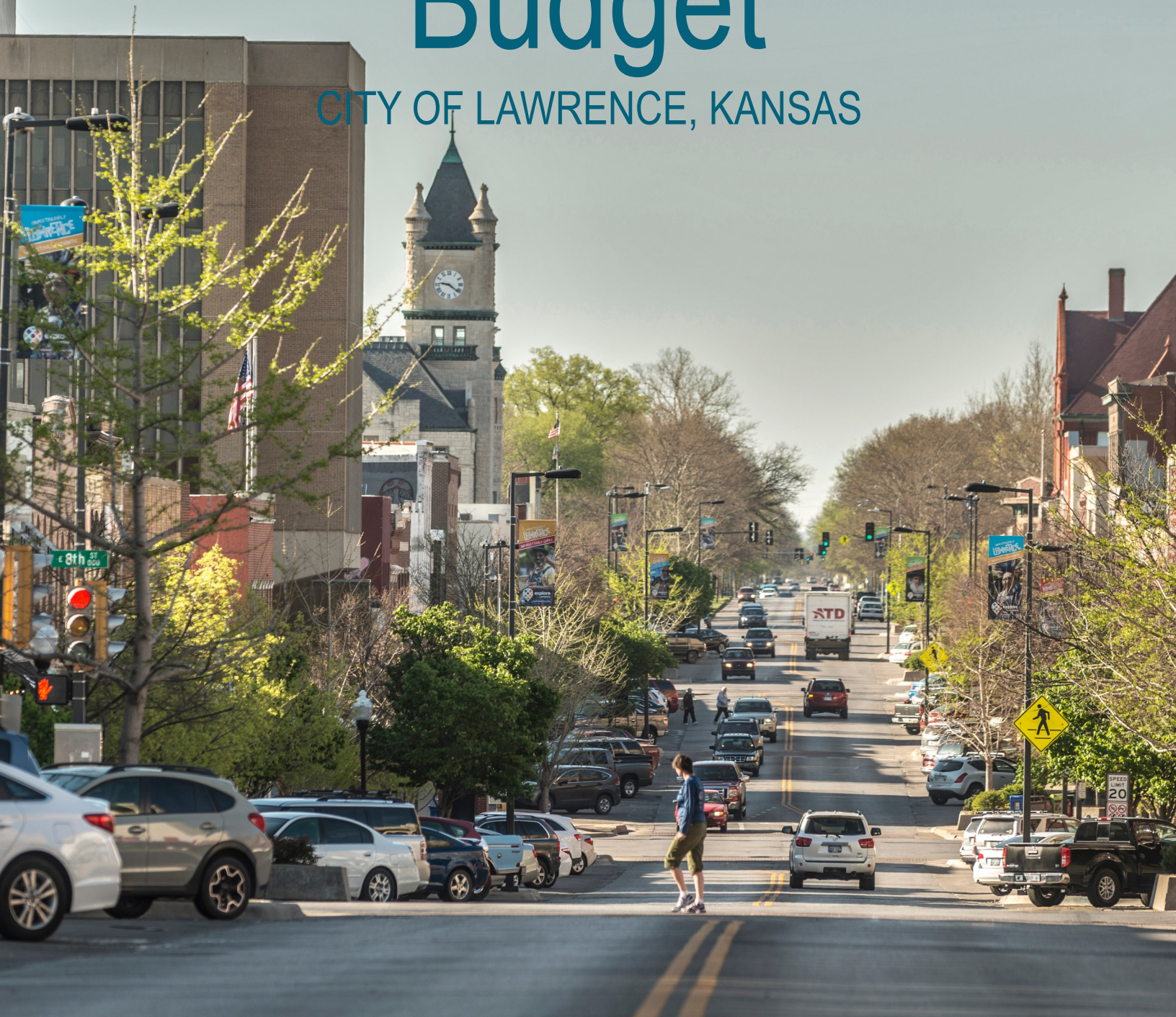


# 2019 Budget

CITY OF LAWRENCE, KANSAS



Recommended 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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June 1, 2018

Dear Mayor and Commissioners,

I am pleased to present the 2019 City Manager's Recommended Operating Budget and 2019-2023 Capital Improvement 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 recommended operating budget totals \$206,068,000 across all funds. The Recommended Budget is balanced, and many tough decisions had to be made about priorities. The Recommended 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 Operations. They are still shown as distinct departments in this document and will continue to be shown separately until necessary code changes are adopted by the City Commission.

The Recommended 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. These figures are likely to change as further financial details become available.

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



City of Lawrence

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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**, Strategic Projects Manager

