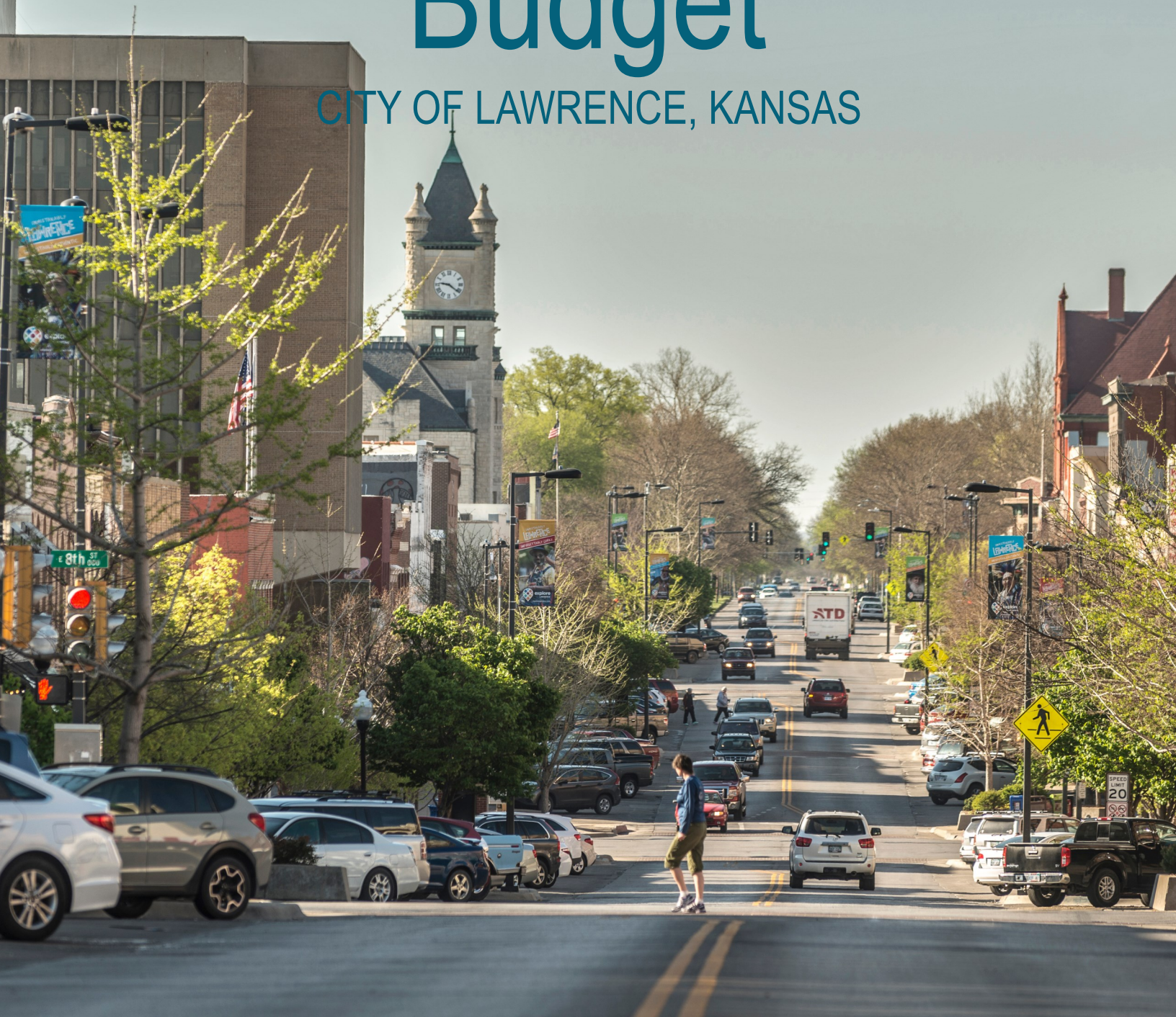


2019 Budget

CITY OF LAWRENCE, KANSAS



Adopted 2019 Operating and
2019-2023 Capital Improvement Budget

Vision

The City of Lawrence - supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.

Mission

We are committed to providing excellent City services that enhance the quality of life for the Lawrence community.

Organizational Values

Character

Competence

Courage

Collaboration

Commitment

2019 Budget

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August 7, 2018

Dear Mayor and Commissioners,

I am pleased to present the adopted 2019 City operating budget and 2019-2023 capital improvement plan budget. This is the second year we have used this abbreviated budget book in conjunction with an online budget report that provides more details.

This document illustrates how resources are being used to make progress on the priority initiatives and critical success factors identified in the strategic plan adopted in 2017.

The operating budget totals \$206,653,000 across all funds. The adopted 2019 budget is balanced, and many tough decisions had to be made about priorities. The adopted 2019 budget eliminates vacant positions and leaves many department projects, personnel requests, and equipment needs unfunded.

In addition, I want to highlight that two of our departments, Public Works and Utilities, are in the process of merging into one department called Municipal Service and Operations. They are still shown as distinct departments in this document but will be combined in future years.

The adopted 2019 budget assumes a moderate increase in City utility rates to cover the increased costs of providing services. More information is available later in the document.

I want to thank department directors and the budget team for their work in preparing this budget. As always, we look forward to implementing the City Commission's priorities in 2019.

Sincerely,
Thomas M. Markus
City Manager



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2019 Budget

City of Lawrence Elected Officials

Stuart Boley, Mayor

Lisa Larsen, Vice Mayor

Leslie Soden, Commissioner

Matthew Herbert, Commissioner

Jennifer Ananda, Commissioner

City of Lawrence Executive Staff

Tom Markus, City Manager

Diane Stoddard, Assistant City Manager

Casey Toomay, Assistant City Manager

Brandon McGuire, Assistant to the City Manager

Porter Arneill, Director of Communications and Creative Resources

Sherri Riedemann, City Clerk

Danielle Buschkoetter, Budget and Strategic Initiatives Manager

Shaun Coffey, Interim Fire Medical Chief

Derek Rogers, Parks and Recreation Director

Gregory Burns, Chief of Police

Dave Wagner, Municipal Services and
Operations Director

Jeremy Willmoth, Finance Director

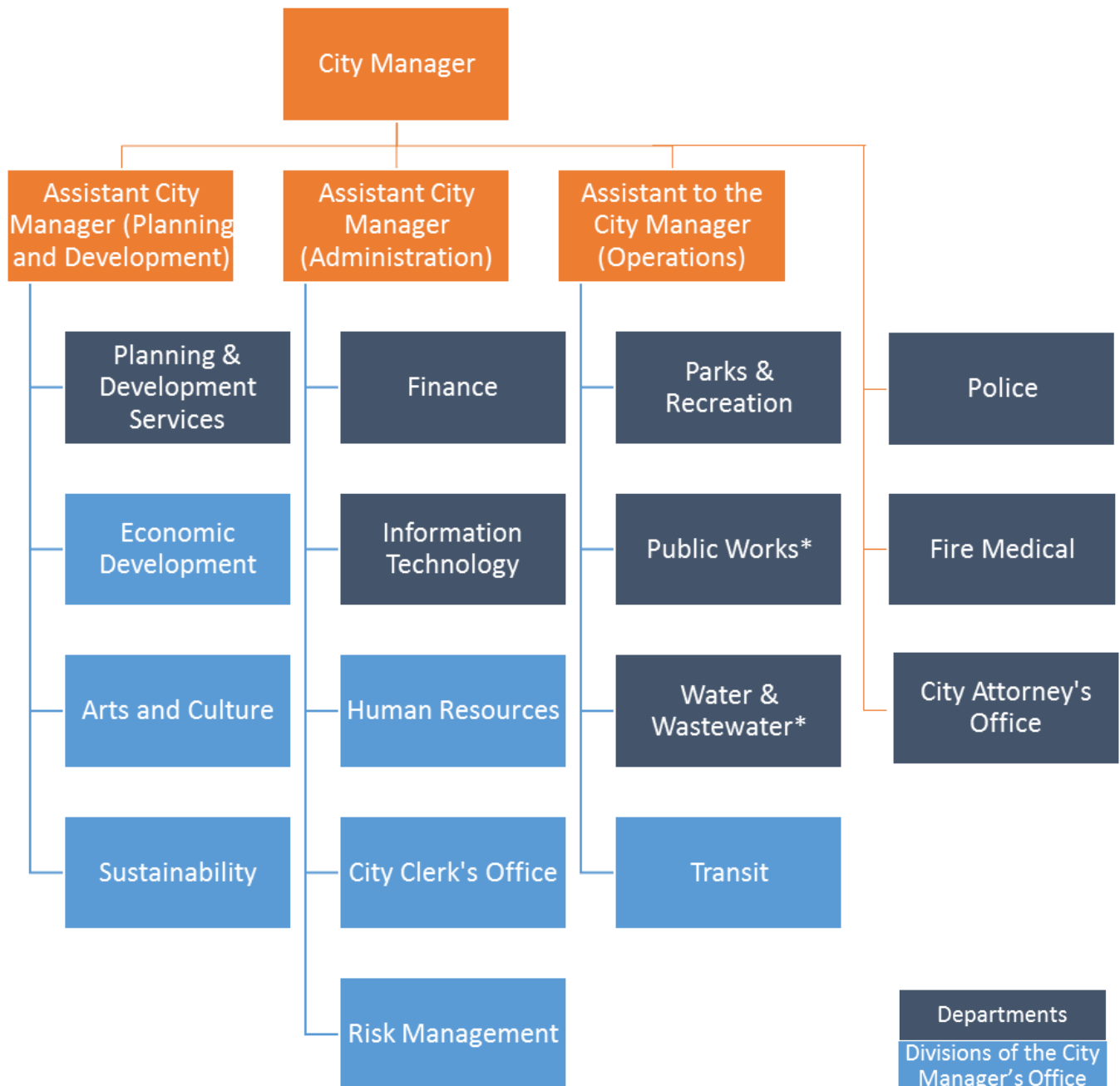
Toni Wheeler, City Attorney

Scott McCullough, Planning and
Development Services Director

James Wisdom, Information Technology
Director

2019 Budget

ORGANIZATIONAL CHART



*The Public Works Department and Utilities Department has combined into one department called Municipal Services & Operations; however, they are kept distinct in this budget book. This change will be reflected in the 2020 budget book.

BUDGET FACTS 5

2019 Budget

Property Tax Mill Levy Rate

The 2019 budget includes a flat mill levy rate 33.278 mills. The budget includes an assessed valuation of \$1,037,336,282. One mill of property tax generates \$1,037,336 of revenue.

Sales Tax Projections

The 2019 Budget assumes sales tax growth of 2% over the revised 2018 Budget.

Employee Compensation and Benefits

The 2019 Budget assumes funding for the terms outlined in the Memoranda of Understanding between the City and the Local International Fire Fighters Association (IAFF) and the Lawrence Police Officers Association (LPOA). The 2019 budget also includes funding for a merit pool equivalent to 2% of base salary for all other employees.

**Projected
Fund Balance
(General Fund)**

25%

The 2019 budget assumes a 6.2% increase in the City's contribution to employee healthcare as well as statutorily required increases for the City's contribution to the Kansas Public Employees Retirement System (KPERS) and the Kansas Police and Fire Retirement System (KP&F).

Personnel Changes

- Add 1.0 Payroll Coordinator (Human Resources)
- Add 1.0 Housing Specialist (Planning & Development Services)—will begin mid year 2019
- Add 1.0 Business Systems Analyst (Information Technology)
- Add 1.0 Enterprise Asset Manager (Utilities)
- Add 1.0 Marketing Specialist (Police)
- Add 1.0 Crime Scene Technician (Police)
- Eliminate 0.5 Vacant Administrative Support III (Planning & Development Services)
- Eliminate 2.0 Vacant Solid Waste Loaders (Public Works)

2019 Budget

FUND

HIGHLIGHTS



GENERAL OPERATING FUND

- Assumes mill levy rate of 19.928, an increase of .447 mills
- Total revenues increase \$2,801,000 or 3.7%
- Assessed Valuation is estimated to increase 5.3%
- City sales and use tax growth of 2% and city share of county wide sales tax growth of 1.8%
- License and permit growth increase of 3.5%
- The calculation of how the County is charged for various services remain the same
- Total expenditures including transfers out are decreasing \$164,000 or 0.02% due to lowered transfers to capital reserve fund from 2018 revised to 2019
- Total operational expenditures (not including transfers) increase \$2,362,000 or 3.3%
- Adding 5.0 FTEs in Human Resources, Planning & Development Services, Information Technology, and Police
- Eliminate vacant 0.5 FTEs in Planning & Development Services
- Moved 3.0 FTEs from Parking Fund

PUBLIC LIBRARY FUND

- Assumes mill levy rate flat at 4.040
- The library mill is capped at 4.5 mills
- Salaries and benefits for employees are increasing
- Library mill provides 93% of the Lawrence Public Library's Total operating budget

BOND AND INTEREST FUND

- Assumes mill levy rate of 9.310, a decrease of .447 mills
- Revenues increase \$367,000 or 3.1%
- Revenue increase due to an increase in assessed valuation of 5.3% and special assessments
- Debt service decreased \$949,000 or 7.5% due to payoff of debt and delay of 2017 debt funded projects and moving debt for downtown parking garages to the Parking Fund

PUBLIC TRANSPORTATION FUND

- Farebox revenues slight increase estimated of \$9,000 to \$444,000
- The 0.05% portion of the city sales tax for transportation expansion will end in April 2019
- Construction of a \$4,500,000 transfer hub is included in the 2019 budget

NOTE: All percentage changes are 2019 proposed over 2018 revised

RECREATION FUND

- Total Revenues decreasing \$52,000 or 0.9%
- Expenditures increasing \$192,000 or 3%
- Transfer from the general fund of \$2,403,000 remains flat
- Personal expenditures increasing 5% partially due to increasing the hourly rate for part-time maintenance staff

SPECIAL ALCOHOL FUND

- Proceeds from liquor tax projected to increase \$12,000 or 1.4%
- Funding for social services agencies increased to \$787,000 to spend down fund balance
- Mental health co-responder continues to be funded for \$68,000
- Spend \$108,000 for downtown public cameras

SPECIAL GAS TAX FUND

- Revenue from Highway Tax is estimated to remain flat in 2019
- Expenditures increasing \$17,000 or 0.9% for personnel related expenditures

SPECIAL RECREATION FUND

- Proceeds from liquor tax projected to increase \$12,000 or 1.4%
- Includes \$125,000 for Cardio Equipment Replacement

GUEST TAX FUND

- Proceeds from the Transient Guest Tax are projected to increase \$28,000 or 1.5%
- Expenditures include an increase of \$60,000 for the contract with eXplore Lawrence
- Includes \$125,000 for downtown brick replacement

NOTE: All percentage changes are 2019 proposed over 2018 revised

WATER AND WASTEWATER FUND

- 2019 budget includes an increase in water and wastewater rates, bringing total revenue to \$49,213,000 an increase of 7.9%
- Expenditures total \$48,644,000 an increase of 5.1%
- Rates were determined using a rate model and increased 7.8%
- Includes new enterprise asset manager position to begin mid 2018; the 2018 revised budget reflects this change
- Includes first full year of debt service for Wakarusa Wastewater Treatment Plant

SOLID WASTE FUND

- No rate increase in 2019
- Total revenue of \$14,270,000 an increase of 4.0%
- Estimated increase in revenues for hazardous waste collections and roll off disposal
- Expenditures total \$14,625,000 an increase of 7.9%
- Expenditures include smart truck technology
- Reduction of 2.0 vacant solid waste loaders

PUBLIC PARKING FUND

- Total revenue of \$1,759,000 an increase of 1.4%
- Expenditures total \$1,900,000 an increase of \$416,000 or 28.0%
- Includes \$210,000 for a license plate recognition system
- Moved 3.0 FTEs to General Fund
- Increase debt service for downtown parking garages

STORM WATER UTILITY FUND

- 3% rate increase to the equivalent residential unit (ERU) rate, from \$4.24 to \$4.37, bringing total revenue to \$3,335,000 in 2019
- Expenditures total \$3,523,000 an increase of \$286,000 or 8.8%

PUBLIC GOLF COURSE FUND

- Revenues are increasing \$84,000 or 8%
- Expenditures are increasing \$112,000 or 11%
- Expenditures include expansion of parking lot to accommodate increased tournaments

NOTE: All percentage changes are 2019 proposed over 2018 revised

BUDGET
PROCESS
CALENDAR

2019 Budget



FEBRUARY

City Departments and
Outside Agencies
submit
Budget and CIP
requests

Budget and Capital Improvement Plan (CIP)
Process Begins

MARCH

APRIL

CIP presentation to City Commission
CIP presentation to Planning Commission

MAY

JUNE

If no election is required, the City Commission
establishes maximum expenditure levels and sets date
for public hearing on the Budget.
The City Commission authorizes publication of the
Budget and Notice of Public Hearing

The City Manager presents the
recommended budget.
The City Commission determines if an
election is required to increase taxes above
property tax lid and notifies County Clerk

JULY

AUGUST

If election is required, a mail ballot election is held
The City Commission adopts the Budget by Ordinance

If no election is required, the City
Commission holds Public Hearing on the
Budget
The City Commission adopts the Budget by
Ordinance

SEPTEMBER

2019 Budget

PERSONNEL SUMMARY

Summary of Personnel Changes

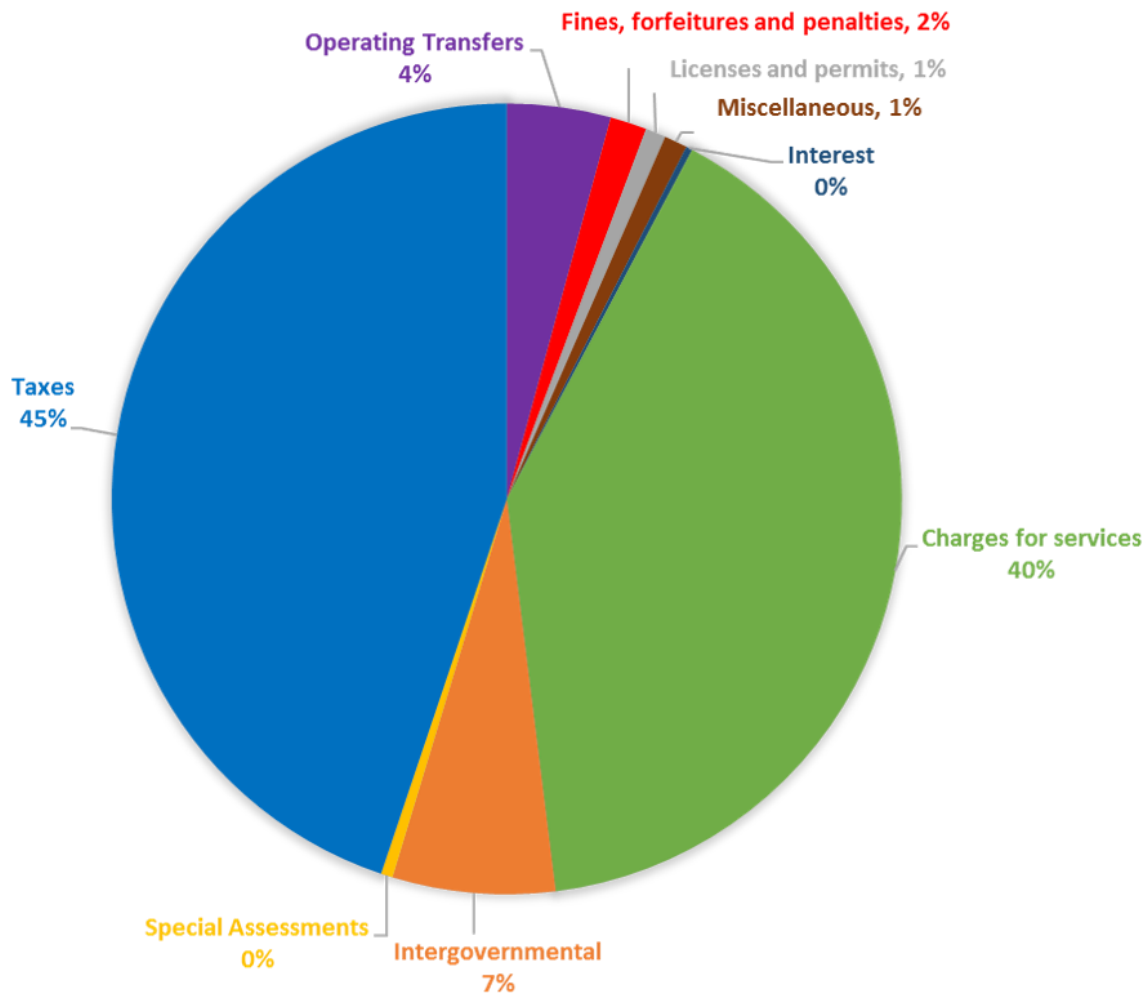
DEPARTMENT	2016 Budget	2017 Budget	2018 Budget	2019 Budget	+/-
City Commission	5.00	5	5	5	0
City Auditor	1.00	1	0	0	0
Office of the City Manager	23.50	22.5	20.5	30.5	10
Planning and Development Services	37.00	35.5	34.5	35	0.5
Finance	30.76	19.6	19.6	18.6	-1
Information Technology	11.00	11	11	12	1
Office of the City Attorney	21.80	21.8	22.5	22.5	0
Police	185.00	186	188	183	-5
Fire Medical	143.00	149	149	149	0
Health Building Maintenance / Health Department	1.00	1	1	1	0
Public Works*	189.50	190	186	181	-5
Parks and Recreation	83.30	82.3	80.3	79.3	-1
Public Transportation	3.00	3	3	3	0
Utilities	110.00	125	122	126	4
TOTAL	844.86	852.7	842.4	845.9	3.5

*The table includes positions funded through the City's Central Maintenance Garage, an internal service fund.

- Moved 7.0 FTEs from Police to City Manager's Office for Parking Enforcement
- Moved 3.0 FTEs from Public Works to Utilities in anticipation of the combined department
- Moved 1.0 FTE from Finance to City Manager's Office to establish a Payroll Unit in Human Resources
- Moved 1.0 FTE from Parks & Recreation to City Manager's Office to centralize Human Resources functions
- Added 1.0 Payroll Coordinator in City Manager's Office (Human Resources Division)
- Added 1.0 Housing Specialist to begin mid-year 2019
- Added 1.0 Business Systems Analyst in Information Technology
- Added 1.0 Enterprise Asset Manager in Utilities to begin mid-year 2018
- Added 1.0 Marketing Specialist in Police
- Added 1.0 Crime Scene Technician in Police
- Eliminated Vacant 0.5 Administrative Support III in Planning and Development Services
- Eliminated Vacant 2.0 Solid Waste Loaders in Public Works

2019 Budget

REVENUES BY CATEGORY



Taxes: Include sales tax, property tax, and franchise fees. Sales tax and property tax are explained further on pages 18-21. Franchise fees are charges to allow utilities to provide services within the city and to locate within the public right-of-way.

Charges for Service: These are charges for city services such as water, sewer, sanitation collection, and parking.

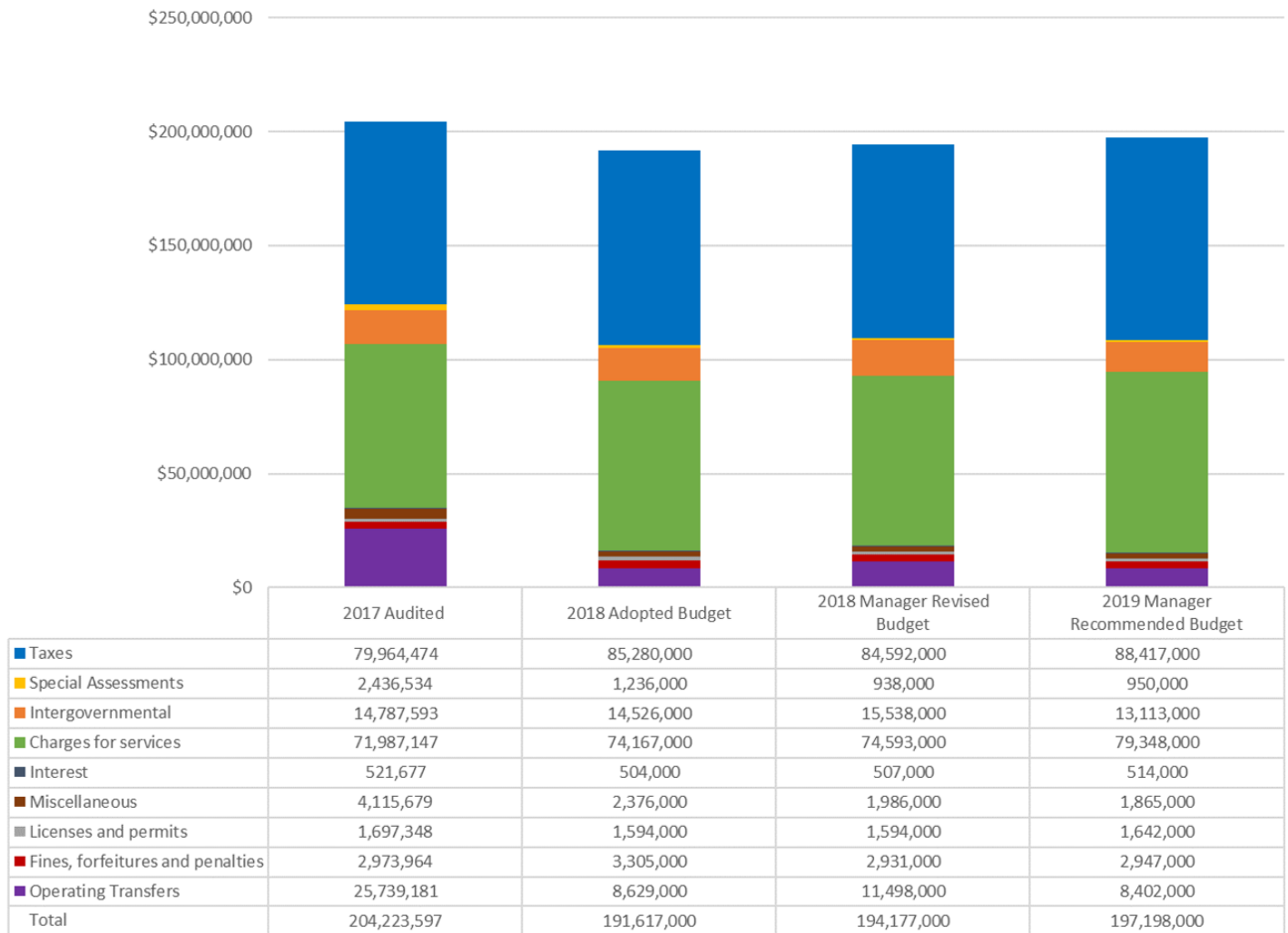
Intergovernmental: These revenues are grants or distributions received from other government entities such as the distribution from the countywide sales tax as well as statutory transfers from the State.

For additional information on all revenues and expenditures, please view the [online 2019 budget report](#).

2019 Budget

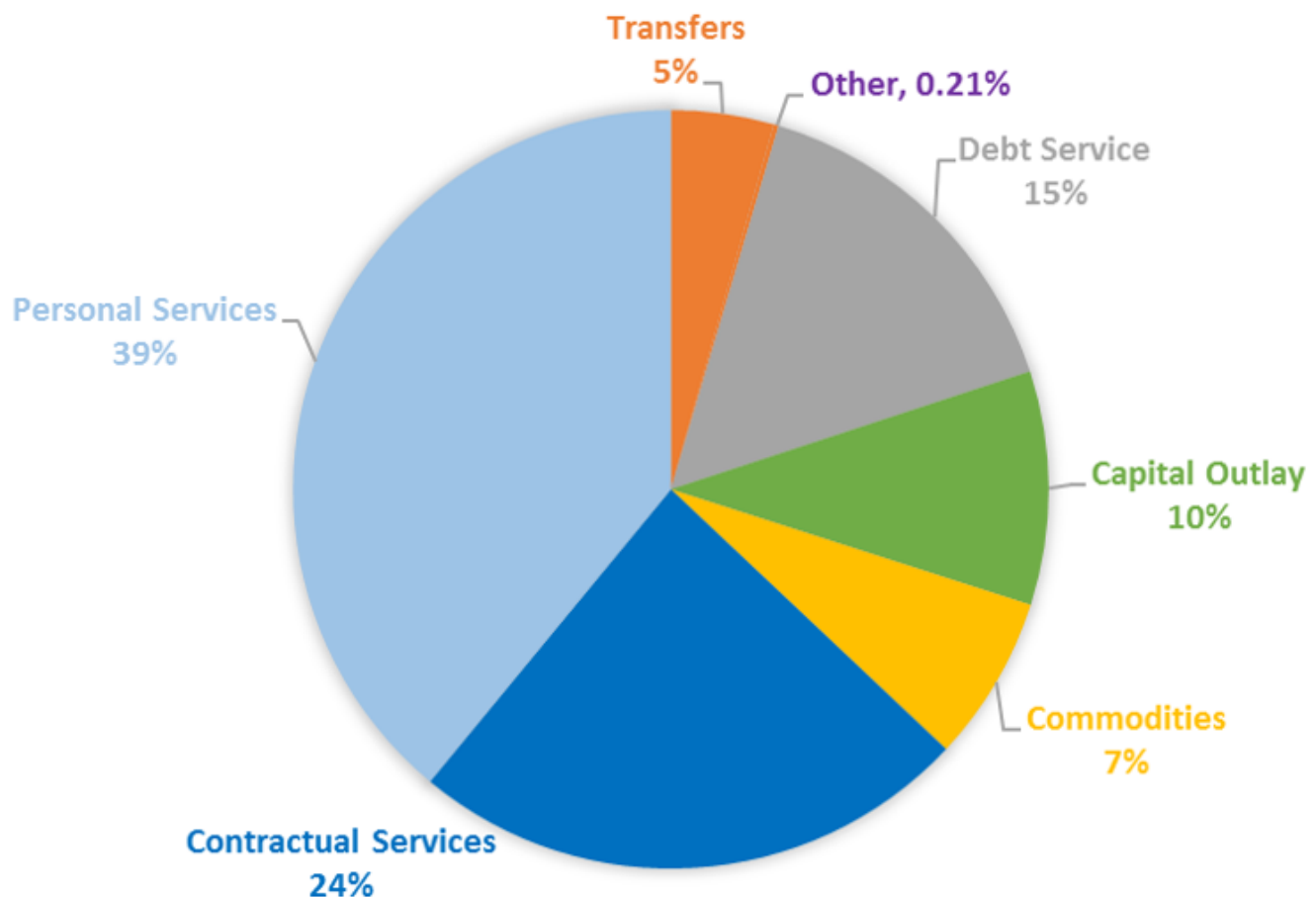
REVENUE HISTORY

REVENUE HISTORY



2019 Budget

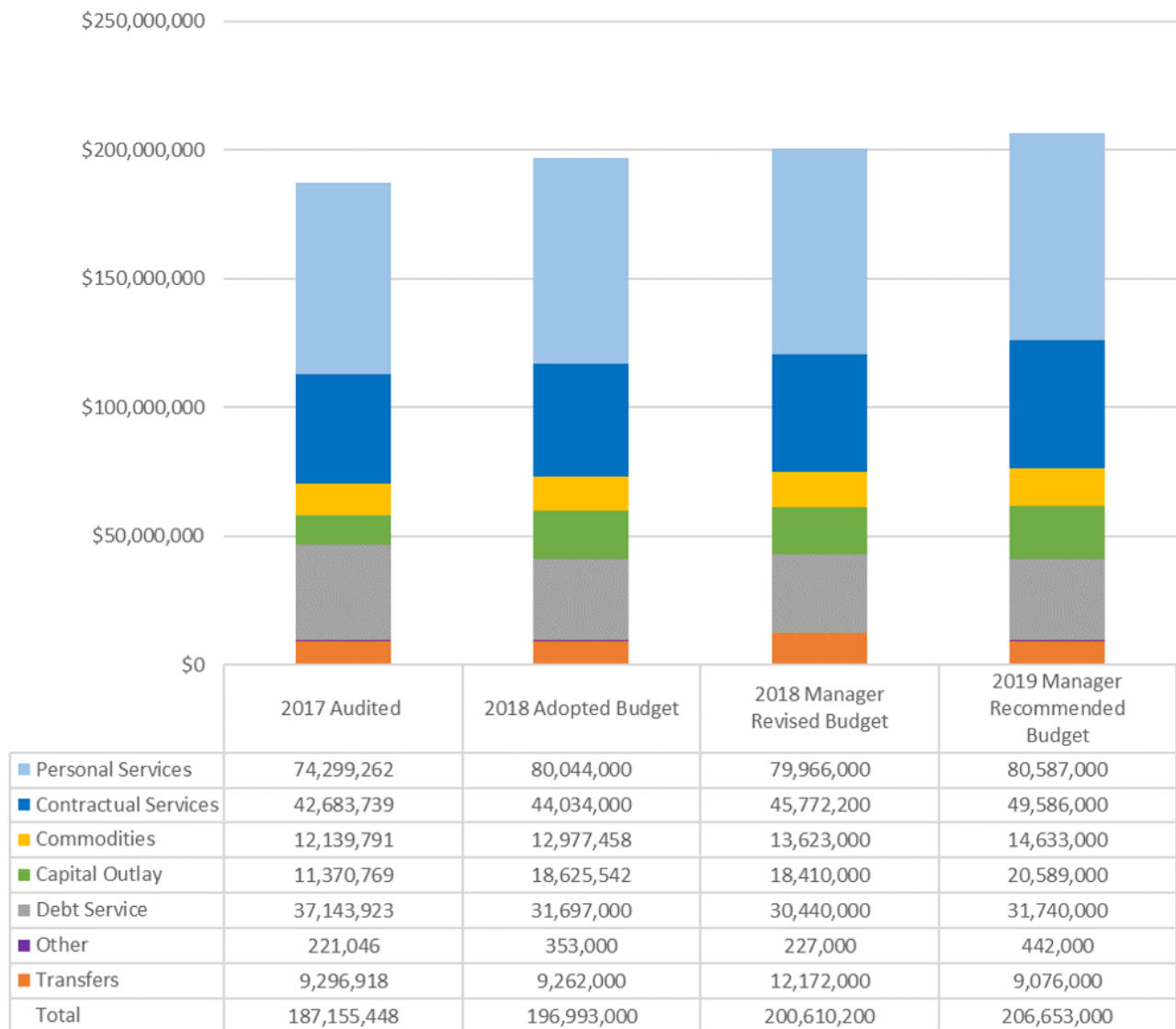
EXPENDITURE BY CATEGORY



For additional information on all revenues and expenditures, please view the [online 2019 budget report](#).

2019 Budget EXPENDITURE HIGHLIGHTS

EXPENDITURES HISTORY



FUND OVERVIEW

2019 Budget

Fund	2017 Audited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Recommended Budget
General Fund	70,147,332	75,205,000	77,828,000	77,664,000
Airport Improvement Fund	170,003	20,000	20,000	220,000
Capital Improvement Reserve Fund	7,152,343	6,481,000	9,689,000	7,035,000
Equipment Reserve Fund	115,095	2,025,000	1,906,000	1,272,000
Guest Tax Fund	1,975,386	2,217,000	2,167,200	2,161,000
Library Fund	4,111,719	4,233,000	4,268,000	4,457,000
Transit Fund	3,143,090	5,135,000	4,484,000	9,696,000
Recreation Fund	5,469,357	6,032,000	6,032,000	6,224,000
Sales Tax Reserve Fund	265,506	0	0	0
Special Alcohol Fund	733,298	816,000	816,000	963,000
Special Gas Tax Fund	2,577,561	2,922,000	2,922,000	2,943,000
Special Recreation Fund	731,870	773,000	773,000	898,000
Free State TDD	232,990	261,000	261,000	269,000
Oread TDD/TIF	1,563,349	583,000	583,000	639,000
9 NH South TDD/TIF	424,061	516,000	609,000	669,000
9 NH North TDD/TIF	0	40,000	268,000	354,000
901 NH TIF	28,085	29,000	29,000	29,000
720 LLC NRA	13,547	14,000	15,000	16,000
1040 Vermont LLC NRA	29,568	30,000	30,000	30,000
810/812 Penn NRA	26,286	28,000	28,000	30,000
1106 Rhode Island Street NRA	11,037	20,000	11,000	12,000
900 Delaware Street NRA	29,876	35,000	35,000	37,000
1101/1115 Indiana Street NRA	0	27,000	0	547,000
826 Pennsylvania St NRA	0	0	0	85,000
City Parks Memorial Fund	41,733	66,000	113,000	3,000
Farmland Remediation Fund	457,633	1,506,000	1,506,000	1,507,000
Cemetery Perp Care Fund	3,263	0	0	5,000
Cemetery Mausoleum Fund	4,247	0	0	0
Housing Trust Fund	78,650	600,000	803,000	848,000
Outside Agency Grants	3,533,419	4,119,000	4,104,000	4,059,000
Wee Folks Scholarship	33,514	50,000	50,000	50,000
Fair Housing Grant	36,278	46,000	46,000	45,000
Community Development	1,114,773	758,000	758,000	752,000
Home Program Fund	514,318	330,000	330,000	332,000
Transportation Planning Fund	324,381	262,000	262,000	262,000
Law Enforcement Trust Fund	37,516	50,000	50,000	50,000
Debt Service Fund	11,407,471	14,066,000	12,642,000	11,693,000
Water & Sewer Fund	51,134,857	45,451,000	46,300,000	48,644,000
Solid Waste Fund	12,208,043	13,558,000	13,558,000	14,625,000
Public Parking System Fund	1,500,484	1,481,000	1,484,000	1,900,000
Storm Water Utility Fund	3,198,867	3,215,000	3,237,000	3,523,000
Golf Course Fund	1,059,330	993,000	993,000	1,105,000
Utilities-NonBonded Construction	1,471,415	3,000,000	1,600,000	1,000,000
Sanitation-NonBonded	43,894	0	0	0
Total	187,155,445	196,993,000	200,610,200	206,653,000

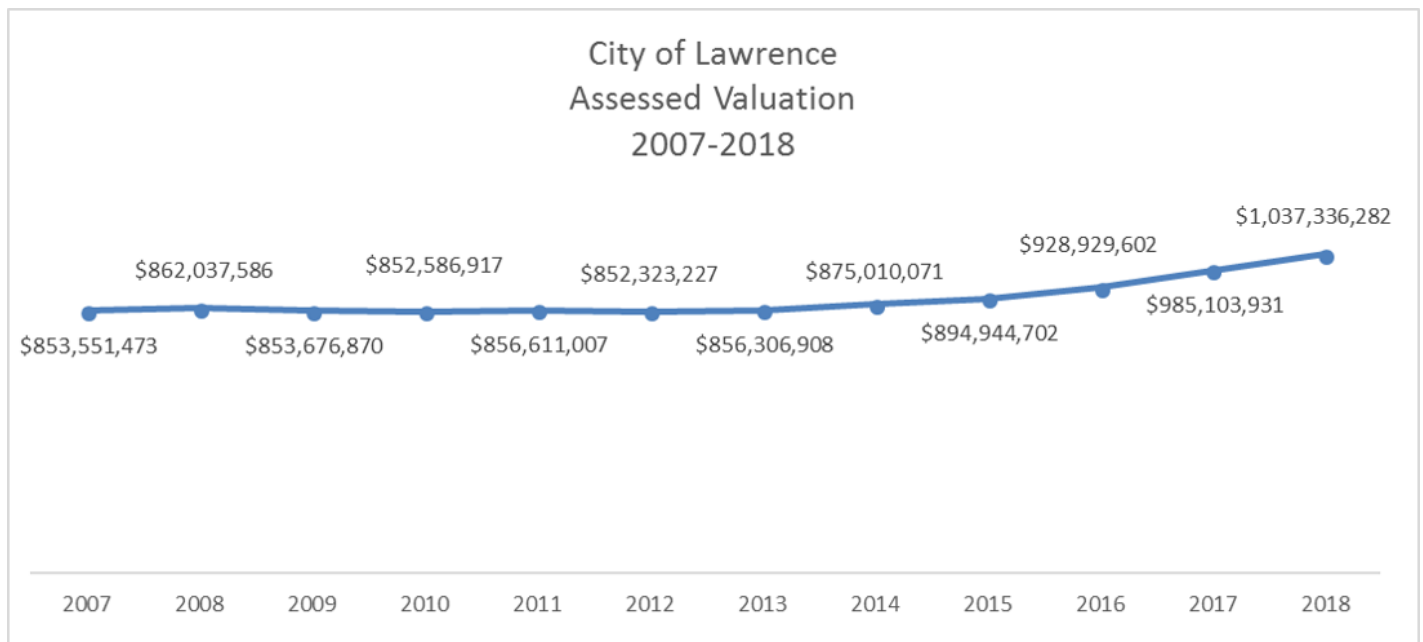
2019 Budget

PROPERTY TAX OVERVIEW

Computation of Ad Valorem Tax Requirements and Mill Levy

2018 Assessed Valuation for 2019 Budget: \$1,037,336,282

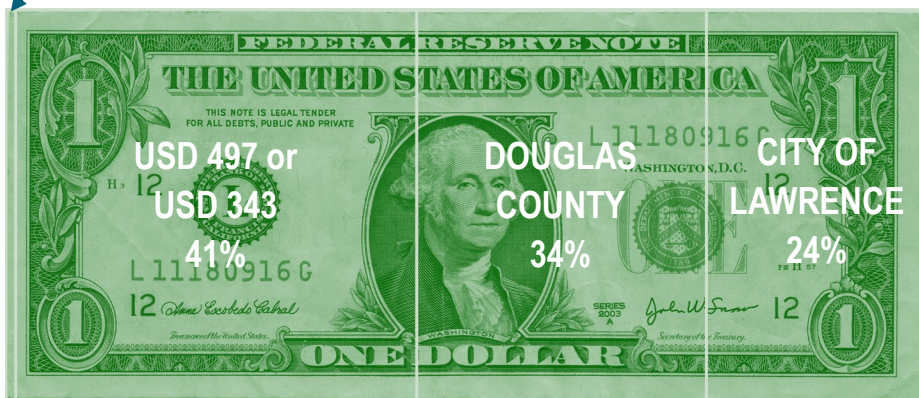
FUND NUMBER	FUND	2018 REQUIREMENTS	2% DELINQUENT TAXES	AD VALOREM TAX AMOUNT	MILL RATE
Property Tax Levy Funds					
001	General Operating	20,672,000	413,000	20,259,000	19.928
209	Library	4,191,000	84,000	4,107,000	4.040
	<i>Sub Total Property Tax Levy Funds</i>	24,863,000	497,000	24,366,000	23.968
Supplemental Tax Levy Funds					
301	Bond and Interest	9,658,000	193,000	9,465,000	9.310
	<i>Sub Total Supplemental Tax Levy Funds</i>	9,658,000	193,000	9,465,000	9.310
	GRAND TOTAL	34,521,000	690,000	33,831,000	33.278



PROPERTY TAX OVERVIEW

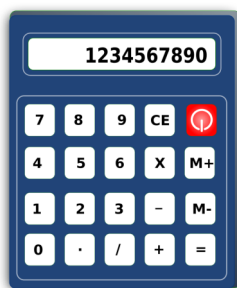
2019 Budget

STATE OF KANSAS: 1%



The City of Lawrence receives less than 25% of the property taxes paid by a Lawrence resident. Nearly half of property taxes go to the School District (USD #497 or USD #343). Douglas County receives approximately 34% and the State of Kansas receives one percent.

How to Calculate Your City Tax Bill



1

Determine the assessed valuation for your residential property by multiplying the fair market value of your home by 11.5%*:

$$\begin{array}{rcl} \text{Market Value of Home} & = & 175,000.00 \\ & & \times 11.50\% \\ \hline \text{Assessed Valuation} & = & \$20,125 \end{array}$$

2

Multiply your assessed valuation by the mill rate levied by the City for 2018:

$$\begin{array}{rcl} \text{Assessed Valuation} & & \$20,125 \\ \times \text{City Mill Rate} & \times & 33.279 \\ \hline & & \$669,719.75 \end{array}$$

3

Divide by 1,000. The result is your estimated City tax liability:

$$\$669,719.75 / 1,000 = \$670$$

*Commercial Property is assessed at 25%

Estimated 2019 City Property Tax

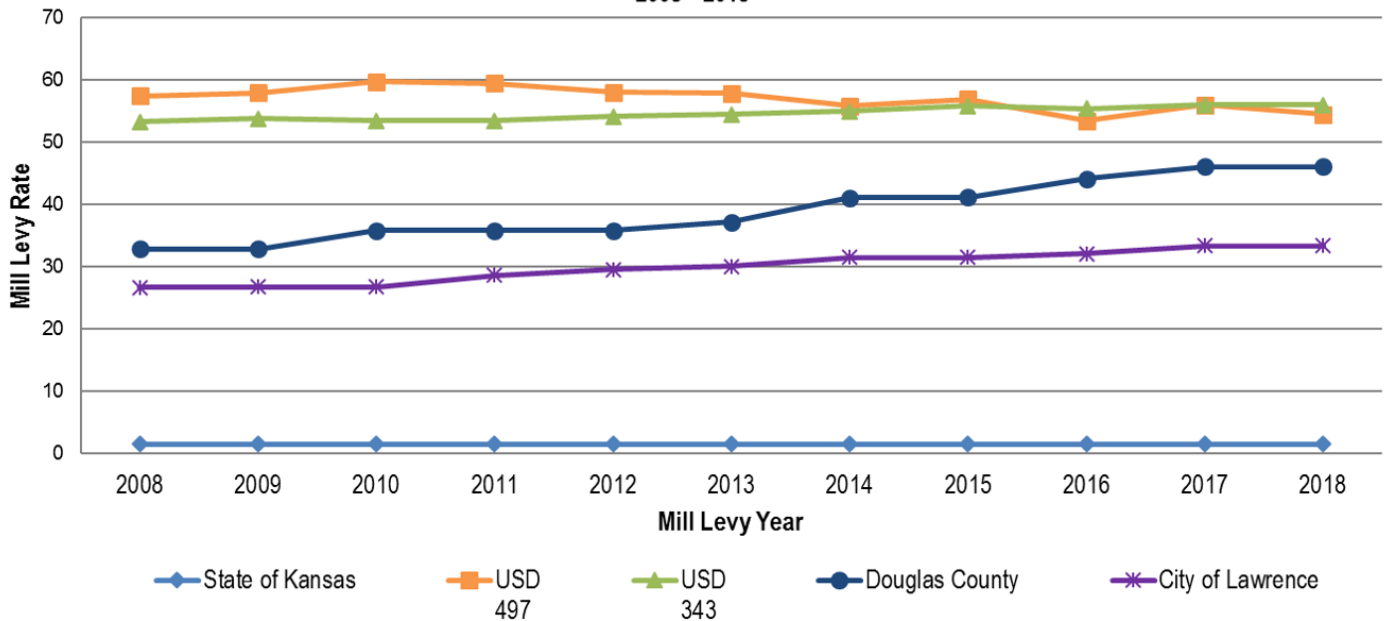
Fair Market Value	Assessed Value	Est. City Tax Bill
100,000	11,500	383
125,000	14,375	478
150,000	17,250	574
175,000	20,125	670
200,000	23,000	765
225,000	25,875	861
250,000	28,750	956
275,000	31,625	1,052
300,000	34,500	1,148
350,000	40,250	1,339
400,000	46,000	1,530
450,000	51,750	1,722
500,000	57,500	1,913
600,000	69,000	2,295
800,000	92,000	3,061
1,000,000	115,000	3,826

The table above shows that for residential property, the 2019 City tax bill equates to approximately \$3.83 for each \$1,000 of the fair market value (fmv). For commercial property, it equates to approximately \$8.32 for each \$1,000 of fmv.

