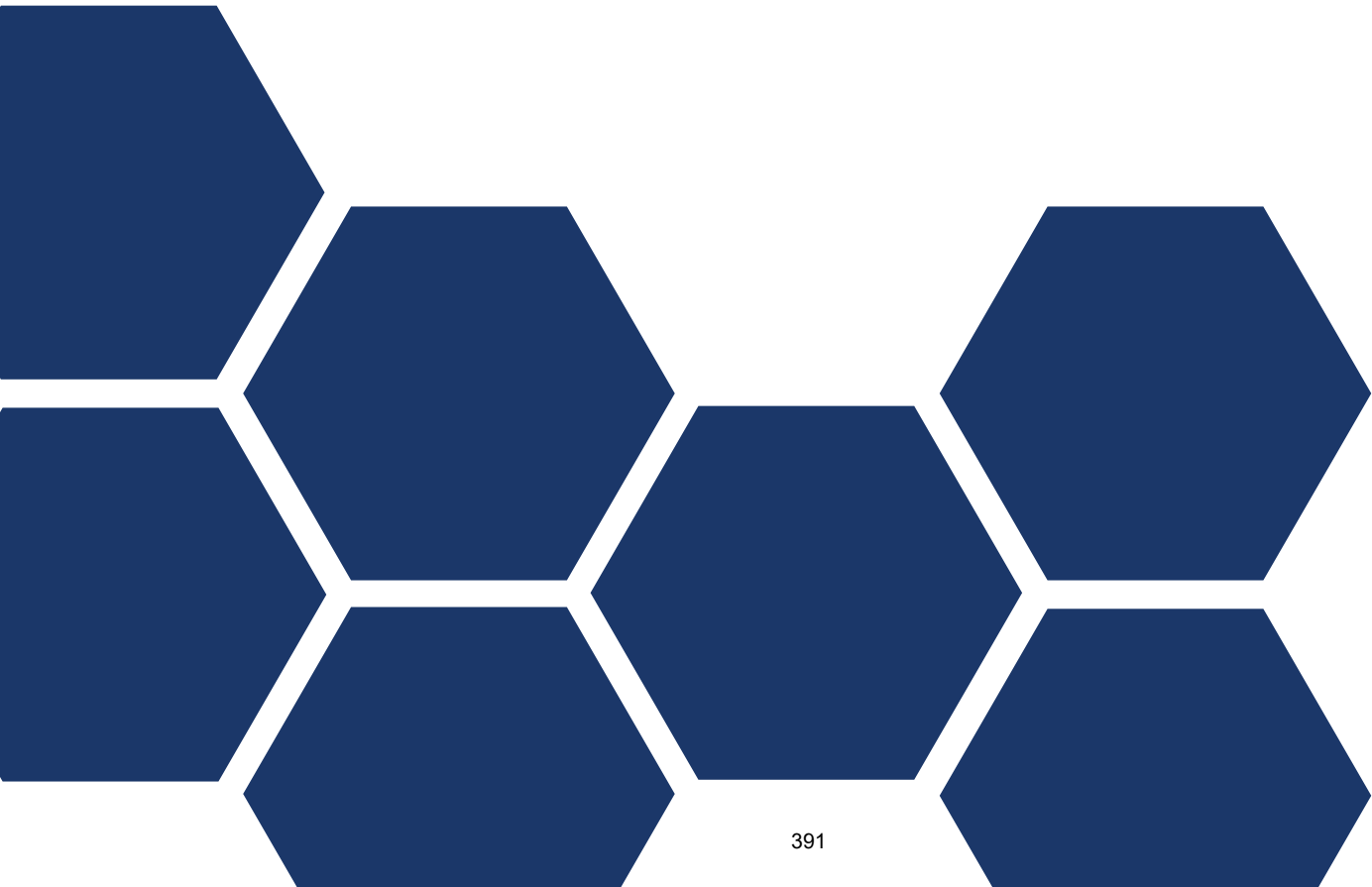
Strategies

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.

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)

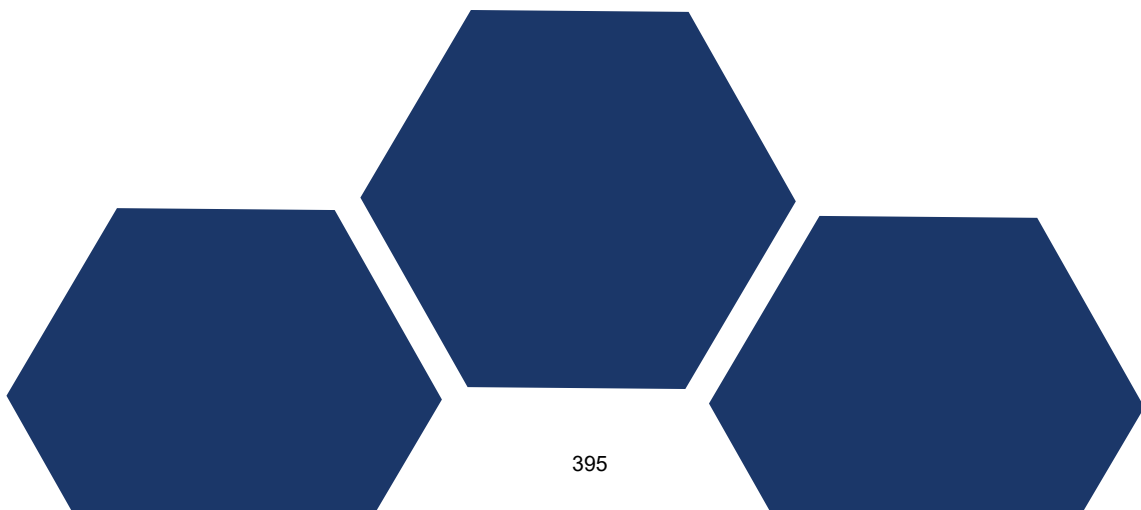
- A Community Improvement District may be either a political subdivision or a not-for-profit corporation. CID's are organized for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the district.

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 – Integrated 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 quantify 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 EIARA 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.