**Mark Bradford**, Fire Medical Chief

**Derek Rogers**, Parks and Recreation Director

**Gregory Burns**, Chief of Police

**Chuck Soules**, Public Works Director

**Bryan Kidney**, Finance Director

**Dave Wagner**, Utilities Director

**Scott McCullough**, Planning and  
Development Services Director

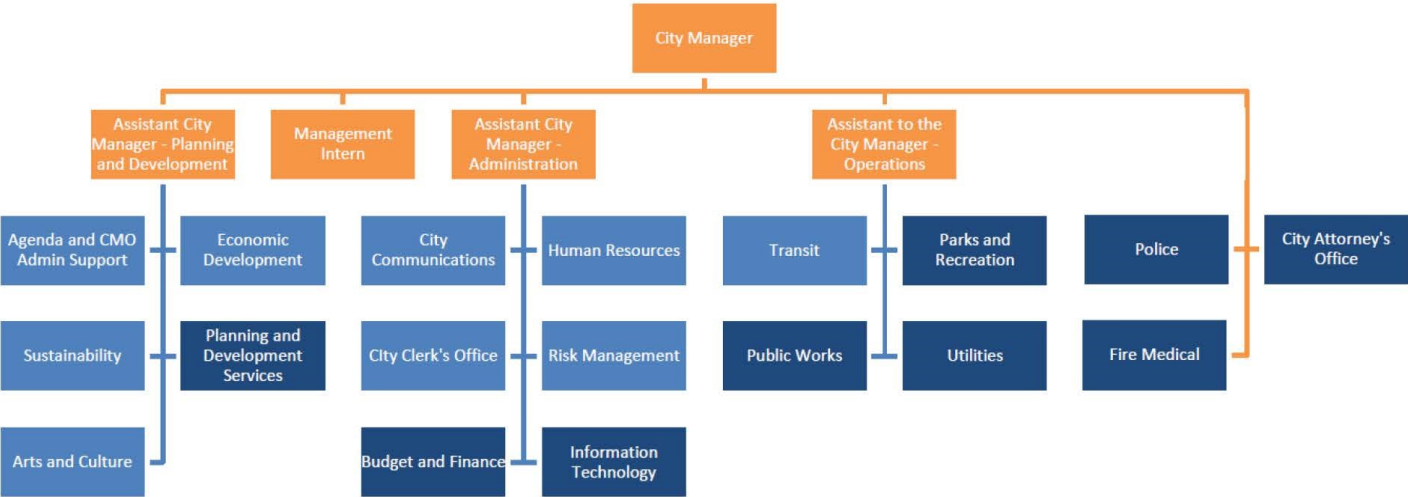
**Toni Wheeler**, City Attorney

**James Wisdom**, Information Technology  
Director



# 2019 Budget

## ORGANIZATIONAL CHART



Departments
Divisions of the City Manager's Office

# BUDGET FACTS 5

# 2019 Budget

## Property Tax Mill Levy Rate

The 2019 budget includes a flat mill levy rate 33.279 mills,. The budget assumes an assessed valuation of \$1,044,210,167. One mill of property tax generates \$1,044,210 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). Currently, the City and Lawrence Police Officers Association (LPOA) are negotiating terms for 2019. When those figures are available, they will be added. 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 Business Systems 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 remains flat at 19.482
- Total revenues increase \$2,469,000 or 3.3%
- Assessed Valuation increase is estimated to increase 6%
- 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 \$372,000 due to lowered transfers to capital reserve fund from 2018 revises to 2019
- Total operational expenditures (not including transfers) increase \$1,882,000 or 3%
- Personal expenditures increases 2.1%
- Adding 5.0 FTEs in Human Resources, Planning & Development Services, Information Technology, and Police
- Eliminate 0.5 FTEs in Planning & Development Services

## 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 9.757
- Revenues increase \$838,000 or 7%
- Revenue increase due to estimated increase in assessed valuation of 6% and special assessments
- Debt service decreased \$500,000 due to payoff of debt and delay of 2017 debt funded projects

## PUBLIC TRANSPORTATION FUND

- Farebox revenues slight increase estimated of \$9,000 to \$444,000
- Sales tax proceeds increasing 2%
- The 0.05% portion of the city sales tax for transportation expansion will end in April 2019
- Construction of a \$4,000,000 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
- Expenditures increasing 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 7% from 2017 unaudited and 1% from 2018 estimated
- Funding for social services agencies will remain flat at \$750,000 and allocations will be recommended by the Social Service Funding Advisory Board
- Mental health co-responder continues to be funded for \$68,000

---

## SPECIAL GAS TAX FUND

---

- Revenue from Highway Tax is estimated to remain flat in 2019
- Expenditures increasing \$21,000 for personnel related expenditures

---

## SPECIAL RECREATION FUND

---

- Proceeds from liquor tax projected to increase 7% from 2017 unaudited and 1% from 2018 estimated
- 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 assumes an increase for water and wastewater rates, bringing total revenue to \$49,213,000
- Expenditures total \$48,644,000
- Rates are being determined by rate model and are estimated to increase 7.5%
- Includes new business systems manager to begin mid 2018
- Includes first full year of debt service for Wakarusa Waste Water Treatment Plant

---

## SOLID WASTE FUND

---

- No proposed rate increase in 2019
- Expenditures total \$14,552,000
- Total revenue of \$14,270,000 estimated in 2019
- Expenditures include smart truck technology
- Estimated increase in revenues for hazardous waste collections and roll off disposal
- Reduction of two vacant solid waste loaders

---

## PUBLIC PARKING FUND

---

- Total revenue of \$1,759,000
- Expenditures total \$1,882,000
- Includes \$210,000 for a license plate recognition system
- Includes \$100,000 for downtown parking lot maintenance

---

## 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

---

## PUBLIC GOLF COURSE FUND

---

- Revenues are increasing \$84,000
- Expenditures are increasing \$112,000
- 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