2019 Budget

PROPERTY TAX OVERVIEW

Comparison of Local Mill Levy Rates
2008 - 2018



Total Mills Levied by All Units

Levy Year	State of Kansas	USD 497	Douglas County	City of Lawrence	Total
2008	1.500	57.399	32.820	26.647	118.366
2009	1.500	57.894	32.803	26.693	118.890
2010	1.500	59.646	35.748	26.697	123.591
2011	1.500	59.438	35.773	28.612	125.323
2012	1.500	58.005	35.769	29.534	124.808
2013	1.500	57.788	37.152	30.042	126.482
2014	1.500	55.752	41.010	31.474	129.736
2015	1.500	56.906	41.098	31.488	130.992
2016	1.500	53.360	44.092	32.018	130.970
2017	1.500	55.950	46.018	33.279	136.747
2018	1.500	54.427	46.015	32.278	134.220

City Mill Levy

Tax Levy	2014	2015	2016	2017	2018
General Operating Fund	19.219	19.227	19.475	19.482	19.928
Debt Service	8.500	8.504	8.504	9.757	9.310
Library	3.755	3.757	4.039	4.040	4.040
Total	31.474	31.488	32.018	33.279	33.278

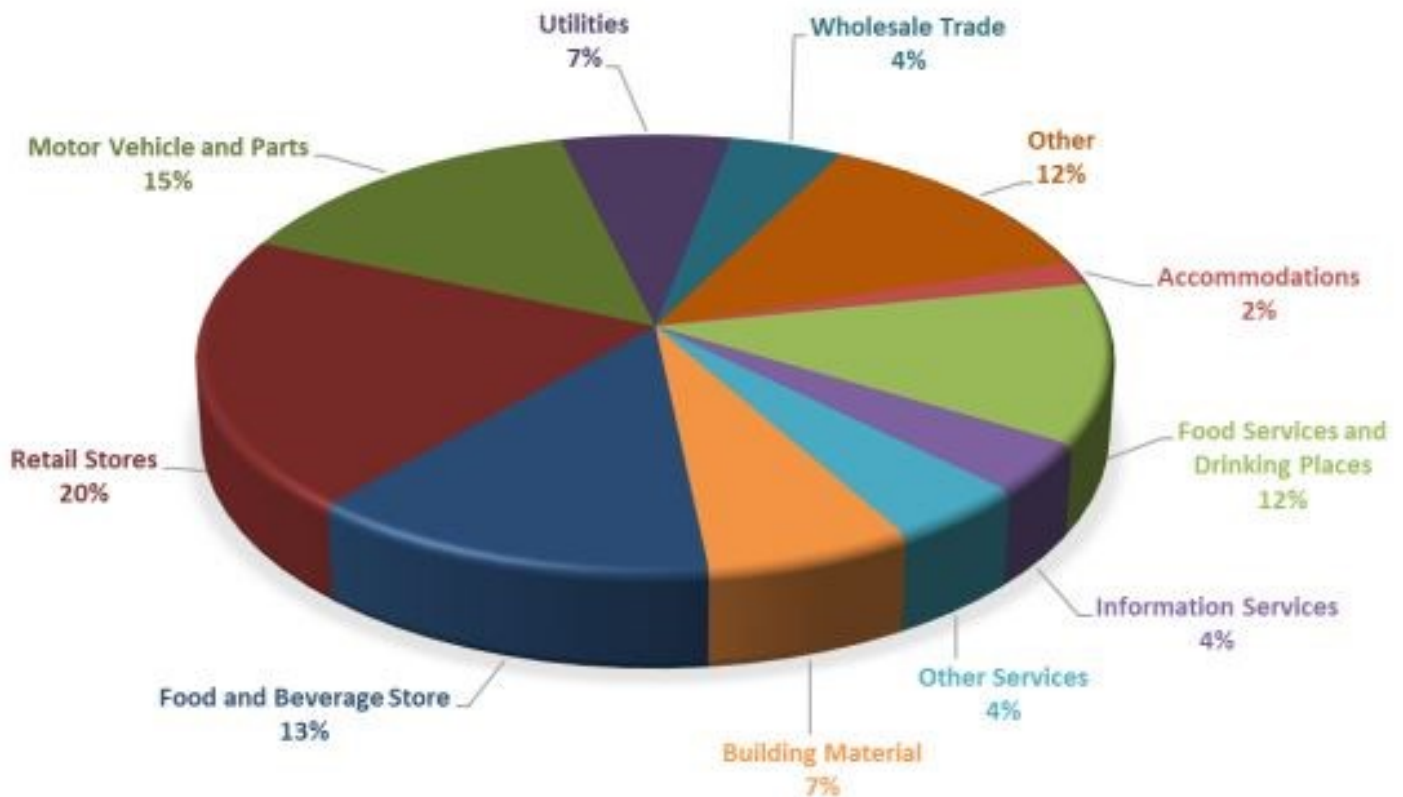
The levy year is the year in which the mill levy is adopted. That mill levy is used to levy taxes for the budget for the following year. For example, a mill levy was set in 2018 (levy year) for the 2019 budget.

SALES TAX OVERVIEW

2019 Budget

Where do sales tax revenues come from? The chart below shows the retail sales tax distribution by industry type. These percentages are year-to-date figures through November 2018.

**City of Lawrence
Retail Sales Tax Distribution
By Industry Type
Year-to-Date November 2018**

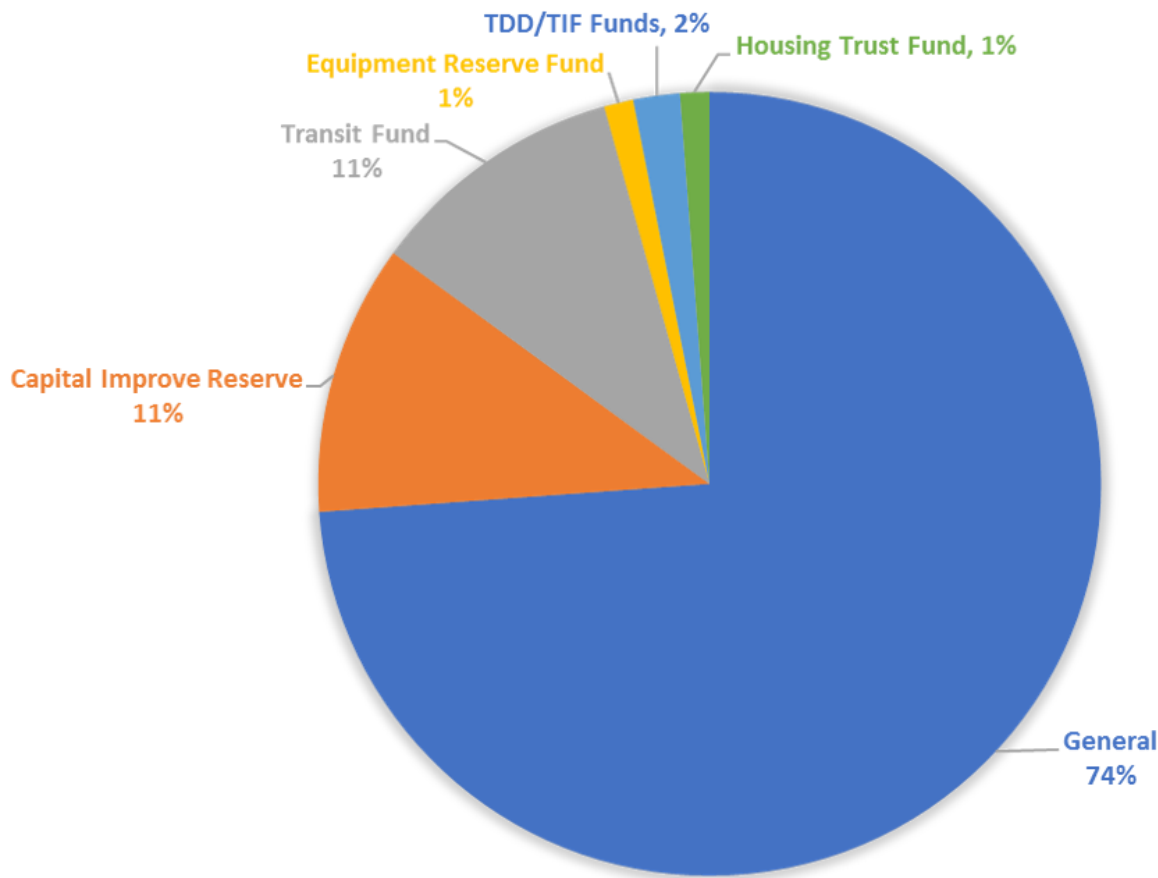


For additional information on sales tax, please view the [monthly sales tax reports](#).

2019 Budget

SALES TAX OVERVIEW

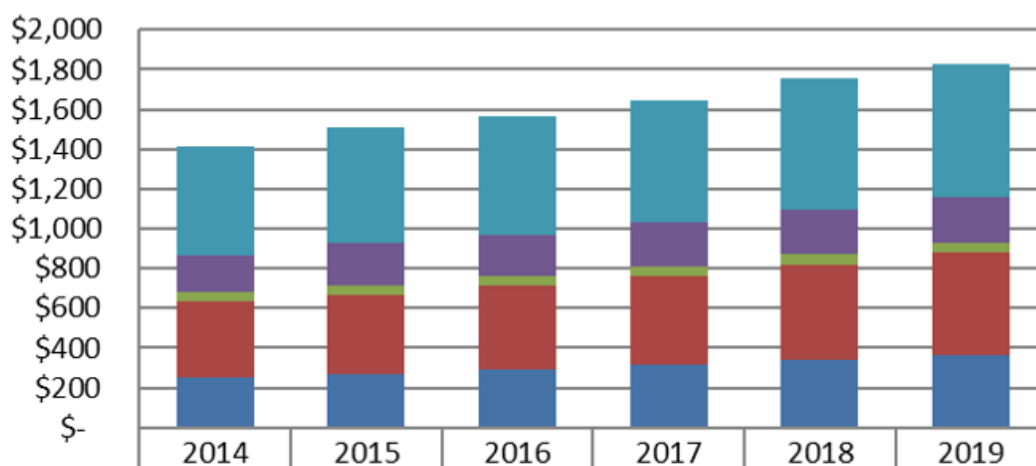
Where do sales tax revenues go? The 2019 estimated sales tax revenues of \$41,119,000 is shown below. The chart indicates which funds those revenues will be distributed into.



Fund	2017 Audited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Recommended Budget
General	28,877,841	29,797,000	29,797,000	30,371,000
Capital Improvement Reserve Fund	4,890,802	5,082,000	4,494,000	4,594,000
Transit Fund	4,492,285	4,850,000	4,850,000	4,368,000
Equipment Reserve Fund	500,000	500,000	500,000	500,000
TDD/TIF Funds	604,716	709,000	725,000	789,000
Housing Trust Fund	-	-	-	497,000
Total	39,365,644	40,938,000	40,366,000	41,119,000

2019 Budget

Annual Financial Impact to Residential Households

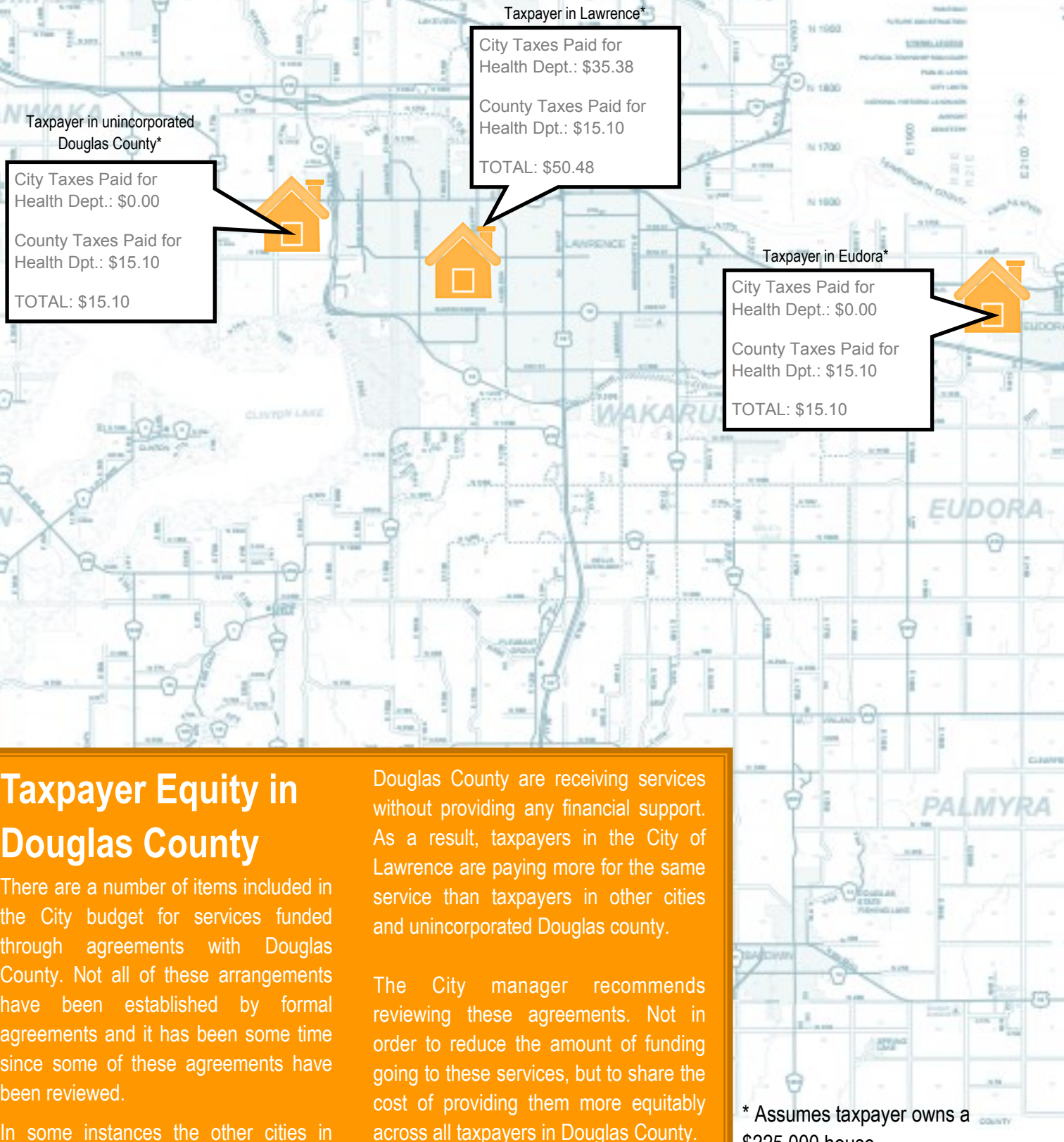


■ City Property Tax	\$551	\$585	\$591	\$615	\$662	\$672
■ Solid Waste	\$179	\$213	\$213	\$219	\$226	\$226
■ Stormwater	\$48	\$48	\$48	\$49	\$51	\$52
■ Sewer - 4,000 Gallons/Month	\$380	\$395	\$419	\$447	\$482	\$519
■ Water - 4,000 Gallons/Month	\$255	\$272	\$292	\$316	\$338	\$359
Total	\$1,414	\$1,513	\$1,563	\$1,647	\$1,759	\$1,828
Percent Change	2.5%	7.0%	3.3%	5.4%	6.8%	4.0%

This table shows the impact to the average residential household. The property tax calculation is based on the median value of a home \$175,500. The average ratepayer will pay \$69 more for City services in 2019. This is an increase of 4.0%.

2019 Budget

TAXPAYER EQUITY



Taxpayer Equity in Douglas County

There are a number of items included in the City budget for services funded through agreements with Douglas County. Not all of these arrangements have been established by formal agreements and it has been some time since some of these agreements have been reviewed.

In some instances the other cities in

Douglas County are receiving services without providing any financial support. As a result, taxpayers in the City of Lawrence are paying more for the same service than taxpayers in other cities and unincorporated Douglas county.

The City manager recommends reviewing these agreements. Not in order to reduce the amount of funding going to these services, but to share the cost of providing them more equitably across all taxpayers in Douglas County.

* Assumes taxpayer owns a \$225,000 house

UNFUNDED REQUESTS

2019 Budget

UNFUNDED DEPARTMENT REQUESTS

Partially Funded, Unfunded, or Reduced Budget Requests	Amount
<u>All Departments</u>	
2019 Unfunded CIP Projects	11,997,500
<u>City Manager's Office</u>	
Requested 1.0 FTE Human Resources Specialist	90,000
<u>City Attorney's Office</u>	
Requested 1.0 FTE Assistant City Attorney	86,000
<u>Planning and Development Services</u>	
Delay hire for 6 months: 1.0 FTE Housing Specialist	35,000
<u>Information Technology</u>	
Requested 1.0 FTE Help Desk Technician	74,000
Requested 1.0 FTE Security Administration	89,000
Requested 0.5 FTE Administrative Support	33,000
<u>Police</u>	
Requested 1.0 FTE Crime Scene Technician	49,000
Requested 1.0 FTE Evidence Room Manager	55,000
Requested 1.0 FTE System Administrator	62,000
Reduced Vehicles	86,000
Equipment	35,000
<u>Fire Medical</u>	
Requested 3.0 FTEs Battalion Chief	411,000
Requested 1.0 FTE PIO/Educator	73,000
Requested 1.0 Administrative Support	49,000
Requested 3.0 FTEs Firefighter	228,000
Requested 1.0 FTE Inspector/Plan Review	66,200
Requested 1.0 FTE Outcomes Analyst	59,000
Requested 1.0 Deputy Chief	149,000
Repairs & Maintenance	94,000
Uniforms	62,000
Equipment	30,000
Personal Services*	807,000
<u>Public Works</u>	
Sidewalk Mitigation Division	318,000
Reduce Repairs & Maintenance	100,000
Contracted Street Maintenance	250,000
<u>Total</u>	15,387,700

*Personal Services includes additional overtime hours, part-time salaries for extra-board personnel and the associated KP&F costs

STRATEGIC PLAN

2019 Budget

Strategic Plan



The City Manager and City Commission identified the development of a Strategic Plan for the City of Lawrence as a key priority. The Mayor, City Commissioners, City Manager and senior city staff members participated in a two-day Strategic Planning Retreat in January of 2017 to establish a framework for the City's Strategic Plan. The retreat was facilitated by The Novak Consulting Group. The framework, which includes a Vision Statement and seven Critical Success Factors that are essential to achieving that vision in the future, was adopted by the Commission in March of 2017.

What is a Strategic Plan?

A Strategic Plan is a document that outlines a systematic process for moving toward a vision in a manner that involves the development and prioritization of strategic goals along with measurable strategies and objectives.

In addition to the Critical Success Factors, the City Commission established eight priority initiatives to accomplish over the next two years. Progress reports will be provided three times each year.

Why is a Strategic Plan Necessary?

The City regularly uses planning tools like the Comprehensive Plan to guide the City's growth in housing, transportation and land use. A Strategic Plan, when combined with other planning documents and community feedback, sets a clear path for moving a community forward. If the Strategic Plan is used accordingly, the plan will drive the budget discussions each year and will ensure that projects, programs and services are aligned with the Strategic Plan's set goals and outcomes. Now that the Strategic Plan is complete, a comprehensive set of performance measures has been developed which ensures public funds are being used to meet community goals and priorities.

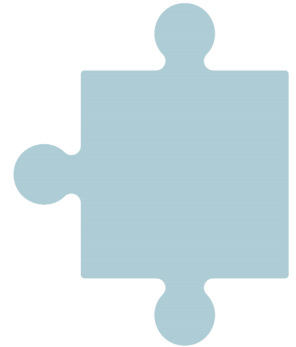
2019 Budget

PRIORITY INITIATIVES

Priority Initiatives

The City Commission identified the following priority initiatives for the next two years:

- Inventory and evaluate the role of existing advisory boards and commissions, identify opportunities to consolidate or sunset as appropriate, and adopt consistent operating guidelines
- Review City's practices for ongoing professional development and align efforts to achieve excellence around the Commission's priorities
- Identify barriers to having high-speed fiber throughout Lawrence and facilitate the development of the necessary infrastructure by the private sector
- Review 9th Street plans and develop a proposal to complete the road infrastructure and determine ability to add creative and artistic elements
- Develop a City facility master plan and comprehensive facility maintenance plan
- Develop a plan to implement priority based budgeting and enhance communication in the annual budget process
- Develop and communicate a long-term financial strategy
- Develop a master plan for downtown that includes needed and desirable assets, infrastructure, and uses



Critical Success Factors

The City Commission identified seven critical success factors which must go right to have a successful community. More information on each can be found on the following pages.



EFFECTIVE GOVERNANCE AND
PROFESSIONAL ADMINISTRATION



COMMITMENT TO CORE
SERVICES



SAFE, HEALTHY AND WELCOMING
NEIGHBORHOODS



SOUND FISCAL STEWARDSHIP



INNOVATIVE INFRASTRUCTURE AND
ASSET MANAGEMENT



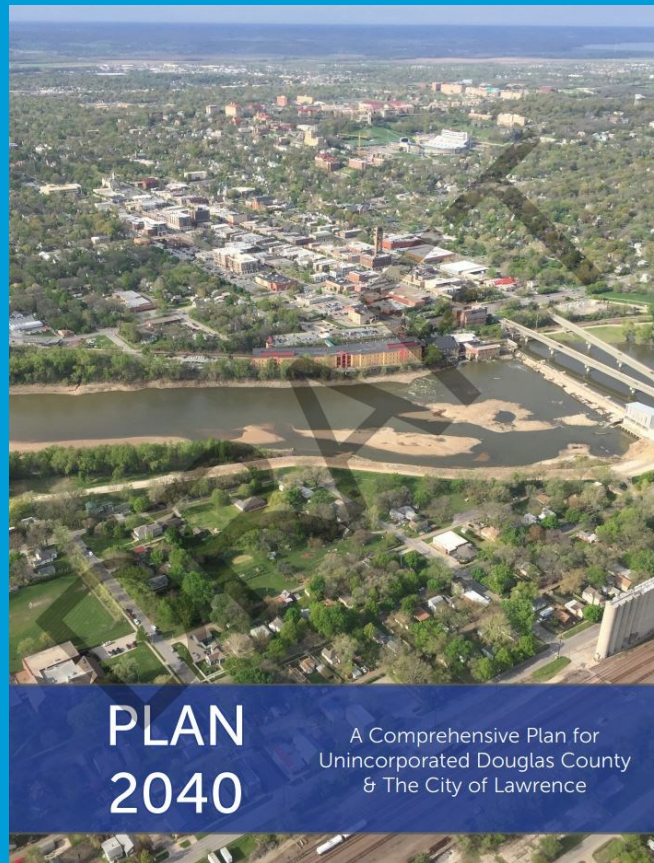
COLLABORATIVE SOLUTIONS



ECONOMIC GROWTH AND
SECURITY

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.

Effective Governance and Professional Administration



The City is currently in the process of updating the Comprehensive Plan which will provide a vision and express the community's desires for the future. It also provides a frame work for making future physical development and policy decisions.



In March of 2017 the City adopted the Strategic Plan. The Plan includes seven (7) Critical Success Factors and eight (8) Priority Initiatives. Staff presents an update to the City Commission about progress on the strategic plan every 4 months.

Funding related to this critical success factor in the 2019 budget includes:

- **\$100,000 for City Commission Room Communication Enhancements**
- **2019 will be the first full year that Planning & Development Services will be located at Riverfront and have a one-stop shop**
- **Municipal Services & Operations merger between Utilities and Public Works will be effective January 1, 2019**

- 46% of citizen survey respondents are “very satisfied” or “satisfied” with the effectiveness of City communication
- 62% of citizen survey respondents are “very satisfied” or “satisfied” with the availability/timeliness of info provided by the City
- Additional performance measures to track progress can be found at www.lawrenceks.org/strategic-plan



Funding related to this critical success factor in the 2019 budget includes:

- **\$1,402,000 for Social Service Agencies**
- **\$350,000 from the General Fund for Affordable Housing in addition to sales tax proceeds**
- **\$600,000 for sidewalk, bike, pedestrian, and ADA ramps**
- **Community Development Programs (HOME/CDBG)**
- **\$4.9M budgeted for Parks**



Welcoming Neighborhoods Safe, Healthy and

- 43% of citizen survey respondents feel “very safe” or “safe” riding a bicycle in Lawrence
- 32% of citizen survey respondents are “very satisfied” or “satisfied” with the quality of the City’s planning/ code enforcement
- 76% of citizen survey respondents feel “very safe” or “safe” walking in their neighborhood after dark
- 87% of citizen survey respondents are “very satisfied” or “satisfied” with the livability of their neighborhood
- Additional performance measures to track progress can be found at www.lawrenceks.org/strategic-plan



Sales tax for affordable housing initiatives will begin to be collected mid-year 2019. The City worked with a consultant on a Housing Study that outlines specific recommendations to address affordability in Lawrence.

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.

Innovative Infrastructure and Asset Management

The City of Lawrence has well-maintained, functional and efficient infrastructure, facilities and assets, and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.



One of the priority initiatives of the City Commission is to develop a City facility master plan and comprehensive facility maintenance plan. The 2019 budget includes funding in the City's Capital Improvement Reserve Fund for a facility assessment.



Above shows a rendering of the newly constructed Wakarusa Wastewater Treatment Plant. This plant became fully operational in March 2018 and the first full year of operations will be in 2019. This will be the second wastewater treatment plant to service the City of Lawrence.

A multi-modal transit facility is included in the 2019 budget. A study was conducted to help identify a location. Once a location is selected the planning and design of the facility will follow.



Funding related to this critical success factor in the 2019 budget includes:

- **\$60,000 budgeted for Facility Master Plan in 2019**
- **Smart Truck Technology for Solid Waste**
- **\$150,000 for fiber projects**
- **\$2.8M Rapid I/I Reduction Program**
- **Upgraded asset management software**
- **\$4.5M for multi-modal transit facility**
- **First full year of the Wakarusa Wastewater Treatment Plan operations (became fully operational in March 2018)**

- 19% of lane miles have a Pavement Condition Index (PCI) rating of very poor or poor
- 52% of citizen survey respondents are “very satisfied” or “satisfied” with the condition of major City streets
- 61% of citizen survey respondents are “very satisfied” or “satisfied” with the value they receive for water/wastewater utility rates
- Additional performance measures to track progress can be found at www.lawrenceks.org/strategic-plan



The City continues to work on improving fiber connectivity and has added fiber to eight (8) City facilities thus far in 2018 and continues to identify opportunities for further expansion.



Funding related to this critical success factor in the 2019 budget includes:

- **\$2.4M for equipment for solid waste operations**
- **\$108,000 for public cameras downtown**
- **\$360,000 for patrol vehicles**
- **\$540,000 for Fire equipment**
- **\$4.3M for Watermain Replacement and Relocation Program**





Commitment to Core Services



- 89% of citizen survey respondents are “very satisfied” or “satisfied” with the quality of police, fire, and EMS
- 93% of citizen survey respondents are “very satisfied” or “satisfied” with residential trash services
- Average crime clearance rate of 40%
- Property crime rate per 100,000 population is 3,324
- Violent crime rate per 100,000 population is 342
- Current Insurance Services Office (ISO) rating is 1
- Additional performance measures to track progress can be found at www.lawrenceks.org/strategic-plan



Core municipal services reflect legal mandates and the City's commitment to meet health, safety and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.

Mayor Stuart Boley spends time learning from hardworking solid waste loaders.



CENTER FOR PRIORITY BASED BUDGETING

Using a Unique Lens to Focus Community Resources on Results

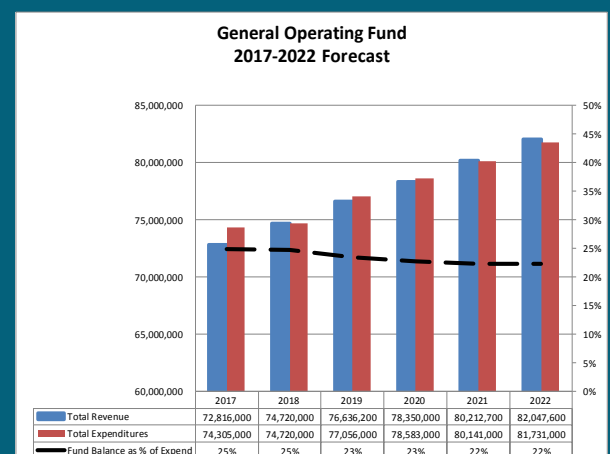
One of the priority initiatives of the City Commission is to develop a plan to implement priority based budgeting and enhance communication in the annual budget process. The City is working with the Center for Priority Based Budgeting to help achieve this priority initiative.

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.



Sound Fiscal Stewardship

One of the City Commission's priority initiatives is to develop and communicate a long-term financial strategy. Five year fund forecasts for each of the City's major funds can be found later in this document.



Funding related to this critical success factor in the 2019 budget includes:

- **\$300,000 to upgrade billing systems**
- **Budget book includes a 5 year financial forecast for each major fund**
- **Staff is working with Center for Priority Based Budgeting to work towards the City Commissions priority initiative to use priority based budgeting**

- The City's current Bond Rating is Aa1 for General Obligation bonds and As2 for Special Revenue bonds
- 52% of citizen survey respondents are "very satisfied" or "satisfied" with the City's efforts to keep them involved
- 56% of citizen survey respondents are "very satisfied" or "satisfied" with the value received for City taxes/fees
- Additional performance measures to track progress can be found at www.lawrenceks.org/strategic-plan

The City has received Distinguished Budget Presentation Award from the Government Financial Officers Association (GFOA) in fifteen out of the last sixteen years.



The City has received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the Comprehensive Annual Financial Report (CAFR) for 25 consecutive years.



Funding related to this critical success factor in the 2019 budget includes:

- **\$200,000 in operational support for Peaslee**
- **\$220,000 in support for the Chamber of Commerce**
- **\$225,000 in support for the Bioscience and Technology Business Center**
- **\$50,000 for a Disproportionate Minority Study in partnership with Douglas County**

Pursuant to an inter-local agreement with Douglas County, Lawrence Douglas County Fire Medical provides Emergency Medical Services (EMS) through Douglas County. The County pays for 25.64% of operations for EMS Services.

Through a partnership with the Lawrence Chamber and Douglas County, the City provides support for the Dwayne Peaslee Technical Training Center, which provides educational and training opportunities. The 2019 budget includes \$200,000 for Peaslee Tech.



The 2019 budget includes funding to continue a City internship to serve as a liaison between the City, Haskell Indian Nations University, and the University of Kansas.



The City and County help support the Bioscience and Technology Business Center.



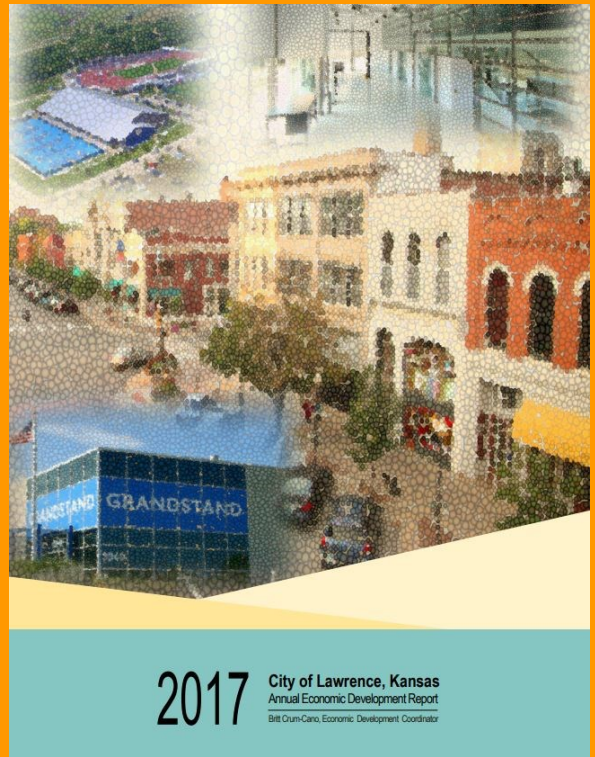
Collaborative Solutions

The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

Economic Growth and Security

The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people's ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.

Each year the City prepares an economic development report that outlines all the active incentives within the City.



The 2019 recommended budget includes \$49,000 for Downtown Lawrence which helps promote downtown Lawrence.

- Median household income of \$46,929
- 3.7% Unemployment Rate
- In 2016, 28 building permits were issued for new commercial, office, and industrial with a total permit valuation of \$37.7M
- 92.2% of commercial permits completed within 15 days
- 34% of survey respondents are "satisfied" or "very satisfied" with the City's efforts to promote economic development
- Additional performance measures to track progress can be found at www.lawrenceks.org/strategic-plan



Funding related to this critical success factor in the 2019 budget includes:

- **\$78,000 for work with the National Development Council related to economic development activities**
- **\$1,120,000 for eXplore Lawrence**
- **\$49,000 for Downtown Lawrence, Inc.**
- **\$150,000 in Transient Guest Tax Funds for a grant program**
- **VanTrust Industrial Building was the first to use the City's new Catalyst Industrial Incentive**



**UNMISTAKABLY
LAWRENCE**

The 2019 budget includes \$1,120,000 in the Guest Tax Fund for eXplore Lawrence.



City *of* Lawrence

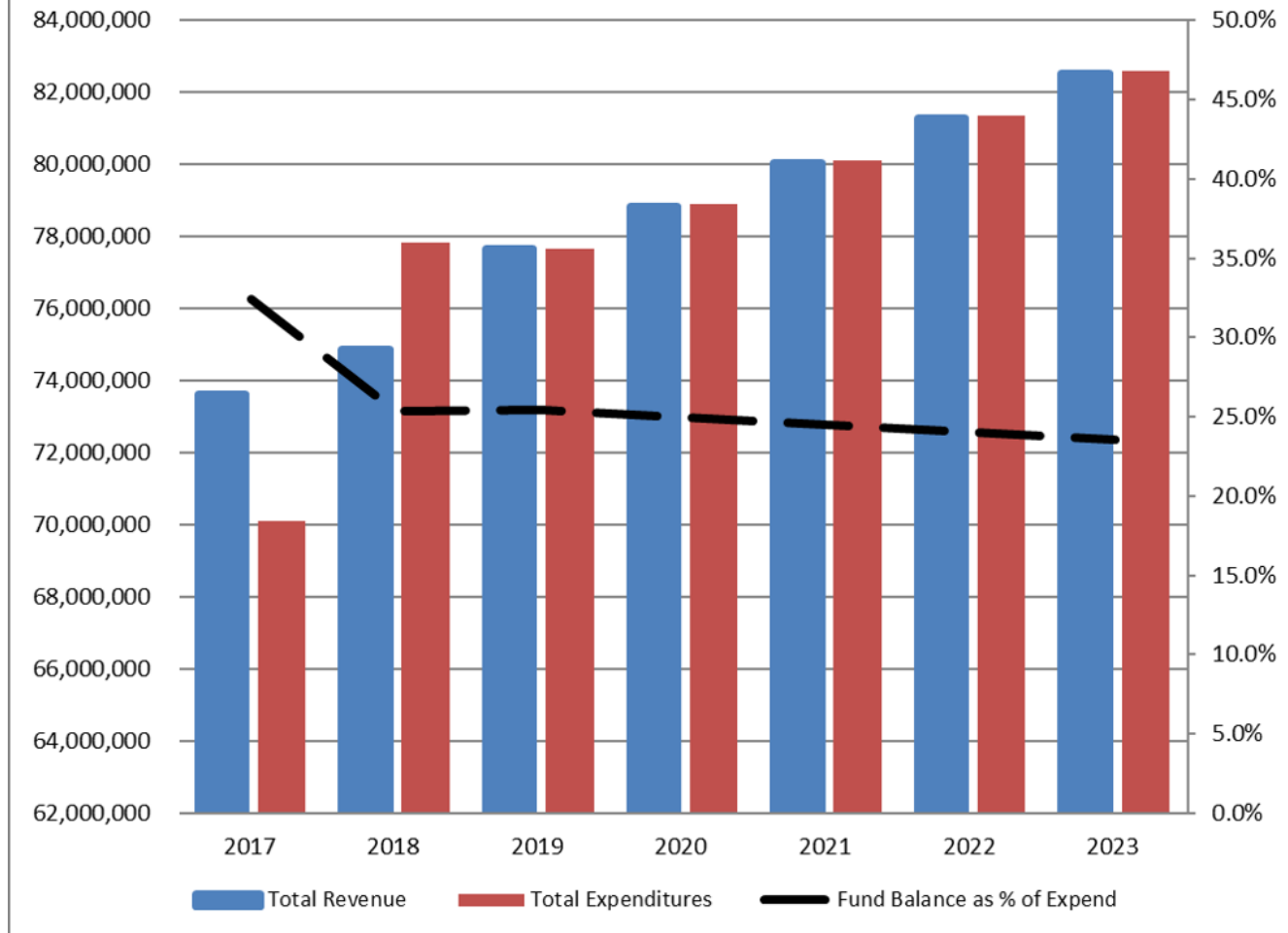
FUND SUMMARIES & FINANCIAL FORECASTS

GENERAL FUND (001)

This fund is used as the primary operating fund for the City. The general fund is a property tax supported fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Property	19,762,911	21,396,000	21,220,000	22,846,000
Sales Tax	28,877,841	29,797,000	29,797,000	30,371,000
Franchise Fees	7,229,327	7,680,000	7,551,000	7,627,000
Special Assessments	8,022	8,000	13,000	8,000
Federal Grants	4,849	69,000	10,000	0
State Grants	32,060	0	0	0
State Shared Revenues	881,268	831,000	921,000	919,000
Miscellaneous Billed Charges	821,881	488,000	398,000	413,000
Charges for services	7,196,553	6,800,000	7,220,000	7,693,000
Interest	132,344	192,000	192,000	192,000
Building Rental	261,046	23,000	60,000	60,000
Lease Of Property	48,525	32,000	32,000	32,000
Sale Of Assets	104,222	116,000	50,000	50,000
Miscellaneous	839,109	170,000	170,000	170,000
Refunds	172	0	0	0
Licenses and permits	1,632,307	1,522,000	1,522,000	1,576,000
Fines, forfeitures and penalties	2,151,004	2,424,000	2,050,000	2,050,000
Operating Transfers	3,655,000	3,657,000	3,657,000	3,657,000
Total	73,638,441	75,205,000	74,863,000	77,664,000
Expenditures				
Personal Services	48,114,734	51,527,000	51,519,000	52,929,000
Contractual Services	12,793,096	13,237,000	13,612,000	14,442,000
Commodities	4,878,566	5,243,458	5,709,000	6,135,000
Capital Outlay	1,048,136	1,758,542	826,000	388,000
Other	0	176,000	50,000	264,000
Transfers	3,312,800	3,263,000	6,112,000	3,506,000
Total	70,147,332	75,205,000	77,828,000	77,664,000
Revenue over Expenditure	3,491,109	-	(2,965,000)	-
Beginning Balance	19,222,488	22,713,597	22,713,597	19,748,597
Ending Fund Balance	22,713,597	22,713,597	19,748,597	19,748,597

General Operating Fund 2017-2023 Forecast



Significant Revenue Changes:

- Assumes mill levy rate of 19.928, an increase of .447 mills
- Total revenues increase \$2,801,000 or 3.7%
- Assessed Valuation is estimated to increase 5.3%
- City sales and use tax growth of 2% and city share of county wide sales tax growth of 1.8%
- License and permit growth increase of 3.5%
- The calculation of how the County is charged for various services remain the same

Significant Expenditure Changes:

- Total expenditures including transfers out are decreasing \$164,000 or 0.02% due to lowered transfers to capital reserve fund from 2018 revised to 2019
- Total operational expenditures (not including transfers) increase \$2,362,000 or 3.3%
- Adding 5.0 FTEs in Human Resources, Planning & Development Services, Information Technology, and Police
- Eliminate vacant 0.5 FTEs in Planning & Development Services
- Moved 3.0 FTEs from Parking Fund

GENERAL FUND (001)

This fund is used as the primary operating fund for the City. The general fund is a tax supported fund.