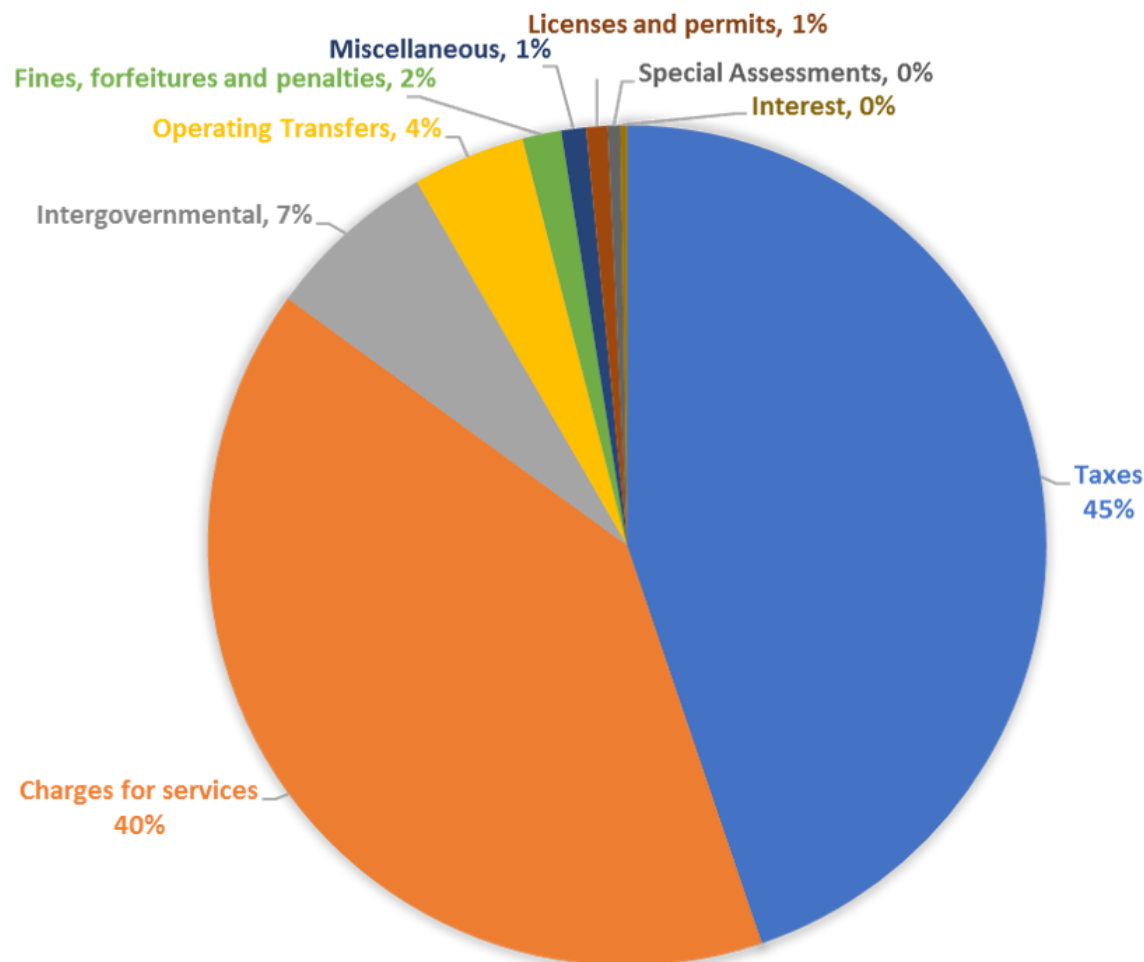
DEPARTMENT	2016 Budget	2017 Budget	2018 Budget	2019 Budget	+/-
City Commission	5.00	5	5	5	0
City Auditor	1.00	1	0	0	0
Office of the City Manager	23.50	22.5	20.5	29.5	9
Planning and Development Services	37.00	35.5	34.5	35	0.5
Finance	30.76	19.6	19.6	18.6	-1
Information Technology	11.00	11	11	12	1
Office 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	80.3	0
Public Transportation	3.00	3	3	3	0
Utilities	110.00	125	122	126	4
<b>TOTAL</b>	<b>844.86</b>	<b>852.7</b>	<b>842.4</b>	<b>845.9</b>	<b>3.5</b>

\*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
- 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 Business Systems 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.

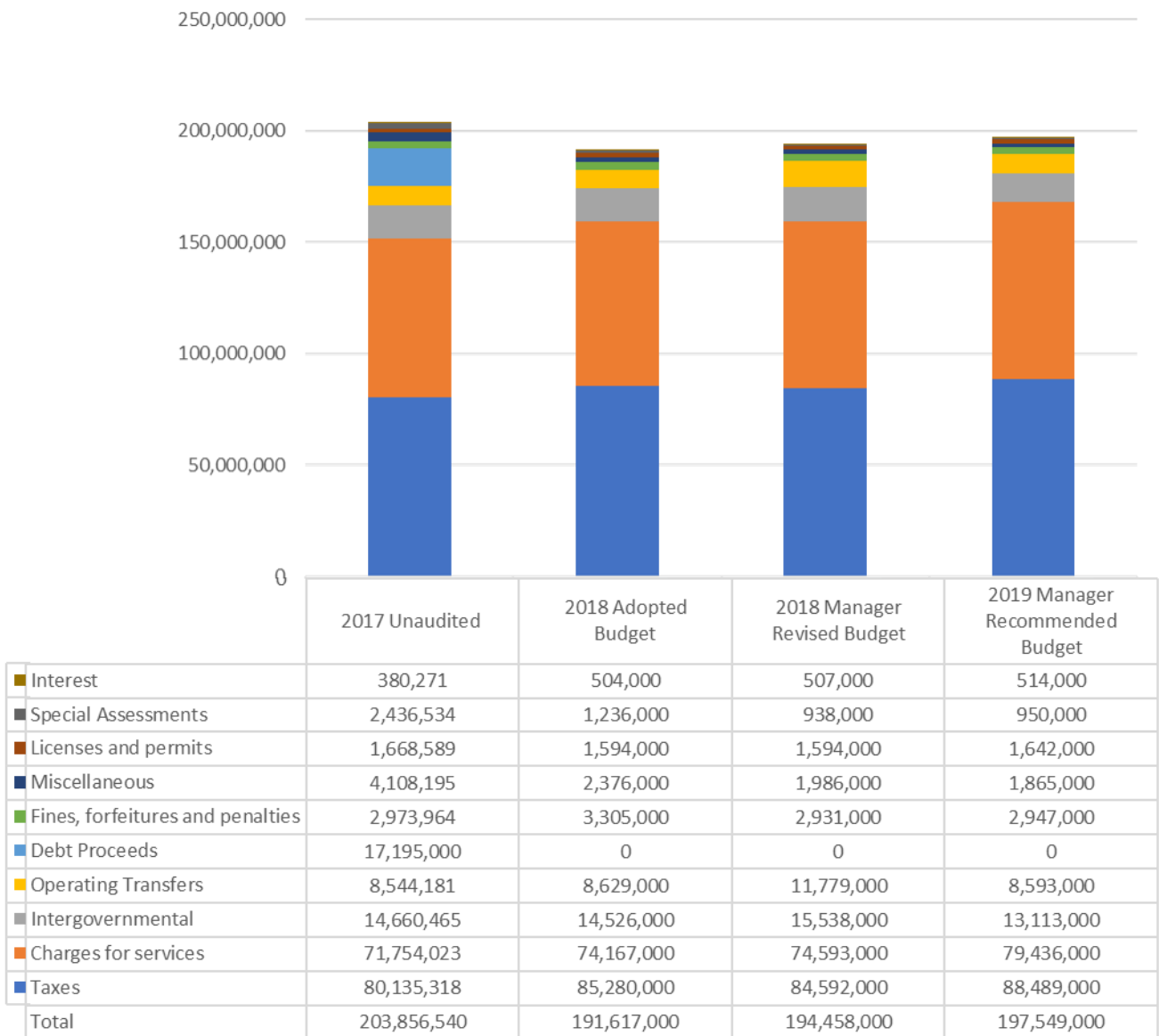
**Intergovernmental:** These revenues are grants or distributions received from other government entities such as the distribution from the countywide sales tax as well as statutory transfers from the State.

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

# 2019 Budget

## REVENUE HISTORY

### REVENUE HISTORY

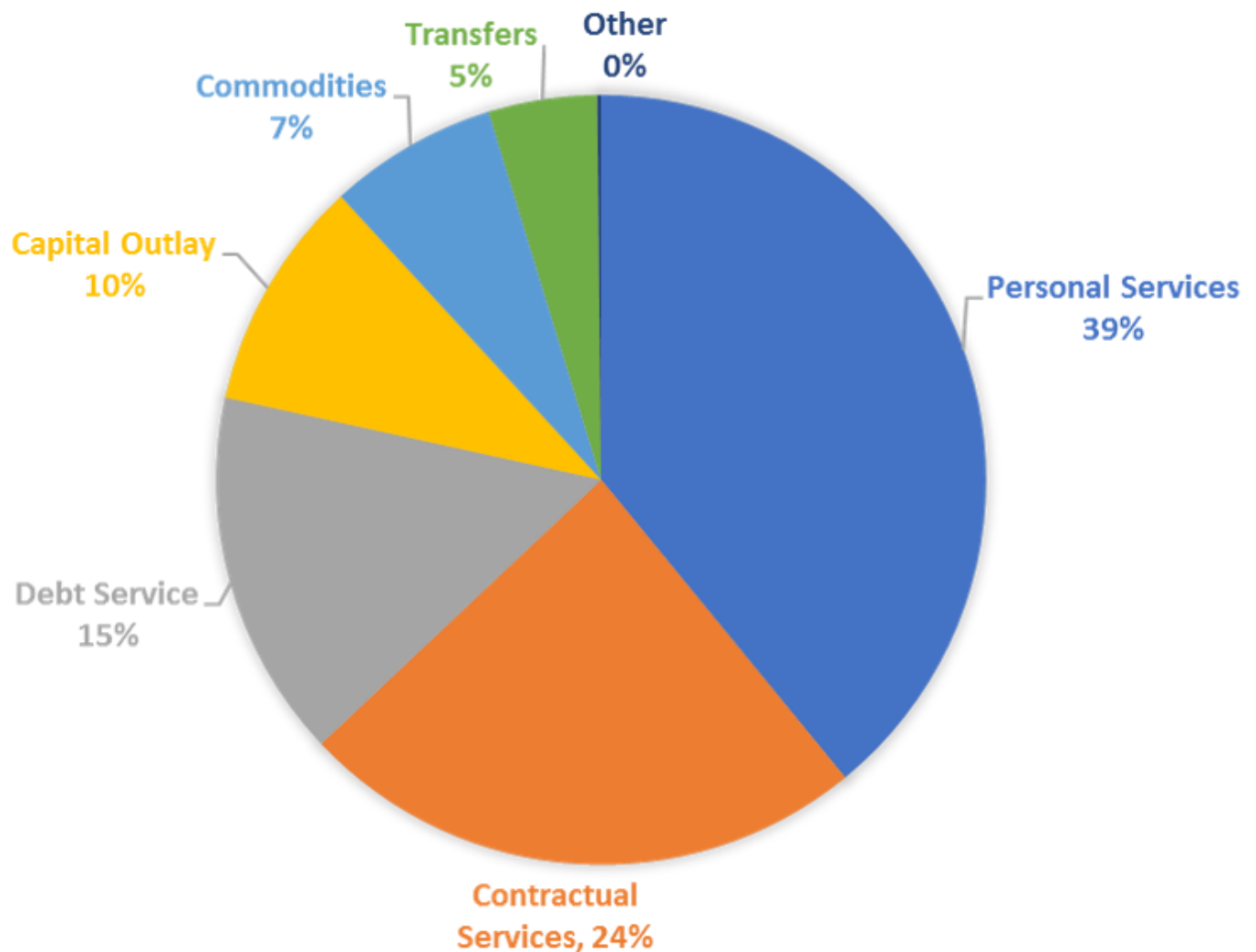




## EXPENDITURE HIGHLIGHTS

# 2019 Budget

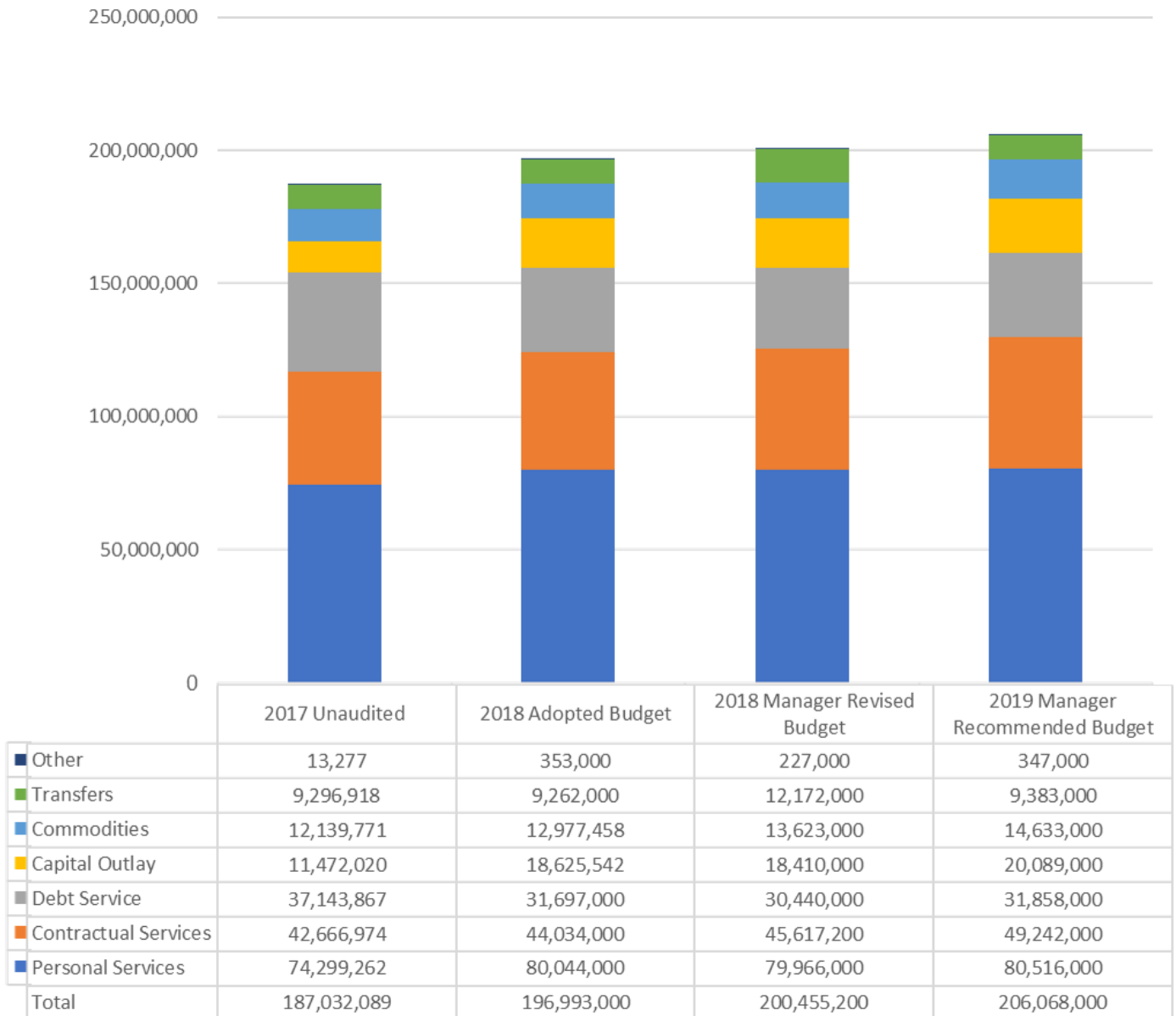
## EXPENDITURE BY CATEGORY



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 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Recommended
(001) General	70,118,364	75,205,000	77,828,000	77,332,000
(201) Airport Improvement Fund	170,003	20,000	20,000	220,000
(202) Capital Improve Reserve	7,267,579	6,481,000	9,689,000	6,935,000
(205) Equipment Reserve Fund	115,095	2,025,000	1,906,000	1,380,000
(206) Guest Tax Fund	1,975,386	2,217,000	2,167,200	2,161,000
(209) Library Fund	4,111,719	4,233,000	4,313,000	4,487,000
(210) Transit Fund	3,143,090	5,135,000	4,484,000	9,196,000
(211) Recreation	5,469,357	6,032,000	6,032,000	6,224,000
(213) Special Alcohol Fund	733,298	816,000	816,000	818,000
(214) Special Gas Tax Fund	2,577,561	2,922,000	2,922,000	2,943,000
(216) Special Recreation Fund	731,870	773,000	773,000	898,000
(231) Free State TDD	232,990	261,000	261,000	269,000
(232) Oread TDD/TIF	1,571,114	583,000	583,000	639,000
(233) 9 NH South TDD/TIF	424,061	516,000	609,000	669,000
(234) 9 NH North TDD/TIF	-	40,000	268,000	354,000
(235) 901 NH TIF	28,085	29,000	29,000	29,000
(251) 720 LLC NRA	13,547	14,000	15,000	16,000
(252) 1040 Vermont LLC NRA	29,568	30,000	30,000	30,000
(253) 810/812 Penn NRA	26,286	28,000	28,000	30,000