Chart shows General Fund Revenues by Category for 2019

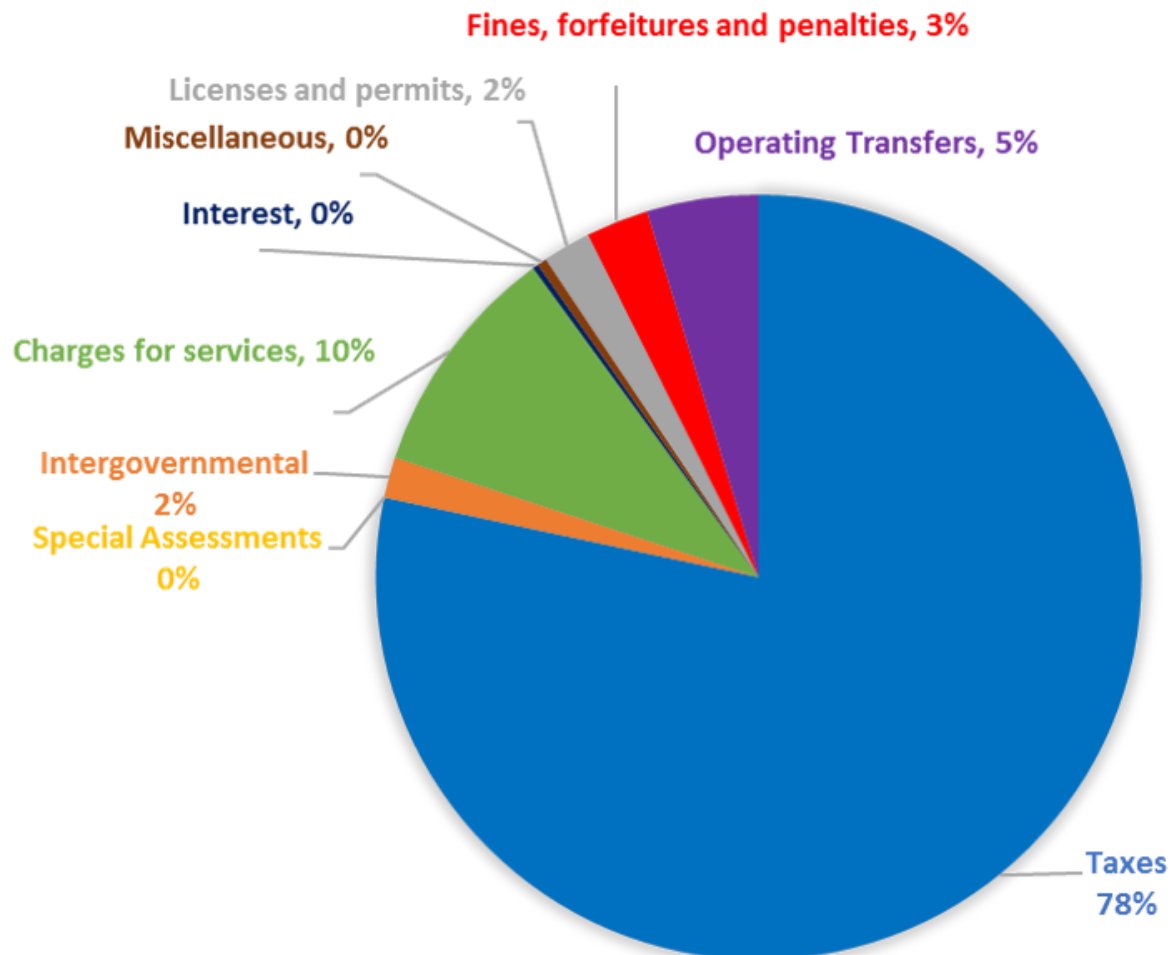
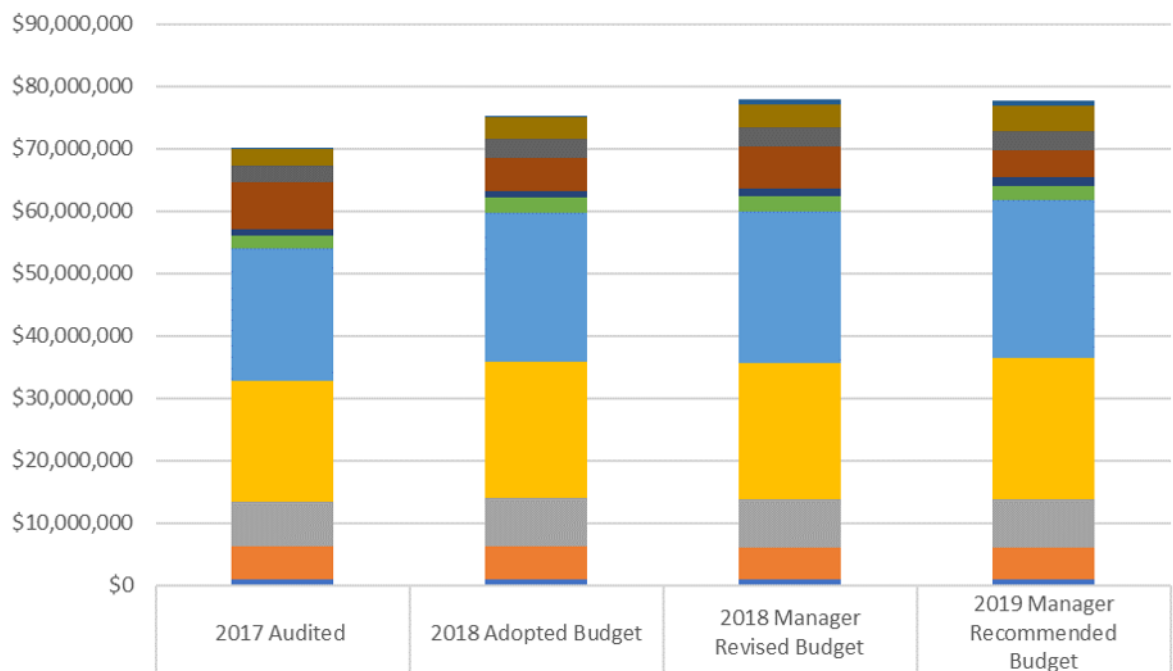


Chart shows General Fund Expenditures by Department



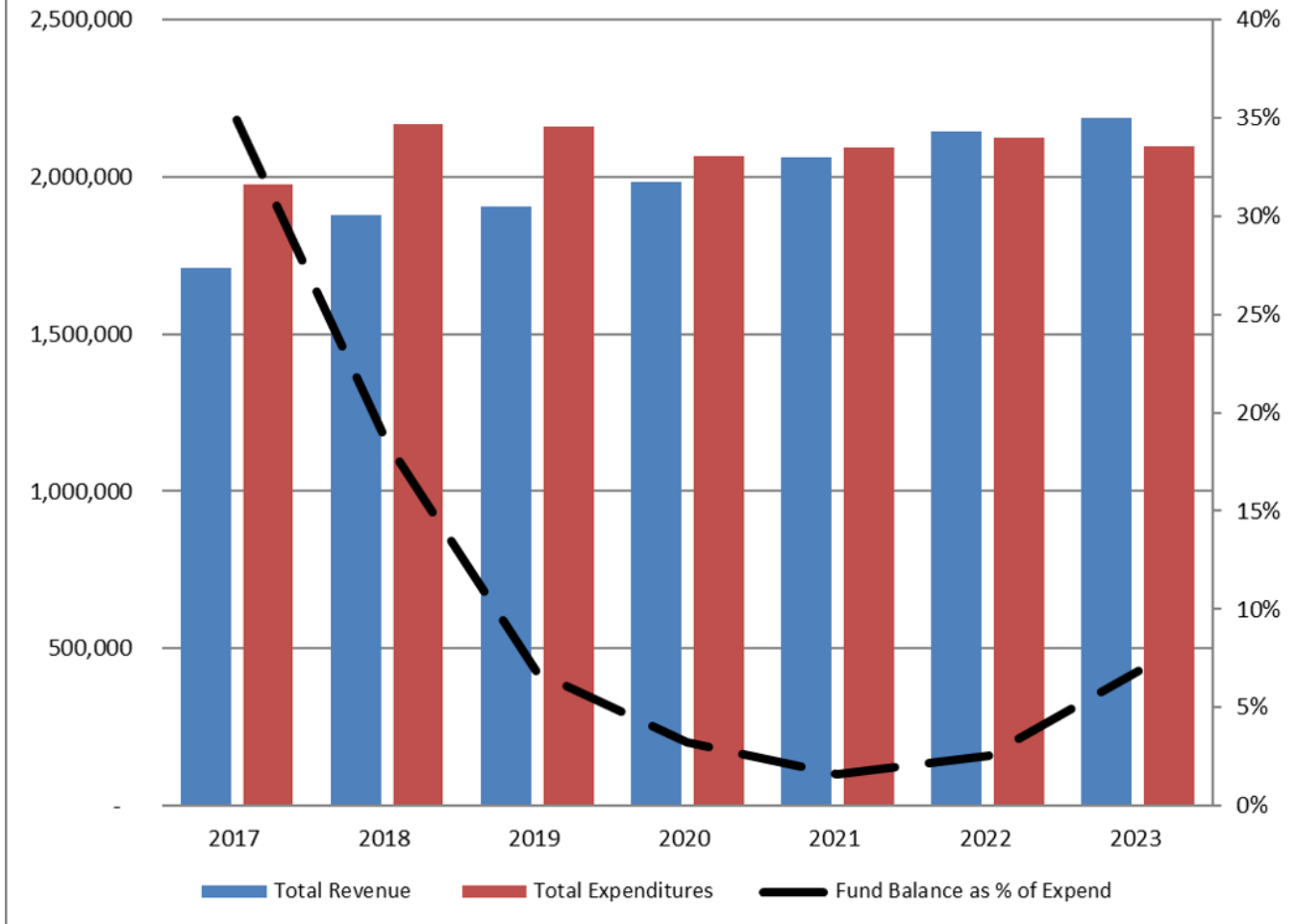
	2017 Audited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Recommended Budget
City Commission	153,658	126,000	741,000	756,000
Office of the City Manager	2,595,692	3,543,000	3,684,000	4,005,000
Planning and Development Services	2,821,925	2,980,000	3,099,000	3,189,000
Finance	7,399,010	5,286,000	6,730,000	4,355,000
Information Technology	1,052,932	1,063,000	1,143,000	1,291,000
Office of the City Attorney	2,042,236	2,394,000	2,394,000	2,380,000
Police Department	21,316,120	23,968,000	24,444,000	25,158,000
Fire and Medical Department	19,430,417	21,827,000	21,828,000	22,784,000
Public Works	6,995,001	7,718,000	7,765,000	7,770,000
Parks and Recreation	5,326,694	5,300,000	5,000,000	4,946,000
Public Health	1,013,647	1,000,000	1,000,000	1,030,000
Total	70,147,332	75,205,000	77,828,000	77,664,000

GUEST TAX FUND (206)

This special revenue fund is used to account for the 6% guest tax received on the occupancy of hotels and motels in the City.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Federal Grants	5,029	-	-	-
Guest Tax	1,700,180	1,872,000	1,872,000	1,900,000
Interest	3,991	7,000	7,000	7,000
Total	1,709,200	1,879,000	1,879,000	1,907,000
Expenditures				
Personal Services	258,837	429,000	379,000	397,000
Contractual Services	1,333,271	1,340,000	1,340,200	1,400,000
Commodities	63,666	30,000	30,000	30,000
Capital Outlay	74,571	210,000	210,000	125,000
Debt Service	245,041	208,000	208,000	209,000
Total	1,975,386	2,217,000	2,167,200	2,161,000
Revenue over Expenditure	(266,186)	(338,000)	(288,200)	(254,000)
Beginning Balance	955,869	689,683	689,683	401,483
Ending Fund Balance	689,683	351,683	401,483	147,483

Guest Tax Fund 2017-2023 Forecast



Significant Revenue Changes:

- Proceeds from the Transient Guest Tax are projected to increase \$28,000 or 1.5%

Significant Expenditure Changes:

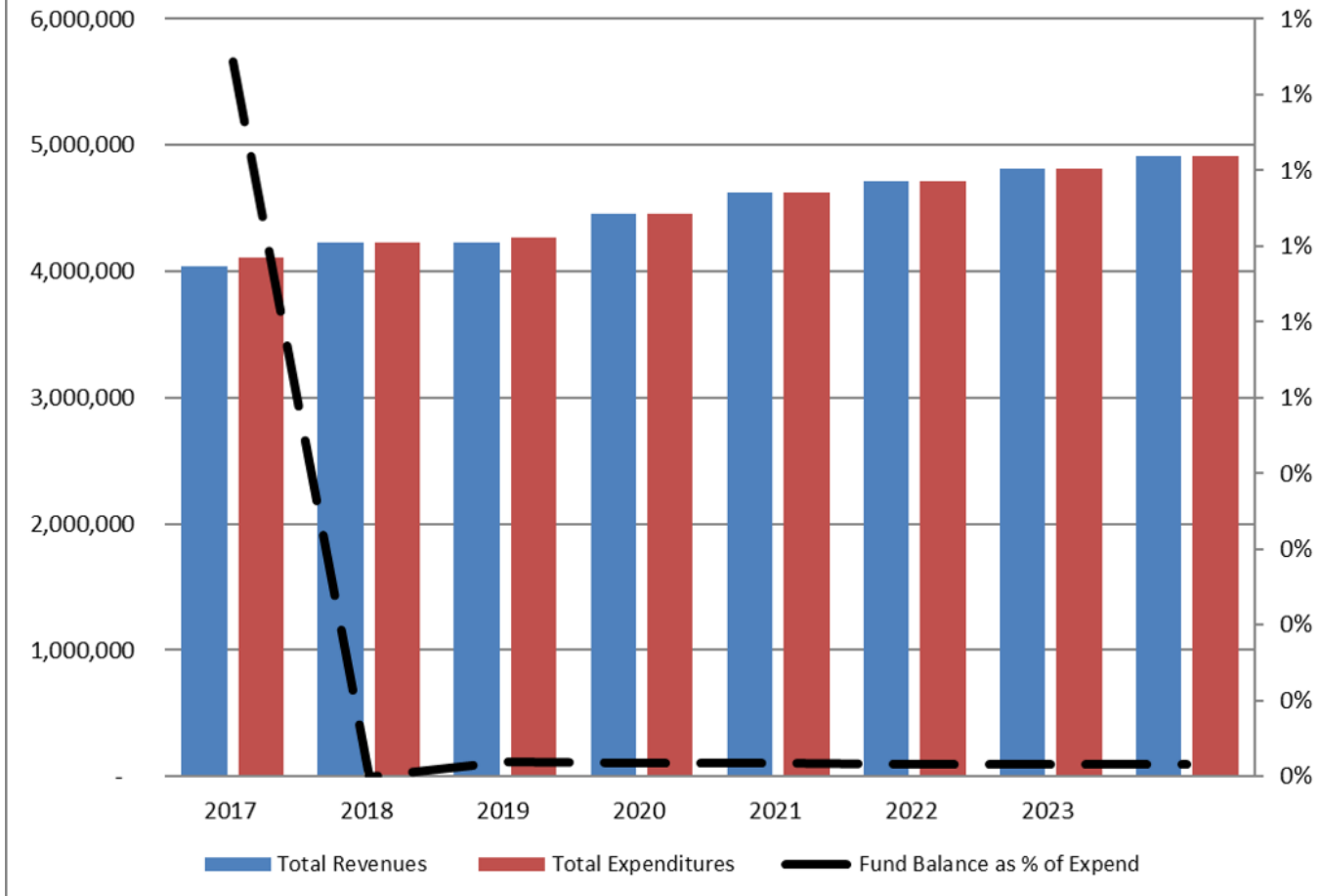
- Expenditures include an increase of \$60,000 for the contract with eXplore Lawrence
- Includes \$125,000 for downtown brick replacement

PUBLIC LIBRARY FUND (209)

This fund is used to account for the tax receipts collected and disbursed to the local public library. The library fund is a property tax supported fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Property Taxes	4,036,008	4,230,000	4,230,000	4,457,000
Interest	640	-	-	-
Total	4,036,648	4,230,000	4,230,000	4,457,000
Expenditures				
Contractual Services	4,111,719	4,233,000	4,268,000	4,457,000
Total	4,111,719	4,233,000	4,268,000	4,457,000
Revenue over Expenditure	(75,071)	(3,000)	(38,000)	-
Beginning Balance	113,873	38,802	38,802	802
Ending Fund Balance	38,802	35,802	802	802

Public Library Fund 2017-2023 Forecast



Significant Revenue Changes:

- Assumes mill levy rate flat at 4.040
- The library mill is capped at 4.5 mills

Significant Expenditure Changes:

- Salaries and benefits for employees are increasing
- Library mill provides 93% of the Lawrence Public Library's Total operating budget

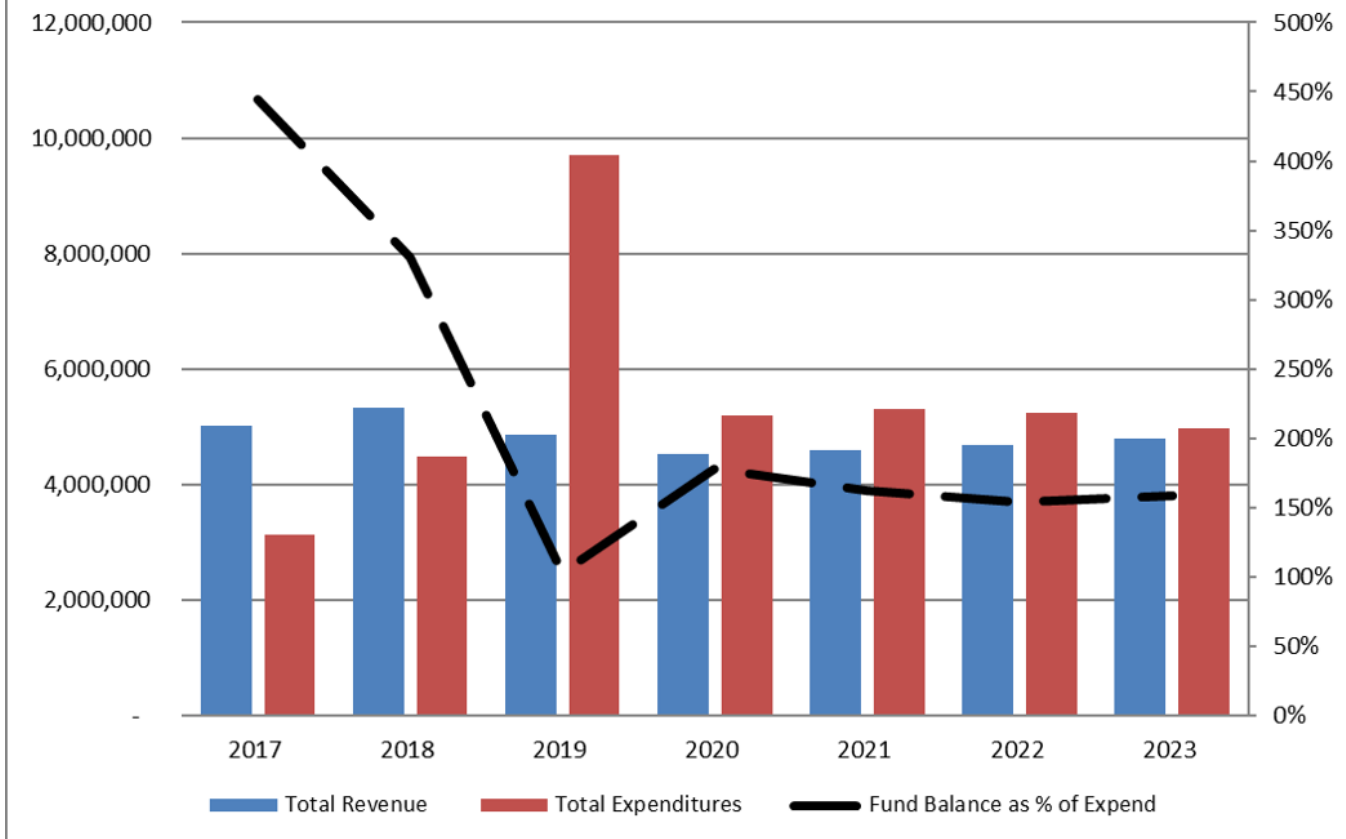
PUBLIC TRANSPORTATION FUND (210)

This special revenue fund is used to account for revenues and expenditures associated with the fixed route bus system and para-transit services of the City. The transportation fund is a tax supported fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Sales Tax	4,492,285	4,850,000	4,850,000	4,368,000
Charges for services	426,469	435,000	435,000	444,000
Interest	95,274	36,000	36,000	42,000
Miscellaneous	95	-	-	-
Total	5,014,123	5,321,000	5,321,000	4,854,000
Expenditures				
Personal Services	59,845	94,000	94,000	100,000
Contractual Services	2,463,047	3,631,000	3,631,000	3,584,000
Commodities	620,198	760,000	759,000	782,000
Capital Outlay	-	650,000	-	5,230,000
Total	3,143,090	5,135,000	4,484,000	9,696,000
Revenue over Expenditure	1,871,033	186,000	837,000	(4,842,000)
Beginning Balance	12,111,741	13,982,774	13,982,774	14,819,774
Ending Fund Balance	13,982,774	14,168,774	14,819,774	9,977,774 [*]

* A 0.05% special sales tax for transportation capital expansion began in April 2009. That sales tax will sunset in April of 2019. A portion of the fund balance (\$1,939,124) is reserved specifically for additional capital expansion.

Public Transportation Fund 2017-2023 Forecast



Significant Revenue Changes:

- Farebox revenues slight increase estimated of \$9,000 to \$444,000

Significant Expenditure Changes:

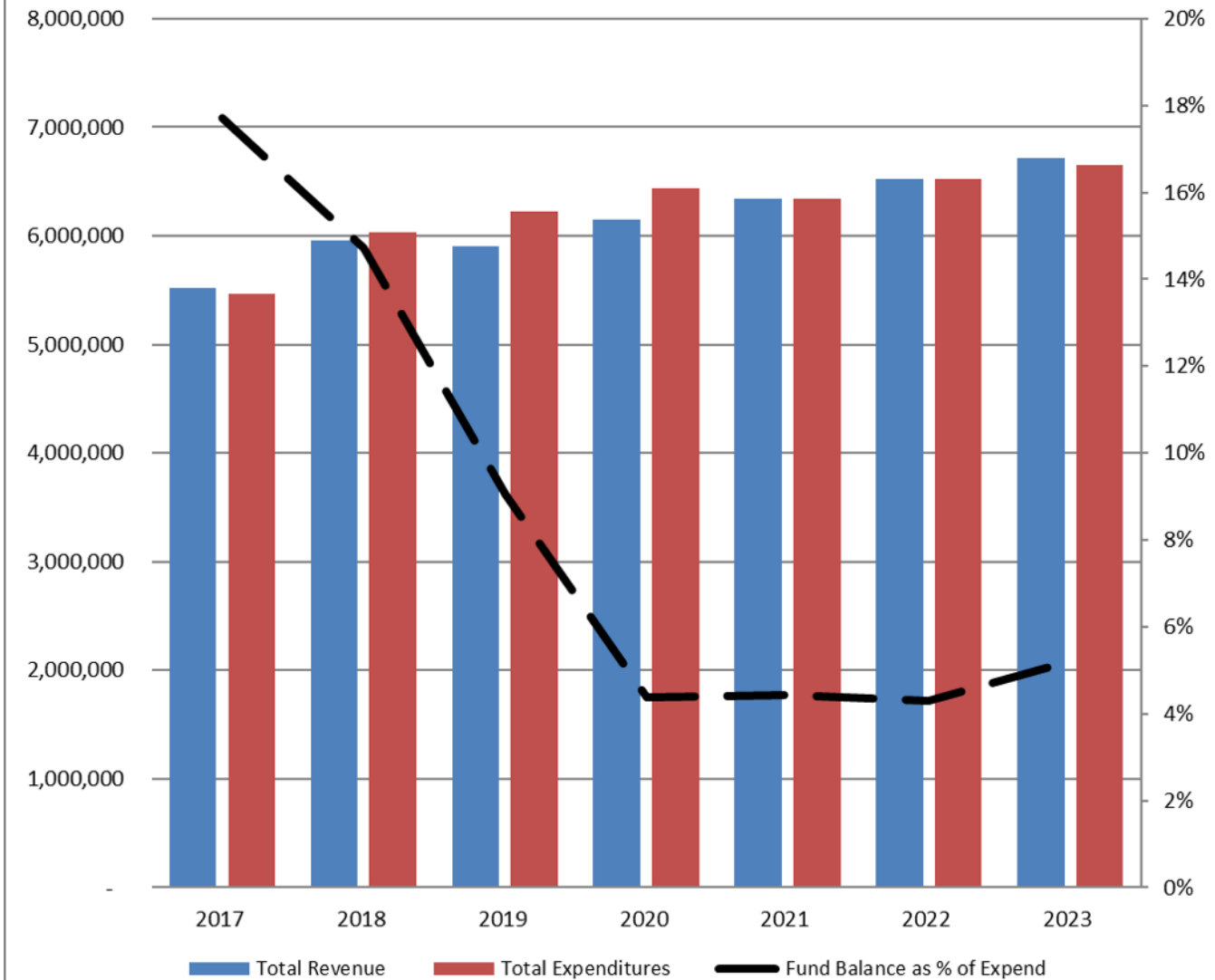
- The 0.05% portion of the city sales tax for transportation expansion will end in April 2019
- Construction of a \$4,500,000 transfer hub is included in the 2019 budget

RECREATION FUND (211)

This special revenue fund is used to account for user fees derived from recreational and cultural events and the expenditures necessary to carry out the recreation programs at the City's community recreation centers.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Charges for services	2,887,159	2,986,000	2,986,000	3,033,000
Interest	6,628	8,000	8,000	8,000
Building Rental	196,385	205,000	205,000	210,000
Lease Of Property	132,525	133,000	133,000	135,000
Sale Of Assets	11,900	-	-	-
Miscellaneous	134	250,000	250,000	150,000
Donations	1,196	7,000	7,000	7,000
Licenses and permits	(45,507)	(40,000)	(40,000)	(46,000)
Operating Transfers	2,332,800	2,403,000	2,403,000	2,403,000
Total	5,523,220	5,952,000	5,952,000	5,900,000
Expenditures				
Personal Services	4,222,519	4,436,000	4,448,000	4,620,000
Contractual Services	890,209	917,000	920,000	909,000
Commodities	354,664	387,000	402,000	425,000
Capital Outlay	1,965	30,000	-	-
Other	-	149,000	149,000	150,000
Transfers	-	113,000	113,000	120,000
Total	5,469,357	6,032,000	6,032,000	6,224,000
Revenue over Expenditure	53,863	(80,000)	(80,000)	(324,000)
Beginning Balance	914,270	968,133	968,133	888,133
Ending Fund Balance	968,133	888,133	888,133	564,133

Recreation Fund 2017-2023 Forecast



Significant Revenue Changes:

- Total Revenues decreasing \$52,000 or 0.9%
- Transfer from the general fund of \$2,403,000 remains flat

Significant Expenditure Changes:

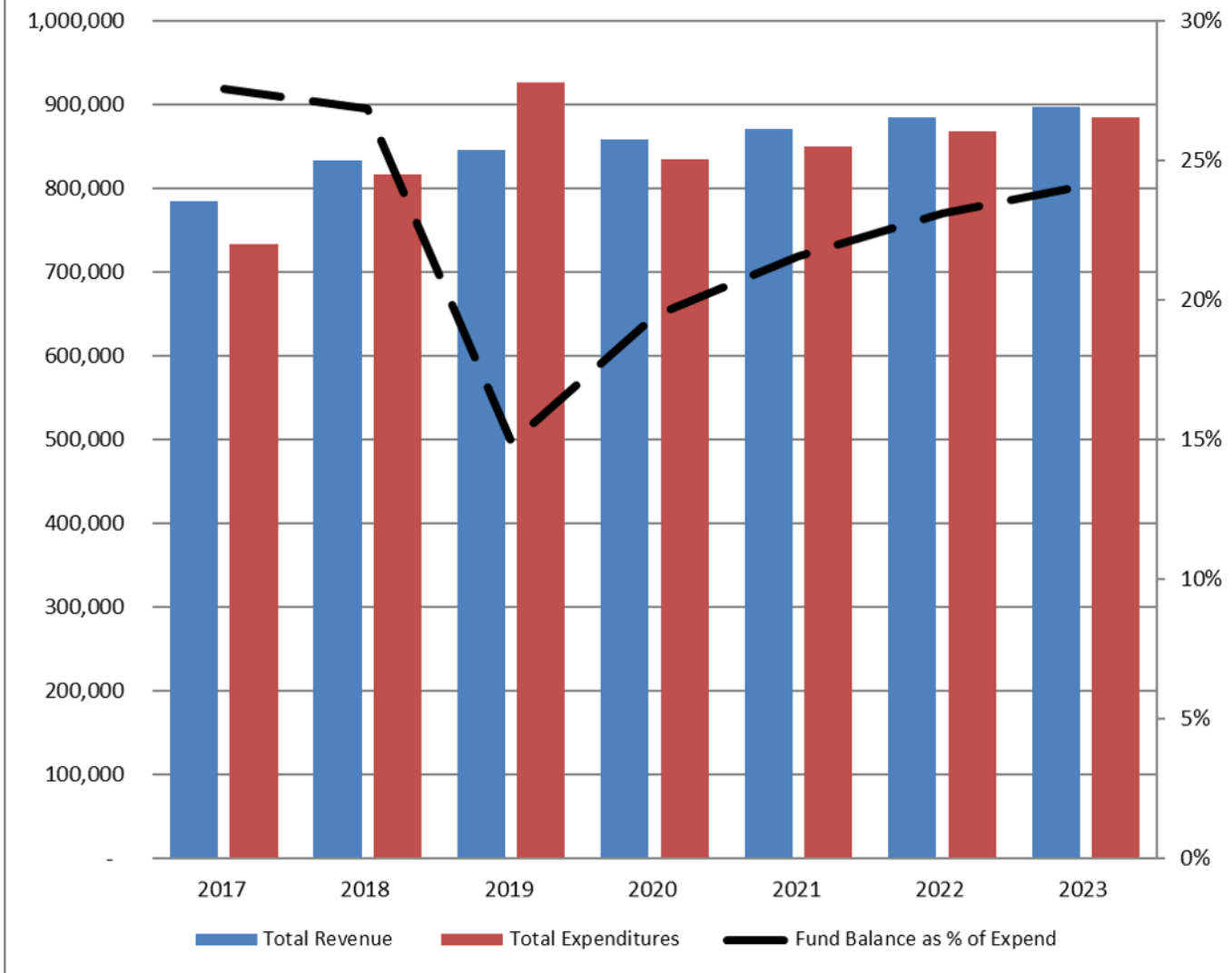
- Expenditures increasing \$192,000 or 3%
- Personal expenditures increasing 5% partially due to increasing the hourly rate for part-time maintenance staff

SPECIAL ALCOHOL FUND (213)

This special revenue fund is used to account for one-third of the liquor tax received by the City from the State of Kansas. The revenues are used to finance contractual programs for the prevention and treatment of drug and alcohol abuse.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Liquor Tax	783,231	800,000	831,000	843,000
Interest	1,583	2,000	2,000	2,000
Total	784,814	802,000	833,000	845,000
Expenditures				
Contractual Services	733,298	816,000	816,000	855,000
Capital Outlay	-	-	-	108,000
Total	733,298	816,000	816,000	963,000
Revenue over Expenditure	51,516	(14,000)	17,000	(118,000)
Beginning Balance	150,514	202,030	202,030	219,030
Ending Fund Balance	202,030	188,030	219,030	101,030

Special Alcohol Fund 2017-2023 Forecast



Significant Revenue Changes:

- Proceeds from liquor tax projected to increase \$12,000 or 1.4%

Significant Expenditure Changes:

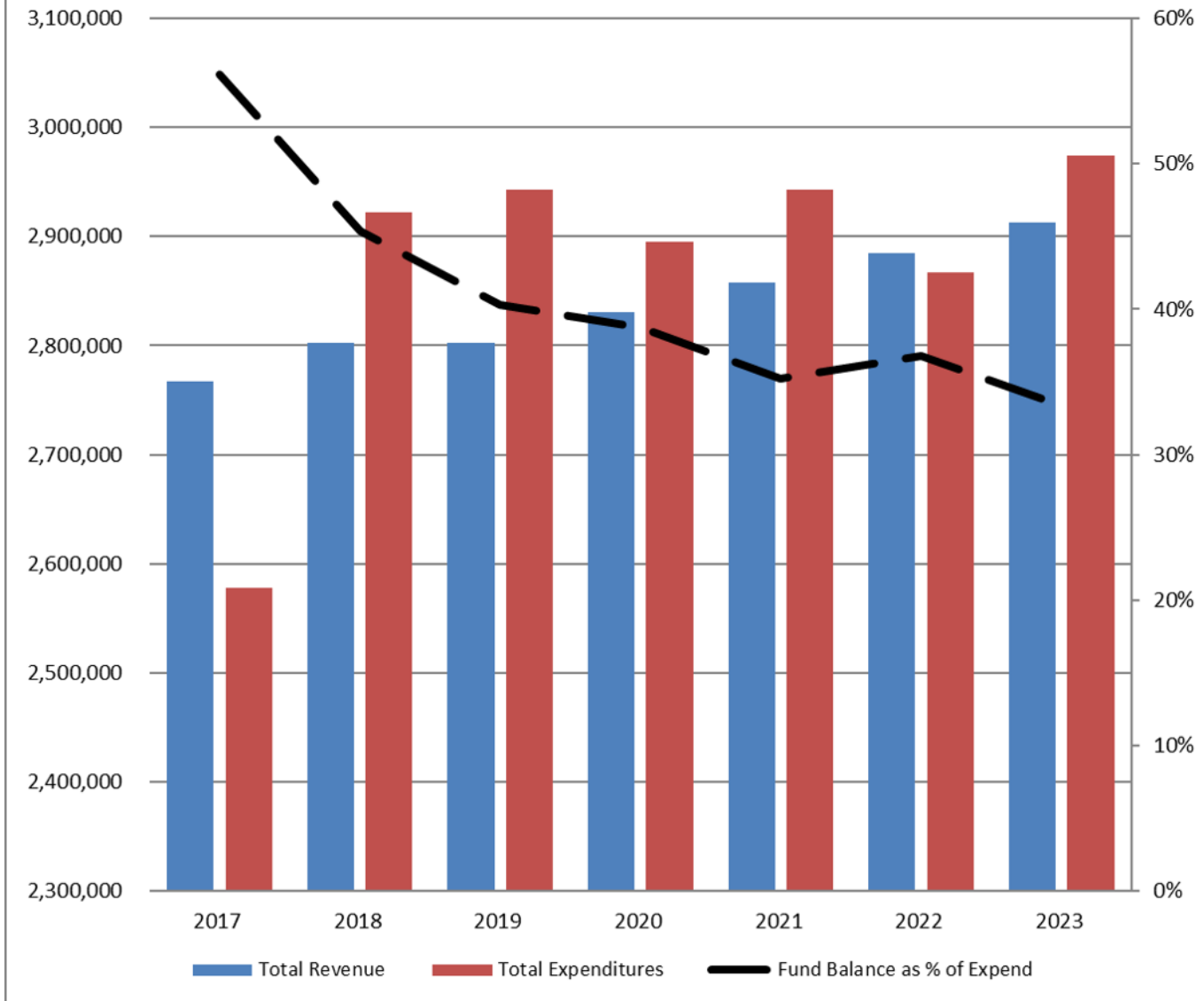
- Funding for social services agencies increased to \$787,000 to spend down fund balance
- Mental health co-responder continues to be funded for \$68,000
- Spend \$108,000 for downtown public cameras

SPECIAL GAS TAX FUND (214)

This special revenue fund is used to account for the gasoline tax received from the State of Kansas and Douglas County. The expenditures are primarily for repairs of streets and to provide new traffic signals.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Gasoline Tax	2,729,250	2,788,000	2,788,000	2,788,000
Interest	9,261	12,000	12,000	12,000
Sale Of Assets	13,060	2,000	2,000	2,000
Miscellaneous	15,368	-	-	-
Total	2,766,939	2,802,000	2,802,000	2,802,000
Expenditures				
Personal Services	1,745,767	1,902,000	1,902,000	1,919,000
Contractual Services	2,439	28,000	186,000	26,000
Commodities	526,825	492,000	492,000	492,000
Capital Outlay	302,530	500,000	342,000	506,000
Total	2,577,561	2,922,000	2,922,000	2,943,000
Revenue over Expenditure	189,378	(120,000)	(120,000)	(141,000)
Beginning Balance	1,257,544	1,446,922	1,446,922	1,326,922
Ending Fund Balance	1,446,922	1,326,922	1,326,922	1,185,922

Special Gas Fund 2017-2023 Forecast



Significant Revenue Changes:

- Revenue from Highway Tax is estimated to remain flat in 2019

Significant Expenditure Changes:

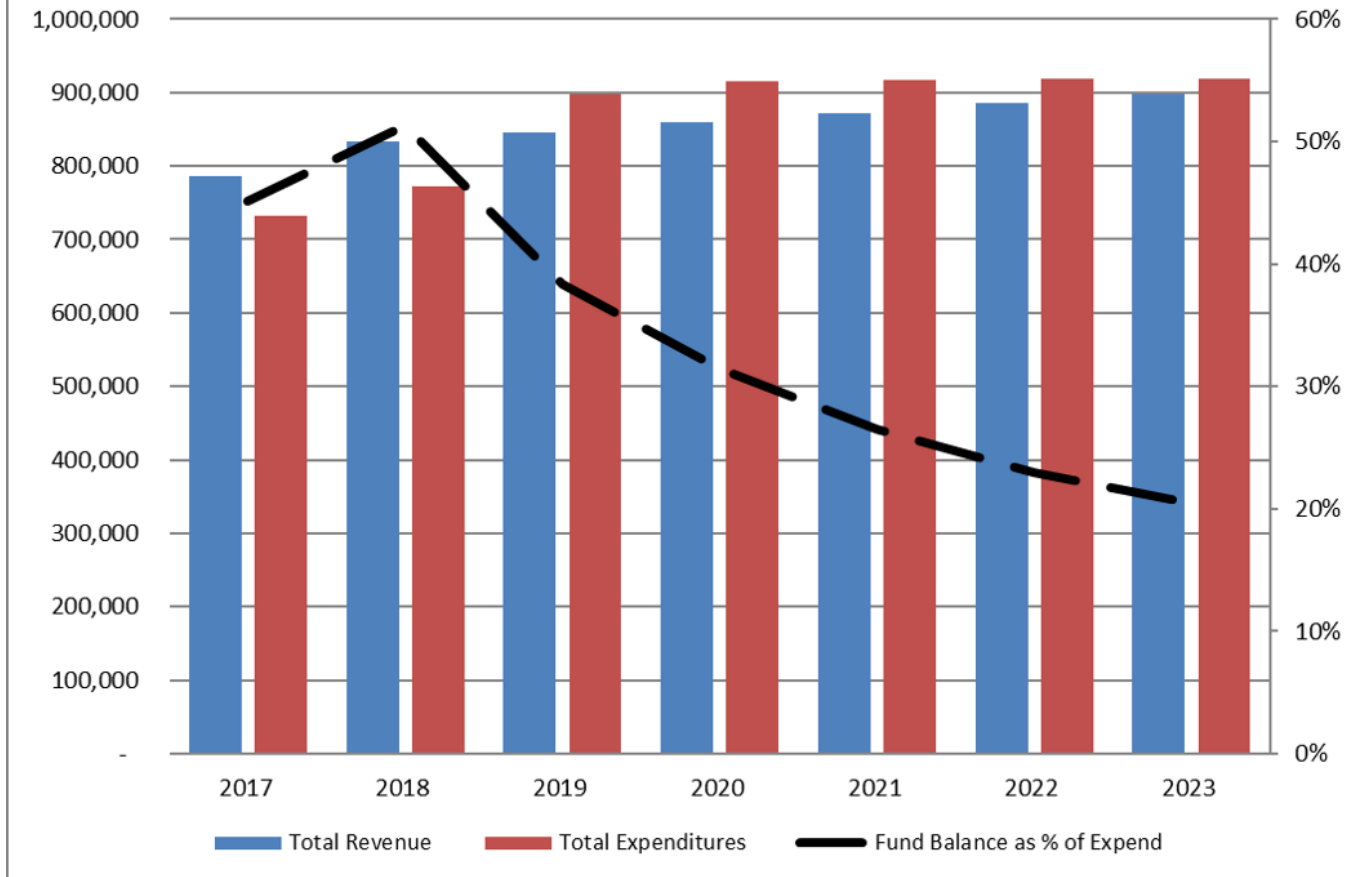
- Expenditures increasing \$17,000 or 0.9% for personnel related expenditures

SPECIAL RECREATION FUND (216)

This special revenue fund is used to account for one-third of the liquor tax received from the State of Kansas. These funds are used to provide additional resources for recreational activities and historic tours.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Liquor Tax	783,231	800,000	831,000	843,000
Interest	3,277	3,000	3,000	3,000
Total	786,508	803,000	834,000	846,000
Expenditures				
Personal Services	1,750	34,000	34,000	31,000
Contractual Services	370,350	423,000	423,000	436,000
Commodities	212,233	116,000	116,000	112,000
Capital Outlay	147,537	200,000	200,000	319,000
Total	731,870	773,000	773,000	898,000
Revenue over Expenditure	54,638	30,000	61,000	(52,000)
Beginning Balance	280,667	335,305	335,305	396,305
Ending Fund Balance	335,305	365,305	396,305	344,305

Special Recreation Fund 2017-2023 Forecast



Significant Revenue Changes:

- Proceeds from liquor tax projected to increase \$12,000 or 1.4%

Significant Expenditure Changes:

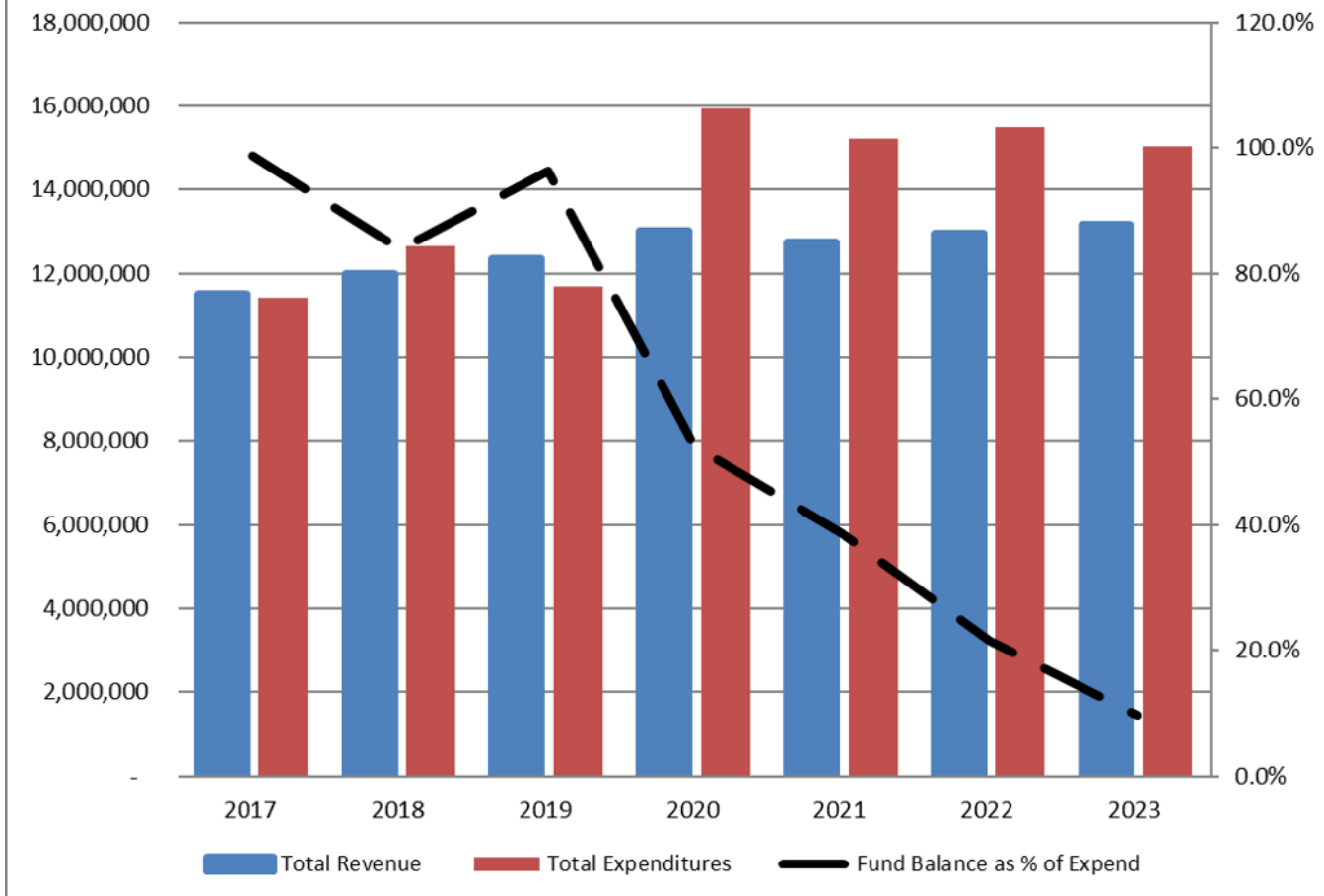
- Includes \$125,000 for Cardio Equipment Replacement

BOND & INTEREST FUND (301)

This fund is used to account for the accumulation of resources and payment of general obligation bond principal, interest and other related costs from governmental resources and special assessment bond principal and interest from special assessment levies when the City is obligated in some manner for this payment. The bond and interest fund is a property tax supported fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Property Taxes	8,774,776	10,180,000	10,140,000	10,463,000
Special Assessments	2,428,511	1,228,000	925,000	942,000
Interest	77,938	65,000	65,000	69,000
Reimbursements	233,732	652,000	334,000	325,000
Operating Transfers	-	520,000	520,000	552,000
Total	11,514,957	12,645,000	11,984,000	12,351,000
Expenditures				
Debt Service	11,407,471	14,066,000	12,642,000	11,693,000
Total	11,407,471	14,066,000	12,642,000	11,693,000
Revenue over Expenditure	107,486	(1,421,000)	(658,000)	658,000
Beginning Balance	11,159,048	11,266,534	11,266,534	10,608,534
Ending Fund Balance	11,266,534	9,845,534	10,608,534	11,266,534

Bond & Interest Fund 2017-2023 Forecast



Significant Revenue Changes:

- Assumes mill levy rate of 9.310, a decrease of .447 mills
- Revenues increase \$367,000 or 3.1%
- Revenue increase due to an increase in assessed valuation of 5.3% and special assessments

Significant Expenditure Changes:

- Debt service decreased \$949,000 or 7.5% due to payoff of debt and delay of 2017 debt funded projects and moving debt for downtown parking garages to the Parking Fund

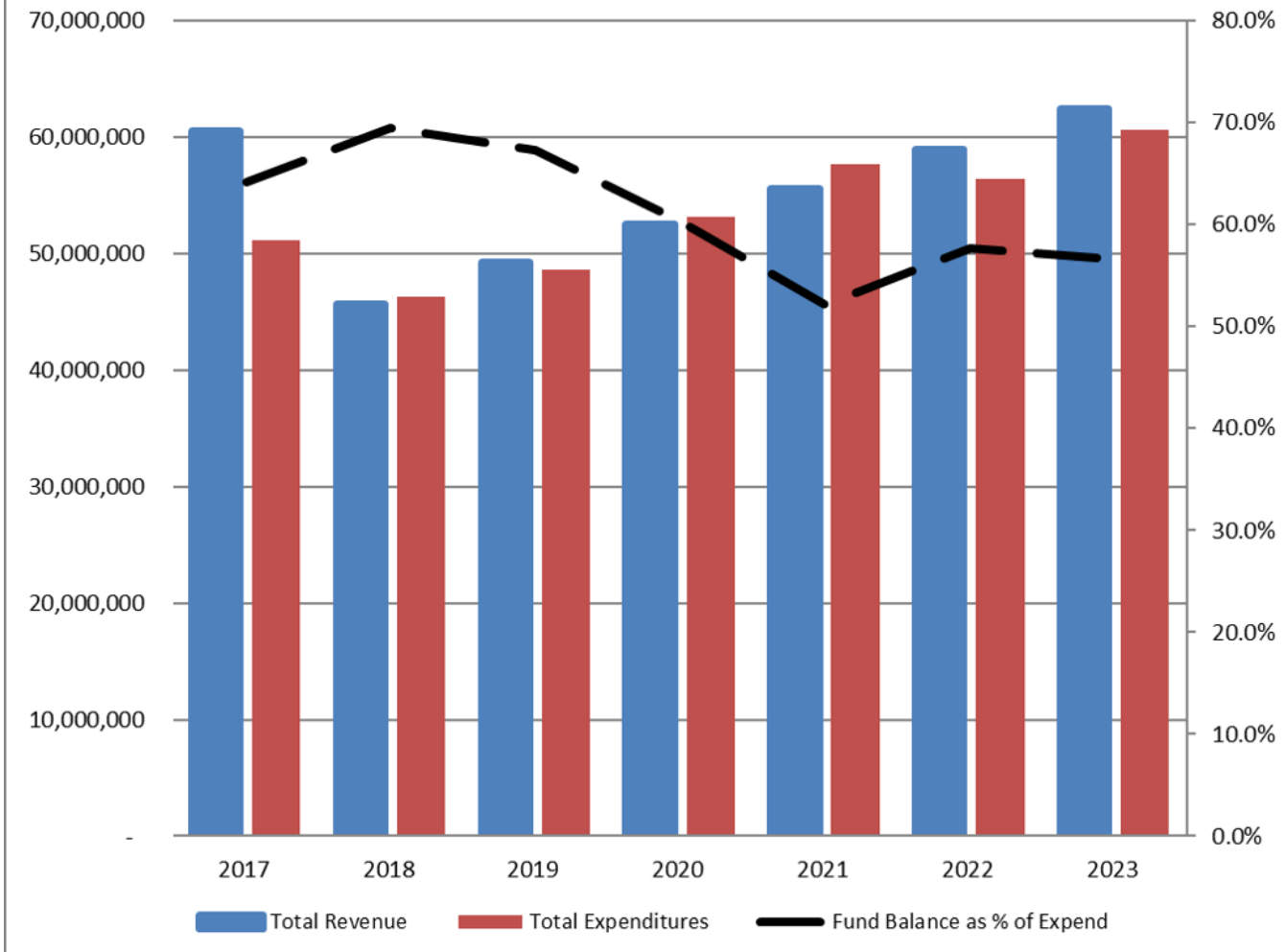
WATER & WASTEWATER FUND (501)

This enterprise fund is used to account for the operation of the City's water and sewer system. The water and sewer fund is an enterprise (fee supported) fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Charges for services	42,930,470	45,619,000	45,625,000	49,213,000
Interest	38,546	26,000	-	-
Miscellaneous	423,139	210,000	-	-
Proceeds/Long Term Debt [*]	17,195,000	-	-	-
Total	60,587,155	45,855,000	45,625,000	49,213,000
Expenditures				
Personal Services	11,219,671	12,076,000	12,056,000	12,026,000
Contractual Services	6,210,436	7,518,000	7,623,000	7,616,000
Commodities	3,796,765	4,055,000	4,200,000	4,757,000
Capital Outlay	320,920	452,000	327,000	758,000
Debt Service	24,413,136	16,888,000	17,032,000	19,024,000
Other	220,948	8,000	8,000	8,000
Transfers	4,952,982	4,454,000	5,054,000	4,455,000
Total	51,134,858	45,451,000	46,300,000	48,644,000
Revenue over Expenditure	9,452,297	404,000	(675,000)	569,000
Beginning Balance	23,383,995	32,836,292	32,836,292	32,161,292
Ending Fund Balance	32,836,292	33,240,292	32,161,292	32,730,292

*In 2017 the City issued \$17,195,000 in improvement and refunding bonds. Approximately \$8,500,000 of the bond proceeds were used to refund a portion of bonds issued in 2008. This refunding resulted in an economic gain of \$304,841 and a reduction of \$295,419 in future debt payments.

Water & Wastewater Fund 2017-2023 Forecast



Significant Revenue Changes:

- 2019 budget includes an increase in water and wastewater rates, bringing total revenue to \$49,213,000 an increase of 7.9%

Significant Expenditure Changes:

- Expenditures total \$48,644,000 an increase of 5.1%
- Rates were determined using a rate model and increased 7.8%
- Includes new enterprise asset manager position to begin mid 2018; the 2018 revised budget reflects this change
- Includes first full year of debt service for Wakarusa Wastewater Treatment Plant

WATER & SEWER NON-BONDED CONSTRUCTION FUND (552)

This enterprise fund is used to account for the non-bonded (cash) construction projects for the City's water and sewer system. The water and sewer non-bonded construction fund is an enterprise (fee supported) fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Interest	20,132	-	-	-
Operating Transfers	1,518,982	1,000,000	1,619,000	1,020,000
Total	1,539,114	1,000,000	1,619,000	1,020,000
Expenditures				
Contractual Services	412,958	-	-	-
Capital Outlay	1,058,457	3,000,000	1,600,000	1,000,000
Total	1,471,415	3,000,000	1,600,000	1,000,000
Revenue over Expenditure	67,699	(2,000,000)	19,000	20,000
Beginning Balance	4,570,616	4,638,315	4,638,315	4,657,315
Ending Fund Balance	4,638,315	2,638,315	4,657,315	4,677,315

Significant Changes:

- No significant changes

SOLID WASTE NON-BONDED CONSTRUCTION FUND (562)

This enterprise fund is used to account for the non-bonded (cash) construction projects for the City's solid waste system. The solid waste construction fund is an enterprise (fee supported) fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Operating Transfer	-	-	-	100,000
Interest	5,756	-	-	-
Total	5,756	-	-	100,000
Expenditures				
Contractual Services	43,894	-	-	-
Total	43,894	-	-	-
Revenue over Expenditure	(38,138)	-	-	100,000
Beginning Balance	3,834,377	3,796,239	3,796,239	3,796,239
Ending Fund Balance	3,796,239	3,796,239	3,796,239	3,896,239

Significant Changes:

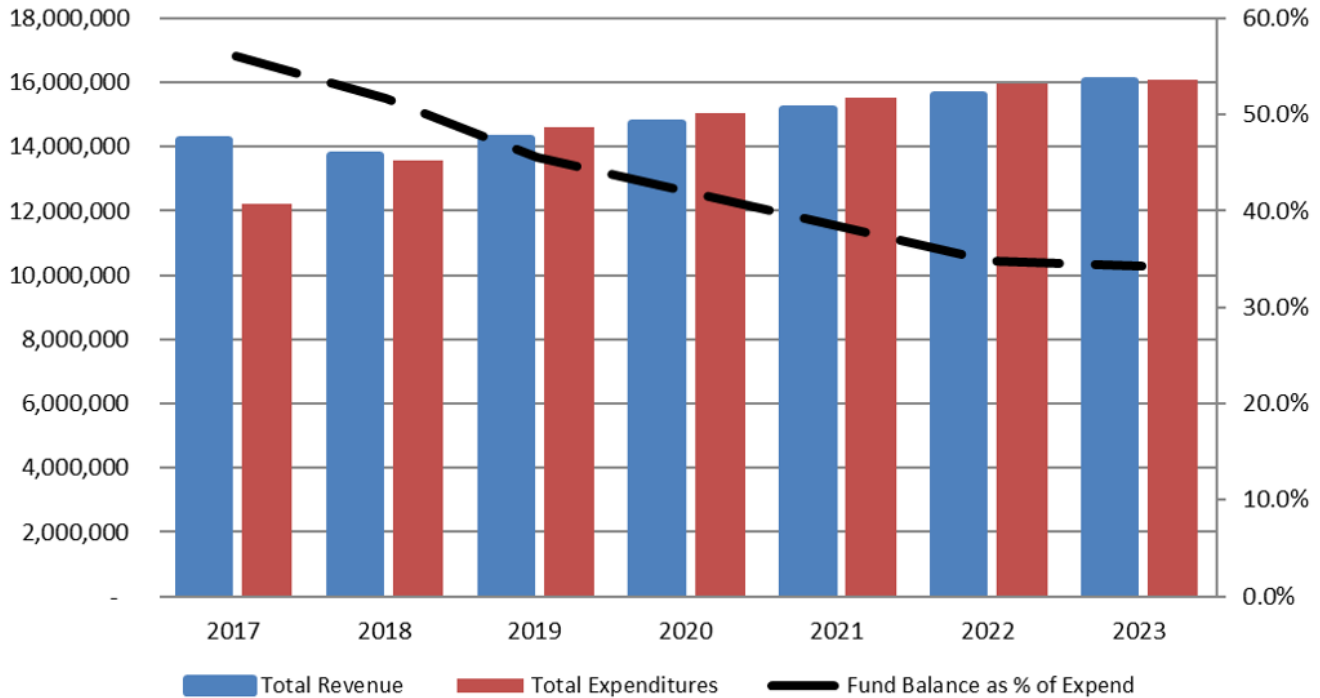
- No significant changes

SOLID WASTE FUND (502)

This enterprise fund is used to account for the operation of the City's refuse collection service. The solid waste fund is an enterprise (fee supported) fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Intergovernmental	30,000	-	-	90,000
Charges for services	13,634,853	13,427,000	13,427,000	13,900,000
Interest	54,378	52,000	52,000	34,000
Miscellaneous	493,131	245,000	245,000	246,000
Total	14,212,362	13,724,000	13,724,000	14,270,000
Expenditures				
Personal Services	5,848,597	6,454,000	6,454,000	5,735,000
Contractual Services	3,596,500	4,116,000	4,116,000	4,369,000
Commodities	920,415	1,082,000	1,082,000	1,200,000
Capital Outlay	1,094,283	1,153,000	1,153,000	2,473,000
Debt Service	337,150	339,000	339,000	334,000
Other	98	-	-	-
Transfers	411,000	414,000	414,000	514,000
Total	12,208,043	13,558,000	13,558,000	14,625,000
Revenue over Expenditure	2,004,319	166,000	166,000	(355,000)
Beginning Balance	4,837,840	6,842,159	6,842,159	7,008,159
Ending Fund Balance	6,842,159	7,008,159	7,008,159	6,653,159

Solid Waste Fund 2017-2023 Forecast



Significant Revenue Changes:

- No rate increase in 2019
- Total revenue of \$14,270,000 an increase of 4.0%
- Estimated increase in revenues for hazardous waste collections and roll off disposal

Significant Expenditure Changes:

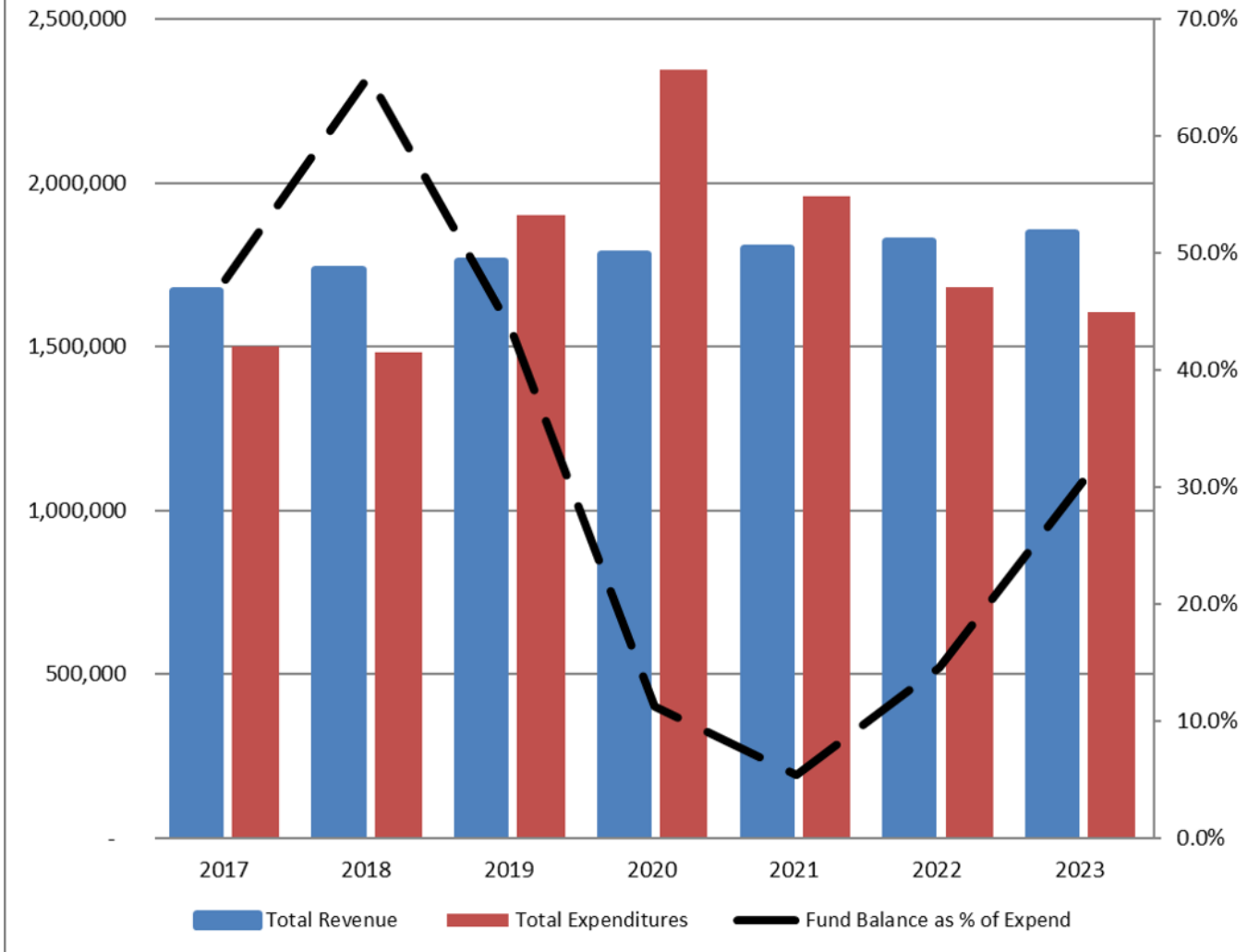
- Expenditures total \$14,625,000 an increase of 7.9%
- Expenditures include smart truck technology
- Reduction of 2.0 vacant solid waste loaders

PUBLIC PARKING FUND (503)

This enterprise fund is used to account for the operations of all parking facilities owned by the City. The public parking fund is an enterprise (fee supported) fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Charges for services	670,031	685,000	685,000	691,000
Interest	5,225	5,000	5,000	8,000
Miscellaneous	108,067	100,000	100,000	100,000
Licenses and permits	128,700	128,000	128,000	128,000
Fines, forfeitures and penalties	759,755	816,000	816,000	832,000
Total	1,671,778	1,734,000	1,734,000	1,759,000
Expenditures				
Personal Services	887,140	959,000	962,000	726,000
Contractual Services	228,819	225,000	225,000	250,000
Commodities	38,526	85,000	85,000	85,000
Capital Outlay	196,000	15,000	15,000	310,000
Debt Service	150,000	150,000	150,000	480,000
Other	-	20,000	20,000	20,000
Transfers	-	27,000	27,000	29,000
Total	1,500,485	1,481,000	1,484,000	1,900,000
Revenue over Expenditure	171,293	253,000	250,000	(141,000)
Beginning Balance	544,707	716,000	716,000	966,000
Ending Fund Balance	716,000	969,000	966,000	825,000

Public Parking Fund 2017-2023 Forecast



Significant Revenue Changes:

- Total revenue of \$1,759,000 an increase of 1.4%

Significant Expenditure Changes:

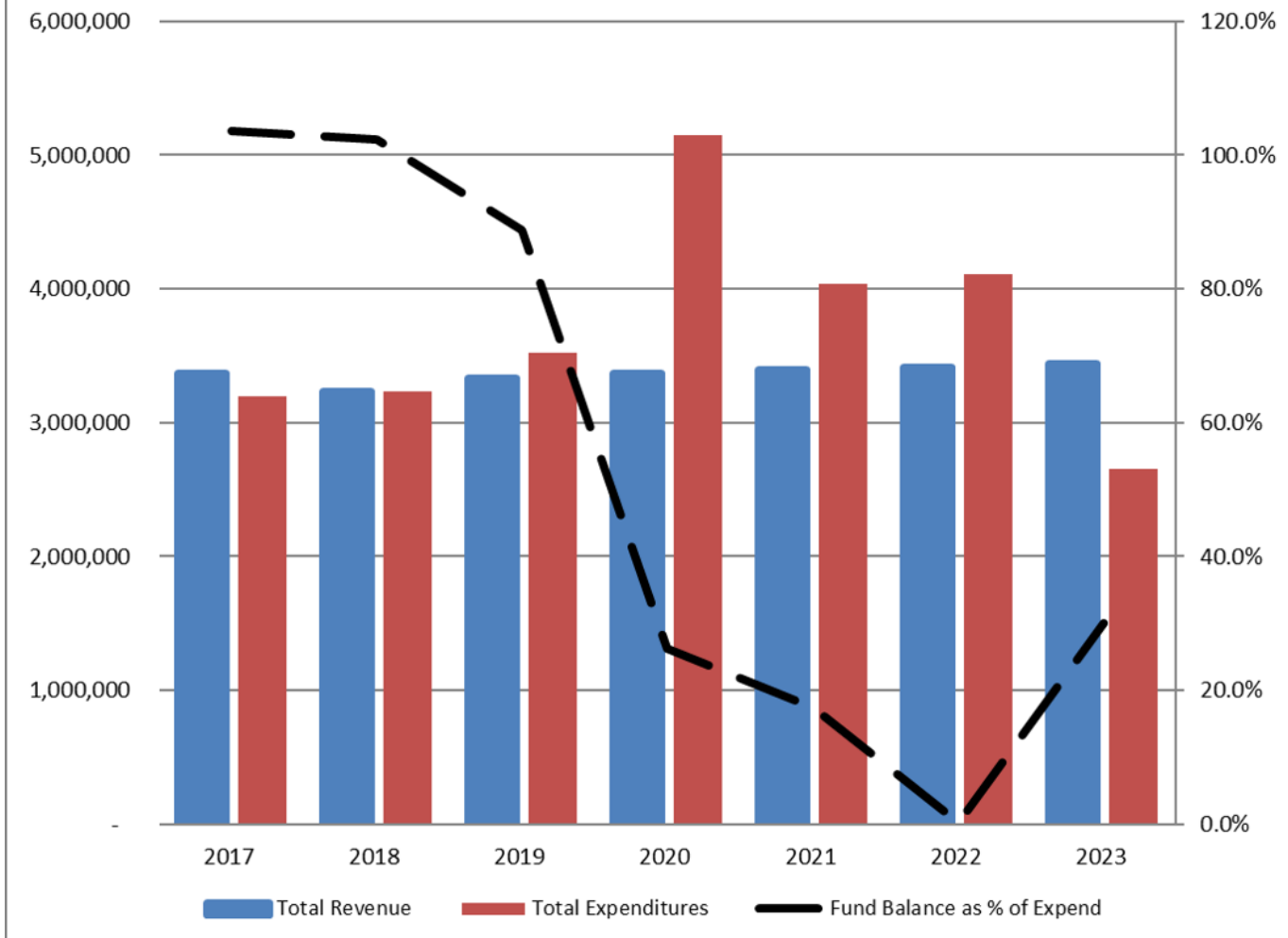
- Expenditures total \$1,900,000 an increase of \$416,000 or 28.0%
- Includes \$210,000 for a license plate recognition system
- Moved 3.0 FTEs to General Fund
- Increase debt service for downtown parking garages

STORMWATER UTILITY FUND (505)

This enterprise fund is used to account for the storm water fees and expenses for repair and maintenance of the storm water system. The storm water utility fund is an enterprise (fee supported) fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Charges for services	3,237,997	3,206,000	3,206,000	3,306,000
Interest	21,697	29,000	29,000	29,000
Miscellaneous	105,695	-	-	-
Total	3,365,389	3,235,000	3,235,000	3,335,000
Expenditures				
Personal Services	726,465	917,000	917,000	871,000
Contractual Services	286,765	204,000	214,000	262,000
Commodities	354,416	347,000	346,000	349,000
Capital Outlay	840,722	1,250,000	1,240,000	1,590,000
Debt Service	540,501	46,000	69,000	-
Transfers	450,000	451,000	451,000	451,000
Total	3,198,869	3,215,000	3,237,000	3,523,000
Revenue over Expenditure	166,520	20,000	(2,000)	(188,000)
Beginning Balance	3,148,238	3,314,758	3,314,758	3,312,758
Ending Fund Balance	3,314,758	3,334,758	3,312,758	3,124,758

Stormwater Utility Fund 2017-2023 Forecast



Significant Revenue Changes:

- 3% rate increase to the equivalent residential unit (ERU) rate, from \$4.24 to \$4.37, bringing total revenue to \$3,335,000 in 2019

Significant Expenditure Changes:

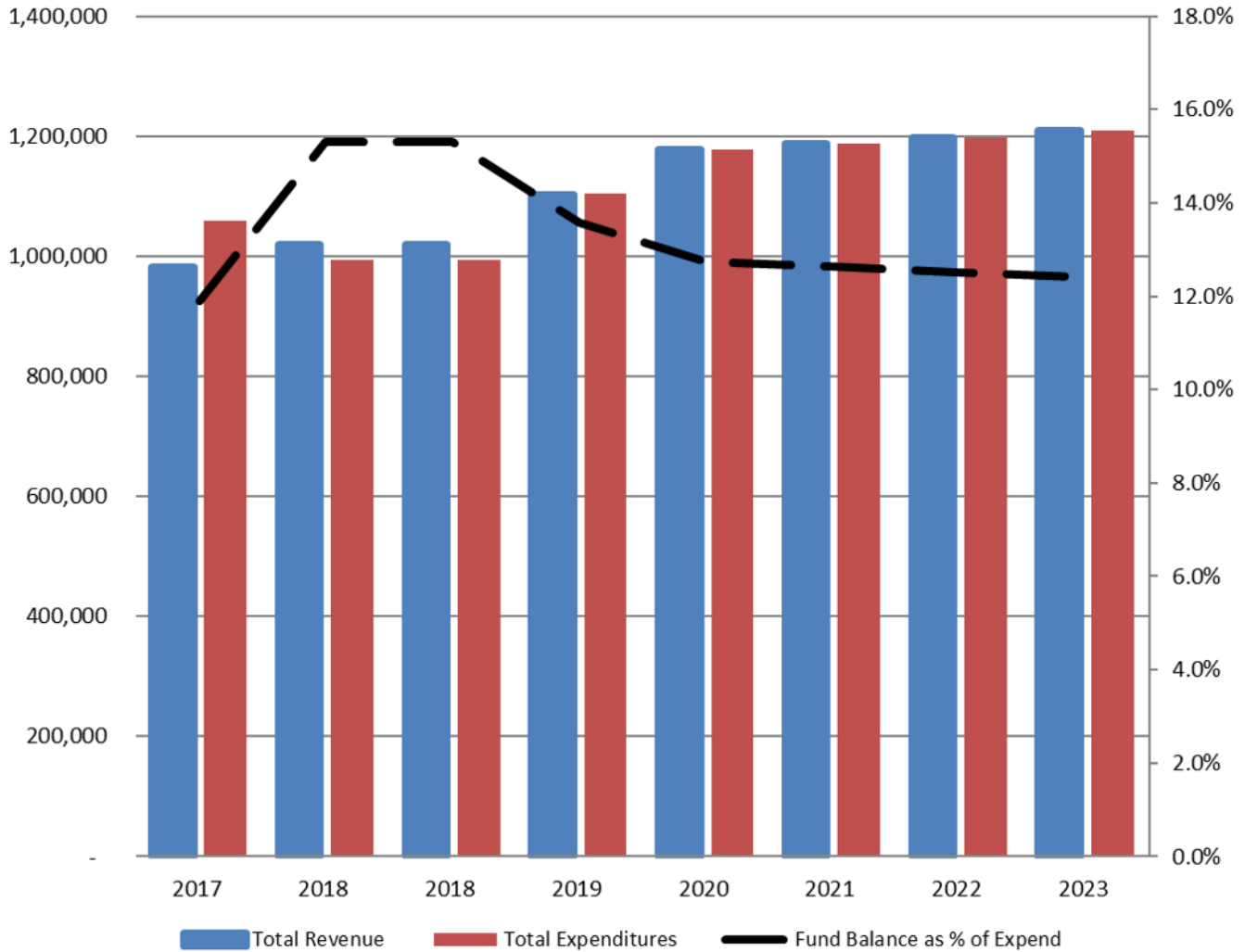
- Expenditures total \$3,523,000 an increase of \$286,000 or 8.8%

PUBLIC GOLF COURSE FUND (506)

This enterprise fund is used to record the activities of Eagle Bend Golf Course, a publicly owned facility. The golf course fund is an enterprise (fee supported) fund.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Charges for services	1,002,821	1,009,000	1,009,000	1,063,000
Interest	1,548	1,000	1,000	1,000
Miscellaneous	(4,146)	25,000	25,000	55,000
Credit Card Fees	(18,152)	(16,000)	(16,000)	(16,000)
Total	982,071	1,019,000	1,019,000	1,103,000
Expenditures				
Personal Services	499,491	497,000	497,000	529,000
Contractual Services	152,038	196,000	196,000	193,000
Commodities	200,330	189,000	189,000	197,000
Capital Outlay	207,472	110,000	110,000	185,000
Transfers	-	1,000	1,000	1,000
Total	1,059,331	993,000	993,000	1,105,000
Revenue over Expenditure	(77,260)	26,000	26,000	(2,000)
Beginning Balance	203,236	125,976	125,976	151,976
Ending Fund Balance	125,976	151,976	151,976	149,976

Public Golf Course Fund 2017-2023 Forecast



Significant Revenue Changes:

- Revenues are increasing \$84,000 or 8%

Significant Expenditure Changes:

- Expenditures are increasing \$112,000 or 11%
- Expenditures include expansion of parking lot to accommodate increased tournaments

ECONOMIC DEVELOPMENT FUNDS

The Economic Development Funds are used to account for proceeds from the individual economic development projects. These are all special revenue funds.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Property	795,807	856,000	1,085,000	1,905,000
Sales Tax	604,717	709,000	725,000	789,000
Douglas County	45,384	18,000	18,000	23,000
Total	1,445,908	1,583,000	1,828,000	2,717,000
Expenditures				
Contractual Services	2,358,801	1,583,000	1,869,000	2,717,000
Total	2,358,801	1,583,000	1,869,000	2,717,000
Revenue over Expenditure	(912,893)	-	(41,000)	-
Beginning Balance	1,137,000	224,107	224,107	183,107
Ending Fund Balance	224,107	224,107	183,107	183,107

Significant Changes:

- Revenues are increasing due to 2019 being the first year 1101/1115 Indiana Street NRA (HERE Project) and 826 Pennsylvania will be eligible to receive their full NRA rebate

AIRPORT FUND (201)

This special revenue fund is used to account for grant proceeds received from the Federal Aviation and Administration (FAA) and the operations of the airport. Revenues are generated from the fixed based operator and farming income.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Charges for services	795	0	0	0
Interest	458	1,000	2,000	2,000
Building Rentals	119,531	26,000	123,000	136,000
Total	120,784	27,000	125,000	138,000
Expenditures				
Contractual Services	0	0	0	220,000
Commodities	3	0	0	0
Capital Outlay	0	20,000	20,000	0
Transfers	170,000	0	0	0
Total	170,003	20,000	20,000	220,000
Revenue over Expenditure	(49,219)	7,000	105,000	(82,000)
Beginning Balance	144,996	95,777	95,777	200,777
Ending Fund Balance	95,777	102,777	200,777	118,777

Significant Changes:

- No significant changes

CAPITAL IMPROVEMENT RESERVE FUND

(202)

This special revenue fund is used to account for major capital improvements which are not funded by long-term debt. Transfers from the General Fund provide the resources for these expenditures.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Taxes	4,890,802	5,082,000	4,494,000	4,594,000
Intergovernmental	1,566,689	1,500,000	2,529,000	0
Interest	24,417	27,000	55,000	61,000
Miscellaneous	842,288	0	0	0
Operating Transfers	857,318	270,000	2,319,000	160,000
Total	8,181,514	6,879,000	9,397,000	4,815,000
Expenditures				
Contractual Services	1,302,483	60,000	112,000	1,510,000
Capital Outlay	5,799,236	6,421,000	9,577,000	5,525,000
Debt Service	50,624	0	0	0
Total	7,152,343	6,481,000	9,689,000	7,035,000
Revenue over Expenditure	1,029,171	398,000	(292,000)	(2,220,000)
Beginning Balance	5,547,862	6,577,033	6,577,033	6,285,033
Ending Fund Balance	6,577,033	6,975,033	6,285,033	4,065,033

Significant Changes:

- 2018 Revised Budget includes a transfer from the General Fund from 2017 fund balance in the amount of \$2,519,000 that was used for a number of capital projects in 2018 and 2019
 - Projects include: Riverfront Upgrades, VanTrust Gas Line, Oak Hill Cemetery, Accounting Software, Sidewalk Mitigation Program, and Pool Slide

EQUIPMENT RESERVE FUND (205)

This special revenue fund is used to account for major equipment purchases which are not budgeted in the operating funds of the Governmental Fund Types or financed with general obligation bonds. Transfers from the General Fund provide the resources for these expenditures.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Taxes	500,000	500,000	500,000	500,000
Interest	-134	19,000	19,000	25,000
Fines, forfeitures and penalties	63,205	65,000	65,000	65,000
Operating Transfers	180,000	180,000	180,000	160,000
Total	743,071	764,000	764,000	750,000
Expenditures				
Commodities	70,120	60,000	80,000	0
Capital Outlay	44,920	1,426,000	1,826,000	1,272,000
Transfers	55	539,000	0	0
Total	115,095	2,025,000	1,906,000	1,272,000
Revenue over Expenditure	627,976	(1,261,000)	(1,142,000)	(522,000)
Beginning Balance	1,548,928	2,176,904	2,176,904	1,034,904
Ending Fund Balance	2,176,904	915,904	1,034,904	512,904

Significant Changes:

- No significant changes

CITY PARKS MEMORIAL FUND (601)

This special revenue fund is used to account for donations received from the public to fund special requests for landscaping and flower gardens.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Interest	383	-	-	-
Miscellaneous	175	-	-	-
Donations	9,209	3,000	53,000	3,000
Total	9,767	3,000	53,000	3,000
Expenditures				
Contractual Services	-	-	26,000	-
Commodities	3,970	66,000	63,000	3,000
Capital Outlay	37,683	-	24,000	-
Transfers	81	-	-	-
Total	41,734	66,000	113,000	3,000
Revenue over Expenditure	(31,967)	(63,000)	(60,000)	-
Beginning Balance	92,680	60,713	60,713	713
Ending Fund Balance	60,713	(2,287)	713	713

Significant Changes:

- 2018 Revised increased due to a Rotary Arboretum Shelter grant that was received

FARMLAND REMEDIATION FUND (604)

This special revenue fund is used to account for escrow funds received and remediation costs for the former Farmland Industries property.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Interest	13,437	14,000	14,000	14,000
Miscellaneous	750	-	-	-
Total	14,187	14,000	14,000	14,000
Expenditures				
Personal Services	93,416	96,000	96,000	97,000
Contractual Services	308,815	138,000	623,000	508,000
Commodities	51,367	22,000	27,000	27,000
Capital Outlay	4,035	1,250,000	760,000	875,000
Total	457,633	1,506,000	1,506,000	1,507,000
Revenue over Expenditure	(443,446)	(1,492,000)	(1,492,000)	(1,493,000)
Beginning Balance	4,812,126	4,368,680	4,368,680	2,876,680
Ending Fund Balance	4,368,680	2,876,680	2,876,680	1,383,680

Significant Changes:

- The 2019 budget is based on current remediation strategies. However, these amounts may change as the City develops a more comprehensive and sustainable remediation strategy.

CEMETERY PERPETUAL CARE FUND (605)

This special revenue fund is used to provide monies for the maintenance of the City Cemetery.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Charges for services	-	-	-	5,000
Interest	(45)	-	-	-
Total	(45)	-	-	5,000
Expenditures				
Contractual Services	3,263	-	-	5,000
Total	3,263	-	-	5,000
Revenue over Expenditure	(3,308)	-	-	-
Beginning Balance	3,308	-	-	-
Ending Fund Balance	-	-	-	-

Significant Changes:

- Cemetery fees are anticipated to change in 2019 adding a specific fee for perpetual care.

CEMETERY MAUSOLEUM FUND (606)

This special revenue fund is used to provide monies for the City Mausoleum.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Interest	7	-	-	-
Total	7	-	-	-
Expenditures				
Contractual Services	4,247	-	-	-
Total	4,247	-	-	-
Revenue over Expenditure	(4,240)	-	-	-
Beginning Balance	4,252	12	12	12
Ending Fund Balance	12	12	12	12

Significant Changes:

- The City is in the process of eliminating this fund so that all cemetery maintenance will be through the Cemetery Perpetual Care Fund

HOUSING TRUST FUND (607)

This special revenue fund is used to support the acquisition, construction, and rehabilitation of affordable housing.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Taxes	-	-	-	497,000
Interest	1,298	1,000	1,000	1,000
Miscellaneous	477	-	20,000	-
Operating Transfer	-	599,000	800,000	350,000
Total	1,775	600,000	821,000	848,000
Expenditures				
Contractual Services	78,650	600,000	803,000	848,000
Total	78,650	600,000	803,000	848,000
Revenue over Expenditure	(76,875)	-	18,000	-
Beginning Balance	80,503	3,628	3,628	21,628
Ending Fund Balance	3,628	3,628	21,628	21,628

Significant Changes:

- Mid-year of 2019 the Housing Trust Fund will begin collecting sales tax to fund housing initiatives

OUTSIDE AGENCY FUND (611)

This special revenue fund is used to account for grants passed through the outside agencies.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Federal Grants	2,041,141	3,350,000	3,298,000	3,250,000
State Grants	1,635,709	770,000	770,000	770,000
Interest	996	-	-	-
Miscellaneous	10,260	-	-	-
Total	3,688,106	4,120,000	4,068,000	4,020,000
Expenditures				
Personal Services	244,942	226,000	211,000	217,000
Contractual Services	3,279,490	3,682,000	3,682,000	3,815,000
Commodities	8,986	31,000	31,000	27,000
Capital Outlay	-	180,000	180,000	-
Total	3,533,418	4,119,000	4,104,000	4,059,000
Revenue over Expenditure	154,688	1,000	(36,000)	(39,000)
Beginning Balance	(28,524)	126,164	126,164	90,164
Ending Fund Balance	126,164	127,164	90,164	51,164

Significant Changes:

- No significant changes

WEE FOLKS SCHOLARSHIP FUND (612)

This special revenue fund was started with a \$12,000 donation from the St. Patrick's Day Parade organization. The City is to seek matching donations. The fund is to be used to provide scholarships for Lawrence youth for recreational activities.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Interest	939	1,000	1,000	1,000
Donations	33,888	32,000	32,000	33,000
Total	34,827	33,000	33,000	34,000
Expenditures				
Contractual Services	33,514	50,000	50,000	50,000
Total	33,514	50,000	50,000	50,000
Revenue over Expenditure	1,313	(17,000)	(17,000)	(16,000)
Beginning Balance	149,112	150,425	150,425	133,425
Ending Fund Balance	150,425	133,425	133,425	117,425

Significant Changes:

- No significant changes

FAIR HOUSING GRANT FUND (621)

This special revenue fund is used to account for federal housing assistance grants received by the City. The monies are used to promote fair housing practices in the City and to assure compliance with federal regulations governing fair housing practices.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Federal Grants	31,750	-	32,000	32,000
Interest	1,271	2,000	2,000	2,000
Total	33,021	2,000	34,000	34,000
Expenditures				
Personal Services	11,851	13,000	13,000	12,000
Contractual Services	23,298	31,000	31,000	31,000
Commodities	1,129	2,000	2,000	2,000
Total	36,278	46,000	46,000	45,000
Revenue over Expenditure	(3,257)	(44,000)	(12,000)	(11,000)
Beginning Balance	214,692	211,435	211,435	199,435
Ending Fund Balance	211,435	167,435	199,435	188,435

Significant Changes:

- No significant changes

COMMUNITY DEVELOPMENT FUND (631)

This special revenue fund is used to account for federal block grants received and related program income. These funds are used to provide assistance to low and moderate income individuals and areas in the City.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Federal Grants	940,561	680,000	680,000	680,000
State Grants	4,784	-	-	-
Miscellaneous	25	-	-	-
Loan Repayments	100,123	70,000	70,000	78,000
Total	1,045,493	750,000	750,000	758,000
Expenditures				
Personal Services	173,898	201,000	201,000	204,000
Contractual Services	938,221	557,000	557,000	548,000
Commodities	2,654	-	-	-
Total	1,114,773	758,000	758,000	752,000
Revenue over Expenditure	(69,280)	(8,000)	(8,000)	6,000
Beginning Balance	368,218	298,938	298,938	290,938
Ending Fund Balance	298,938	290,938	290,938	296,938

Significant Changes:

- No significant changes

HOME PROGRAM FUND (633)

This special revenue fund is used to account for federal funds received to assist low income residents to purchase homes.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Federal Grants	435,262	300,000	300,000	300,000
Loan Repayments	8,332	32,000	32,000	30,000
Total	443,594	332,000	332,000	330,000
Expenditures				
Personal Services	35,640	49,000	49,000	40,000
Contractual Services	478,679	281,000	281,000	292,000
Total	514,319	330,000	330,000	332,000
Revenue over Expenditure	(70,725)	2,000	2,000	(2,000)
Beginning Balance	49,338	(21,387)	(21,387)	(19,387)
Ending Fund Balance	(21,387)	(19,387)	(19,387)	(21,387)

Significant Changes:

- No significant changes

TRANSPORTATION PLANNING FUND (641)

This special revenue fund is used to account for federal grants received for urban transportation planning.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Federal Grants	315,334	260,000	260,000	262,000
Miscellaneous	2,125	-	-	-
Total	317,459	260,000	260,000	262,000
Expenditures				
Personal Services	154,700	134,000	134,000	134,000
Contractual Services	158,228	128,000	128,000	128,000
Commodities	11,452	-	-	-
Total	324,380	262,000	262,000	262,000
Revenue over Expenditure	(6,921)	(2,000)	(2,000)	-
Beginning Balance	(23,035)	(29,956)	(29,956)	(31,956)
Ending Fund Balance	(29,956)	(31,956)	(31,956)	(31,956)

Significant Changes:

- No significant changes

LAW ENFORCEMENT TRUST FUND (652)

This special revenue fund is used to account for proceeds from the sale of assets forfeited in a legal proceeding. Receipts in the fund are used to defray the cost of complex investigations, purchase technical equipment or provide matching funds for federal grants.

	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Revenues				
Interest	432	1,000	1,000	1,000
Confiscated Property	5,141	43,000	43,000	43,000
Total	5,573	44,000	44,000	44,000
Expenditures				
Contractual Services	16,800	40,000	40,000	40,000
Commodities	20,716	10,000	10,000	10,000
Total	37,516	50,000	50,000	50,000
Revenue over Expenditure	(31,943)	(6,000)	(6,000)	(6,000)
Beginning Balance	80,922	48,979	48,979	42,979
Ending Fund Balance	48,979	42,979	42,979	36,979

Significant Changes:

- No significant changes

SIGNIFICANT CHANGES IN FUND BALANCE

The following indicates significant changes in fund balance as defined by an anticipated increase or decrease by more than 10% in fund balance for the budgeted year. A brief explanation of the change in fund balance is provided below for each fund.

Major Funds

The City has the 5 following major funds:

General Operating Fund — No significant change in fund balance.

Bond & Interest Fund — No significant change in fund balance.

Water & Sewer Fund — No significant change in fund balance.

Solid Waste Fund — No significant change in fund balance.

Storm Water Utility Fund — No significant change in fund balance.

Non-Major Funds

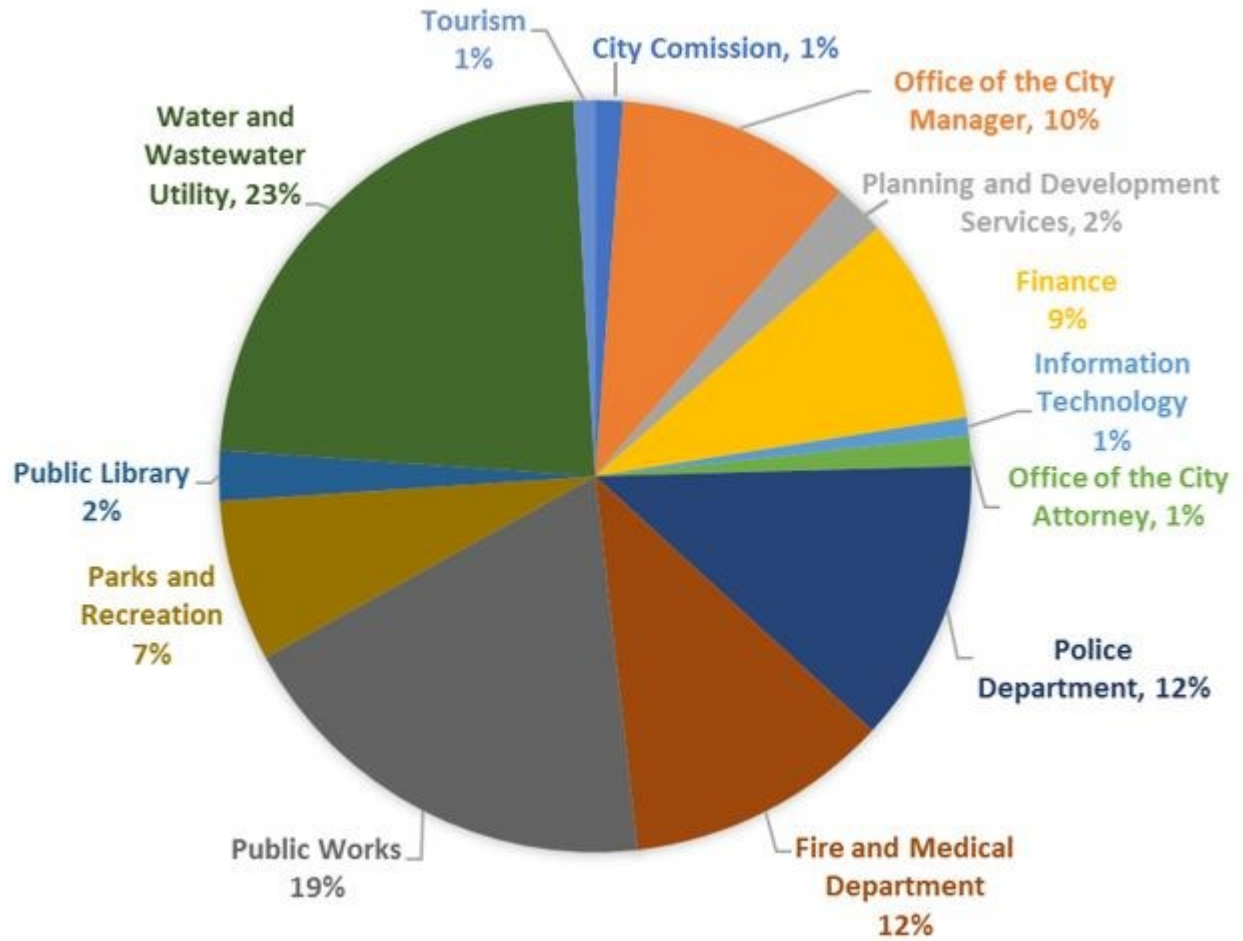
The City has the 35 following non-major funds:

- Airport Improvement Fund, Capital Improvement Reserve Fund, Equipment Reserve Fund, Guest Tax Fund, Library Fund, Transit Fund, Recreation Fund, Special Alcohol Fund, Special Gas Tax Fund, Special Recreation Fund, Free State TDD, Oread TDD, 9 NH South-TDD, 9 NH North-TDD-TIF, 901 NH, 720 LLC NRA, HERE NRA, City Parks Memorial Fund, Farmland Remediation Fund, Cemetery Perpetual Care Fund, Cemetery Mausoleum Fund, Housing Trust Fund, Outside Agency Grants, Wee Folks Scholarships, Fair Housing Grant, Community Development Grant, Home Program Fund, Transportation Planning Fund, Law Enforcement Trust Fund, Water & Sewer Non-Bonded Construction, Solid Waste Construction, Public Parking System Fund, and Golf Course Fund.

All Non-Major Funds: In aggregate, there was a 26% decrease in fund balance for 2019. This is primarily attributed to three non-major funds: Public Transportation Fund, Farmland Remediation Fund, and Capital Improvement Reserve Fund. These funds are used to accumulate cash to help pay for large capital projects scheduled for construction through the City's CIP.

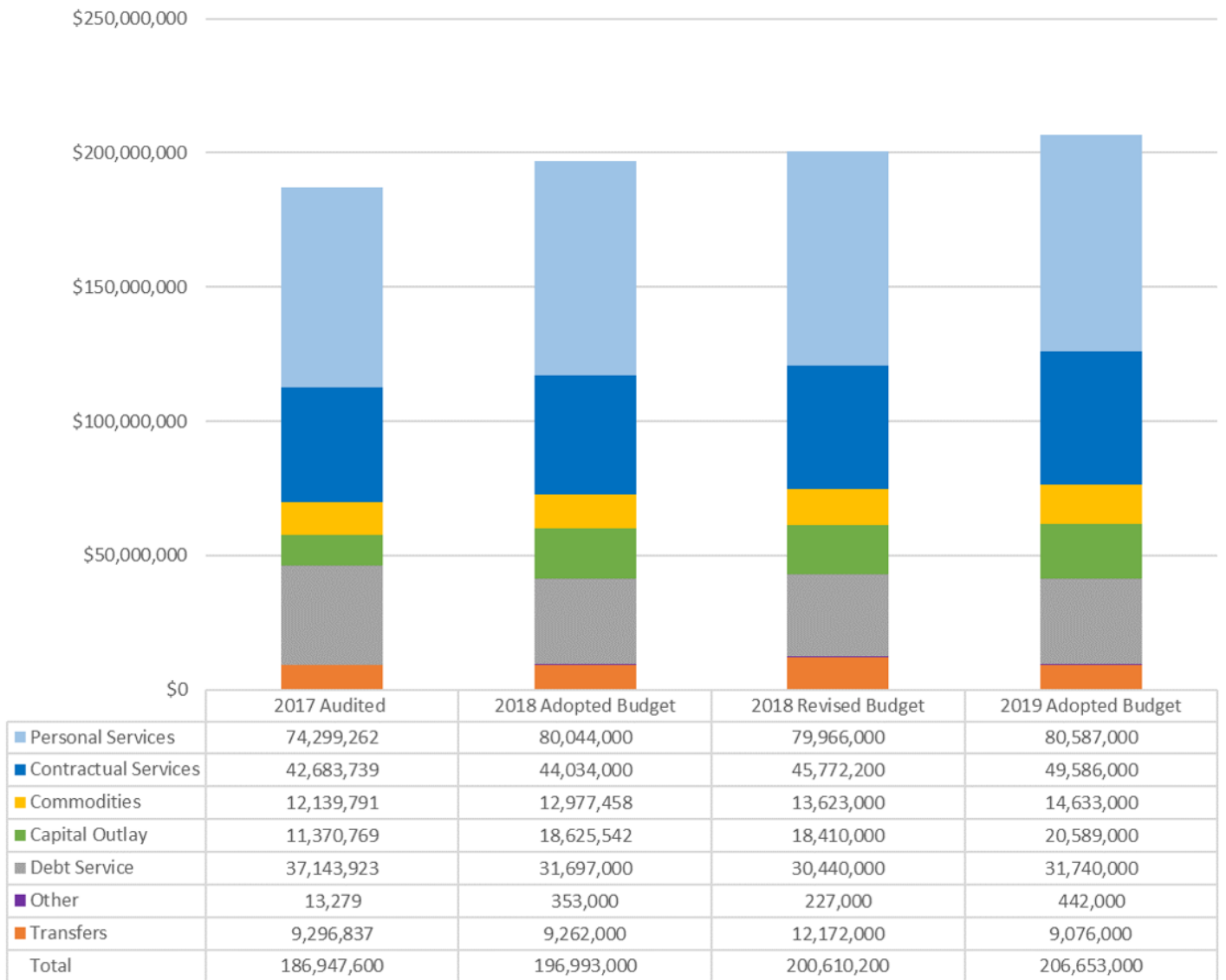
DEPARTMENT BUDGETS

EXPENDITURES BY DEPARTMENT-ALL FUNDS



Department	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget	% of Budget
City Commission	965,605	1,542,000	2,360,000	2,459,000	1%
Office of the City Manager	9,401,244	15,330,000	14,587,000	20,942,000	10%
Planning and Development Services	4,775,397	4,330,000	4,907,000	4,535,000	2%
Finance	22,920,319	21,288,000	21,356,000	18,553,000	9%
Information Technology	1,137,030	1,224,000	1,304,000	1,621,000	1%
Office of the City Attorney	2,282,723	2,774,000	3,174,000	2,649,000	1%
Police Department	21,671,369	24,323,000	24,802,000	25,316,000	12%
Fire and Medical Department	19,524,659	22,927,000	22,928,000	23,526,000	11%
Public Works	34,431,288	37,061,000	39,880,000	38,849,000	19%
Parks and Recreation	13,338,764	13,481,000	13,213,000	14,360,000	7%
Public Library	4,111,719	4,233,000	4,268,000	4,457,000	2%
Water and Wastewater Utility	50,643,469	46,515,000	45,916,000	47,479,000	23%
Tourism	1,744,018	1,965,000	1,915,200	1,907,000	1%
Total	186,947,604	196,993,000	200,610,200	206,653,000	

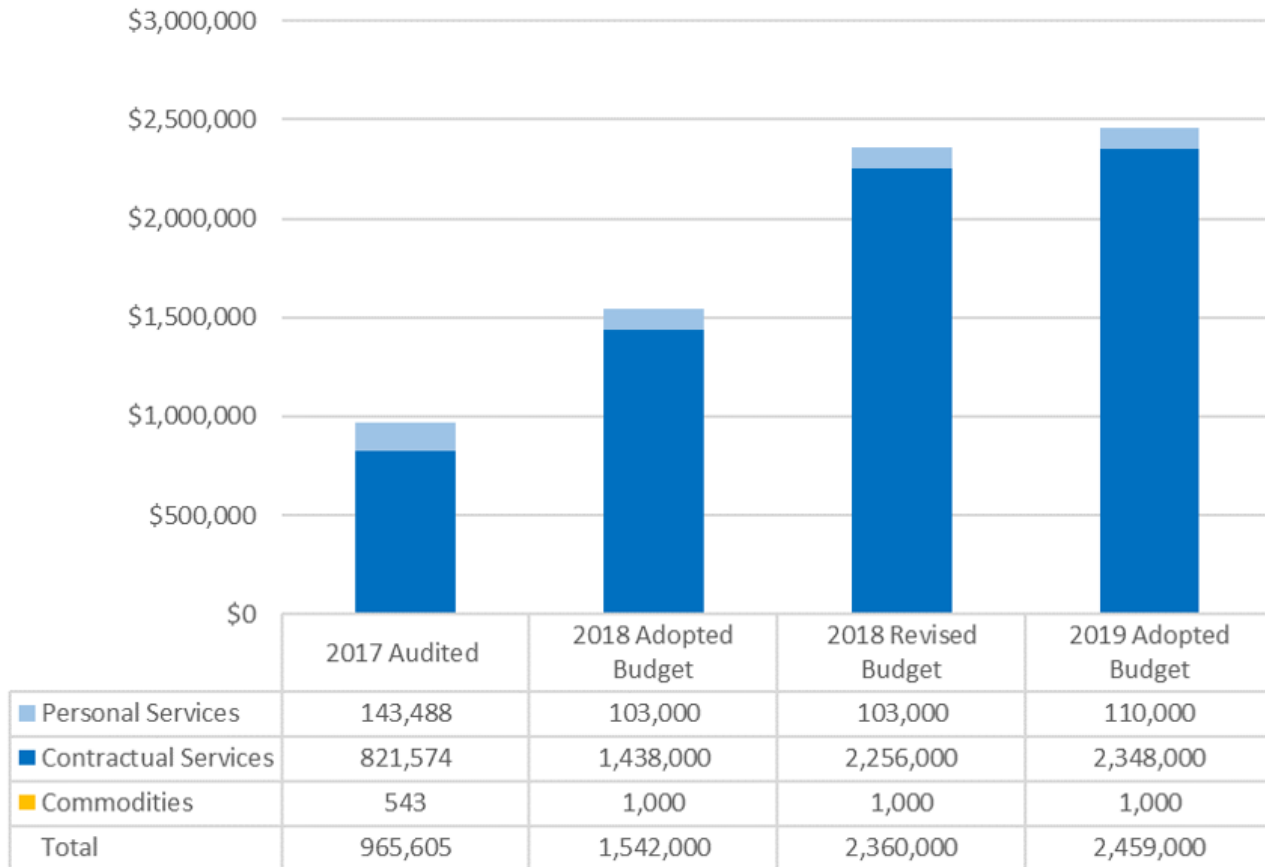
EXPENDITURES BY CATEGORY-ALL DEPARTMENTS



City Commission

The City Commission is a five-member body which performs the legislative and policymaking functions of the City. Under the council-manager form of government, the City Commission, as representatives of the people, determine the goals and objectives of the City and policies that shall be followed in attaining those goals and objectives. The Commission appoints a City Manager who is responsible for carrying out their established policies as well as the efficient administration of City services and programs.