(254) 1106 Rhode Island Street NRA	11,037	20,000	11,000	12,000
(255) 900 Delaware Street NRA	29,876	35,000	35,000	37,000
(256) 1101/1115 Indiana Street NRA	-	27,000	-	547,000
(257) 826 Pennsylvania St NRA	-	-	-	85,000
(301) Debt Service	11,407,471	14,066,000	12,642,000	12,141,000
(501) Water & Sewer Fund	50,926,725	45,451,000	46,300,000	48,644,000
(502) Solid Waste Fund	12,206,512	13,558,000	13,558,000	14,552,000
(503) Public Parking System	1,500,484	1,481,000	1,484,000	1,882,000
(505) Storm Water Utility	3,198,867	3,215,000	3,237,000	3,523,000
(506) Golf Course	1,059,330	993,000	993,000	1,105,000
(552) Utilities-NonBonded Construction	1,483,711	3,000,000	1,600,000	1,000,000
(562) Sanitation-NonBonded	157,964	-	-	-
(601) City Parks Memorial Fund	41,733	66,000	113,000	3,000
(604) Farmland Remediation	457,633	1,506,000	1,506,000	1,507,000
(605) Cemetery Perp Care Fund	3,263	-	-	-
(606) Cemetery Mausoleum Fund	4,247	-	-	-
(607) Housing Trust Fund	78,650	600,000	603,000	850,000
(611) Outside Agency Grants	3,416,687	4,119,000	4,104,000	4,059,000
(612) Wee Folks Scholarship	33,514	50,000	50,000	50,000
(621) Fair Housing Grant	36,278	46,000	46,000	45,000
(631) Community Development	1,114,773	758,000	758,000	752,000
(633) Home Program Fund	514,318	330,000	330,000	332,000
(641) Transportation Planning	307,018	262,000	262,000	262,000
(652) Law Enforcement Trust Fund	37,516	50,000	50,000	50,000
<b>Total</b>	<b>186,766,580</b>	<b>196,993,000</b>	<b>200,455,200</b>	<b>206,068,000</b>