City Commission Department budget by Category

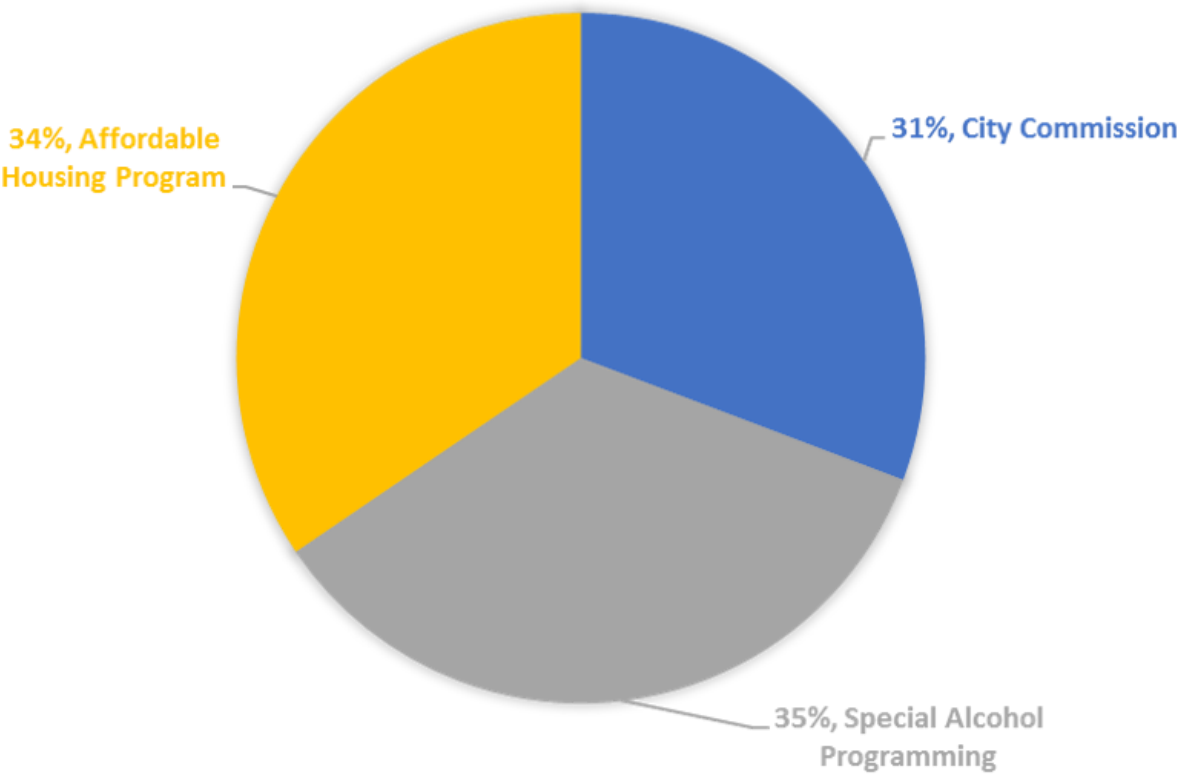


City Commission Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	153,658	126,000	741,000	756,000
Special Alcohol Fund	733,298	816,000	816,000	855,000
Housing Trust Fund	78,650	600,000	803,000	848,000
Total	965,606	1,542,000	2,360,000	2,459,000

City Commission

City Commission Department budget by Division



Significant Changes:

- Increasing affordable housing funding

CIP Projects

- Affordable Housing Funding \$350,000

Unfunded Requests

- None

Personnel Changes

- None

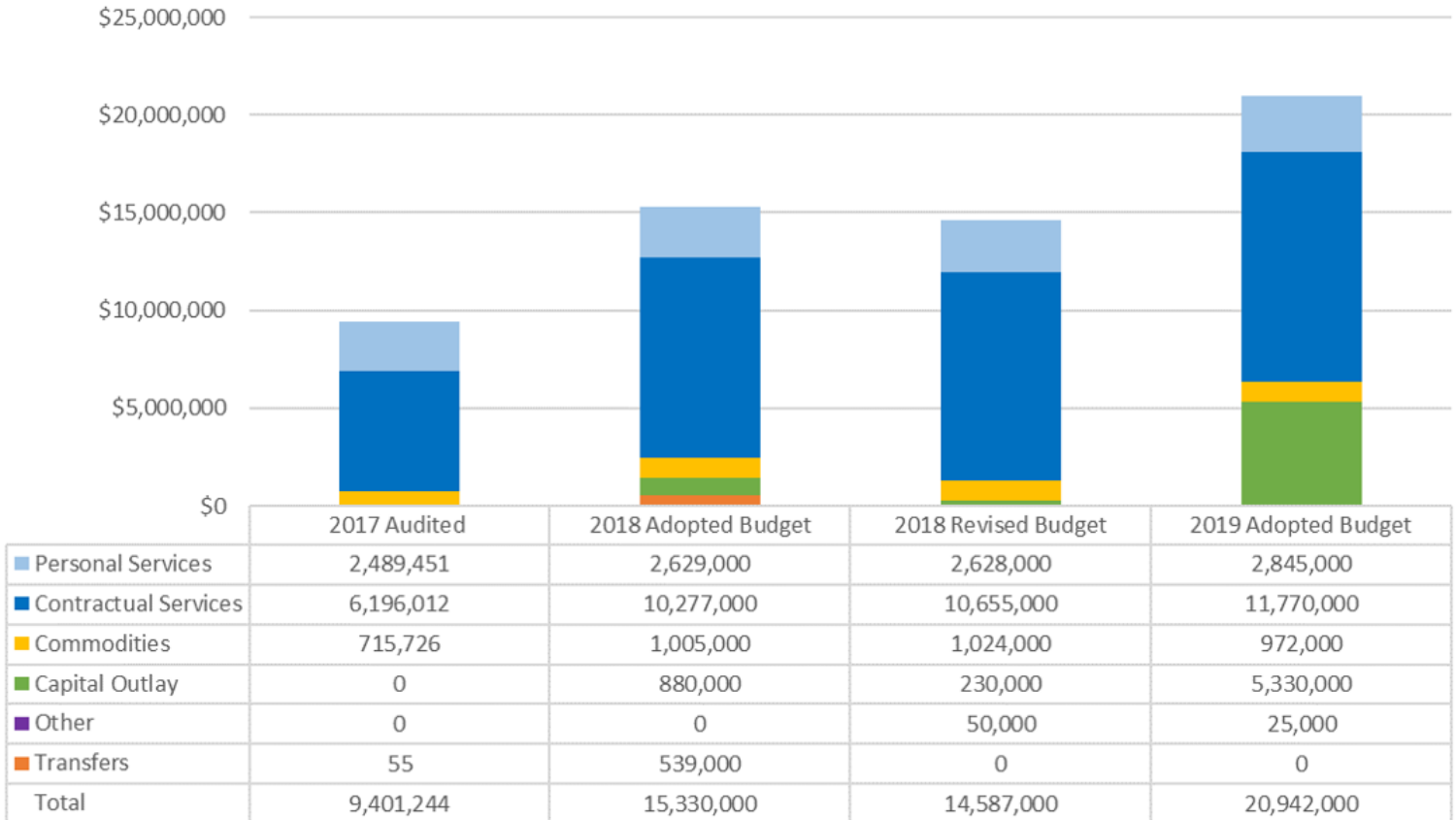
Fee Changes

- None

Office of the City Manager

The Office of the City Manager is responsible for the oversight of departmental operations, personnel functions, preparation of the recommended annual budget, and communication with citizens, employees, and the media. The Office of the City Manager has seven divisions: City Manager, Public Information, City Clerk, Human Resources, Public Transit/Parking Enforcement, Economic Development and Risk Management.

Office of the City Manager budget by Category

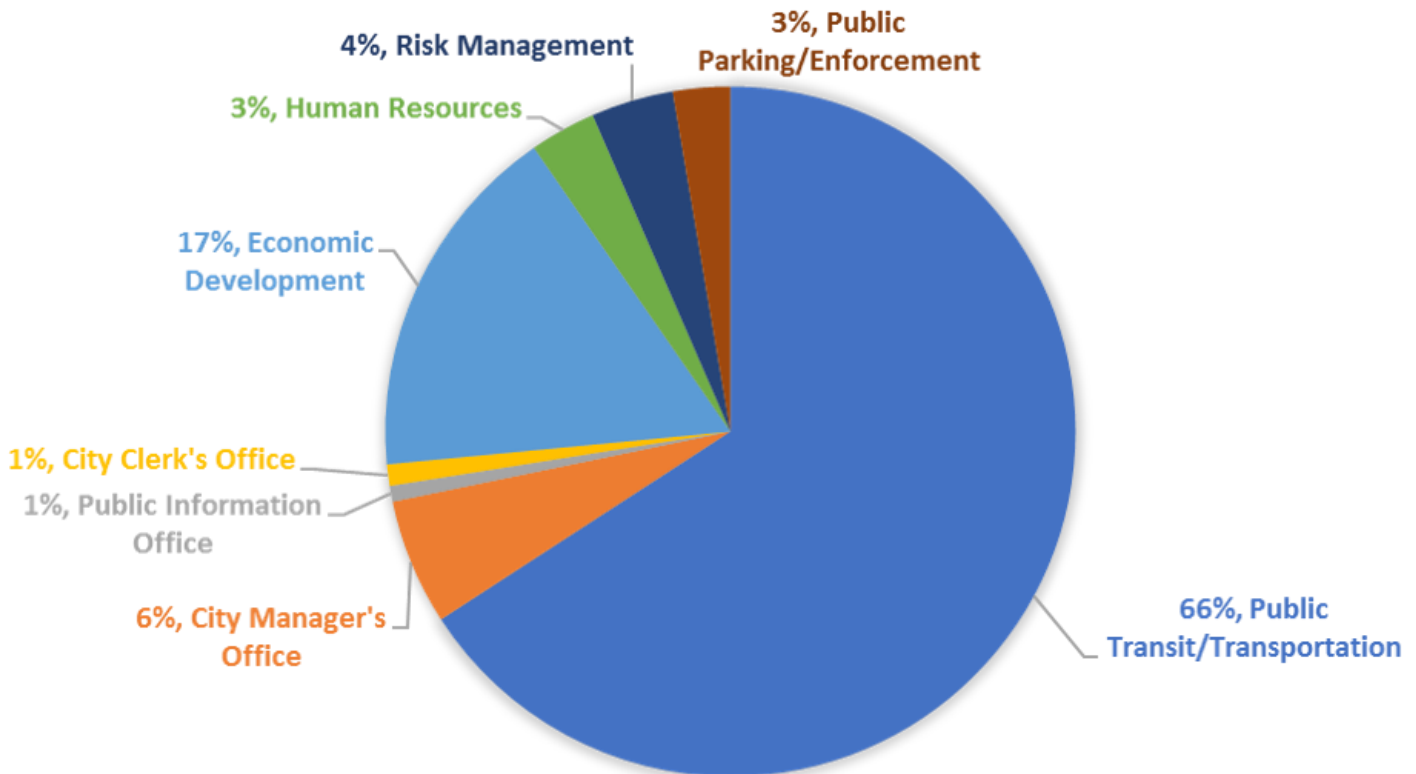


Office of the City Manager budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	2,595,692	3,543,000	3,684,000	3,965,000
Equipment Reserve Fund	7,963	649,000	130,000	100,000
Transit Fund	3,143,090	5,135,000	4,484,000	9,696,000
Economic Development Funds	0	1,583,000	1,869,000	2,717,000
Outside Agency Grants	3,249,967	3,949,000	3,949,000	3,904,000
Public Parking System	404,532	471,000	471,000	560,000
Total	9,401,244	15,330,000	14,587,000	20,942,000

Office of the City Manager

Office of the City Manager budget by Division



Significant Changes:

- Anticipating building transit hub

CIP Projects

- City Commission Room Communication Improvements
- Up to 2% for Art
- Downtown Parking Garage*

*The downtown parking garage is dependent upon the current downtown grocery development proposal and contingent on additional evaluation, approvals, and timing.

Unfunded Requests

- Human Resources Specialist

Personnel Changes

- Add 1.0 Payroll Coordinator in Human Resources
- Moved 7.0 Parking Enforcement from Police to City Manager's Office

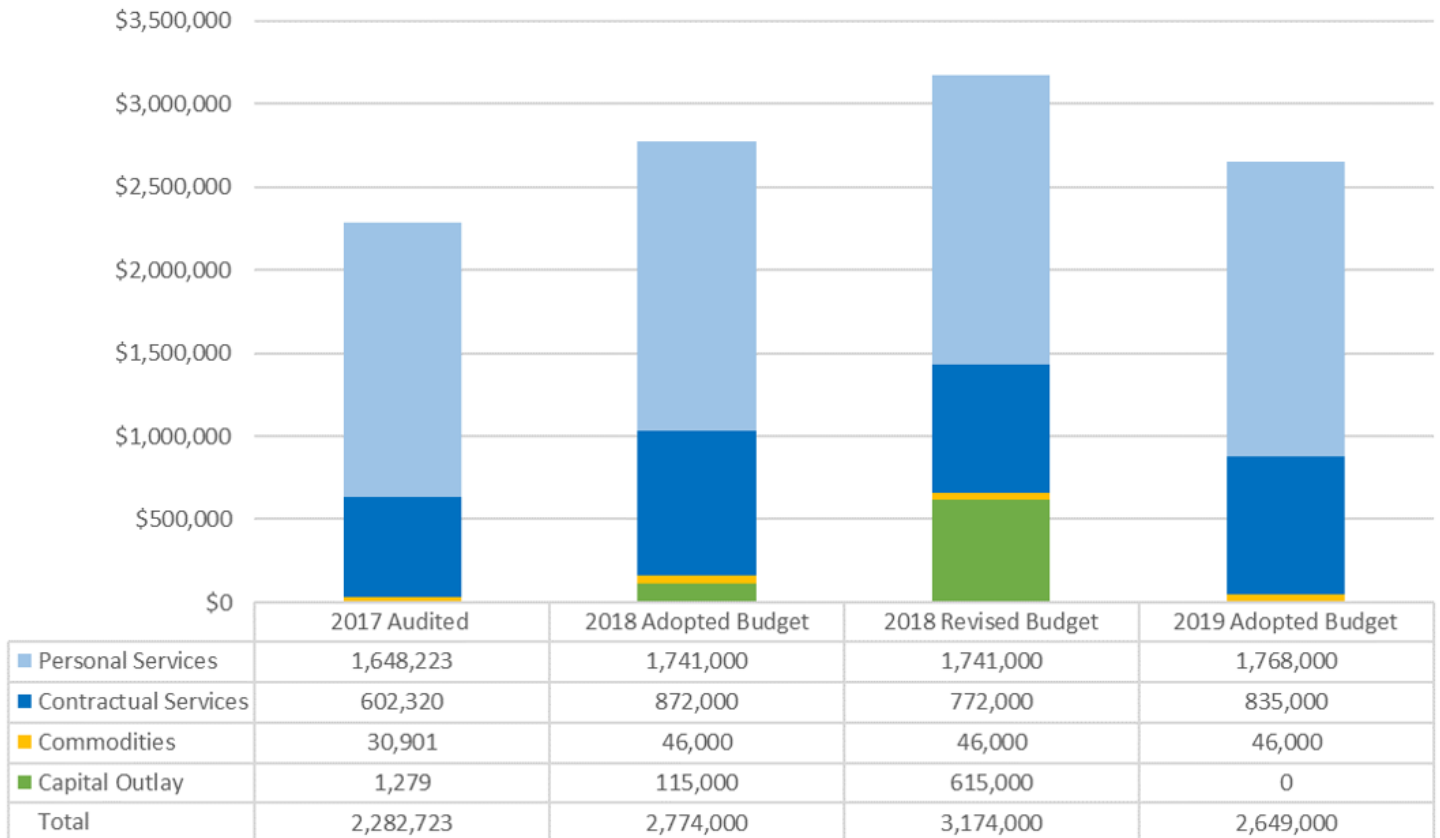
Fee Changes

- No anticipated fee changes

Office of the City Attorney

The Office of the City Attorney provides legal advice and support to the City Commission, City departments and City advisory boards. The Office of the City Attorney is comprised of three divisions: City Attorney, Human Relations, and Municipal Court.

Office of the City Attorney budget by Category

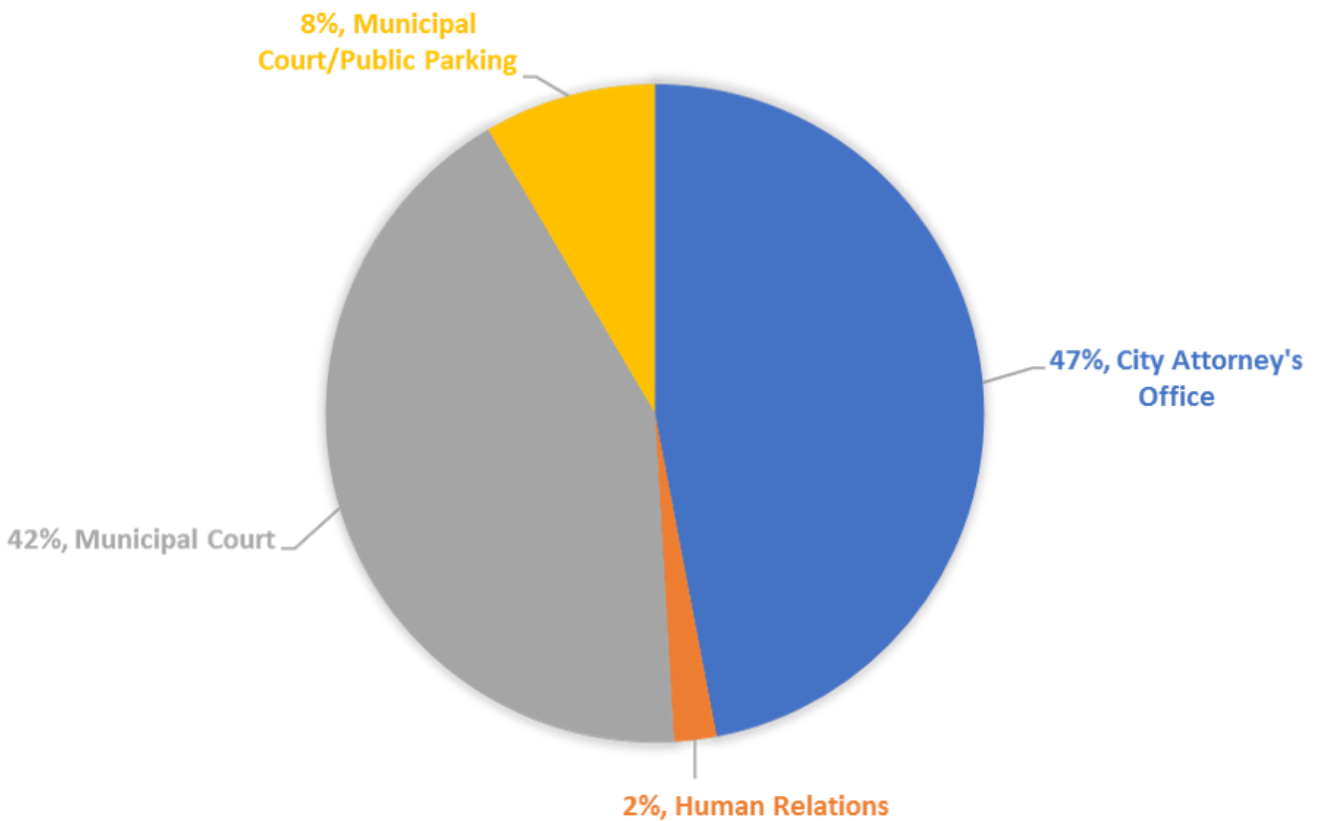


Office of the City Attorney budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	2,042,236	2,394,000	2,394,000	2,380,000
Equipment Reserve Fund	1,279	115,000	515,000	0
Fair Housing Grant	36,278	46,000	46,000	45,000
Public Parking System	202,930	219,000	219,000	224,000
Total	2,282,723	2,774,000	3,174,000	2,649,000

Office of the City Attorney

Office of the City Attorney budget by Division



Significant Changes:

- Municipal Court will be moving to Riverfront in mid-year 2018 and will be at that location for all of 2019

CIP Projects

- None

Unfunded Requests

- Assistant City Attorney

Personnel Changes

- None

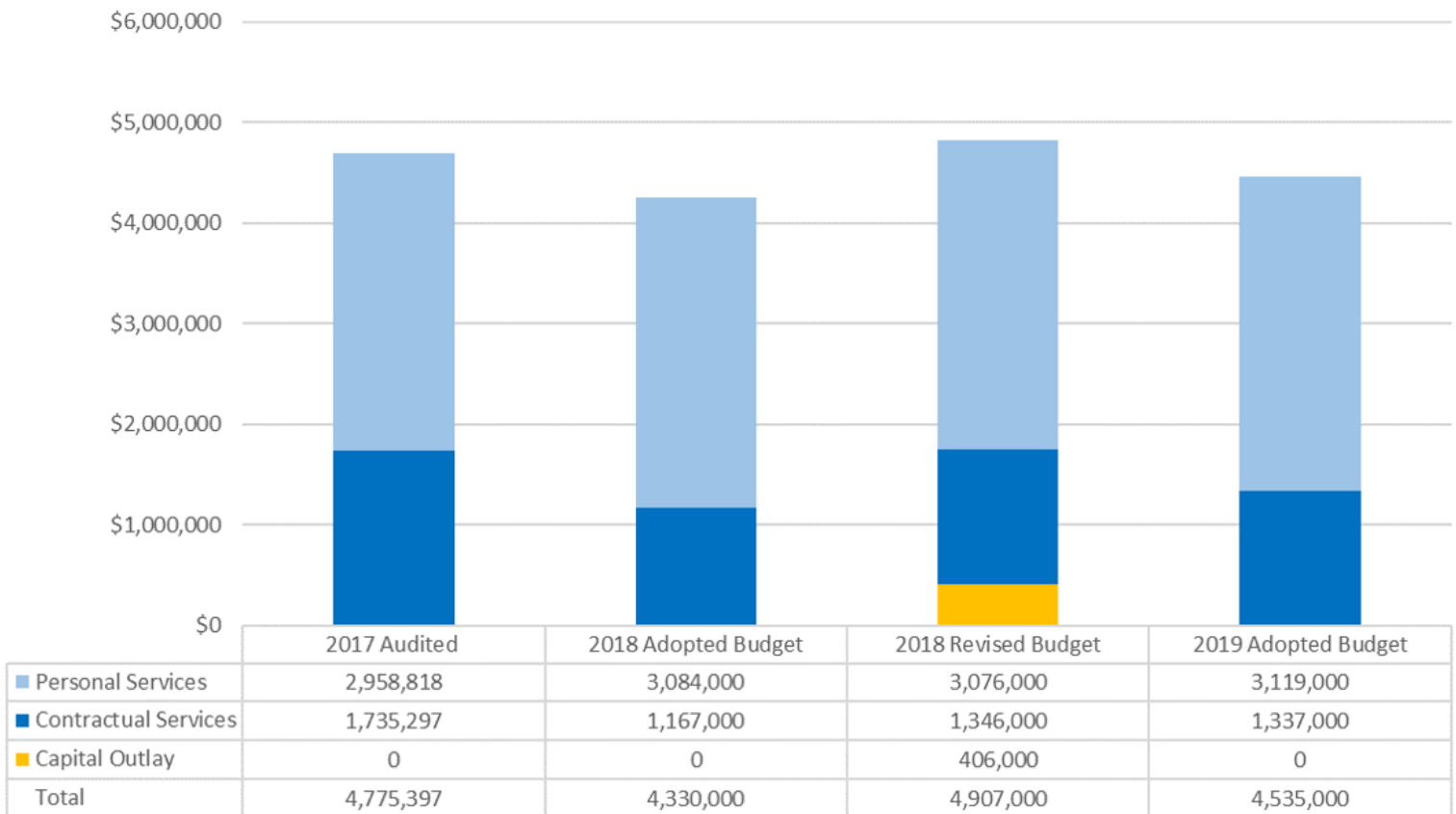
Fee Changes

- No anticipated fee changes

Planning & Development Services

The Planning & Development Services department is responsible for implementing the community's comprehensive plan and processing city and county planning applications, code enforcement cases, building permits, contractor licenses, rental licenses and various inquiries related to development in the community. The department has four divisions: Planning (including Historic Resources and the Metropolitan Planning Organization—Transportation), Code Enforcement, Building Safety, and Community Development.

Planning & Development Services Department budget by Category

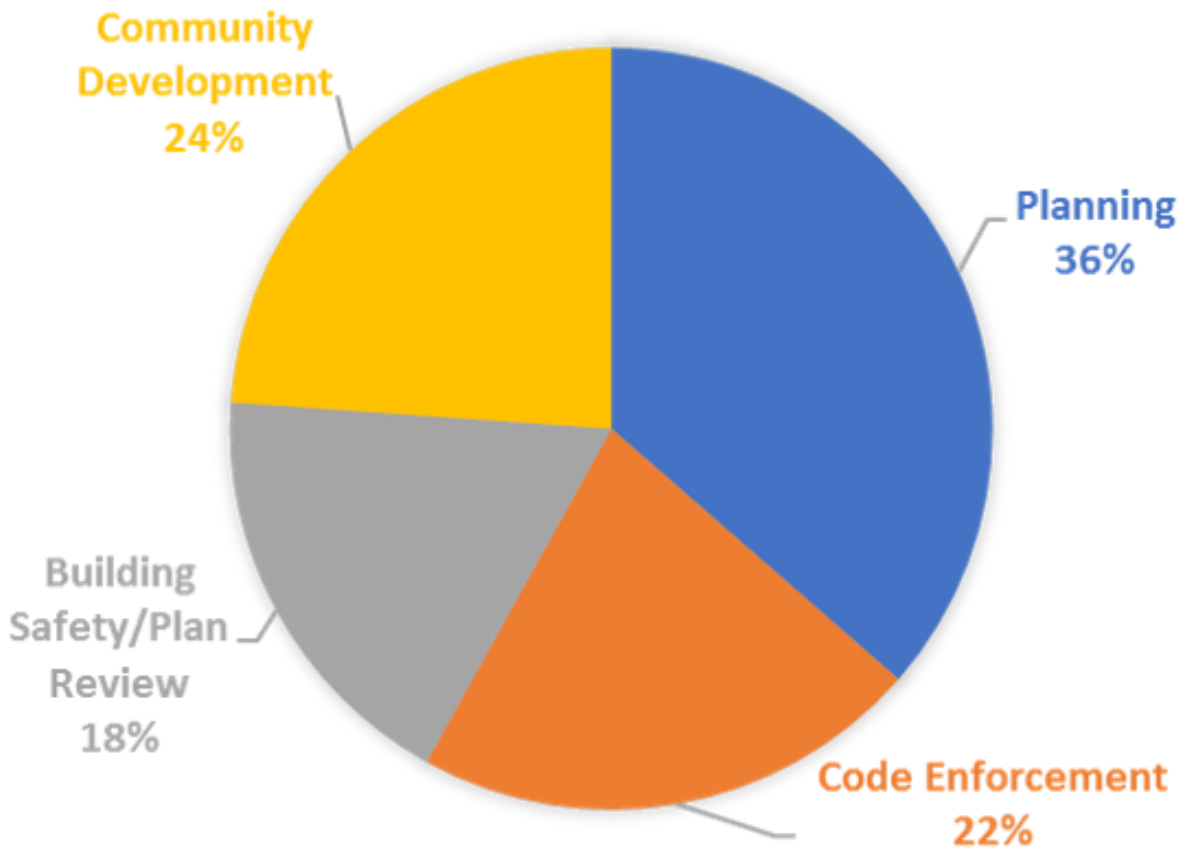


Planning & Development Services Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	2,821,925	2,980,000	3,099,000	3,189,000
Capital Improve Reserve	0	0	458,000	0
Community Development	1,114,773	758,000	758,000	752,000
Home Program Fund	514,318	330,000	330,000	332,000
Transportation Planning	324,381	262,000	262,000	262,000
Total	4,775,397	4,330,000	4,907,000	4,535,000

Planning & Development Services

Planning & Development Services Department budget by Division



Significant Changes:

- PDS will be located in one location, Riverfront Mall, in 2019, completing the city's One Stop Shop for development related activities
- A housing specialist position will be added mid-year 2019 to focus on implementing affordable housing initiatives

CIP Projects

- None

Unfunded Requests

- Providing a full year of the housing specialist position

Personnel Changes

- Add 1.0 Housing Specialist
- Eliminate vacant 0.5 Admin. Support III

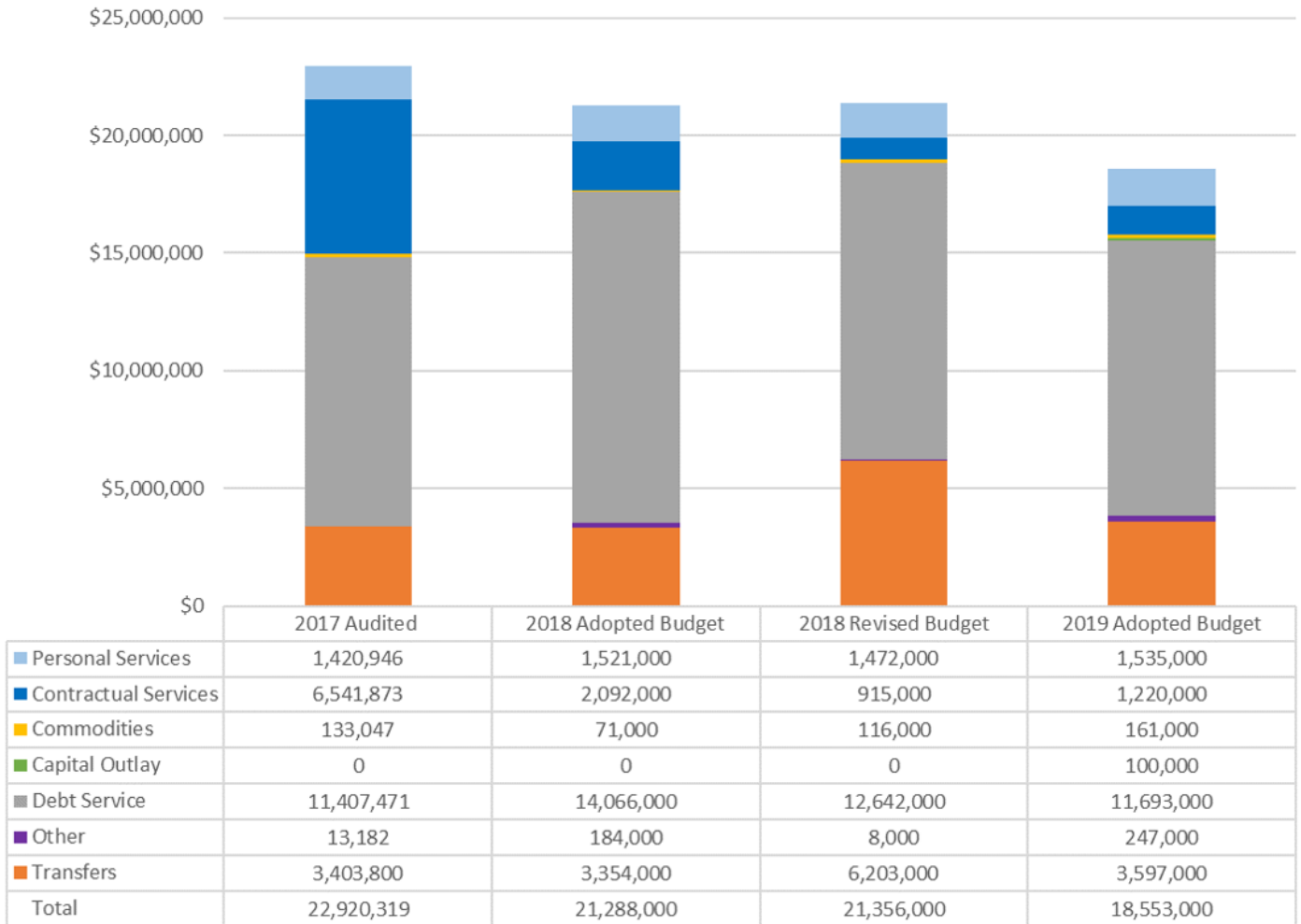
Fee Changes

- Anticipate proposing fee changes later in 2019 for certain services provided

Finance

The Finance department is responsible for purchasing & bids, accounting, customer billing & collections, payment processing, cash management, miscellaneous receivables, investments, debt issuance, budget preparation, financial reporting and financial forecast & analysis.

Finance Department budget by Category

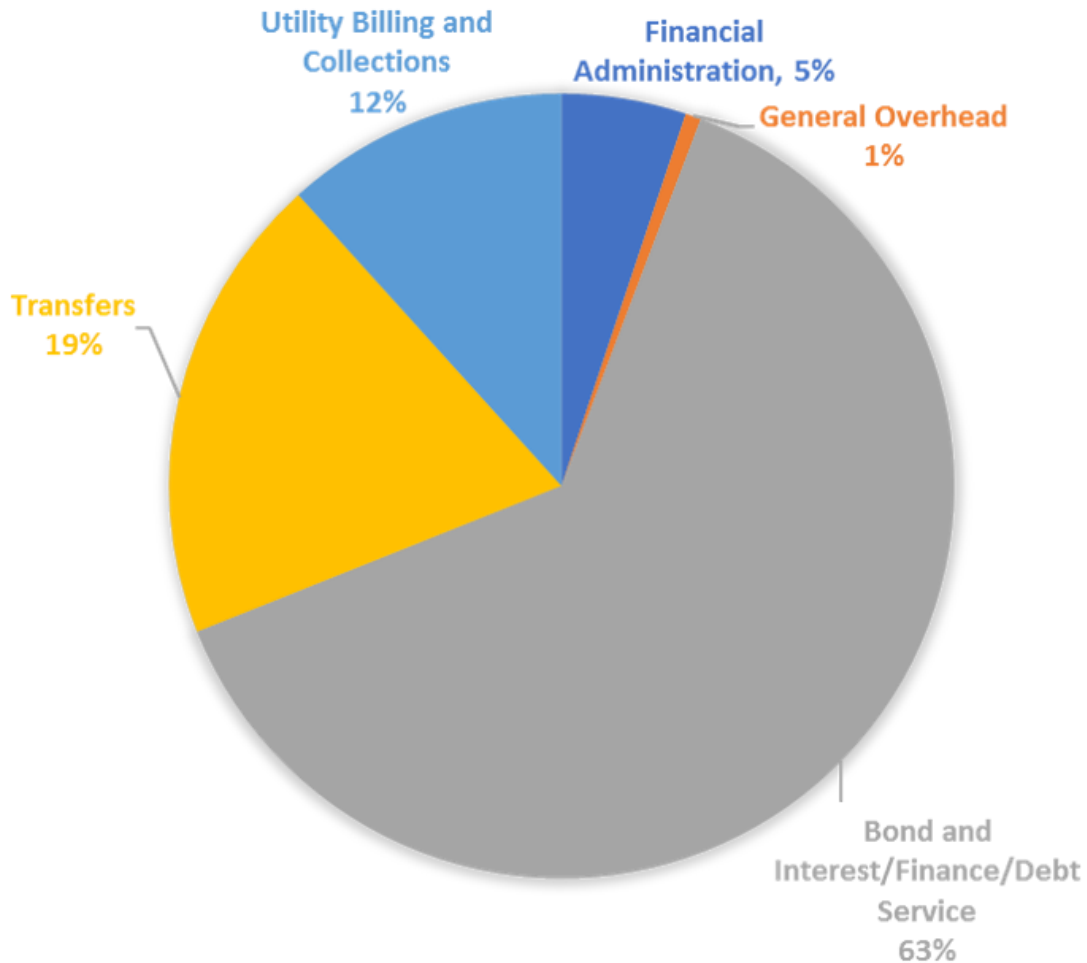


Finance Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	7,399,010	5,286,000	6,730,000	4,395,000
Capital Improve Reserve	0	0	0	300,000
Economic Development Funds	2,358,799	0	0	0
Debt Service	11,407,471	14,066,000	12,642,000	11,693,000
Water & Sewer Fund	1,755,037	1,936,000	1,984,000	2,165,000
Total	22,920,317	21,288,000	21,356,000	18,553,000

Finance

Finance Department budget by Division



Significant Changes:

- No significant changes

CIP Projects

- Customer Service Buildout at City Hall
- Finance Systems

Unfunded Requests

- None

Personnel Changes

- Moving 1.0 FTE to Human Resources for a Payroll Unit

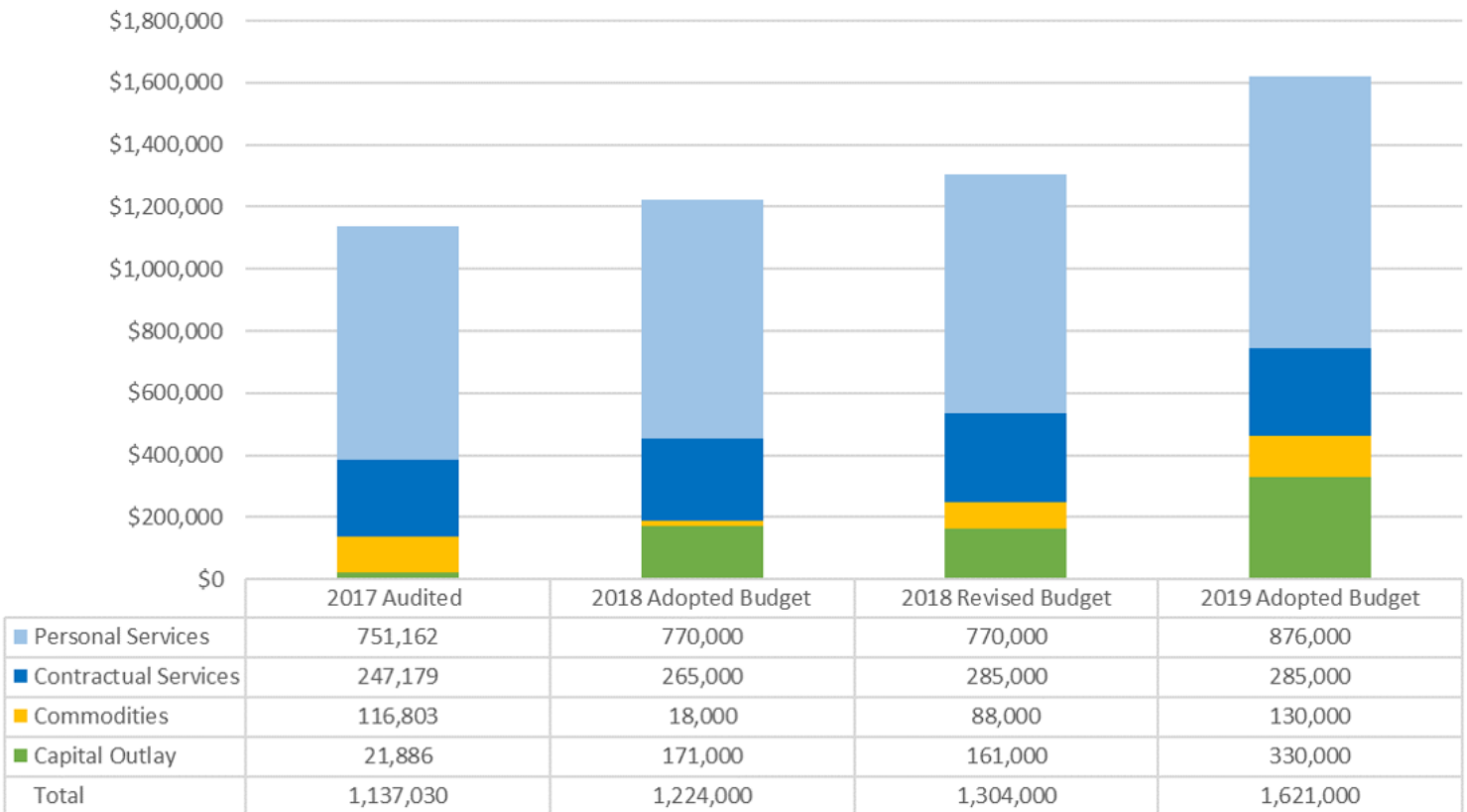
Fee Changes

- No anticipated fee changes

Information Technology

The Information Technology Department has the responsibility to promote and optimize the delivery of information technology services to all City departments in support of Lawrence citizens. The department's employees provide technology support in these primary areas: network management, security, desktop and server management, database management, geographic information systems (GIS), ERP and Business applications support, document imaging, telecommunications, fiber projects, and e-government services.

Information Technology Department budget by Category

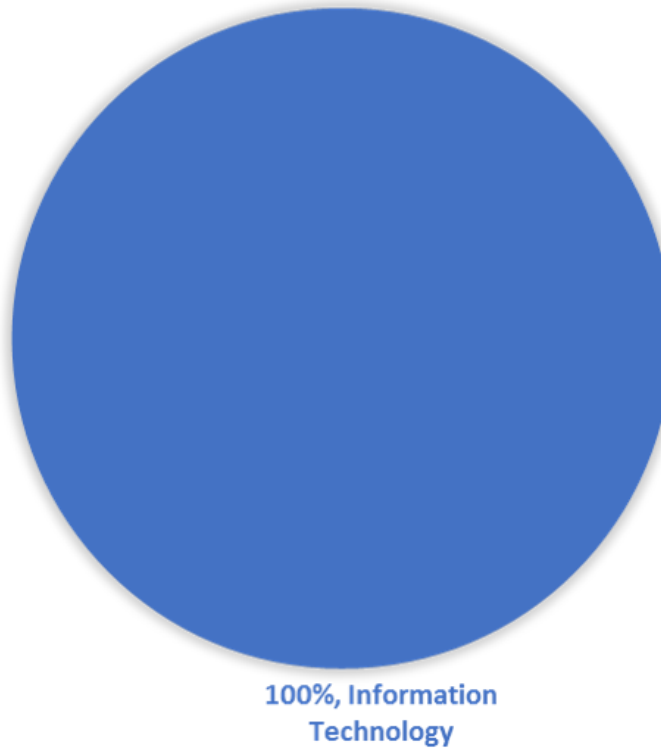


Information Technology Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	1,052,932	1,063,000	1,143,000	1,291,000
Capital Improve Reserve	21,886	0	0	0
Equipment Reserve Fund	62,212	161,000	161,000	330,000
Total	1,137,030	1,224,000	1,304,000	1,621,000

Information Technology

Information Technology Department budget by Division



Significant Changes:

- No significant changes

CIP Projects

- Annual Fiber Projects
- Security and Network Enhancements

Unfunded Requests

- 2.5 FTEs

Personnel Changes

- Add 1.0 Business Systems Analyst

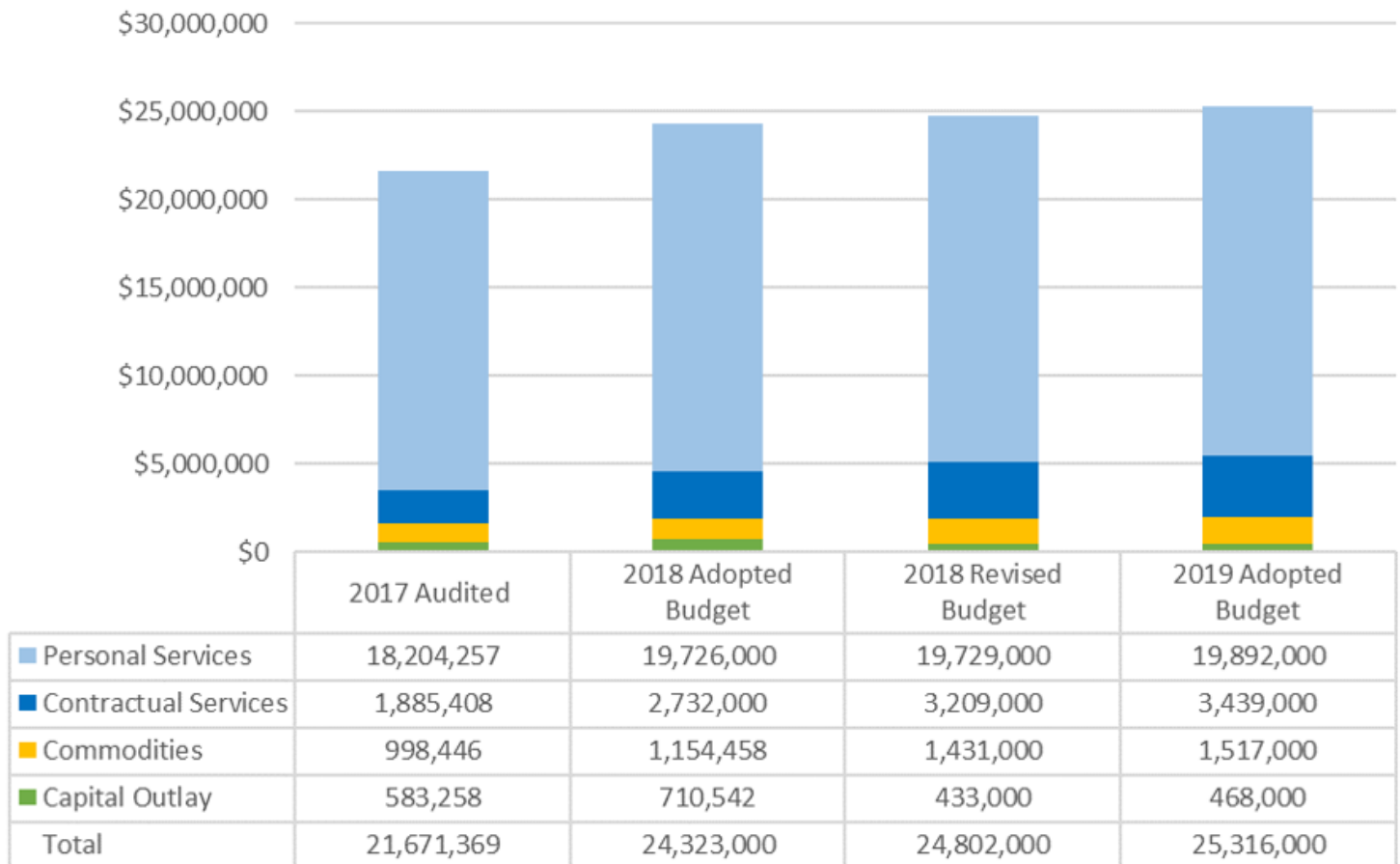
Fee Changes

- No anticipated fee changes

Police

The Lawrence Police Department currently operates with an authorized strength of 154 commissioned police officers and a 25 member civilian support staff. The department is comprised of eight divisions: Office of the Chief, Patrol, Investigations, Community Services, Animal Control, Training, Technical Services, and Information Technology.

Police Department budget by Category

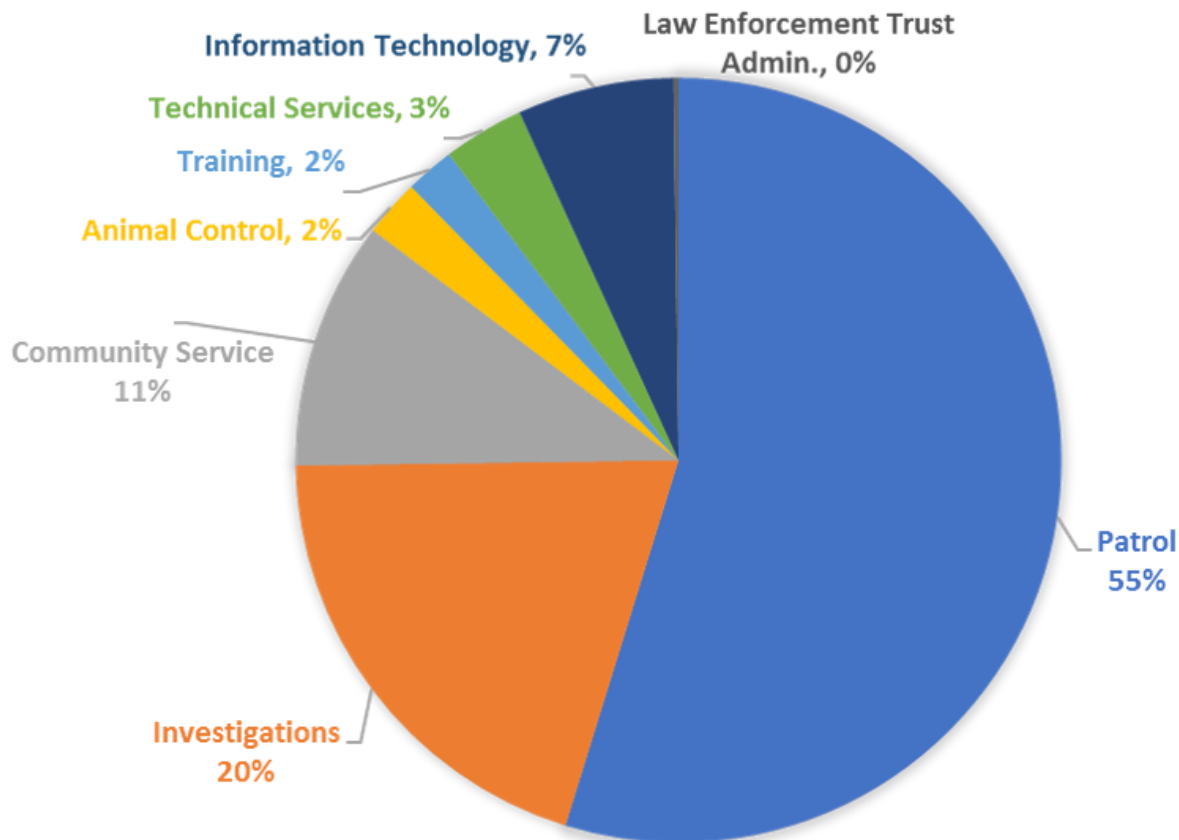


Police Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	21,316,120	23,968,000	24,444,000	25,158,000
Capital Improve Reserve	54,186	0	0	0
Special Alcohol Fund	0	0	0	108,000
Law Enforcement Trust Fund	37,516	50,000	50,000	50,000
Public Parking System	263,546	305,000	308,000	0
Total	21,671,368	24,323,000	24,802,000	25,316,000

Police

Police Department budget by Division



Significant Changes:

- Addition of two (2) civilian positions to fill positions currently being filled by sworn officers and moving sworn officers back to Patrol

CIP Projects

- Public Cameras

Unfunded Requests

- 3.0 FTEs
- Mobile Command Unit (Joint venture with Fire Medical)

Personnel Changes

- Add 1.0 Civilian Marketing Specialist
- Add 1.0 Civilian Crime Scene Technician

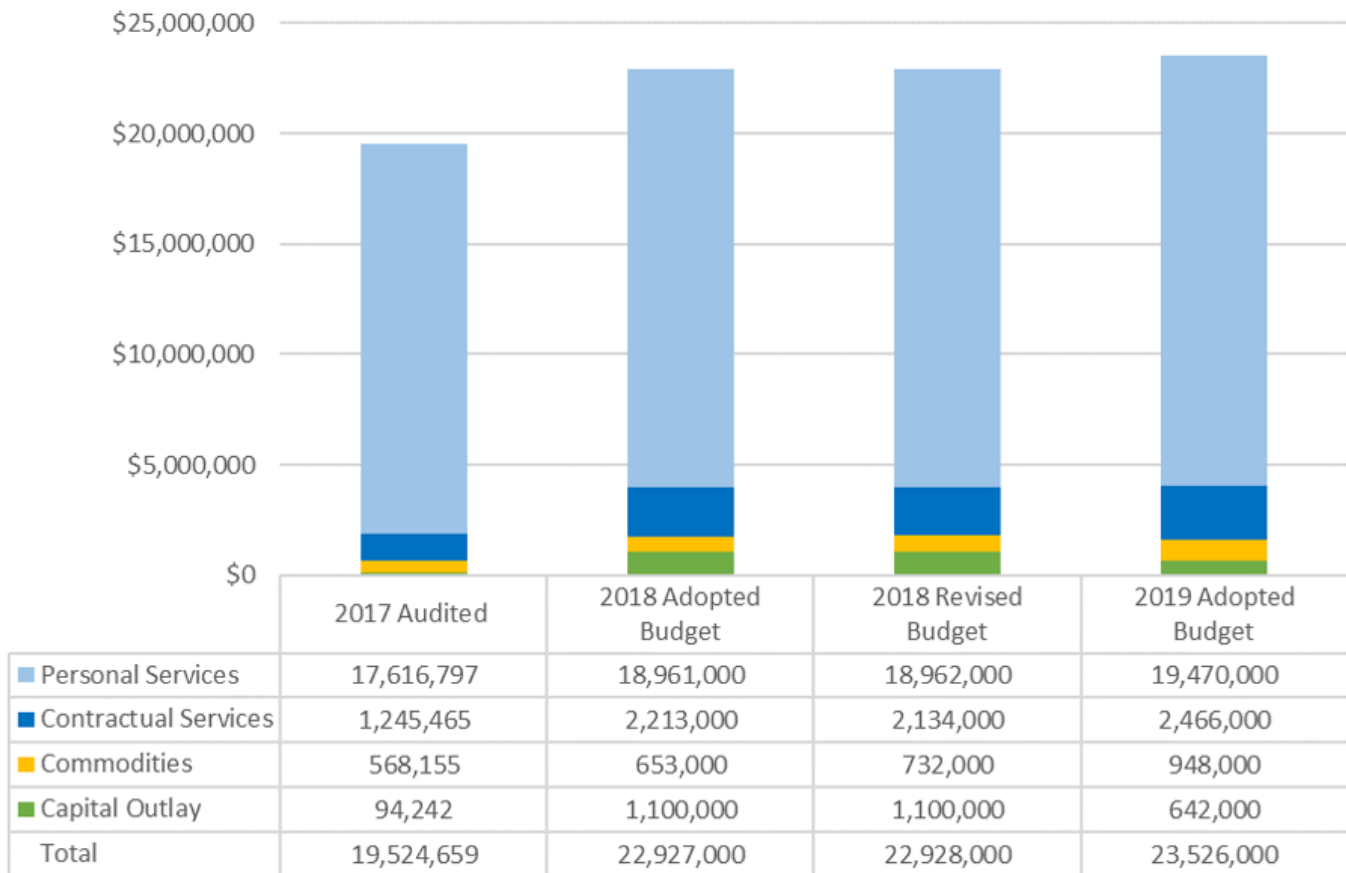
Fee Changes

- No anticipated fee changes

Fire Medical

The Lawrence-Douglas County Fire Medical department provides services through a joint agreement between the City and County to provide fire and medical services. All hazard services are provided by the department for all City of Lawrence residents while EMS and hazardous material (technical rescue and emergency communications) responses are provided for all Douglas County residents. This department is partially funded through Douglas County.

Fire Medical Department budget by Category

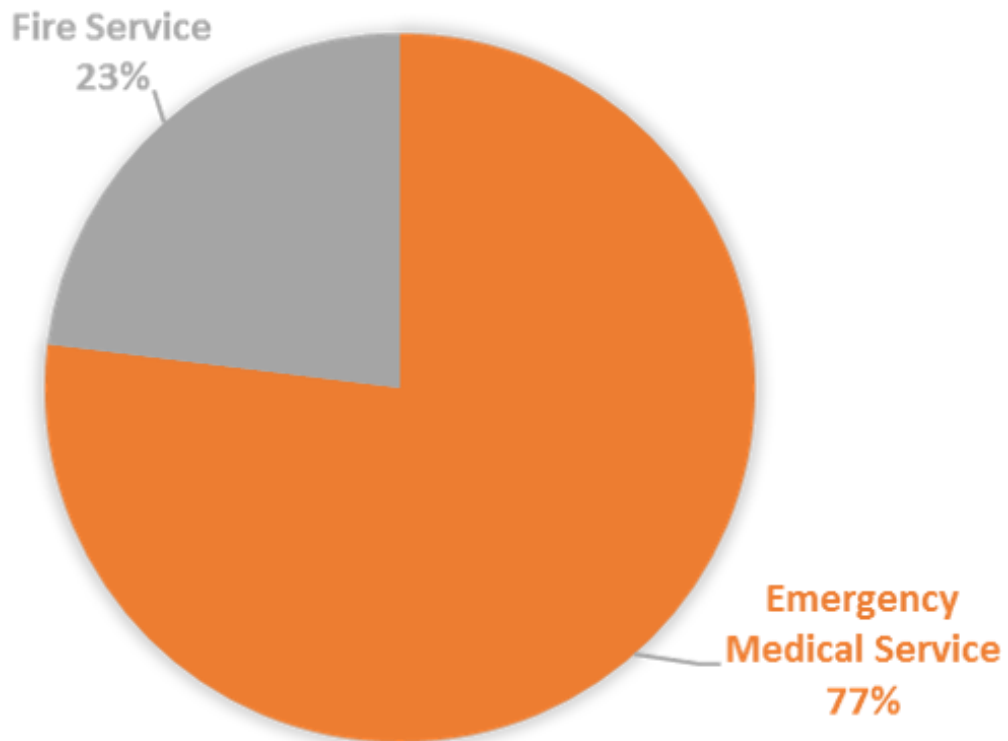


Fire Medical Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	19,430,417	21,827,000	21,828,000	22,784,000
Capital Improve Reserve	50,601	0	0	100,000
Equipment Reserve Fund	43,641	1,100,000	1,100,000	642,000
Total	19,524,659	22,927,000	22,928,000	23,526,000

Fire Medical

Fire Medical Department budget by Division



Significant Changes:

- 2006—2018 projection indicates a **47.25%** increase in operational response demand. This increase has occurred with no operational expansion
- Implemented a innovative science and data driven cardio-pulmonary resuscitation Program—Cardiac Arrest Program of Excellence (CAPE)

CIP Projects

- Facility Pavement Replacement
- Personal Protective Equipment—Addressing cancer protection initiative.

Unfunded Requests

- 11.0 FTEs
- Three (3) FTEs were for Assistant Shift Commanders and are a critical need as recommended by CFAI Accreditation Report

Personnel Changes

- No personnel changes

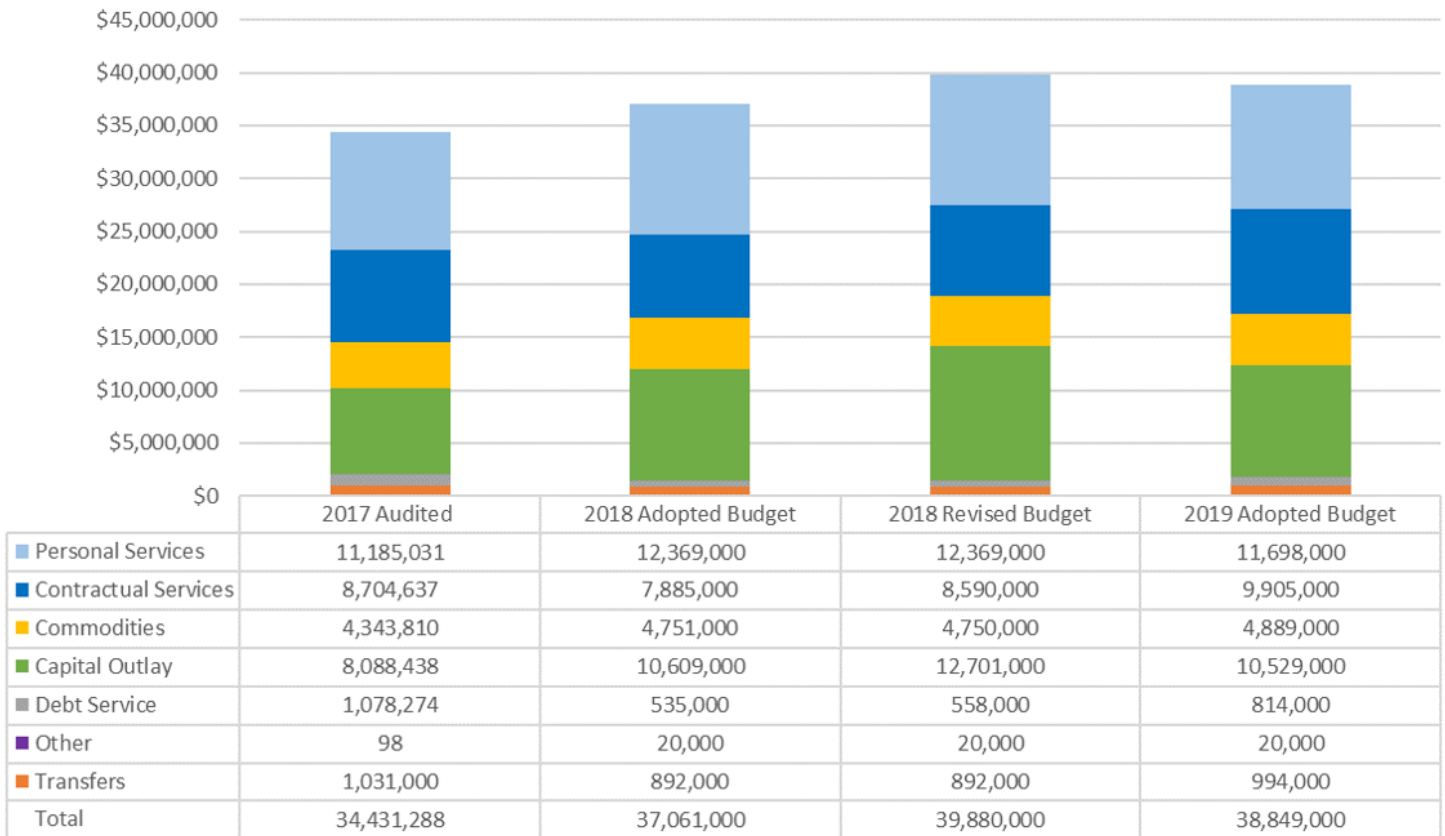
Fee Changes

- Ambulance User Fee will be reviewed and adjusted beginning January 2019.

Public Works

Public Works is a full service, front-line operational department. The Public Works Department provides community services in infrastructure and maintenance (facilities & structures, street and stormwater maintenance, pavement management), engineering (engineering design and technical support), services (solid waste and fleet management, and administrative functions). Public Works projects and services are vital to the growth, health, safety, comfort and quality of life for our community.

Public Works Department budget by Category

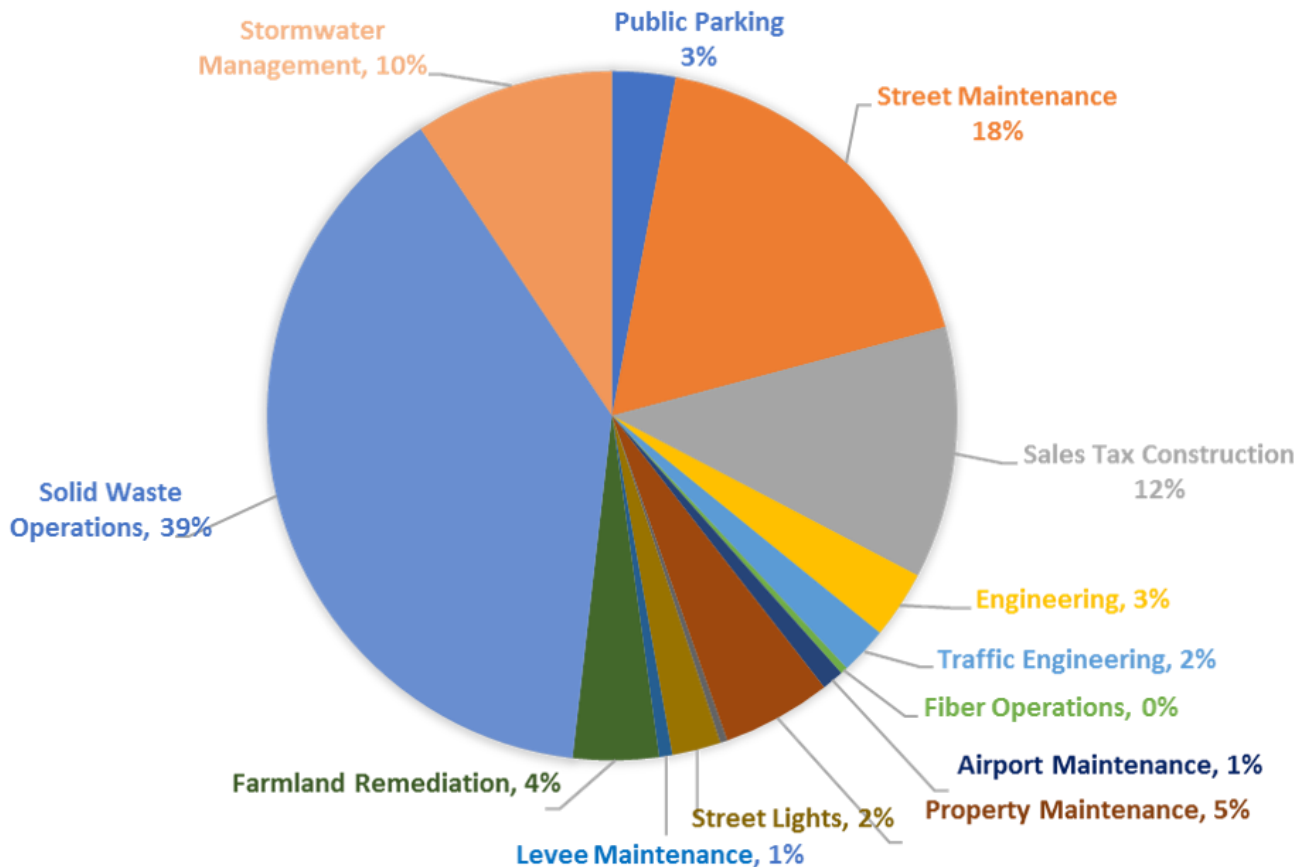


Public Works Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	8,008,648	8,718,000	8,765,000	8,800,000
Airport Improvement Fund	170,003	20,000	20,000	220,000
Capital Improve Reserve	6,862,315	6,481,000	9,231,000	5,960,000
Special Gas Tax Fund	2,577,561	2,922,000	2,922,000	2,943,000
Farmland Remediation	457,633	1,506,000	1,506,000	1,507,000
Outside Agency Grants	274,847	155,000	155,000	155,000
Solid Waste Fund	12,208,043	13,558,000	13,558,000	14,625,000
Public Parking System	629,477	486,000	486,000	1,116,000
Storm Water Utility	3,198,867	3,215,000	3,237,000	3,523,000
Sanitation-NonBonded	43,894	0	0	0
Total	34,431,288	37,061,000	39,880,000	38,849,000

Public Works

Public Works Department budget by Division



Significant Changes:

- Public Works and Utilities is in the process of merging into one department which is anticipated to be effective January 1, 2019

CIP Projects

- 19th Street Harper to O'Connell
- Sidewalk Hazard Mitigation Program
- Contracted Street Maintenance
- Smart Truck Technology for Solid Waste

Unfunded Requests

- 1.0 FTE
- Solid Waste Facility

Personnel Changes

- Eliminate 2.0 vacant Solid Waste Loaders

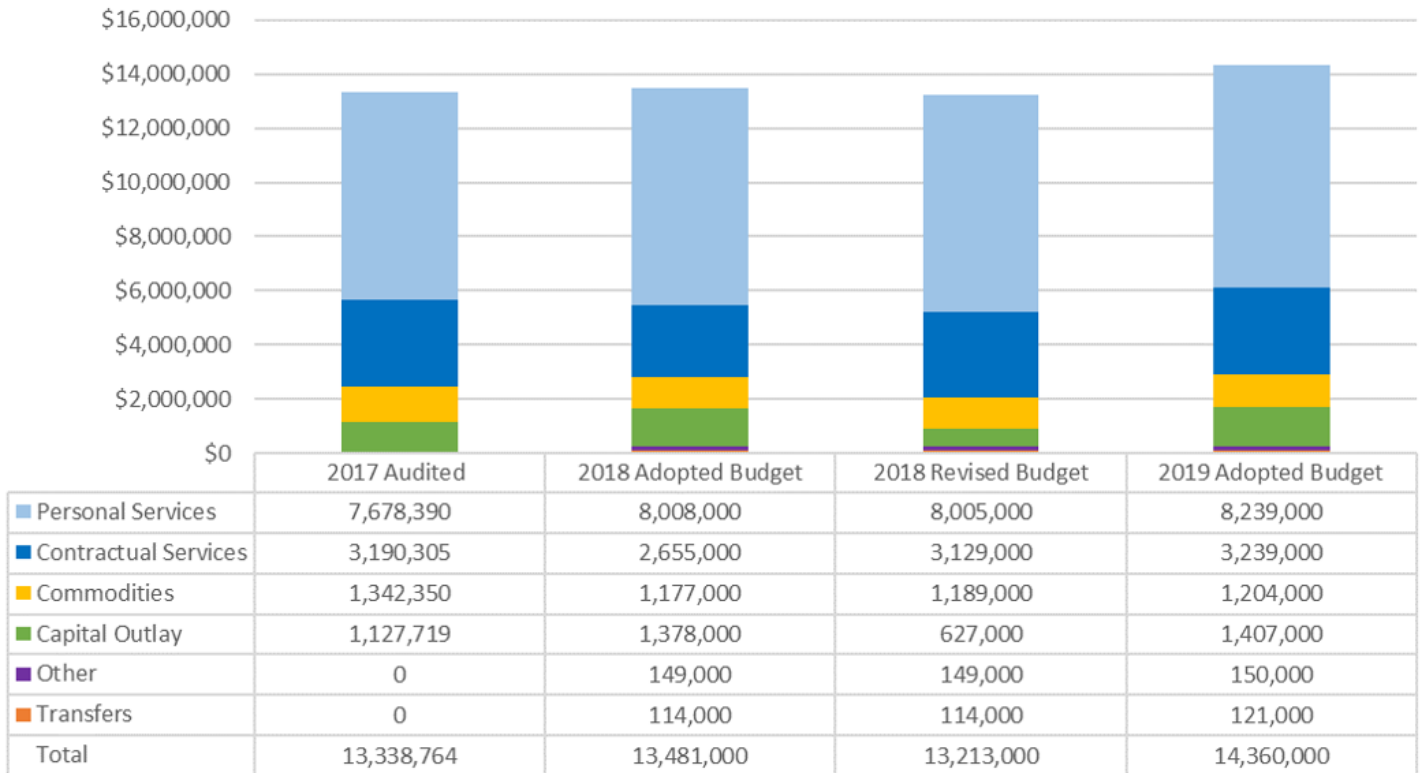
Fee Changes

- 3% rate increase in the storm water rate to \$4.37 per equivalent residential unit (ERU)

Parks & Recreation

The Parks and Recreation department operates, manages, and maintains all City parks and recreation facilities. The Park and Recreation mission is to provide excellent City services that enhance the quality of life of the Lawrence community. The Park and Recreation Department has three divisions: Parks, Recreation, and Golf Course.

Parks & Recreation Department budget by Category

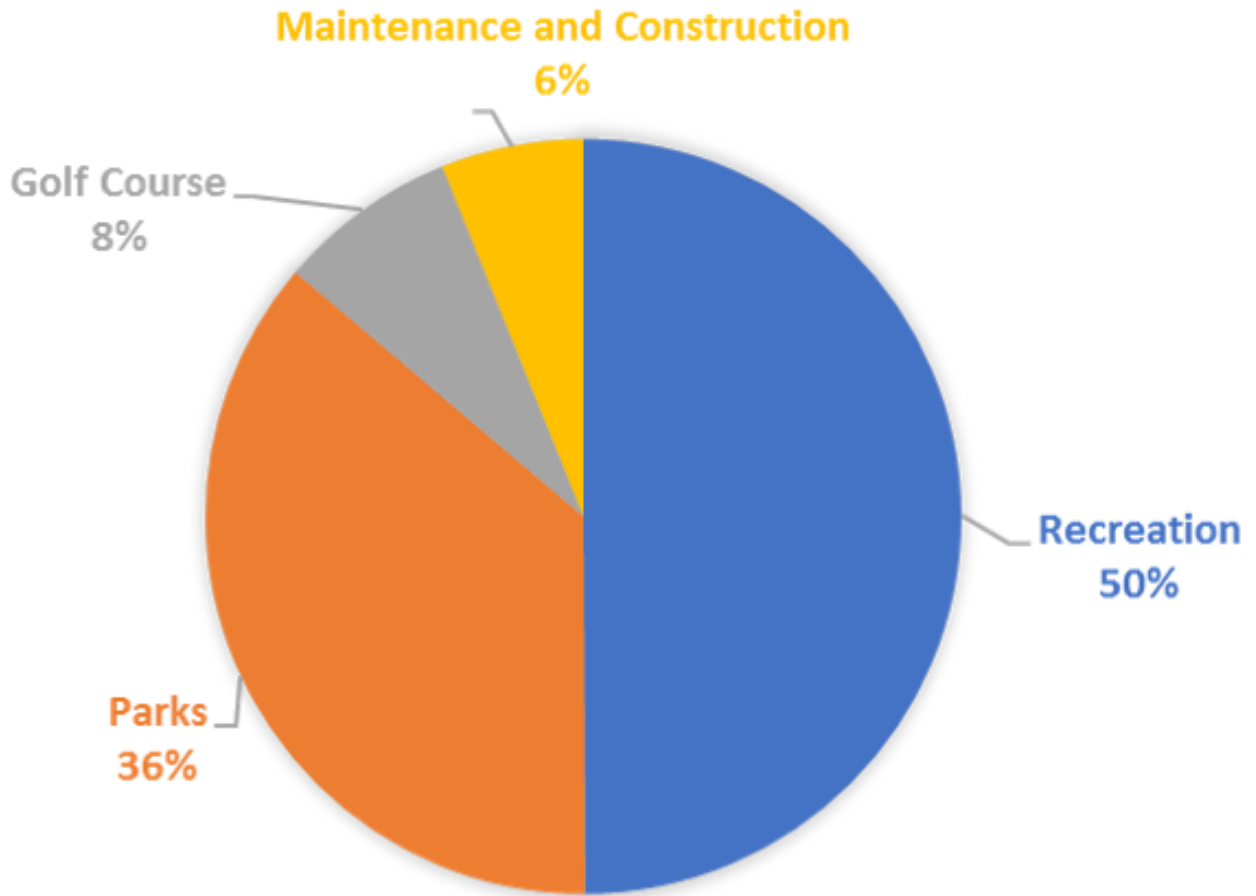


Parks & Recreation Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
General	5,326,694	5,300,000	5,000,000	4,946,000
Capital Improve Reserve	163,355	0	0	675,000
Equipment Reserve Fund	0	0	0	200,000
Guest Tax Fund	231,369	252,000	252,000	254,000
Recreation	5,469,357	6,032,000	6,032,000	6,224,000
Sales Tax Reserve	265,506	0	0	0
Special Recreation Fund	731,870	773,000	773,000	898,000
City Parks Memorial Fund	41,653	66,000	113,000	3,000
Cemetery Perp Care Fund	3,263	0	0	5,000
Cemetery Mausoleum Fund	4,247	0	0	0
Outside Agency Grants	8,605	15,000	0	0
Wee Folks Scholarship	33,514	50,000	50,000	50,000
Golf Course	1,059,330	993,000	993,000	1,105,000
Total	13,338,763	13,481,000	13,213,000	14,360,000

Parks & Recreation

Parks & Recreation Department budget by Division



Significant Changes:

- Increased wages for part-time maintenance staff

CIP Projects

- Parking Lot and Road Improvements
- Burcham Park Shelter
- Downtown Brick Pavers
- Replace Cardio and Weight Equipment

Unfunded Requests

- Community Building Security Improvements
- Water Spray Park

Personnel Changes

- No Personnel Changes

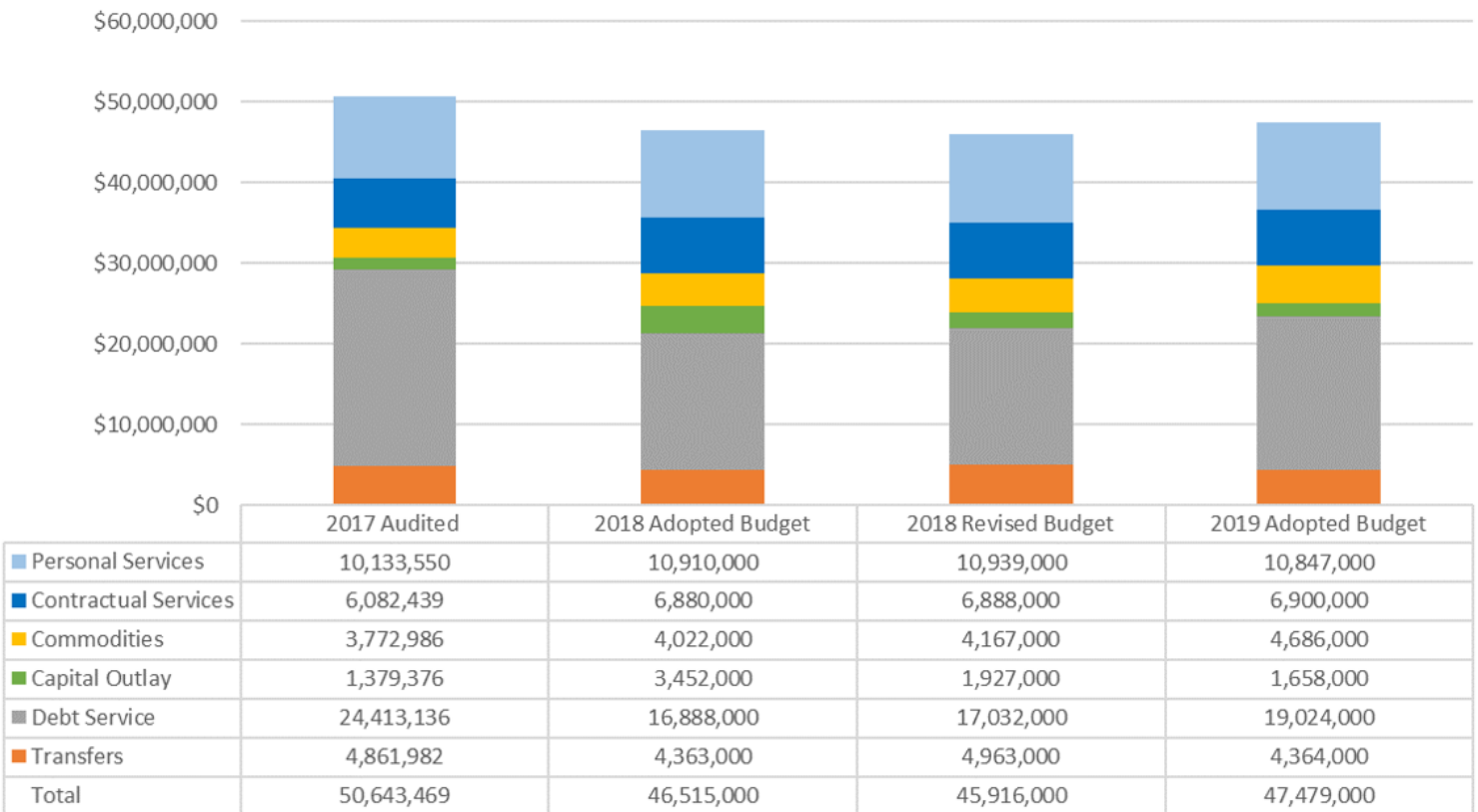
Fee Changes

- Cemetery Fees

Utilities

The Utilities Department is responsible for treating and distributing the City's drinking water, maintaining adequate water supply for fire protection, collecting and treating the City's wastewater, assuring compliance with all Federal, State, and local regulations regarding water and wastewater facility operations, and ensuring optimum operations of the water distribution and sanitary sewer collection systems.

Utilities Department budget by Category

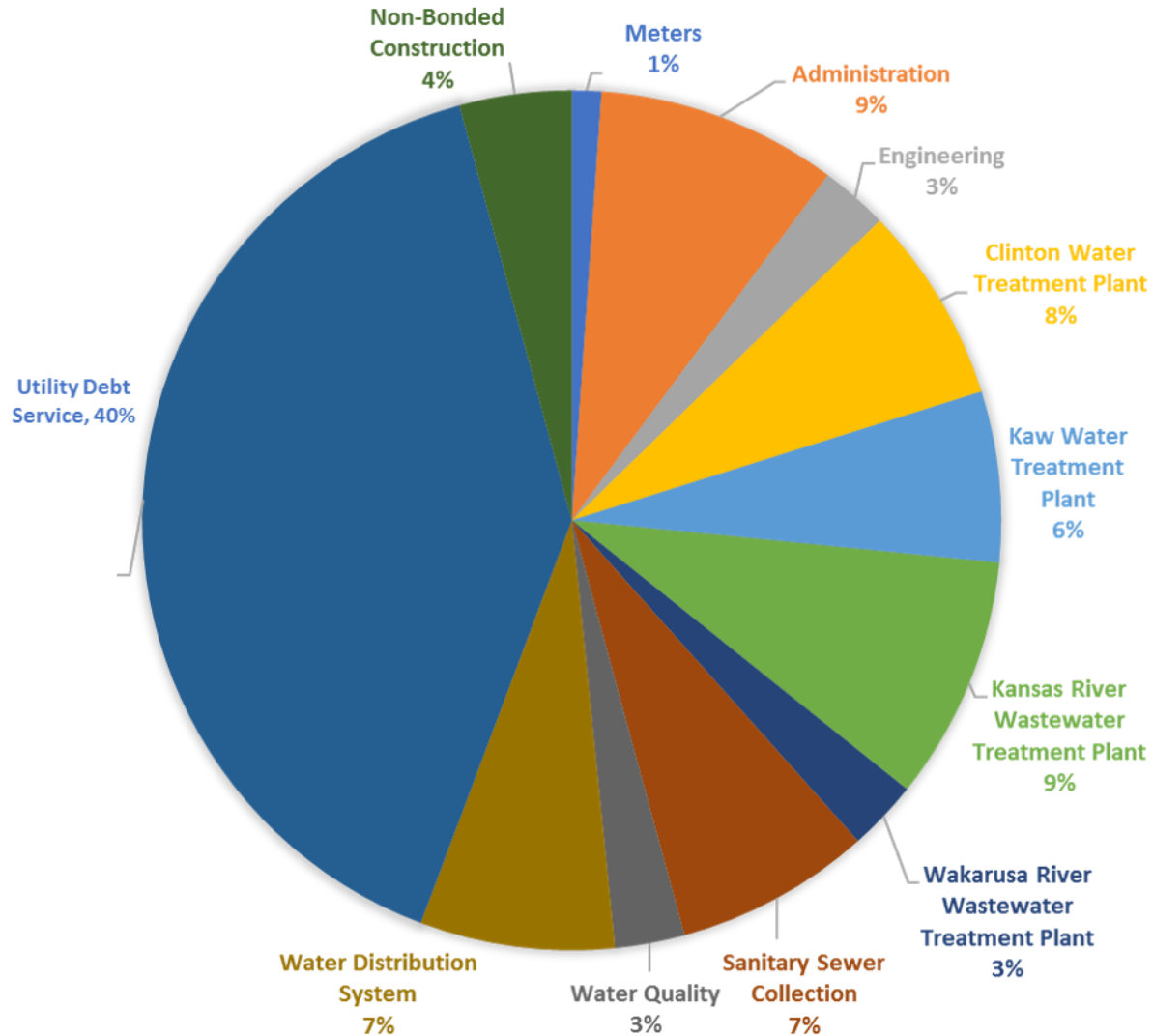


Utilities Department budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Water & Sewer Fund	49,172,054	43,515,000	44,316,000	46,479,000
Utilities-NonBonded Construction	1,471,415	3,000,000	1,600,000	1,000,000
Total	50,643,469	46,515,000	45,916,000	47,479,000

Utilities

Utilities Department budget by Division



Significant Changes:

- Public Works and Utilities is in the process of merging into one department which is anticipated to be effective January 1, 2019
- Wakarusa Wastewater Treatment Plant will be fully operational for all of 2019

CIP Projects

- Advanced Metering Infrastructure
- Rapid I/I Reduction Program
- Oread Storage Tank & Booster Pump Station

Unfunded Requests

- No unfunded requests

Personnel Changes

- Add 1.0 Enterprise Asset Manager to begin mid-year 2018

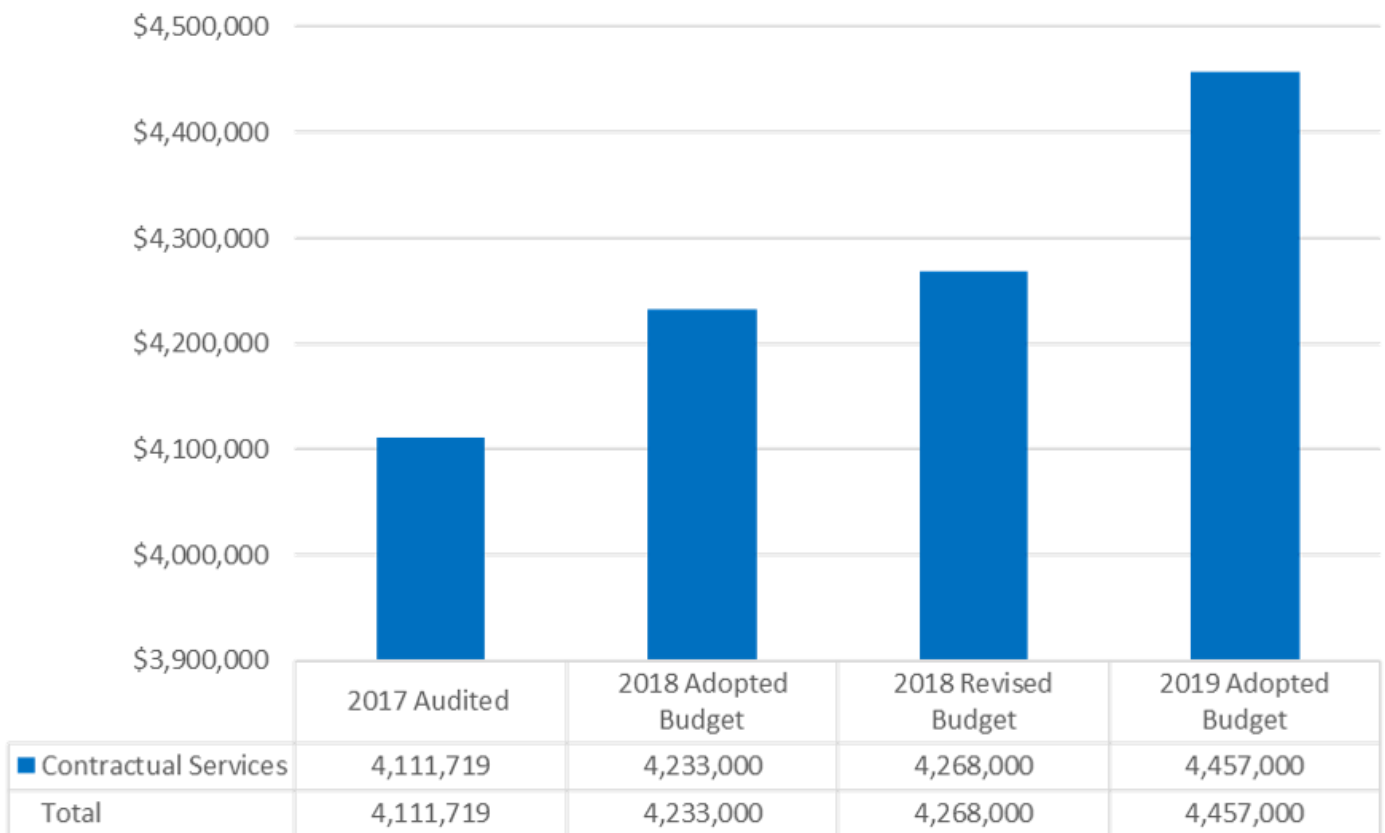
Fee Changes

- Rate Plan

Public Library

The mission of the Lawrence Public Library is to provide and promote informational, intellectual, and cultural resources for our Community. Under City Charter Ordinance No. 16, "The Governing Body of the City of Lawrence, shall annually levy a tax for the equipping, operating and maintaining of the Free Public Library of the City of Lawrence, Kansas, in such sum as the Library Board shall determine not to exceed 4.0 mills on each dollar of the assessed tangible valuation of the City and an additional sum not to exceed .5 mills on each dollar of the assessed tangible valuation of the City for the purpose of paying both the Library's social security tax and contributions to the Kansas Public Employees Retirement System (KPERS). Any future increase or decrease to the tax levy provisions of this Section may be made by ordinary ordinance passed by the Governing Body of the City of Lawrence ."

Public Library budget by Category



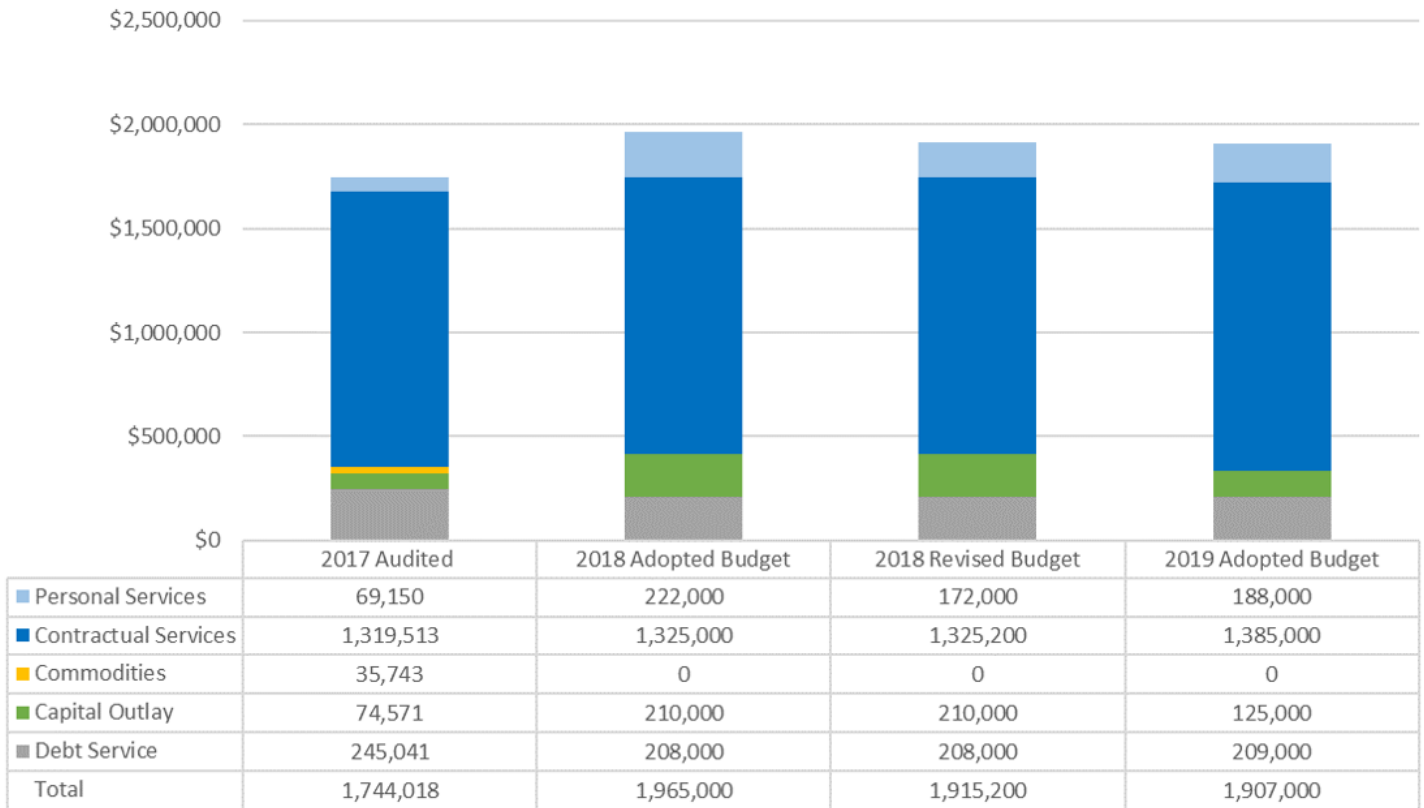
Public Library budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Library	4,111,719	4,233,000	4,268,000	4,457,000
Total	4,111,719	4,233,000	4,268,000	4,457,000

Tourism

The City of Lawrence collects a 6% Transient Guest Tax on the rental of rooms, lodging, or other sleeping accommodations. This revenue is used to support tourism through specific outside agencies as well as specific parks programs designed to provide beautification to downtown. The City of Lawrence created a grant program to fund events and programs encourage travel to Lawrence through event creation and promotion. eXplore Lawrence, the Lawrence Convention and Visitors Bureau, manages and represents travel and tourism interests for Lawrence and Douglas County. eXplore Lawrence, is a 501c(6) not-for-profit corporation. The organization is dedicated to creating economic development by attracting visitors, conventions and events to our city.