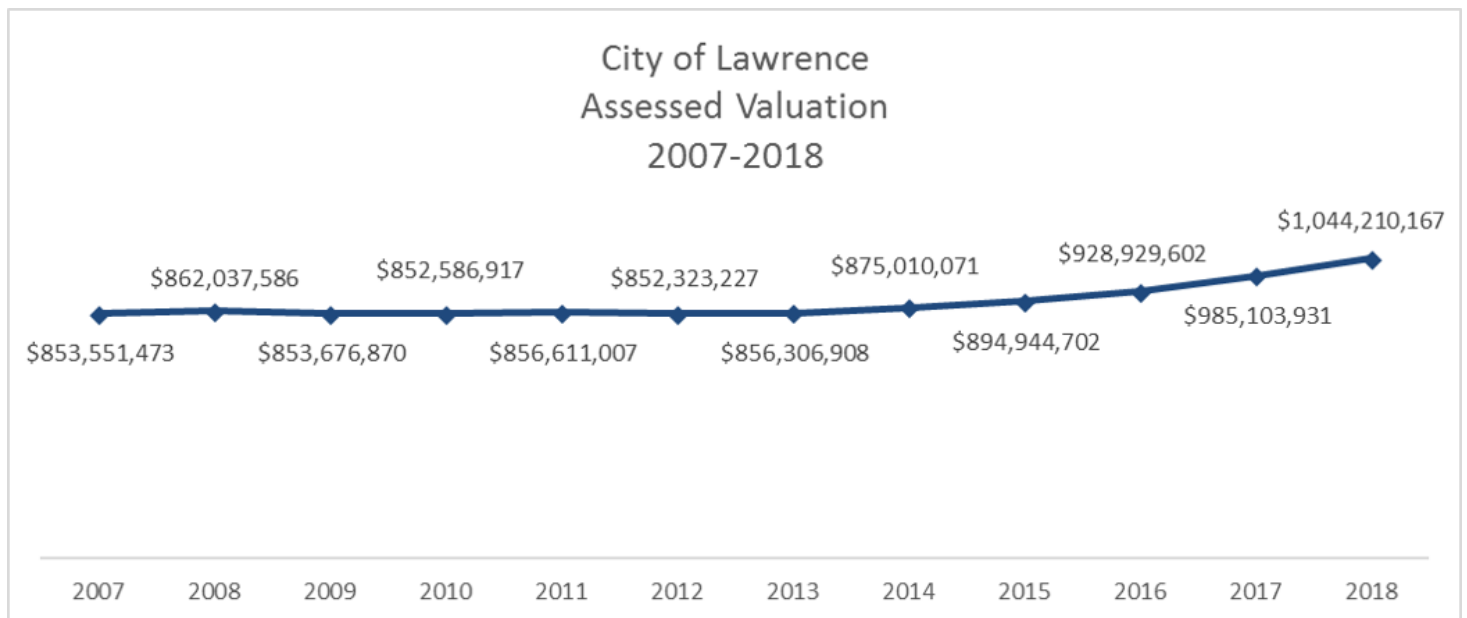
# 2019 Budget

## PROPERTY TAX OVERVIEW

### Computation of Ad Valorem Tax Requirements and Mill Levy

2018 Estimated Assessed Valuation for 2019 Budget: \$1,044,210,167

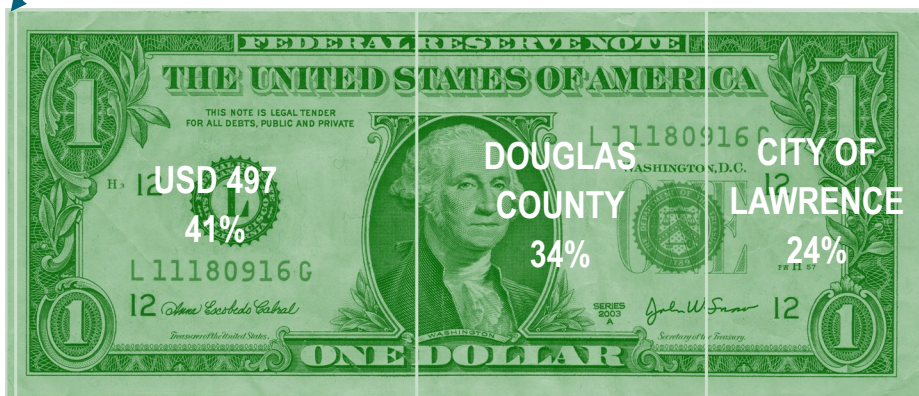
FUND NUMBER	FUND	2018 REQUIREMENTS	2.5% DELINQUENT TAXES	AD VALOREM TAX AMOUNT	MILL RATE
<b>Property Tax Levy Funds</b>					
001	General Operating	20,343,000	508,575	19,834,000	19.482
209	Library	4,219,000	105,475	4,114,000	4.040
	<i>Sub Total Property Tax Levy Funds</i>	24,562,000	614,050	23,948,000	23.522
<b>Supplemental Tax Levy Funds</b>					
301	Bond and Interest	10,188,000	254,700	9,933,000	9.757
	<i>Sub Total Supplemental Tax Levy Funds</i>	10,188,000	254,700	9,933,000	9.757
	<b>GRAND TOTAL</b>	<b>34,750,000</b>	<b>868,750</b>	<b>33,881,000</b>	<b>33.279</b>



## PROPERTY TAX OVERVIEW

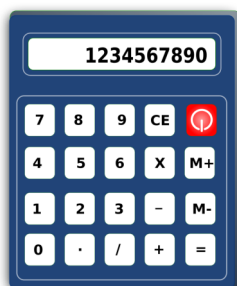
# 2019 Budget

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). 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:

$$\begin{array}{rcl} \text{Assessed Valuation} & & \$20,125 \\ \times \text{City Mill Rate} & \times & 33.279 \\ \hline & & \$669,739.88 \end{array}$$

3

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

$$\$669,739.88 / 1,000 = \$670$$

\*Commercial Property is assessed at 25%

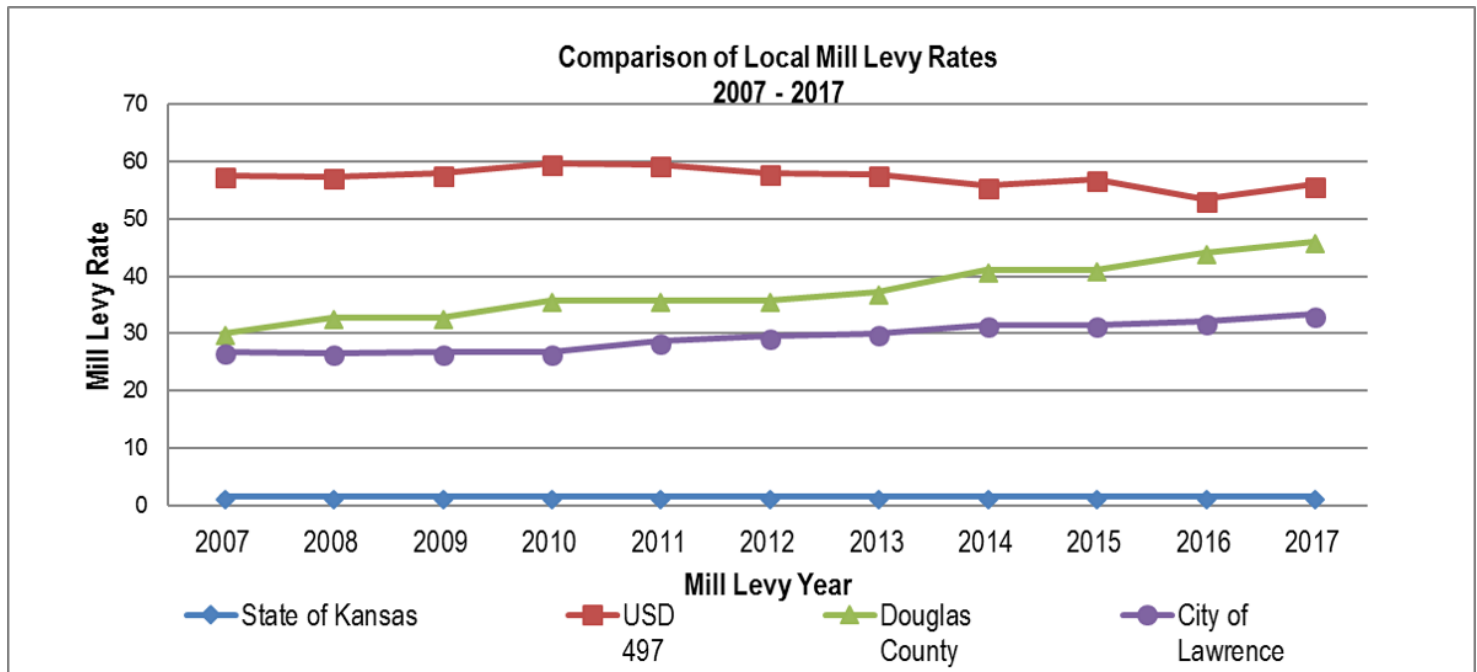
## Estimated 2019 City Property Tax

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



## Total Mills Levied by All Units

Levy Year	State of Kansas	USD 497	Douglas County	City of Lawrence	Total
2007	1.500	57.562	29.995	26.787	115.844
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