Tourism budget by Category



Tourism budget by Fund

Fund	2017 Audited	2018 Adopted Budget	2018 Revised Budget	2019 Adopted Budget
Guest Tax Fund	1,744,017	1,965,000	1,915,200	1,907,000
Total	1,744,017	1,965,000	1,915,200	1,907,000

OUTSIDE
AGENCY
REQUESTS

2019 Budget

Introduction

Each year, the City provides funding to a number of outside agencies including economic development agencies, social service agencies, and other governmental agencies. The requests received for 2019 are shown on the following pages. The tables also shows the amount, if any, the agency was allocated in 2018.

The Social Service Funding Advisory Board has met to review the applications for all social service agencies and their recommendations for funding are also included in the chart below. The City Commission approved these recommendations on November 6, 2018.

SOCIAL SERVICE AGENCIES

Agency	2018 Adopted Budget	2019 Agency Request	SSFAB Recommendation
Bert Nash Community Mental Health Center	443,000	517,132	465,000
General Fund	144,000	180,281	160,000
Special Alcohol	299,000	336,851	305,000
Boys & Girls Club of Lawrence	214,000	250,000	216,000
General Fund	116,000	130,000	121,000
Special Alcohol	98,000	120,000	95,000
Communities In Schools of Mid-America, Inc.	6,000	12,000	6,000
General Fund	6,000	12,000	6,000
DCCCA	132,000	189,666	150,000
Special Alcohol	132,000	189,666	150,000
Douglas County CASA, Inc.	22,000	25,000	24,000
General Fund	22,000	25,000	24,000
Douglas County Child Development Association dba Positive Bright Start	-	25,000	11,000
General Fund	-	25,000	11,000
Douglas County Dental Clinic	15,000	15,000	15,000
General Fund	15,000	15,000	15,000
Elizabeth B Ballard Community Services	-	50,400	30,000
General Fund	-	50,400	30,000
Heartland Medical Clinic, Inc.	91,500	127,800	86,000
Special Alcohol	91,500	127,800	86,000

Agency	2018 Adopted Budget	2019 Agency Request	SSFAB Recommendation
Housing and Credit Counseling, Inc.	17,000	21,840	18,000
General Fund	17,000	21,840	18,000
Just Food of Douglas County Kansas, Inc.	10,000	25,000	10,000
General Fund	10,000	25,000	10,000
Kansas Big Brothers Big Sisters	26,800	43,000	27,000
General Fund	17,800	28,000	18,000
Special Alcohol	9,000	15,000	9,000
KU on Wheels	-	5,000	-
Special Alcohol	-	5,000	-
Lawrence Community Food Alliance	7,500	50,000	-
General Fund	7,500	50,000	-
Lawrence Alcoholic Recovery House, Inc.	7,500	8,000	8,000
Special Alcohol	7,500	8,000	8,000
Lawrence Arts Center	-	30,000	-
General Fund	-	30,000	-
Lawrence Community Shelter	184,000	364,000	200,000
General Fund	100,000	199,000	111,000
Special Alcohol	84,000	165,000	89,000
Senior Resource Center for Douglas County, Inc.	-	45,950	-
General Fund	-	45,950	-
The Salvation Army of Douglas County	11,000	11,000	11,000
General Fund	11,000	11,000	11,000
The Sexual Trauma & Abuse Care Center	8,200	8,200	9,000
General Fund	8,200	8,200	9,000
The Shelter, Inc. DBA The Children's Shelter	28,500	32,000	30,000
General Fund	28,500	32,000	30,000
The Willow Domestic Violence Center	23,000	47,586	20,000
General Fund	6,000	9,000	6,000
Special Alcohol	17,000	38,586	14,000
Van Go, Inc.	56,000	64,890	61,000
General Fund	29,500	31,890	30,000
Special Alcohol	26,500	33,000	31,000
Warm Hearts of Douglas County, Inc.	5,000	5,000	5,000
General Fund	5,000	5,000	5,000
Grand Total	1,308,000	1,973,464	1,402,000

2019 Budget

OUTSIDE AGENCY REQUESTS

ECONOMIC DEVELOPMENT AGENCIES

The requests received for 2019 from economic development agencies and other outside agencies are shown below. The table also shows the amount, if any, the agency was allocated in 2018. All economic development agency applications were reviewed by the Public Incentives Review Committee which recommended full funding. However, due to funding constraints the City Manager's Recommended Budget kept funding flat.

Agency	2018 Adopted Budget	2019 Agency Request	City Manager Recommendation
Bioscience and Technology Business Center, Inc.*	300,000	275,000	225,000
General Fund	300,000	275,000	225,000
Lawrence Chamber of Commerce	220,000	220,000	220,000
General Fund	220,000	220,000	220,000
The Dwayne Peaslee Technical Training Center, Inc.	200,000	200,000	200,000
General Fund	200,000	200,000	200,000
Grand Total	720,000	695,000	645,000

*2018 was the final year of support for facility expansion which totaled \$75,000. The support for 2019 includes \$200,000 for operations and \$25,000 for an incentive fund.

OTHER AGENCIES

Agency	2018 Adopted Budget	2019 Agency Request	City Manager Recommendation
Douglas County Historical Society	13,174	19,344	13,000
Transient Guest Tax	13,174	19,344	13,000
Douglas County Special Olympics	500	500	500
Special Recreation	500	500	500
Downtown Lawrence, Inc.	49,000	80,000	49,000
Transient Guest Tax	49,000	80,000	49,000
eXplore Lawrence	1,060,000	1,120,000	1,120,000
Transient Guest Tax	1,060,000	1,120,000	1,120,000
Johnson County (K-10 Connector)	135,000	155,000	155,000
Public Transportation Fund	135,000	155,000	155,000
Lawrence Arts Center	30,000	70,000	30,000
Special Recreation	30,000	70,000	30,000
Lawrence Cultural Arts Commission	49,000	76,000	49,000
Special Recreation	49,000	76,000	49,000
Lawrence Public Library	4,131,400	4,487,000	4,487,000
Library Fund	4,131,400	4,487,000	4,487,000
Lawrence-Douglas County Health Department	671,000	701,000	701,000
General Fund	671,000	701,000	701,000
Sister Cities	8,000	8,000	8,000
Transient Guest Tax	8,000	8,000	8,000
The Ecumenical Fellowship Inc.	3,000	3,000	3,000
General Fund	3,000	3,000	3,000
Grand Total	6,150,074	6,719,844	6,615,500



City of Lawrence

2019 - 2023 Capital Improvement Budget

2019 - 2023

CAPITAL IMPROVEMENT PLAN

INTRODUCTION

The Capital Improvement Plan (CIP) is a tool to help the City look beyond year-to-year budgeting to determine what, when, where and how future public improvements will take place over the next five years. The Capital Improvement Budget is made up of capital projects contained in the City's Capital Improvement Plan.

CAPITAL PROJECT DEFINED

A capital project is defined as a project with a minimum total cost of \$100,000 resulting in either the creation of a new fixed asset or results in the enhancement to an existing fixed asset with a life expectancy of at least 2 years. Examples include construction or expansion of public buildings, new storm and sanitary sewers, water line upgrades and extensions, the acquisition of land for public use, planning and engineering costs, and street construction.

CAPITAL IMPROVEMENT PROCESS

Each year, capital project lists are submitted by various City departments, agencies, and the public. The projects are reviewed by the Management Team made up of representatives from several departments. The Team uses a set of scoring criteria to determine a score for every project submitted. The scores are translated into priority rankings.

The Finance Department takes the highest priority CIP items and enters the fiscal impact into a five-year fiscal forecast for each impacted fund. The Finance Department forwards the CIP with recommendations, to the City Manager. The recommendations are made to ensure that the impacted funds are kept in balance long-term.

The City Manager then submits a draft Capital Improvement Plan to the Planning Commission, who reviews the Plan and ensures all projects included are consistent with the City's Comprehensive Plan, Horizon 2020. The draft Capital Improvement Plan is then submitted to the City Commission for approval.

CAPITAL IMPROVEMENT BUDGET

Each year, a Capital Improvement Budget is prepared in conjunction with the City's Annual Operating Budget. The Capital Improvement Budget has a number of revenue sources, including current revenues, state and federal grants, special assessment benefit districts, and the issuance of debt. The Capital Improvement Budget can be found on the following pages. A chart showing the projects that are not funded is also included.

City of Lawrence, Kansas
Adopted Capital Improvement Plan
 2019 thru 2023

PROJECTS BY FUNDING SOURCE

Source	Project #	2019	2020	2021	2022	2023	Total
Airport							
Pavement Maintenance airport	PW19A2CIP				100,000		100,000
Reconstruct RWY15-33	PW19A3CIP	200,000					200,000
Terminal Apron Rehab - Phase 2	PW21A9CIP			250,000			250,000
Airport Lighting system	PW22A10CIP					75,000	75,000
Airport Total		200,000		250,000	100,000	75,000	625,000
Capital Improvement Reserve Fund							
Oak Hill Cemetery Mausoleum (Historic Structure)	PR1906CIP	120,000					120,000
Union Pacific Depot Renovations	PR1909CIP	125,000					125,000
Parking Lots and Roads - Parks & Rec (1 of 4)	PR1921CIP	200,000					200,000
Parking Lots and Roads - Parks & Rec (2 of 4)	PR2026CIP		100,000				100,000
Lawrence Loop Trail - Downtown Section	PR2121CIP	100,000	300,000	300,000			700,000
Outdoor Aquatic Center - Pool Slide Replacements	PR2426CIP	130,000					130,000
Annual Vehicle Replacement Program	PW1702CIP	400,000	400,000	400,000	400,000	400,000	2,000,000
Sidewalk Hazard Mitigation Public	PW19E4CIP	800,000					800,000
Sidewalk Mitigation City Property	PW19E5CIP	200,000					200,000
Upgrade Finance Systems	UB201901	300,000	300,000	300,000	300,000	300,000	1,500,000
Capital Improvement Reserve Fund Total		2,375,000	1,100,000	1,000,000	700,000	700,000	5,875,000
Capital Improvement Reserve Fund - II							
Sidewalk/Bike / Ped Improvements / ADA Ramps	C109	600,000	750,000	1,000,000	1,000,000	900,000	4,250,000
KLINK / CCLIP	PW1701Kclp		300,000				300,000
Traffic Calming	PW17E8CIP	300,000	300,000	300,000	300,000		1,200,000
Contracted Street Maintenance Program	PW17SM1CIP	1,300,000	1,300,000	1,300,000	1,300,000	1,500,000	6,700,000
Curb and Gutter Rehabilitation Program	PW17SM2CIP	400,000	400,000	450,000	500,000	500,000	2,250,000
Contract Milling for In House Pavement Rehab	PW17SM4CIP	100,000	100,000	100,000	125,000		425,000
Kasold - Clinton Pkwy to HyVee	PW18E2CIP	1,000,000					1,000,000
23rd Street - Haskell Bridge to East City Limits	PW18E3CIP		500,000	1,250,000	3,000,000	1,000,000	5,750,000
Wakarusa - 18th St to Research Pkwy	PW19E1CIP				2,800,000		2,800,000
6th and Tennessee Rt Turn Lane	PW19E2CIP	250,000					250,000
Grant Match	PW20EGCIP		250,000	250,000	250,000	250,000	1,000,000
27th St Bridge	PW21SM3CIP					500,000	500,000
Naismith - 19th to 23rd	PW23E02CIP					300,000	300,000
Capital Improvement Reserve Fund - Infrastructure Total		3,950,000	3,900,000	4,650,000	9,275,000	4,950,000	26,725,000
Equipment Reserve - Infrastructure							
Training Bum Tower Replacement	FM1703CIP	102,320					102,320
Personal Protective Equipment Alternate Set	FM1908CIP	540,000					540,000
645 Replacement Rescue 5 (incl equip)	FM1920CIP		910,000				910,000

Source	Project #	2019	2020	2021	2022	2023	Total
Mobile Radios	FM2009CIP			600,000			600,000
Equipment Reserve - Infrastructure Total		642,320	910,000	600,000			2,152,320
Equipment Reserve Fund							
City Hall 1 Floor Comm/Tech Updates	CM1901	100,000					100,000
Access Layer Switches	IT1701CIP	60,000					60,000
VMWare Hardware Refresh	IT2001CIP		100,000				100,000
Annual Fiber Projects	ITFIBER	150,000	150,000	150,000	150,000	150,000	750,000
I.T. Security and Network Systems Enhancements	ITSECCIP	120,000					120,000
Burcham Park/Upgrade Shelter and Playground	PR1910CIP	100,000					100,000
Indoor Aquatic Center - Roof Resurface	PR1920CIP	100,000					100,000
Equipment Reserve Fund Total		630,000	250,000	150,000	150,000	150,000	1,330,000
General Fund							
Affordable Housing General Fund Transfer	CI05	350,000	350,000	350,000	350,000		1,400,000
Two Percent for Art	CM1902	2,000					2,000
645 Replacement Rescue 5 (incl equip)	FM1920CIP		76,000				76,000
Vehicle Replacement	PD1901CIP	360,000					360,000
Parks & Recreation Maintenance and Repairs	PR1901CIP	650,000					650,000
Broken Arrow Park - Shelter, Restroom, Playground	PR1902CIP		250,000				250,000
Recreation Center Renovation HPC and ELC	PR1907CIP	87,500					87,500
Parks & Recreation Maintenance and Repairs	PR2001CIP		700,000				700,000
Lyons Park Playground and Shelter Replacement	PR2006CIP		120,000				120,000
Park Land Acquisition	PR2012CIP		300,000				300,000
Prairie Park Nature Center - Classroom Expansion	PR2025CIP		175,000				175,000
Holoom Sports Complex - Interior Improvements	PR2027CIP		125,000				125,000
Parks & Recreation - Rollback Truck	PR2081CIP		100,000				100,000
Parks & Recreation Maintenance and Repairs	PR2101CIP			700,000			700,000
Parking Lot and Roads - Parks & Rec (3 of 4)	PR2125CIP			100,000			100,000
Youth Sports Complex - ADA sidewalks	PR2135CIP			120,000			120,000
Equipment Replacement - Chipper Truck	PR2181CIP			100,000			100,000
Parks & Recreation Maintenance and Repairs	PR2201CIP				700,000		700,000
Overland Drive Park Development	PR2220CIP				200,000		200,000
Parking Lots and Roads - Parks & Rec (4 of 4)	PR2225CIP				200,000		200,000
Sports Pavilion- Install Acoustical Panels in Gyms	PR2230CIP				200,000		200,000
Parks & Recreation Maintenance and Repairs	PR2301CIP					700,000	700,000
Equipment Replacement- Aerial Lift Truck	PR2322CIP					180,000	180,000
Water Spray Park - Burroughs Creek Park	PR2329CIP					225,000	225,000
Cemetery Maintenance Shop - Replacement	PR2333CIP					350,000	350,000
Cemetery - Roads and Parking Lots	PR2334CIP					100,000	100,000
Lawrence Loop Trail from Queens Rd to Kasold	PR2422CIP				360,000	360,000	720,000
Contracted Street Maintenance Program	PW175M1CIP	1,750,000	2,000,000	2,000,000	2,300,000	2,300,000	10,350,000
Sidewalk Hazard Mitigation Public	PW19E4CIP		500,000	500,000	500,000	500,000	2,000,000
Sidewalk Mitigation City Property	PW19E5CIP		200,000	200,000	200,000	200,000	800,000
General Fund Total		3,199,500	4,896,000	4,070,000	5,010,000	4,915,000	22,090,500
General Obligation Debt							
Two Percent for Art	CM1902	340,000					340,000
Portable Radios	FM2010CIP				900,000		900,000
Training Center Remodel	FM2045CIP		185,900				185,900
642 Replacement Quint 20	FM2127CIP		1,350,000				1,350,000

Source	Project #	2019	2020	2021	2022	2023	Total
643 Replacement Truck 5	FM2128CIP			1,500,000			1,500,000
Police Radios	PD1801CIP	450,000	450,000				900,000
Police Facility Phase 1	PD1803CIP	17,000,000					17,000,000
Driving Simulator	PD1902CIP				175,000		175,000
KLINK / CCLIP	PW1701KcIp	0		0	300,000		300,000
19th Street Reconstruction - Harper to O'Connell	PW17E3CIP			1,775,000			1,775,000
Community Health parking surface reconditioning	PW18B2CIP		200,000				200,000
ITC Exterior repairs and HVAC	PW19B4CIP	250,000	500,000				750,000
Parking Garage repairs	PW19B5CIP	390,000	390,000	390,000	390,000	390,000	1,950,000
Fire Medical pavement replacement	PW19B7CIP	2,230,800					2,230,800
Santa Fe Depot Parking Lot	PW19E3CIP	200,000					200,000
Elevator rehab New Hampshire Garage	PW20B4CIP	210,000					210,000
Elevator Rehab Comm Health	PW20B5CIP		112,500				112,500
Roof Replace (ITC, Maint Garage, Fire Training)	PW22B1CIP				750,000		750,000
City Hall replace roof	PW23B1CIP					300,000	300,000
General Obligation Debt Total		21,070,800	3,188,400	3,665,000	2,515,000	690,000	31,129,200
Golf Course							
Eagle Bend Golf Course - Added Parking	PR1923CIP	125,000					125,000
Golf Course Total		125,000					125,000
Guest Tax Fund							
Downtown Pavers Replacements (year 3 of 3)	PR1913CIP	125,000					125,000
Guest Tax Fund Total		125,000					125,000
Intergovernmental County							
Training Burn Tower Replacement	FM1703CIP	307,680					307,680
Apparatus Bay Exhaust System	FM1807CIP	51,280					51,280
Training Center Remodel	FM2045CIP		64,100				64,100
19th Street Reconstruction - Harper to O'Connell	PW17E3CIP			750,000			750,000
Community Health parking surface reconditioning	PW18B2CIP		200,000				200,000
Fire Medical pavement replacement	PW19B7CIP		769,200				769,200
Elevator Rehab Comm Health	PW20B5CIP		112,500				112,500
Intergovernmental County Total		358,960	1,145,800	750,000			2,254,760
Intergovernmental Federal Grant							
CDBG Sidewalk Gap Program	PW17E7CIP	100,000	100,000	100,000	100,000		400,000
Reconstruct RWY15-33	PW19A3CIP	2,250,000					2,250,000
Terminal Apron Rehab - Phase 2	PW21A9CIP			1,250,000			1,250,000
Airport Lighting system	PW22A10CIP					750,000	750,000
Intergovernmental Federal Grant Total		2,350,000	100,000	1,350,000	100,000	750,000	4,650,000
Intergovernmental State Grant							
Lawrence Loop Trail - Downtown Section	PR2121CIP		700,000				700,000
Lawrence Loop Trail from Queens Rd to Kasold	PR2422CIP				480,000		480,000
KLINK / CCLIP	PW1701KcIp	0	300,000	0	300,000		600,000
23rd Street - Haskell Bridge to East City Limits	PW18E3CIP			1,000,000	1,000,000	2,000,000	4,000,000
Santa Fe Depot Parking Lot	PW19E3CIP	200,000					200,000

Source	Project #	2019	2020	2021	2022	2023	Total
Intergovernmental State Grant Total		200,000	1,000,000	1,000,000	1,780,000	2,000,000	5,980,000
Public Parking							
Downtown parking lot maintenance	PW19B3CIP	100,000	100,000		100,000		300,000
Pay-by-Plate Stations	TI04		400,000	400,000			800,000
License Plate Recognition System (LPR)	TI05	210,000	320,000	20,000	20,000	20,000	590,000
Public Parking Total		310,000	820,000	420,000	120,000	20,000	1,690,000
Public Transit Fund							
Two Percent for Art	CM1902	80,000					80,000
Multi Modal Facility	TI01	4,500,000					4,500,000
Transit Shelters and Additional Amenities	TI02	150,000	150,000	150,000			450,000
Fixed Route Transit Buses	TI03	500,000	500,000	500,000	500,000		2,000,000
Public Transit Fund Total		5,230,000	650,000	650,000	500,000		7,030,000
Solid Waste Operations Fund							
413 Front load refuse truck replacement	PW19F1CIP	280,000					280,000
499 Small container truck replacement	PW19F2CIP	110,000					110,000
472 Rear load refuse truck to ASL replacement	PW19F3CIP	255,000					255,000
473 Rear load refuse truck replacement	PW19F4CIP	135,000					135,000
431 Rear load refuse truck replacement	PW19F5CIP	125,000					125,000
491 container truck replacement	PW19F6CIP	110,000					110,000
Tub Grinder	PW19SW1CIP	550,000					550,000
Smart Truck Technology	PW19SW2CIP	850,000					850,000
447 Roll off container truck replacement	PW20F1CIP		170,000				170,000
414 Front load refuse truck replacement	PW20F2CIP		240,000				240,000
437 Automated side load refuse truck	PW20F3CIP		260,000				260,000
436 Automated side load refuse truck	PW20F4CIP		260,000				260,000
432 Rear load refuse truck replacement	PW20F5CIP		170,000				170,000
449 Automated side load refuse truck	PW21F1CIP			270,000			270,000
452 Automated side load refuse truck	PW21F2CIP			270,000			270,000
445 Roll off container truck replacement	PW21F3CIP			170,000			170,000
444 Roll off container truck replacement	PW21F4CIP			170,000			170,000
486 Rubber tire loader replacement	PW21F5CIP					185,000	185,000
415 Front load refuse truck replacement	PW21F6CIP			265,000			265,000
448 ASL Replacement	PW22F1CIP				270,000		270,000
477 Hook Lift Replacement	PW22F2CIP				115,000		115,000
438 Hook Lift Replacement	PW22F3CIP				115,000		115,000
430 Rear load replacement	PW22F4CIP					155,000	155,000
434 Rear load replacement	PW22F5CIP				175,000		175,000
435 Rear load replacement	PW22F6CIP				175,000		175,000
470 Container maintenance truck replacement	PW22F7CIP				100,000		100,000
479 Roll off container truck replacement	PW22F9CIP				130,000		130,000
433 Rear load replacement	PW23F1CIP					140,000	140,000
416 Front load refuse truck replacement	PW23F2CIP					270,000	270,000
457 Automated refuse truck replacement	PW23F3CIP					270,000	270,000
Solid Waste Operations Fund Total		2,415,000	1,100,000	1,145,000	1,080,000	1,020,000	6,760,000
Special Alcohol Fund							

Source	Project #	2019	2020	2021	2022	2023	Total
Public Cameras	PD1904CIP	108,000					108,000
Special Alcohol Fund Total		108,000					108,000
Special Gas Tax Fund							
ITS Video Detection/ upgrade and replacement	PW17SM5CIP	156,060	159,181	162,365	165,480	170,400	813,486
Backhoe Lease program	PW18F6CIP			70,000			70,000
Asphalt Paving Equipment Replacement	PW19F8CIP		250,000				250,000
765 Single axle dump truck replacement	PW21F7CIP			175,000			175,000
307 Road tractor replacement	PW22F12CIP				115,000		115,000
Patch Unit	PW22F13CIP	200,000					200,000
322 Single axle dump truck replacement	PW23F8CIP					165,000	165,000
Special Gas Tax Fund Total		356,060	409,181	407,365	280,480	335,400	1,788,486
Special Recreation Fund							
Replace Cardio / Weight Equip	PR1919CIP	125,000					125,000
Special Recreation Fund Total		125,000					125,000
Stormwater Fund							
Storm Water Culvert Lining	PW17S3CIP	250,000	250,000	250,000	275,000	275,000	1,300,000
Contracted Street Maintenance Program	PW17SM1CIP	140,000	140,000	140,000	140,000	140,000	700,000
Backhoe Lease program	PW18F6CIP			140,000			140,000
Naismith Drainage Channel	PW18S1CIP	1,000,000					1,000,000
361 Street sweeper replacement	PW19F9CIP	290,000					290,000
17th and Alabama Drainage Improvement	PW19S1CIP		2,500,000				2,500,000
362 Street sweeper replacement	PW20F6CIP		285,000				285,000
Concrete Channel W of Arrowhead Princeton to Peter	PW20S1CIP			1,500,000			1,500,000
19th St Maple Ln to Brook	PW21S1CIP				2,000,000		2,000,000
395 Street flush tank truck replacement	PW22F11CIP					150,000	150,000
760 Mobile crane truck replacement	PW23F9CIP				300,000		300,000
Stormwater Fund Total		1,680,000	3,175,000	2,030,000	2,715,000	565,000	10,165,000
Utility - Bond Wastewater							
Collection System Field Operations Building	UT1884CIP	590,000	2,990,000				3,580,000
PS #8 Elimination - 21" Gravity Sewer	UT1882CIP	4,160,000					4,160,000
Pump Station 9 Expansion to 15 MGD	UT2184CIP			3,280,000			3,280,000
Pump Station 16 Upstream Interceptor Rehab	UT2185CIP			1,320,000			1,320,000
PS9 Forcemain to PS10	UT2188CIP			6,330,000			6,330,000
Lower Yankee Tank Capacity	UT2285CIP				8,650,000		8,650,000
Kansas River WWTP Side Stream - Belt Press Ammonia	UT2293CIP				1,320,000	3,430,000	4,750,000
Kaw WWTP Nutrient Removal/Deammo & Sidesream	UT2294CIP				6,580,000	14,720,000	21,300,000
Sewer Main Relocations for Road Projects	UT9903CIP	250,000	420,000	70,000			740,000
WW Failed Infrastructure Contingency	UT9904CIP		250,000				250,000
Kansas River WWTP Annual Improvements	UT9906CIP	750,000					750,000
Clay Pipe/Manhole Rehabilitation	UT9908CIP	1,170,000	1,220,000	1,270,000			3,660,000
Rapid I/I Reduction Program	UT9909CIP	2,790,000	2,910,000	3,020,000	590,000	1,860,000	11,170,000
Utility - Bond Wastewater Total		9,710,000	7,790,000	15,290,000	17,140,000	20,010,000	69,940,000
Utility - Bond Water							

Source	Project #	2019	2020	2021	2022	2023	Total
Collection System Field Operations Building	UT1884CIP	590,000	2,990,000				3,580,000
Automated Meter Reading Installation	UT1888CIP	4,450,000					4,450,000
Stratford Tower Replacement	UT1984CIP	120,000	2,680,000				2,800,000
Kaw Water TP Basin Infrastructure Rehab	UT1985CIP	1,170,000					1,170,000
Kaw Lime Slakers Replacement	UT1987CIP	580,000	3,420,000				4,000,000
2019 - Tower Inspections and Cleanings	UT1988CIP	250,000					250,000
Clinton WTP Plant Piping	UT2094CIP		550,000	3,230,000			3,780,000
Clinton Storage Tanks Maintenance/ Coatings	UT2187CIP			2,040,000			2,040,000
23rd St. Haskell - E City Limits Watermain Rplmnt	UT2196CIP			1,710,000			1,710,000
2022 Kaw WTP Infrastructure Rehab	UT2286CIP				1,710,000		1,710,000
Wakarusa - Research Parkway to 23rd	UT2290CIP				1,000,000		1,000,000
Clinton WTP Improvement Program	UT9900CIP	500,000	55,000	200,000			755,000
Kaw WTP Improvement Program	UT9901CIP	70,000	55,000	200,000			325,000
Watermain Replacement/Relocation Program	UT9902CIP	4,360,000	4,540,000	3,010,000	3,900,000	3,430,000	19,240,000
Utility - Bond Water Total		12,090,000	14,290,000	10,390,000	6,610,000	3,430,000	46,810,000
Utility - Operations/Maintenance							
Customer Service Build Out City Hall	FA1801CIP	100,000					100,000
Fleet Improvement Program	UT1989F1	250,000					250,000
Utility - Operations/Maintenance Total		350,000					350,000
Utility - Wastewater							
Kansas River WWTP Nutrient Removal Pilot	UT2083CIP		610,000				610,000
Sewer Main Relocations for Road Projects	UT9903CIP			370,000	450,000	470,000	1,290,000
WW Failed Infrastructure Contingency	UT9904CIP		170,000	440,000	450,000	470,000	1,530,000
Pump Station Annual Improvements	UT9905CIP	100,000	150,000	160,000	160,000	170,000	740,000
Kansas River WWTP Annual Improvements	UT9906CIP	250,000	420,000				670,000
WWTP Annual Improvements (2 PLANTS)	UT9907CIP			870,000	900,000	940,000	2,710,000
Clay Pipe/Manhole Rehabilitation	UT9908CIP				1,320,000	1,370,000	2,690,000
Rapid I/I Reduction Program	UT9909CIP	150,000	150,000	160,000	2,720,000	1,580,000	4,760,000
Utility - Wastewater Total		500,000	1,500,000	2,000,000	6,000,000	5,000,000	15,000,000
Utility - Water							
19th Street Reconstruction - Harper to O'Connell	PW17E3CIP			1,100,000			1,100,000
Stratford Tower Replacement	UT1984CIP	250,000	750,000				1,000,000
Clinton Storage Tanks Maintenance/ Coatings	UT2187CIP			500,000			500,000
2022 Kaw WTP Infrastructure Rehab	UT2286CIP				3,560,000		3,560,000
Harper Tower Maintenance/Coatings	UT2399CIP					1,370,000	1,370,000
Clinton WTP Improvement Program	UT9900CIP	205,000	375,000	250,000	470,000	480,000	1,780,000
Kaw WTP Improvement Program	UT9901CIP	125,000	375,000	250,000	470,000	480,000	1,700,000
Watermain Replacement/Relocation Program	UT9902CIP					1,670,000	1,670,000
Utility - Water Total		580,000	1,500,000	2,100,000	4,500,000	4,000,000	12,680,000
GRAND TOTAL		68,680,640	47,724,381	51,917,365	58,575,480	48,610,400	275,508,266

City of Lawrence, Kansas
Adopted Capital Improvement Plan
2019 thru 2023

PROJECTS BY FUNDING SOURCE

Source	Project #	2019	2020	2021	2022	2023	Total
Unfunded							
Citizen Request Wireless gate at 19th-O'Connell	CI0904				15,000		15,000
Citizen Request E 902 Road Improvements	CI1901	5,500,000					5,500,000
Citizen Request Naismith Dr bike track, 18th- 23rd	CI1902	782,500					782,500
Citizen Request 19th Street rehab, Harper-O'Connell	CI1903	300,000					300,000
Citizen Request 1650 Rd, 23rd to Venture Park Drive	CI1905		1,050,000				1,050,000
Citizen Request 19th reconst Harper to O'Connell	CI1906	0					0
Downtown Parking Garage	CM1903		6,000,000				6,000,000
Fire Station Number 6	FM1811CIP					5,500,000	5,500,000
Quint for New Fire Station	FM1812CIP					1,400,000	1,400,000
634 Replacement Investigation Unit 1	FM2126CIP				375,000		375,000
Human Resources Information System (HRIS)	HR2101			2,000,000			2,000,000
Public Safety Mobile Command Vehicle	PD1903CIP	550,000	550,000				1,100,000
Police Facility Phase 2	PD2301					10,000,000	10,000,000
Water Spray Park - Watson Park or South Park	PR1922CIP	250,000					250,000
Community Building - Security / ADA Improvements	PR1930CIP	800,000					800,000
Carnegie Building tuck-point (Historic Building)	PR2002CIP		250,000				250,000
Parks & Rec Maint Facility - Overland Drive Park	PR2214CIP				500,000		500,000
Indoor Aquatic Center -- Add Event Space	PR2321CIP					1,500,000	1,500,000
Veterans Park Courts	PR2423CIP	115,000					115,000
YSC - Install Asphalt on Parking Lots	PR3032CIP					250,000	250,000
Clinton Lake Regional Park -New Roads to the South	PR3034CIP					400,000	400,000
New Trail Connecting Major Roads on West Side	PR3035CIP					400,000	400,000
YSC -Add Lights and Artificial Turf to Football #1	PR3038CIP					550,000	550,000
Amphitheater At Sesquicentennial Point	PR3044CIP					1,300,000	1,300,000
Solid Waste Facility at Kresge Phase 2	PW17SW1	3,700,000					3,700,000
PW/ Utilities/ P&R operations center	PW18B7CIP				20,125,000		20,125,000
Solid Waste Phase 3 - Fuel Facility at Kresge	PW18SW1CIP		650,000				650,000
Wakarusa Extended - 27th St to CR458	PW22E1CIP					13,970,000	13,970,000
T-Hangers	PWTBDA6CIP			1,800,000			1,800,000
Unfunded Total		11,997,500	8,500,000	3,800,000	21,015,000	35,270,000	80,582,500
GRAND TOTAL		11,997,500	8,500,000	3,800,000	21,015,000	35,270,000	80,582,500

2018 CIP Budget Impact on City's Operating Budget

Project	Funding Source(s)	Total 2019 Cost	Annual Operating Impact	Operating/Maintenance Budget
City Manager's Office		<i>subtotal: \$ 872,000</i>		
Affordable Housing Initiatives	\$350,000 General Fund	\$ 350,000	No Impact	N/A
City Hall 1st Floor Communication Updates	\$100,000 Equipment Reserve Fund	\$ 100,000	No Impact	N/A
Two Percent for Art (up to 2%)	\$2,000 General Fund \$340,000 G.O. Debt \$80,000 Public Transit Fund	\$ 422,000	No Impact	N/A
Finance		<i>subtotal: \$ 400,000</i>		
Customer Service Build Out at City Hall	\$100,000 Water/Sewer Fund	\$ 100,000	No Impact	N/A
Upgrade Finance Systems	\$300,000 Capital Improvement Reserve Fund	\$ 300,000	No Impact	N/A
Fire Medical		<i>subtotal: \$ 1,001,280</i>		
Training Burn Tower Replacement	\$102,320 Equipment Reserve Fund \$307,680 Intergovernmental	\$ 410,000	Decrease Operational Costs	General Fund, Fire Medical Department
Apparatus Bay Exhaust System	\$51,280 Intergovernmental	\$ 51,280	Decrease Operational Costs	General Fund, Fire Medical Department
Personal Protective Equipment Alternate Set	\$540,000 Equipment Reserve Fund	\$ 540,000	No Impact	N/A
Information Technology		<i>subtotal: \$ 330,000</i>		
Access Layer Switches	\$60,000 Equipment Reserve Fund	\$ 60,000	No Impact	N/A
Annual Fiber Projects	\$150,000 Equipment Reserve Fund	\$ 150,000	No Impact	N/A
I.T. Security and Network System Enhancements	\$120,000 Equipment Reserve Fund	\$ 120,000	No Impact	N/A
Parks & Recreation		<i>subtotal: \$ 1,555,000</i>		
Parks & Recreation Maintenance and Repairs	\$650,000 General Fund	\$ 650,000	No Impact	N/A
Burcham Park/Upgrade Shelter and Playground	\$100,000 Equipment Reserve Fund	\$ 100,000	No Impact	N/A
Downtown Brick Pavers	\$125,000 Guest Tax Fund	\$ 125,000	No Impact	N/A
Replace Cardio/Weight Equipment	\$125,000 Special Recreation Fund	\$ 125,000	Decrease Operational Costs	General Fund, Parks & Recreation Department
Parking Lots and Road Improvements	\$200,000 Capital Improvement Reserve Fund	\$ 200,000	Decrease Operational Costs	General Fund, Parks & Recreation Department
Eagle Bend Golf Course Add Parking	\$125,000 Golf Course Fund	\$ 125,000	No Impact	N/A
Lawrence Loop Downtown Section	\$100,000 Capital Improvement Reserve Fund	\$ 100,000	No Impact	N/A
Outdoor Aquatics Center Pool Slide Replacement	\$130,000 Capital Improvement Reserve Fund	\$ 130,000	No Impact	N/A

Project	Funding Source(s)	Total 2019 Cost	Annual Operating Impact	Operating/Maintenance Budget
Police		<i>subtotal: \$ 17,918,000</i>		
Police Radios	\$450,000 G.O. Debt	\$ 450,000	Decrease Operational Costs	General Fund, Police Department
Police Facility	\$17,000,000 G.O. Debt	\$ 17,000,000	Decrease Operational Costs	General Fund, Police Department
Police Vehicles	\$360,000 General Fund	\$ 360,000	No Impact	N/A
Public Cameras	\$108,000 Special Alcohol Fund	\$ 108,000	No Impact	N/A
Public Transit		<i>subtotal: \$ 5,360,000</i>		
Multi-Modal Transit Facility	\$4,500,000 Public Transit Fund	\$ 4,500,000	Increase Operational Costs	Public Transit Fund, Public Transportation Division
Transit Shelters & Amenities	\$150,000 Public Transit Fund	\$ 150,000	Increase Operational Costs	Public Transit Fund, Public Transportation Division
Fixed Route Transit Buses	\$500,000 Public Transit Fund	\$ 500,000	Decrease Operational Costs	Public Transit Fund, Public Transportation Division
License Plate Recognition System	\$210,000 Public Parking Fund	\$ 210,000	Decrease Operational Costs	Public Parking Fund, Public Transportation Division
Public Works		<i>subtotal: \$ 18,539,360</i>		
Sidewalk/Bike/Pedestrian Improvements & ADA Ramps	\$600,000 Capital Improvement Reserve Fund	\$ 600,000	Increase Operational Costs	General Fund, Parks & Recreation Department
Annual Vehicle Replacement Program	\$400,000 Capital Improvement Reserve Fund	\$ 400,000	No Impact	N/A
19th St. Reconstruction - Harper to O'Connell	\$325,000 Water & Sewer Fund	\$ 325,000	Decrease Operational Costs	General Fund/Special Gas Tax Fund, Public Works Department
CDBG Sidewalk Gap Program	\$100,000 Intergovernmental	\$ 100,000	No Impact	N/A
Traffic Calming	\$300,000 Capital Improvement Reserve Fund	\$ 300,000	No Impact	N/A
Contracted Street Maintenance Program	\$1,300,000 Capital Improvement Reserve Fund-Infrastructure \$1,750,000 General Fund \$140,000 Stormwater Fund	\$ 3,190,000	Decrease Operational Costs	General Fund/Special Gas Tax Fund, Public Works Department
Curb and Gutter Rehabilitation Program	\$400,000 Capital Improvement Reserve Fund	\$ 400,000	Decrease Operational Costs	General Fund, Public Works Department
Contract Milling for In-House Pavement Rehabilitation	\$100,000 Capital Improvement Reserve Fund	\$ 100,000	Decrease Operational Costs	General Fund, Public Works Department
ITS Video Detection Upgrade and Replacement	\$156,060 Special Gas Tax Fund	\$ 156,060	Decrease Operational Costs	General Fund/Special Gas Tax Fund, Public Works Department
Kasold Clinton Parkway to HyVee	\$1,000,000 Capital Improvement Reserve Fund	\$ 1,000,000	Decrease Operational Costs	General Fund, Public Works Department
6th and Tennessee Right Turn Lane Improvements	\$250,000 Capital Improvement Reserve Fund	\$ 250,000	Decrease Operational Costs	General Fund, Public Works Department
Sidewalk Hazard Mitigation Program (Public)	\$800,000 Capital Improvement Reserve Fund	\$ 800,000	No Impact	N/A
Sidewalk Hazard Mitigation Program (City Property)	\$200,000 Capital Improvement Reserve Fund	\$ 200,000	Decrease Operational Costs	General Fund, Public Works Department

Project	Funding Source(s)	Total 2019 Cost	Annual Operating Impact	Operating/Maintenance Budget
Street Sweeper Replacement	\$290,000 Stormwater Fund	\$ 290,000	Decrease Operational Costs	Stormwater Fund, Public Works Department
Patch Unit	\$200,000 Special Gas Tax Fund	\$ 200,000	Decrease Operational Costs	General Fund/Special Gas Tax Fund, Public Works Department
Oak Hill Cemetery Mausoleum	\$120,000 Capital Improvement Reserve Fund	\$ 120,000	Decrease Operational Costs	General Fund, Parks & Recreation Department
Recreation Center Renovation	\$87,500 General Fund	\$ 87,500	Decrease Operational Costs	General Fund, Parks & Recreation Department
Union Pacific Depot Renovation	\$125,000 Capital Improvement Reserve Fund	\$ 125,000	Decrease Operational Costs	General Fund, Parks & Recreation Department
Indoor Aquatic Center Roof Replacement	\$100,000 Equipment Reserve Fund	\$ 100,000	Decrease Operational Costs	General Fund, Parks & Recreation Department
Downtown Parking Lot Maintenance	\$100,000 Public Parking Fund	\$ 100,000	Decrease Operational Costs	Public Parking Fund, Public Transportation Division
ITC Facility Repairs and HVAC System Improvements	\$250,000 General Obligation Debt	\$ 250,000	Decrease Operational Costs	General Fund, Police Department
Parking Garage Repairs	\$390,000 General Obligation Debt	\$ 390,000	Decrease Operational Costs	Public Parking Fund, Public Transportation Division
Fire Medical Pavement Replacement	\$2,230,000 General Obligation Debt	\$ 2,230,800	Decrease Operational Costs	General Fund, Fire Medical Department
Santa Fe Depot Parking Lot Improvements	\$200,000 General Obligation Debt \$200,000 Intergovernmental	\$ 400,000	Decrease Operational Costs	General Fund, Public Works Department
Elevator Rehabilitation at Parking Garage	\$210,000 General Obligation Debt	\$ 210,000	Decrease Operational Costs	General Fund, Public Works Department
Reconstruct Runway 15-33	\$200,000 Airport Fund \$2,250,000 Intergovernmental	\$ 2,450,000	Decrease Operational Costs	Airport Fund, Public Works Department
Front Load Refuse Truck Replacement	\$280,000 Solid Waste Fund	\$ 280,000	Decrease Operational Costs	Solid Waste Fund, Public Works Department
Small Container Truck Replacement	\$220,000 Solid Waste Fund	\$ 220,000	Decrease Operational Costs	Solid Waste Fund, Public Works Department
Rear Load Refuse Truck Replacement	\$515,000 Solid Waste Fund	\$ 515,000	Decrease Operational Costs	Solid Waste Fund, Public Works Department
Tub Grinder	\$550,000 Solid Waste Fund	\$ 550,000	Decrease Operational Costs	Solid Waste Fund, Public Works Department
Smart Truck Technology	\$850,000 Solid Waste Fund	\$ 850,000	Decrease Operational Costs	Solid Waste Fund, Public Works Department
Storm Water Culvert Lining	\$250,000 Stormwater Fund	\$ 250,000	Decrease Operational Costs	Stormwater Fund, Public Works Department
Naismith Drainage Channel	\$1,000,000 Stormwater Fund	\$ 1,000,000	Decrease Operational Costs	Stormwater Fund, Public Works Department
17th and Alabama Draining Improvement	\$100,000 Stormwater Fund	\$ 100,000	Decrease Operational Costs	Stormwater Fund, Public Works Department
Utilities	<i>subtotal:</i>	\$ 23,520,000		
Collection System Field Operations Building	\$1,180,000 Special Revenue Bond	\$ 1,180,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Pump Station Elimination	\$4,160,000 Special Revenue Bond	\$ 4,160,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Automated Meter Reading Installation	\$4,450,000 Special Revenue Bond	\$ 4,450,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department

Project	Funding Source(s)	Total 2019 Cost	Annual Operating Impact	Operating/Maintenance Budget
Stratford Water Tower Replacement	\$120,000 Special Revenue Bond \$250,000 Water & Sewer Fund	\$ 760,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Kaw Water Treatment Plant Basin Rehabilitation	\$1,170,000 Special Revenue Bond	\$ 1,170,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Kaw Water Treatment Plant Slakers Replacement	\$580,000 Special Revenue Bond	\$ 580,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Water Tower Inspections and Cleaning	\$250,000 Special Revenue Bond	\$ 250,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Fleet Improvement Program	\$250,000 Water & Sewer Fund	\$ 250,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Clinton Water Treatment Plant Improvement Program	\$500,000 Special Revenue Bond \$205,000 Water & Sewer Fund	\$ 705,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Kaw Water Treatment Plant Improvement Program	\$70,000 Special Revenue Bond \$125,000 Water & Sewer Fund	\$ 195,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Watermain Replacement/Relocation Program	\$4,360,000 Special Revenue Bond	\$ 4,360,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Sewer Main Relocations for Road Projects	\$250,000 Water & Sewer Fund	\$ 250,000	No Impact	N/A
Pump Station Annual Improvements	\$100,000 Water & Sewer Fund	\$ 100,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Kansas River Waste Water Treatment Plant Improvements	\$750,000 Special Revenue Bond \$250,000 Water & Sewer Fund	\$ 1,000,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Clay Pipe/Manhole Rehabilitation	\$1,170,000 Special Revenue Bond	\$ 1,170,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Rapid Inflow & Infiltration Reduction Program	\$2,790,000 Special Revenue Bond \$150,000 Water & Sewer Fund	\$ 2,940,000	Decrease Operational Costs	Water & Sewer Fund, Utilities Department
Total		\$ 69,495,640		

Lawrence at a Glance



Median Age: 27.5

Unemployment Rate: 3.6%

Hospital: Lawrence Memorial Hospital

Fire Medical Calls for Service: 11,734

Police Calls for Service: 100,142

Miles of Sanitary Sewer: 454

Miles of Water Mains: 523

Number of Parks: 56

Park Acreage: 3,800

Approximate Number of Volumes at the Lawrence Public Library: 207,500

Incorporated: 1854

Form of Government: Council-Manager

Number of City Commissioners: 5

County Seat: Douglas County

City Population: 102,002

Land Area: 34.3

Bachelor's Degree or Higher: 57.1% of residents age 25 and over have a Bachelor's Degree or higher

Universities: University of Kansas and Haskell Indian Nations University

Public School District: #497

School Enrollment: 11,612

City Residents' Median Household Income: \$54,243



Lawrence at a Glance

Building Permits

Single Family	161
Duplex	78
Multi-Family	7 (467 total units)

Fire/Medical

Stations	5
Firefighters/Officers	143
Number of Inspections	7,332
Fire Insurance Rating	1

Police

Stations	2
Commissioned Officers	154
Marked Units (vehicles)	40

Water System

Plants	2
Service Connections	33,547
City Owned Fire Hydrants	3,599

Sanitary Sewer

Plants	2
Service Connections	32,791
Average Daily Treatment	10.3 Million Gallons
Pump Stations	32

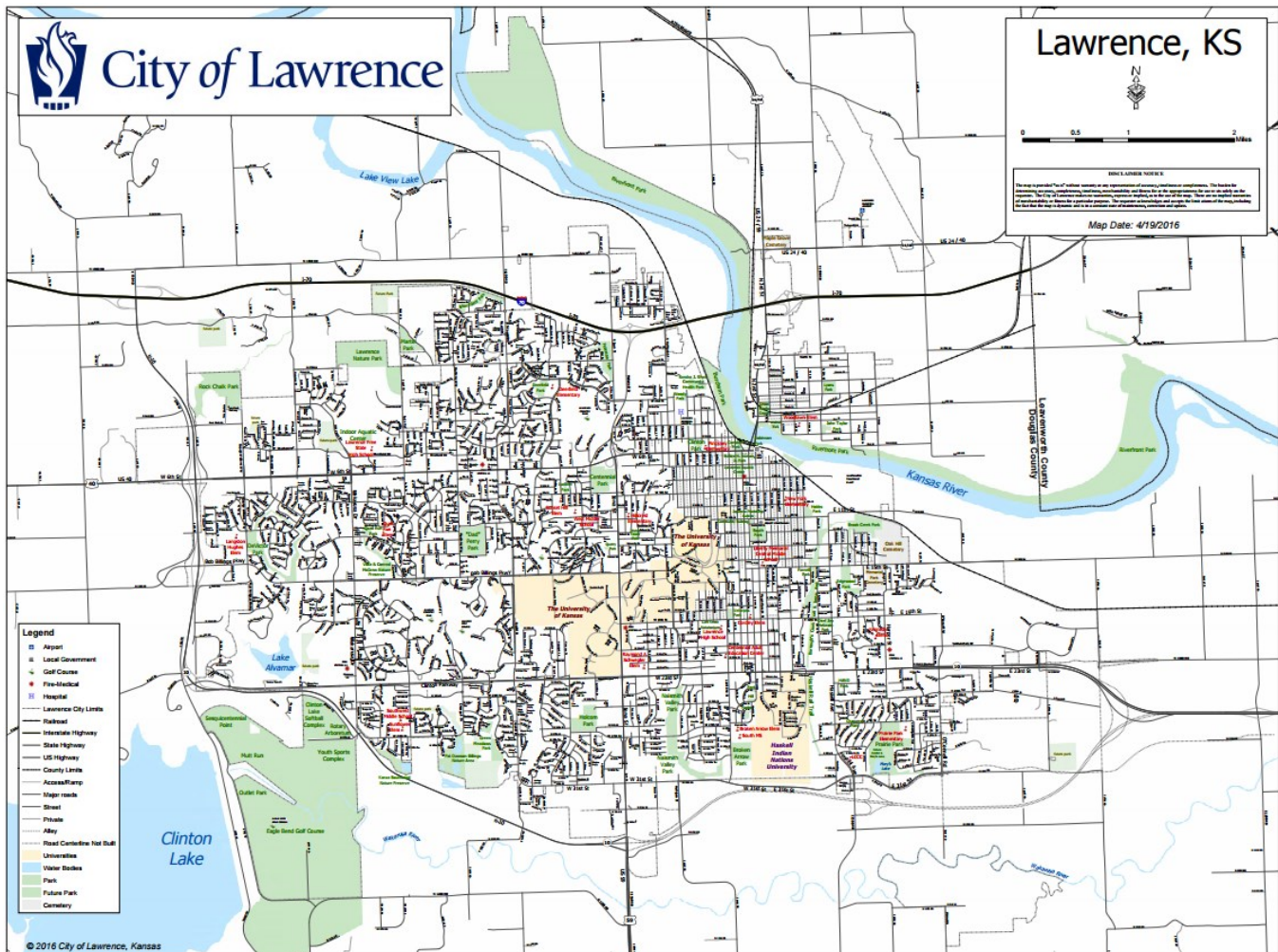
Parks & Recreation

Number of Parks	56
Total Miles of Shared Use Paths	43.3
Total Miles of Soft Surface Paths	43
Park Acreage	3,800



Form of Government

The City of Lawrence, established in 1854, operates a Council-Manager form of government, although the council is known as the City Commission and its members are referred to as Commissioners. The City Commission consists of five Commissioners elected at-large on a non-partisan basis. Three Commissioners are up for election every two years. The top two vote-getters win a four-year term, and the third place finisher wins a two year term. This ensures that during every election a majority of the Commission can be replaced. The Commission determines all matters of policy and approves all City ordinances and resolutions as well as adopts the annual City budget. The City Manager is responsible for the administration of all City services and programs as well as ensuring that all laws and ordinances are enforced.



Glossary

Ad Valorem: Latin term meaning “from the value”. It is used to refer to property taxes.

Appraised Value: An amount determined by the County Appraiser’s office as to what a property is worth. In Kansas, property is appraised at 100% of market value.

Assessed Valuation: A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying ad valorem property taxes. In Kansas, the percentages are: Residential (11.5%); Commercial (30%); and Personal (20%).

Balanced Budget: An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.

Bonds: Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.

Budget: A financial plan for a specified period of time of the governmental operation that matches all planned revenues and expenditures with the services provided to the residents of the city.

Capital Improvement Program (CIP): A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.

Capital Improvements: Expenditures related to the acquisition, expansion or rehabilitation of an element of the City’s infrastructure.

Capital Outlay: Equipment valued at more than \$20,000 and having a useful life of more than one year.

Commodities: Consumable goods, such as office supplies, that are used by the City.

Contractual Services: Services provided to the City by firms, individuals, or other City departments.

Debt Service: Payment of interest and principal on an obligation resulting from the issuance of bonds.

Enterprise Fund: A type of Fund, which is accounted for in a manner similar to a private business enterprise. Usually the governmental entity intends for enterprise funds to fully recover their costs through user fees.

Expenditures: Current cash operating expenses and encumbrances.

Fare Box Receipts: Fares collected from transit system users placed in Fund 210, the Public Transportation Fund.

Fiscal Year: A twelve-month period to which the operating budget applies. In the City of Lawrence, this period is from January 1 to December 31.

Franchise Fees: An amount charged to a utility in exchange for the rights to provide utility services within the City and to operate within the public right-of-way.

Fund: An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities, and fund balances.

Fund Balance: The excess of fund’s assets over its liabilities and reserves.

Glossary

General Obligation Bond: Long-term debt payable from the full faith and credit of the City. Typically such bonds are payable from property taxes.

Government Fund: A fund used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities (except those that account for proprietary or fiduciary funds). There are four types of governmental funds: general, special revenue, debt service, and capital projects.

Grant: Contributions or gifts of cash or other assets from another governmental unit (typically state or federal) to be used or expended for a specified purpose, activity, or facility.

Infrastructure: The physical assets of the City (e.g. streets, water/sewer lines, public buildings, and parks).

Interest on Investments: Revenue received from the purchase of securities including certificates of deposit, treasury notes and federal agency notes.

Inter-fund Transfer: Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditure to the fund providing.

Mill Levy: The tax rate to apply when calculating property taxes. A mill represents 1/10 of 1 cent. The mill levy is typically expressed as an amount per \$1,000 of assessed valuation, (i.e., a mill levy of 1.00 would result in a tax of \$1.00 per each \$1,000 in assessed valuation.)

Operating Budget: The budget that applies to all expenditures except capital improvement projects.

Personal Services: Cost of wages, salaries, retirement, and other fringe benefits for City employees.

Reserves: An account used to indicate that a portion of a fund balance is restricted or set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Revenue: Income for the fiscal year. The major categories of revenue include taxes, state shared revenues, fees and charges, interest on investments, and fines and forfeits.

Revenue Bonds: Long-term debt payable from a designated revenue source such as water revenue or sales tax revenue.

Special Revenue Funds: A type of Fund used to account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specified purposes.

Tax Levy: The total amount to be raised by general property taxes for the purposes specified in the approved City budget.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

User Fees: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Water and Sewer Charges: The charge to customers receiving water and sewer services provided by the City's treatment, distribution, and collection systems, which pay for operational and capital costs in Fund 501, the Water and Wastewater Fund.

List of Acronyms

BTBC	Bioscience Technology Business Center
CASA	Court Appointed Special Advocate
CC	City Commission
CIP	Capital Improvement Plan
CVB	Lawrence Convention and Visitors Bureau
DCCCA	Douglas County Citizens Committee on Alcoholism
DOT	Department of Transportation
DMI	Destination Management Inc.
EECBG	Energy Efficiency & Conservation Block Grant Program
ERC	Employee Relations Committee
ERU	Equivalent Residential Unit
FAA	Federal Airport Administration
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO Bonds	General Obligation Bonds
GPS	Global Positioning System
HHW	Household Hazardous Waste
HUD	Housing and Urban Development
IAFF	International Association of Fire Fighters
ITC	Investigative Training Center
KDOT	Kansas Department of Transportation
KU	University of Kansas
LDCBA	Lawrence Douglas County Biosciences Authority
LDCHD	Lawrence Douglas County Health Department
LEAP	Lawrence Excellence Award Program
LEC	Lawrence Douglas County Law Enforcement Center
LHBA	Lawrence Home Builders Association
LKPD	Lawrence, Kansas Police Department
LPOA	Lawrence Police Officers Association
NELAP	National Environmental Laboratory Accreditation Program
NPDES	National Pollutant Discharge Elimination System
PILOT	Payment In Lieu of Taxes
PIRC	Public Incentives Review Committee
RCPRC	Rock Chalk Park Recreation Center
RFP	Request For Proposals
ROW	Right of Way
SCADA	Supervisory Control and Data Acquisition
SLT	South Lawrence Trafficway
SWAN	Solid Waste Annex North
TDD	Transportation Development District
T2025	Transportation 2025
T2030	Transportation 2030
TIF	Tax Increment Financing
USD497	Unified School District 497
WWTP	Wastewater Treatment Plant



City of Lawrence

BUDGET POLICIES

Budgetary Policies and Procedures

The Budget Development Process

Early each year, each department submits a budget request including payroll projections, capital outlay requests, and program improvement decision packages.

A number of study sessions are held throughout the year with city staff and the City Commissioners to discuss various elements of the budget. A goal setting session is held, giving the Commissioners an opportunity to determine priorities for the budget year. Staff in the various departments can then work toward accomplishment of those goals through their daily operations. The City Commission goals can be found later in this document. Other sessions are held to discuss the multi-year Capital Improvement Plan, to review Debt, and to provide the City Manager and staff with direction for allocation to contractual agencies.

The first opportunity for public comment on the budget is in June. The City Manager then prepares a recommended budget that is reviewed and revised by the Commissioners. A summary is published in the Lawrence Journal World and the recommended budget is available on the City's website. A second opportunity for public comment is held in early August. A final budget is then adopted by the City Commission and filed per state statute with the County Clerk in late August.

State Statutes Related to the Budget

Kansas law prescribes the policies and procedures by which the City prepares its annual budget. The City maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City's governing body. The annual budget contains an itemized estimate of the anticipated revenue and the proposed expenditures necessary to meet the City's financial needs, detailed by program and object of expenditures. The annual budget must be balanced so that total resources equal obligations. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the fund level. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts not disbursed are carried over as a designation of fund balance for the following year.

Kansas Statutes (K.S.A. § 79-2927 et seq.) require that an annual operating budget be legally adopted for the General Fund, Special Revenue Funds (unless specifically exempted by statute), Debt Service Funds, and certain Enterprise Funds.

A legal annual operating budget is not required for the Capital Projects Fund or Trust Funds and the following Special Revenue Funds:

- Capital Improvement Reserve Fund
- Equipment Reserve Fund
- Outside Agency Grants
- Wee Folks Scholarship Fund
- Fair Housing Assistance Fund
- Community Development Fund
- Home Program Fund
- Transportation Planning Fund
- Water and Wastewater Non-Bonded Construction
- Solid Waste Non-Bonded Construction

Budgetary Policies and Procedures

Budget Calendar

The state statutes provide for the following sequence and timetable in the adoption of the legal annual operating budget:

- Preparation of budget for the succeeding calendar year on or before August 1 of each year.
- Publication of proposed budget and notice of public hearing on or before August 5 of each year .
- Public hearing on or before August 15 of each year, but at least ten days after public notice.
- Adoption of final budget on or before August 25 of each year.

In addition to state statutes, an annual budget calendar is developed according to an administrative policy. The 2018 budget process calendar can be found in the background materials.

The state statutes allow for the governing body to increase the originally adopted budget for previously unbudgeted increases in revenue other than ad valorem property taxes. To do this, a notice of public hearing to amend the budget must be published in the local newspaper. At least ten days after publication, the hearing may be held and the governing body may amend the budget at that time.

The statutes permit management to transfer budgeted amounts between line items within an individual fund. However, such statutes prohibit expenditures in excess of the total amount of the adopted budget of expenditures of individual funds (the legal level of budgetary control). Budget comparison statements are presented for each fund showing actual receipts and expenditures compared to legally budgeted receipts and expenditures.

Budget Policies

The City has a number of budget related policies that help direct budget development. These policies can be found on the following pages but include the following:

- Investment and Cash Management Policy
- Debt Management Policy
- Mid-Year Funding Request Policy
- Debt Issuance Guidelines
- Governmental Accounting Policy
- General Fund Balance Policy

In addition to written administrative policies, there are a number of departmental procedures and practices that impact the budget. For instance, there are unwritten policies for the replacement of city vehicles as well as computer hardware.

Basis of Accounting

All governmental and fiduciary funds are reported using the modified accrual basis of accounting. Revenues are recognized when they become both measurable and available to pay current liabilities in a particular period. Expenditures are recognized when the related liability is current (the encumbrance method of accounting.) Interest on unmatured general long-term debt is recognized when due.

The enterprise funds are reported on the accrual basis of accounting.

Budgetary Policies and Procedures

Basis of Budgeting

The City budgets for governmental funds, which include the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Fund, based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the period. Expenditures (expenses) are recorded when incurred with the exception of principal and interest on long term debt, which are recorded when due.

Exceptions to the modified accrual basis of accounting are as follows:

- Encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.

The budgets for all proprietary funds, which include Enterprise Funds and Internal Service Funds, are prepared using the accrual basis of accounting, with exceptions listed below. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

- Capital outlay is budgeted as an expenditure in the year purchased.
- Depreciation is not budgeted.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.
- Grants obtained for the construction of assets are considered to be revenues, not capital contributions.
- Gains or losses on the early retirement of debt are considered to increase or decrease the funds available in the year in which they occur and are not capitalized and amortized over the life of the bonds.

Operating expenditures are controlled at the fund level and may not exceed appropriations at that level. Capital project expenditures are controlled at the fund, department and project levels and may not exceed appropriations at any of those levels. Budget transfers within a department may be made with administrative approval provided that the transfer is within the same fund. Increases in total appropriations require City Commission approval by ordinance. Spending in funds which are not subject to the legal annual operating budget requirement is controlled by federal regulations, other statutes, or by the use of internal spending limits established by the City.

Plans Used to Develop the Budget

Horizon 2020 is the City's Long Range Comprehensive Plan. It is used, along with other long range and strategic plans by the various city departments to forecast future staffing, equipment, and facility needs and the costs associated with them based on growth and population projections. This allows city staff to estimate the revenue that will be needed to meet these needs, to what amount the issuance of debt will be necessary, if fee and rate increases will be required, etc. The City is in the process of updating Horizon 2020.

The Water and Wastewater Master Plans, adopted in 2013, are used to determine how and when to make improvements to our water distribution and wastewater collections systems. These projects are used to determine the rates to charge customers for water and sewer services. The Storm Water Master Plan, which was completed in 1996, identified 41 capital projects needed to improve storm water management throughout the City. It determined how much debt to issue as well as the monthly storm water utility fee necessary to generate sufficient funding for the projects in the plan. The Fire Medical Department prepared a Strategic Plan in 1997 and are in the process of updating that plan with current information and needs. This plan provides the goals that the department uses to decide how to allocate their resources each year. Additionally, Parks and Recreation adopted a Master Plan in early 2017 and helps guide the department with future development. An Infrastructure Sales Tax plan was developed to identify projects to be funded with the 0.3% sales tax adopted in 2017.

Investment & Cash Management Policy

Scope

This policy applies to the cash management and investment activities of the City of Lawrence, Kansas, except for the debt service funds, reserve funds and other financial assets held by various fiscal agents and trustees as provided by the appropriate bond ordinance shall not be subject to this policy but shall be administered according to the requirements of the respective Ordinances. The financial assets of all other funds shall be administered in accordance with the provisions of this policy.

Authority

Responsibility for the management of the City's investment portfolio is delegated to the Director of Finance by the City Manager. The Director of Finance hereby establishes written procedures and policies for the operation of the cash management and investment program. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Director of Finance who shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Objectives

The cash investments of the City of Lawrence shall be undertaken in a manner that seeks to maximize investment income while ensuring the preservation of capital in the portfolio. To attain this objective, diversification is required so that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio. The investment portfolio shall be designed to attain at a minimum, a market average rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

Prudence

The standard of prudence to be used by investment officials shall be the "prudent person", which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived" and shall be applied in the context of managing the entire portfolio.

Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Legal Authority and Limitations on Investment Instruments

All investments purchased under this policy shall be governed by K.S.A. 12-1675, et. seq. and all revisions thereto, as may be made by the Kansas Legislature. Below is a summary of acceptable investments under the current law:

1. Collateralized Public Deposits (Negotiable Certificates of Deposit) -- Instruments issued by banks or savings & loans that state specified sums have been deposited for specified periods of time and at specified rates of interest. Certificates of deposit are required to be backed by acceptable collateral securities as dictated by Kansas Statutes.
2. Repurchases Agreements -- Contractual agreements between the City and commercial banks, trust companies, state or federally chartered savings and loan associations or federally chartered savings banks. The repurchase agreement (repo) issuer receives cash and, in turn, provides securities to the City as collateral for the cash. There exists a contractual agreement for the City to resell the securities back to the issuer on a specific future date, at the original purchase price, plus a negotiated interest payment.

Investment & Cash Management Policy

3. U. S. Treasury bills or notes -- These obligations must mature within six months from date of purchase and are guaranteed as to principal by the United States government.
4. Temporary notes of the City of Lawrence.
5. Commercial bank savings accounts.

Other types of investments may be added to this list as changes to the statutes governing such investments are revised.

Contracts with Financial Institutions

The City of Lawrence may invest funds with depositories having offices located in the City of Lawrence as provided by K.S.A. 9-1401. All depositories of the City of Lawrence shall execute a contract bi-annually with the City of Lawrence which shall designate the requirements of serving as a depository for the City, including collateralization of City funds invested at such depository and the related safekeeping requirements of the pledged securities. The City shall have a separate contract with the "operating bank" which will execute a contract once every three years in accordance with the practice of bidding banking services every three years.

1. Safekeeping of Securities -- Collateral for certificates of deposits and repurchase agreements will be registered in the City's name. The Finance Director will hold all safekeeping receipts of pledged securities used as collateral for certificates of deposits and repurchase agreements. A third party institution will hold pledged securities in trust on behalf of the City's financial institution. Safekeeping receipts of pledged securities may be "Faxed" to the City in order to accommodate timely and legal investment transactions. The financial institution will mail the original safekeeping receipt of pledged securities on the day the facsimile is sent.
2. Collateralization -- The City requires full collateralization of all City investments other than obligations of the United States Government as stated in the State statute. The City will not allow the use of FDIC coverage as part of the calculation of full collateralization. Peak period agreements permitted under K.S.A. 9-1403 as amended, will not be accepted by the City and are not included as part of the depository contracts with the financial institutions. The City will accept as collateral for certificates of deposit securities as listed in K.S.A. 9-1403. Collateral underlying repurchase agreements is limited to obligations of the U.S. Government and its agencies. The Finance Director will weekly monitor the adequacy of collateralization. The City requires monthly reports with market values of pledged securities from all financial institutions with which the City has certificates of deposits or repurchase agreements.

Investment Liquidity

The City's demand for cash shall be projected using reliable cash forecasting techniques. To ensure liquidity, the appropriate maturity date and investment option available will be chosen.

1. Repurchase agreements -- The maximum maturity for repurchase agreements shall be 91 days. Repurchase agreements will normally be used when Certificates of Deposits for less than 91 days are not used, or when the rates offered on the repurchase agreements are greater than those offered on 91 day CDs.
2. General City Funds -- The maximum maturity for City investments shall be one year. The Investment Review Committee will monitor the maturity level and recommend changes as appropriate.
3. Bond & Interest Fund -- No investment shall have a maturity exceeding the next principal and /or interest payment date unless the obligation is fully funded.

Investment & Cash Management Policy

Investment Return Objectives

Consistent with State law, the City shall seek to optimize return on investments within the constraints of this policy.

Bidding Procedures

Investment bids will be taken by the Director of Finance or person designated by the Director of Finance at times when investments of idle funds would be in the best interest of the City or as required by federal regulations regarding arbitrage rebate on bond proceeds. Such bids requests will be made orally and confirmed in writing with the investment instrument and related collateral being forwarded to the City no later than 24 hours after bids are taken.

Investment Limitation Per Institution

In order to protect the City from the failure of any one financial institution, the City shall not invest more than 30% of idle funds with any one institution. The 30% limitation does not apply to U.S. Treasury obligations held in safekeeping by an institution on behalf of the City. These obligations are backed by the U.S. Government and do not require collateral as described in section 6.0(2). The 30% limitation shall be determined prior to the bids. If an institution goes over the 30% limitation after the bids have been awarded, no further bids will be accepted from the financial institution until sufficient maturities have occurred to reduce their share of the portfolio to under 30%.

Investment Review Committee

The City Manager shall appoint an Investment Review Committee. The Committee shall consist of one person from the City Manager's Office, one person from the Finance Department not directly involved with the day to day investing of public funds, and the City Clerk. This Committee shall meet at least quarterly to review the investment reports from the Finance Department and to review earnings of idle funds. The Committee shall make a report to the City Manager within fourteen days after each meeting. Any irresponsible or illegal acts shall be reported immediately and confidentially to the City Manager.

Daily Cash Management Practices and Policies

It is the policy of the City of Lawrence Finance Department that all departments collecting cash receipts, whether in cash or other forms of payment, must turn in such receipts to the Finance Department on a daily basis together with records required to verify the accuracy of such collections. No receipts will be held overnight at any location for any reason. All receipts shall be deposited daily by the Department of Finance. Investment of any idle funds will be made in accordance with section 5.0 of this policy. Any violation of this section of this policy by any employee of the City may result in disciplinary action.

Separate Provisions of Policy and Conflicts with Kansas Laws

The above policies shall remain in full force and effect until revoked by the City Commission. If, after adoption of this policy, there is any conflict of this policy with Kansas laws and/or statutes current law shall dictate.

Governmental Accounting Policy

Policy

The City of Lawrence has established a uniform system of accounting maintained to reflect compliance with the applicable laws of the State of Kansas. Financial statements are presented after applying memorandum adjustments, where applicable, to record accrued revenue, inventories, property and equipment and related depreciation resulting in financial statements presented on a modified accrual or accrual basis of accounting, as appropriate.

Accounting and Reporting Capabilities:

A governmental system, such as the City of Lawrence, is charged with the duties of reporting and fully disclosing its financial position and financial results of operation in conformity with generally accepted accounting principles. Further, such an entity must demonstrate compliance with finance-related legal and contractual provisions within the system's financial activities.

Fund Accounting System

The City of Lawrence is organized and operates on a fund basis. In governmental accounting, a fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restriction, or limitations.

The following types of funds comprise the financial activities of the City:

1. Governmental Funds

- General Fund - to account for all unrestricted resources except those required to be accounted for in another fund.
- Special Revenue Funds - to account for the proceeds of specific revenue sources (other than special assessments or major capital projects) that are restricted by law or administrative action to expenditure for specified purposes.
- Capital Project Funds - to account for financial resources segregated for the acquisition of major capital facilities (other than those financed by Enterprise Funds).
- Debt Service Funds - to account for the accumulation of resources for and the payment of, interest and principal and related costs, on general long-term debt, and the financing of special assessments which are general obligations of the City.

2. Proprietary Funds

- Enterprise Funds - to account for operations that are financed and operated in a manner similar to private business enterprises where the stated intent is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where periodic determination of revenues earned, expenses incurred, and/or net income is deemed appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
- Internal Service Funds - to account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis.

Governmental Accounting Policy

Basis of Accounting

All governmental and fiduciary funds are reported on the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are recognized when the related liability is current (the encumbrance method of accounting). Interest on unmatured general long-term debt is recognized when due.

The enterprise funds are reported on the accrual basis of accounting.

General Long-Term Account Group

This account, which is not a fund, provides a place to record long-term debt of the City. Long-term debt for proprietary funds are recorded in those funds and not in the general long-term debt account group.

General Fixed Assets Account Group

This account group is not a fund. It is an account where all fixed assets of the City except those belonging to the proprietary funds are recorded. Proprietary fund fixed assets are recorded in those funds.

Mid-Year Funding Request Policy

Policy

To establish policy and guidelines for the consideration of funding requests from outside agencies during the year after the completion of the annual budget process.

Guidelines:

Once the budget process is completed for each fiscal year, non-budgeted funding requests shall be handled as follows. Outside agencies requesting funding from the City of Lawrence (that falls outside the schedule established for the annual budget process) shall describe in their application for funding how the project, program, etc. accomplishes the following:

- Fills an existing gap in City services.
- Meets a City Commission or community goal.
- Provides for a need in the community that is otherwise unmet.
- Helps leverage outside funds.

Assessment Methods:

In considering funding requests outside the annual budget process, the City Commission will utilize the following guidelines in the decision-making process:

- Is the request a high enough priority to justify the allocation of contingency funds?
- What are the long-range implications (annual request? related costs? etc.)

Debt Management Policy

Purpose

The Debt Management Policy Statement sets forth comprehensive guidelines for the financing of capital expenditures.

Policy:

It is the objective of the policies that (1) the City obtain financing only when desirable, (2) the process for identifying the timing and amount of debt financing be as efficient as possible and (3) the most favorable interest rate and other related costs be obtained.

Debt financing, to include general obligation bonds, special assessment bonds, revenue bonds, temporary notes, lease/purchase agreements, and other City obligations permitted to be issued or incurred under Kansas law, shall only be used to purchase capital assets that will not be acquired from current resources. The useful life of the asset or project shall exceed the payout schedule of any debt the City assumes. This allows for a closer match between those who benefit from the asset and those that pay for it.

To enhance creditworthiness and prudent financial management, the City is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financial planning. Evidence of this commitment to capital planning will be demonstrated through adoption and periodic adjustment of the City's Capital Improvement Plan and the annual adoption of a multi-year Capital Improvement Budget.

Procedure

1. RESPONSIBILITY FOR DEBT MANAGEMENT

- The primary responsibility for making debt-financing recommendations rests with the Director of Finance. In developing such recommendations, the Finance Director shall be assisted by other City staff. The responsibilities of City staff shall be to:
 - Consider the need for debt financing and assess progress on the current Capital Improvement Budget and any other program/improvement deemed necessary by the City Manager;
 - Test adherence to this policy statement and to review applicable debt ratios listed in the Debt Issuance Guidelines;
 - Review changes in federal and state legislation that affect the City's ability to issue debt and report such findings to the City Manager as appropriate;
 - Review annually the provisions of ordinances authorizing issuance of general obligation bonds of the City;
 - Review the opportunities for refinancing current debt; and,
 - Recommend services by a financial advisor, bond trustees, bond counsel, paying agents and other debt financing service providers when appropriate.
- In developing financing recommendations, the City staff shall consider:
 - Options for interim financing including short term and inter-fund borrowing, taking into consideration federal and state reimbursements;
 - Effects of proposed actions on the tax rate and user charges;
 - Trends in bond markets structures;
 - Trends in interest rates; and,

Debt Management Policy

- Other factors as deemed appropriate.

2. USE OF DEBT FINANCING

- Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The City will use debt financing only for one-time capital improvement projects and unusual equipment purchases under the following circumstances:
 - The project is included in the City's capital improvement budget and is in conformance with the City's general plan;
 - The project is the result of growth-related activities within the community that require unanticipated and unplanned infrastructure or capital improvements by the City;
 - The project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing;
 - There are revenues sufficient to service the debt, whether from future property taxes, user fees, or other specified and reserved resources, debt supported by user fees, special assessments or special charges shall be preferred,
 - The debt shall be primarily used to finance capital projects with a relatively long life, typically ten years or longer.
 - The equipment is an item that is purchased infrequently, has an expected useful life of at least five years, and costs in excess of \$100,000.

3. STRUCTURE AND TERM OF DEBT FINANCING

- Debt will be structured to match projected cash flows, minimize the impact on future property tax levies, and maintain a relatively rapid payment of principal. As a benchmark, the City shall strive to repay at least 50% of the initial principal amount within ten years.
- *General Obligation Bonds*
 - The City shall use an objective analytical approach to determine whether it desires to issue new general obligation bonds. Generally, this process will compare ratios of key economic data. The goal will be for the City to maintain or enhance its existing credit rating.
 - These ratios shall include, at a minimum, debt per capita, debt as a percent of statutory debt limit, debt as a percent of appraised valuation, debt service payments as a percent of governmental expenditures, and the level of overlapping net debt of all local taxing jurisdictions. A set of ratios shall be adopted and itemized in the City's Debt Issuance Guidelines.
 - The decision on whether or not to issue new general obligation bonds shall, in part, be based on (a) costs and benefits, (b) the current conditions of the municipal bond market, and (c) the City's ability to issue new general obligation bonds as determined by the aforementioned benchmarks.

Debt Management Policy

- *Revenue Bonds*
 - For the City to issue new revenue bonds, projected annual revenues as defined by the ordinance authorizing such issuance, shall be a minimum of 125% of the issue's average annual revenue bond service or at a higher amount if required by the bond indentures. If necessary, annual adjustments to the City's rate structures will be considered in order to maintain the required coverage factor. Revenue bonds will be the preferred financing option for enterprise funds.
- *Special Assessment Bonds*
 - The City shall maintain a watchful attitude over the issuance of special assessment bonds for benefit district improvements. The City's share of any benefit district project may not exceed more than 95% of any proposed costs related to a benefit district. The developer shall be required to deposit 25% of the costs allocated to the benefit district prior to authorization. In most cases, the debt will have a maximum term of ten years, however, a longer term may be allowed provided it does not exceed the life of the improvements included in the benefit district. The benefit district will be assigned costs such as administration, engineering, financing and legal associated with the formation of the district and issuance of any debt.
- *Debt Issuance With Intergovernmental Agencies*
 - The City will typically not use of its debt capacity for projects by entities or other special purpose units of government that have the ability to issue tax exempt debt. The City's issuance of debt will be made only (1) after the prior commitment of the full assets and resources of the authority to debt service; (2) if project revenues, or development authority revenues pledged to debt service, are at least 115% of debt service; (3) if debt service reserves provided by the authority's own resources are equal to at least six months debt service; and, (4) if all other viable means financing have been examined. The City will also enter into arrangements with other governmental entities where a portion of the project costs will be reimbursed by the other government. An agreement as to how the project costs will be allocated and reimbursements made must be approved by the governing bodies.
- *Structure of Debt Obligations*
 - The City normally shall issue bonds with an average life of 10 years or less for general obligation and special assessment bonds and 10-20 years for revenue bonds. The typical structure of general obligation bonds will result in even principal and interest payments over the term of the debt. There shall be no "balloon" bond repayment schedules, which consist of low annual payments and one large payment of the balance due at the end of the term. There shall always be at least interest paid in the first fiscal year after a bond sale. In cases where related revenues may not occur for several years, it may be desirable to capitalize the interest by increasing the size of the issue and deferring the principal payments so that only interest is paid on the debt for the first few years.
- *Call Provisions*
 - Call provisions for bond issues will be evaluated based upon current market conditions. All bonds shall be callable only at par.

Debt Management Policy

- *Variable Rate Long-Term Obligations*
 - The City may choose to issue bonds that pay a rate of interest that varies according to pre-determined formula or results from a periodic remarketing of the securities, consistent with state law and covenants of pre-existing bonds, and depending on market conditions.

4. DEBT ADMINISTRATION AND FINANCING

- Capital Improvement Budget
 - A Capital Improvement Budget shall be prepared and submitted to the City Commission annually. The budget shall provide a list of projects and the means of financing. The budget should cover a five-year period of time. The projects included in the budget should be part of the City's Capital Improvement Plan. Projects must be in either the Capital Improvement Budget or Plan to be authorized.
- Bond Funds
 - Generally , payment of general obligation bonds and special assessment bonds shall be from the City's Bond & Interest Fund. However, in situations where General Obligation bonds are to be paid from user fees or sales taxes, bond payments should be made from the fund that receives the revenue. The minimum fund balance in the Bond & Interest Fund will be maintained at a level equal to or greater than 50% of the total principal and interest payable from that Fund for the upcoming year.
- Reserve Funds
 - Adequate operating reserves are important to insure the functions of the City during economic downturns. The City shall budget a contingency reserve in the General Fund of no less than \$150,000. The City will maintain working capital in an enterprise fund sufficient to finance 120 days of operations, if the fund supports debt payments. In addition, all reserves specified by bond indentures must be maintained. The Equipment Reserve Fund will be funded sufficiently to ensure that adequate funds are available to purchase replacement equipment on a timely basis.
- Finance Department
 - It shall be the responsibility of the Finance Department to prepare the Preliminary and final Official Statements. The City Clerk is responsible for collecting and maintaining all supporting documentation such as minutes of the City Commission meetings and relevant resolutions and ordinances. In the case of general obligation bonds, an estimate of the mill levy required to pay off the debt should be provided to the City Commission. The department will also be responsible following applicable secondary disclosure requirements.
- Investments
 - The bond proceeds will be invested in accordance with the City's investment policy. Adherence to the guidelines on arbitrage shall be followed, which at times, may require that the investment yield be restricted. In most cases, the investment will be selected to maximize interest with the assumption that the City will meet the IRS spend down requirement that allows for an exemption from arbitrage calculations.

Debt Management Policy

- **Bond Council**

- The City will utilize external bond counsel for all debt issues. All debt issued by the City will include a written opinion by Bond Counsel affirming that the City is authorized to issue the debt, stating that the City has met all Federal and State constitutional and statutory requirements necessary for issuance, and determining the debt's federal income tax status. The City's Bond Counsel will be selected on a competitive basis.

- **Underwriter's Council**

- City payments for Underwriters Counsel will be authorized for negotiated sales by the Department of Finance on a case-by-case basis depending on the nature and complexity of the transaction and the needs expressed by the underwriters.

- **Financial Advisor**

- The City may utilize an external financial advisor. The utilization of the financial advisor for debt issuance will be at the discretion of the Director of Finance on a case-by-case basis. For each City bond sale, the financial advisor will provide the City with information on structure, pricing and underwriting fees for comparable sales by other issuers. The Financial Advisor will be selected on a competitive basis for a period not to exceed five years.

- **Temporary Notes**

- Use of short-term borrowing, such as temporary notes, will be undertaken until the final cost of the project is known or can be accurately projected. In some cases, projects might be funded with internal funds that will be reimbursed with bond funds at a future date.

- **Credit Enhancements**

- Credit enhancement (letters of credit, bond insurance, etc.) may be used if the costs of such enhancements will reduce the debt service payments on the bonds or if such an enhancement is necessary to market the bonds.

- **Competitive Sale of Debt**

- Credit enhancement (letters of credit, bond insurance, etc.) may be used if the costs of such enhancements will reduce the debt service payments on the bonds or if such an enhancement is necessary to market the bonds.

- **Competitive Sale of Debt**

- The City, as a matter of policy, shall seek to issue its temporary notes, general and revenue bond obligations through a competitive sale. In such instances where the City, through a competitive bidding for its bonds, deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the City Commission, enter into negotiation for sale of the bonds. In cases where the circumstances of the bond issuance are complex or out of the ordinary, a negotiated sale may be recommended if allowed by State statute.

Debt Management Policy

5. REFUNDING OF DEBT

- Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit from the refunding or the refunding is needed in order to modernize covenants essential to operations and management or to restructure the payment of existing debt.
- City staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding will exceed 3%.
- Refunding issues that produce a net present value savings of less than 3% percent will be considered on a case-by-case basis. Refunding issues with negative savings will not be considered unless there is a compelling public policy objective.

6. CONDUIT FINANCINGS

- The City may sponsor conduit financings in the form of Industrial Revenue Bonds for those activities (i.e., economic development, housing, health facilities, etc.) that have a general public purpose and are consistent with the City's overall service and policy objectives as determined by the City Commission.
- All conduit financings must insulate the City completely from any credit risk or exposure and must first be approved by the City Manager before being submitted to the City Commission for consideration. The City should review the selection of the underwriter and bond counsel, require compliance with disclosure and arbitrage requirements, and establish minimum credit ratings acceptable for the conduit debt. Credit enhancement, such as insurance, may be required for certain issues.

7. ARBITRAGE LIABILITY MANAGEMENT

- Federal arbitrage legislation is intended to discourage entities from issuing tax-exempt obligations unnecessarily. In compliance with the spirit of this legislation, the City will not issue obligations except for identifiable projects with good prospects of timely initiation. Temporary notes and subsequent general obligation bonds will be issued timely so that debt proceeds will be spent quickly.
- Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, the City will engage outside consultants to calculate potential arbitrage liability.

8. CREDIT RATINGS

- Rating Agency Relationship
 - The Director of Finance shall be responsible for maintaining relationships with the rating agencies that assign ratings to the City's debt. This effort shall include providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.
- Use of Rating Agencies
 - The City will obtain a rating from Moody's Investors Service. The Finance Director will recommend whether or not an additional rating shall be requested on a particular financing and which of the major rating agencies shall be asked to provide such a rating.

Debt Management Policy

- Rating Agency Presentations
 - Full disclosure of operations and open lines of communication shall be made to rating agencies used by the City. The Finance Director, with assistance of City staff, shall prepare the necessary materials and presentation to the rating agencies.
- Financial Disclosure
 - The City is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, City departments and agencies, other levels of government, and the general public to share clear, comprehensible, and accurate financial information. The City is committed to meeting secondary disclosure requirements on a timely and comprehensive basis.

9. STANDARDS

- Official statements accompanying debt issues, Comprehensive Annual Financial Reports, and continuous disclosure statements will meet (at a minimum), the standards articulated by the Government Accounting Standards Board (GASB), the National Federation of Municipal Analysts, and Generally Accepted Accounting Principles (GAAP). The Finance Director shall be responsible for ongoing disclosure to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies.

Debt Management Policy Appendix

Terminology

- **Arbitrage.** Arbitrage refers to the rebate amount due to the Internal Revenue Service where funds received from the issuance of tax-exempt debt have been invested and excess interest earnings have occurred.
- **General Obligation Bonds.** Bonds backed by the full faith and credit of the City. The taxing power may be an unlimited ad valorem tax or a limited tax, usually on real estate and personal property. A special tax rate levied for the Bond & Interest Fund annually to pay for general obligation LTO service. Because it is secured by an unlimited tax levy, this structure has strong marketability and lower interest costs.
- **Revenue Bonds.** Bonds secured by revenues generated by the facility from dedicated user fees. Planning for such issues generally are more complex because future costs and revenues directly affect each other. Credit enhancements (e.g., insurance or letter of credit) may be needed because of the limited source of LTO service payments that may be available in outlying years.
- **Special Assessment Bonds.** Bonds issued to develop facilities and basic infrastructure for the benefit of properties within the assessment district. Assessments are levied on properties benefited by the project. The issuer's recourse for nonpayment is foreclosure and the remaining LTO becomes the City's direct obligation.
- **Temporary Notes.** Notes are issued to provide temporary financing, to be repaid by long-term financing. This type of bridge financing has a maximum maturity of four years under Kansas law.

Debt Issuance Guidelines

The City of Lawrence adopts the following guidelines for the issuance of debt:

- Ratio of Net Direct Debt Outstanding to Appraised Valuation will not exceed 1.5%
- Ratio of General Obligation bonds and Temporary Notes Outstanding to the Statutory Debt Limit will not exceed 60%.
- Ratio of Governmental funds Debt Service payments as percentage of total Governmental Funds expenditures will not exceed 15%.
- Amount of Net Direct Debt Outstanding per population will not exceed \$1,500.
- Amount of Overlapping Net Direct Debt Outstanding to Appraised Valuation will not exceed 3.5%.
- Bond and Interest mill levy should not exceed 10 mills.

The City will review and consider the following before any debt is issued:

- Adherence to the Capital Improvement Budget
- Adherence to the Capital Improvement Plan
- Impact on the mill levy
- Potential impact on other revenue sources such as increased property taxes and sales taxes

General Fund Balance Policy

Purpose

The purpose of establishing a policy on the unrestricted balance in the General Fund is to provide a guideline for budgeting decisions and to ensure that adequate reserves are established to fund operations by providing sufficient working capital, protection against uncollected taxes, shortfalls from municipal revenue sources, and cutbacks in distributions from the state or federal government. The General Fund is the primary operating fund of the City for its non-utility related operations. In addition, the City of Lawrence desires to maintain its current debt rating. Rating agencies are concerned about a government's creditworthiness and the level of unreserved General Fund balance is part of their evaluation.

There is no formula for determining an appropriate fund balance. Items to consider include the timing of revenue collections, the local and national economic environment, the volatility of the major revenue sources, and the degree of protection desired to mitigate current and future financial risks. The City of Lawrence obtains a substantial portion of its revenue from sales taxes and franchise fees. Sales tax collections are derived from local retail sales. In Lawrence, these collections are very dependent upon both the local and national economies. The collection of franchise fees, particularly those based upon sales of electricity and natural gas, vary widely depending upon local weather conditions. As a result, the desired level of unreserved General Fund balance is higher than the minimum level designated by the Government Finance Officers Association recommended practice on the Appropriate Level of Unreserved Balance in the General Fund.

Policy

The City should budget for current year General Fund revenues to be sufficient to finance current year expenditures.

Due to the volatility of some of the major revenue sources, a minimum unreserved General Fund balance of 15% of actual expenditures is recommended.

To avoid a balance in excess of the level deemed sufficient for prudent fiscal management, a maximum unreserved General Fund balance of 30% of actual expenditures is recommended.

The unreserved General Fund balance does not include reservations of fund balance for the payment of encumbrances nor designations for purposes that are allowed under generally accepted accounting principles.

If the General Fund balance falls outside of the above parameters, budgeted revenues will be either greater or less than budgeted expenditures in subsequent years to bring the General Fund balance into compliance with this policy.

Legal Debt Margin

The Bond and Interest Fund is used to account for the resources dedicated to the payment of the principal and interest on the City's general obligation bonds. Revenues come from ad valorem property taxes, special assessments, interest earnings and transfers of surplus funds from capital projects. By December 31, 2018, the City's total general obligation debt was \$100,210,960. The City is limited by State law in the amount of general obligation debt it can incur (for more information regarding debt, please refer to our budget policy section). This limit is set at 30% of the total assessed valuation, including motor vehicle assessments. The legal debt margin as of December 31, 2018 is computed as follows:

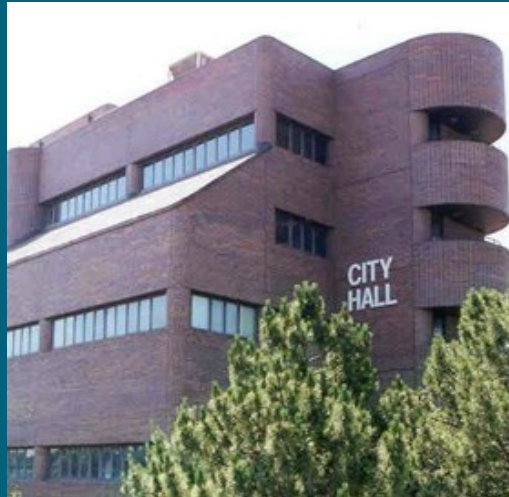
Real & Personal Property Assessed Valuation - July 1, 2018	\$ 985,896,758	
Motor Vehicle Property Valuation - July 1, 2017	90,937,608	
Total Equalized Assessed Tangible Valuation	<u>1,076,834,366</u>	
Debt Limitation (30% of assessed valuation)		323,050,310
Total General Obligation Bonds	94,210,960	
Total General Obligation Notes	6,000,000	
Total General Obligation Debt	<u>100,210,960</u>	
Legal Debt Margin		<u>\$ 222,839,350</u>

*For more information related to debt, see the Debt Management Policy and Debt Issuance Guidelines on pages 154-161.

Future General Obligation Debt

The future annual requirements for general obligation bonds outstanding as of December 31, 2017, are as follows:

Year	Governmental Activities		Business-type Activities		Total due
	Principal	Interest	Principal	Interest	
2018	\$ 9,597,483	\$ 3,402,863	\$ 3,301,517	\$ 649,779	\$ 16,951,643
2019	8,462,000	3,093,959	3,420,000	503,069	15,479,028
2020	7,118,000	2,815,421	3,565,000	358,938	13,857,359
2021	5,984,000	2,584,621	3,715,000	207,388	12,491,009
2022	6,210,000	2,369,875	725,000	37,500	9,342,375
2023-2027	26,091,000	8,768,793	525,000	15,750	35,400,543
2028-2032	20,875,000	4,594,170	-	-	25,469,170
2033-2037	12,415,000	1,327,553	-	-	13,742,553
2038-2039	2,305,000	105,538	-	-	2,410,538
	<u>\$ 99,057,483</u>	<u>\$ 29,062,792</u>	<u>\$ 15,251,517</u>	<u>\$ 1,772,423</u>	<u>\$ 145,144,216</u>



Home to a population of 102,002 the City of Lawrence, Kansas is a diverse and multifaceted city that provides many of the amenities of a large metropolitan area, while still maintaining a strong sense of community. Located in Northeast Kansas, Lawrence is just 45 minutes west of Kansas City, and 30 minutes east of Topeka, the state capital.

Lawrence offers a rich and fascinating history, a wide range of exciting cultural experiences, nationally recognized educational institutions, and some of the most unique and enjoyable shopping opportunities in the Midwest.

Lawrence is also home to two universities: the University of Kansas and Haskell Indian Nations University. Approximately 28,000 students attend KU, which has one of the nation's most beautiful campuses. Haskell Indian Nations University is the nation's only inter-tribal university for Native Americans, representing more than 150 tribes from all across the country.



City of Lawrence

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