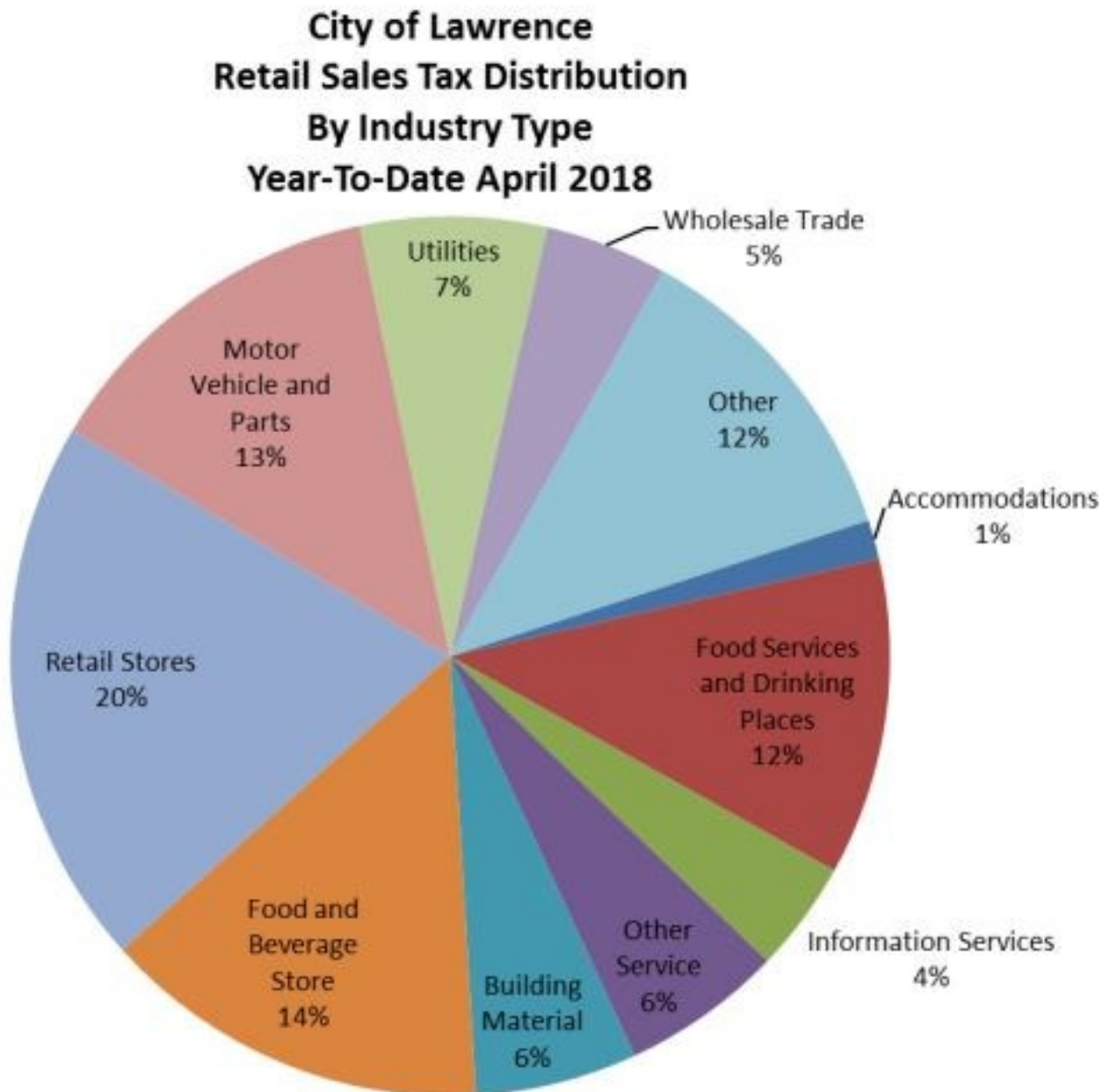
## City Mill Levy

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

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.

# 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 April 2018.

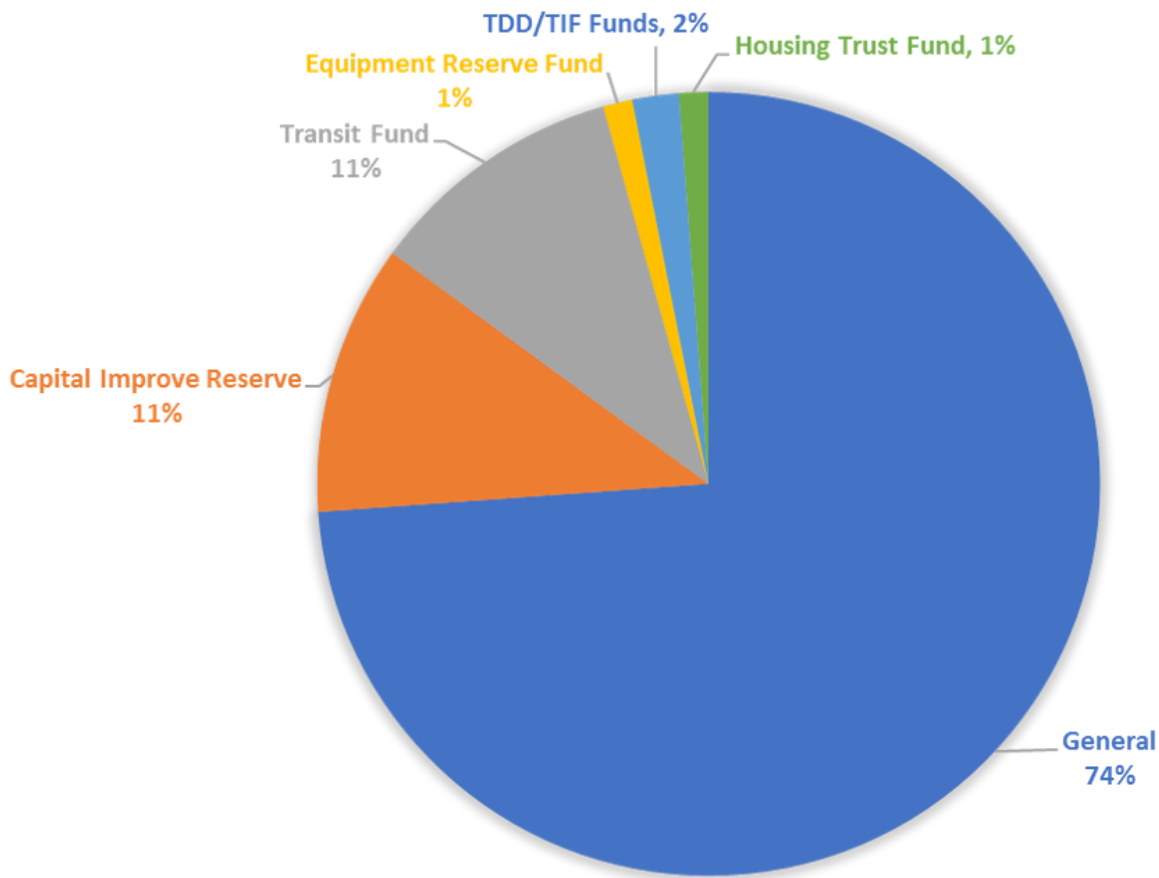


For additional information on sales tax, please view the [monthly sales tax reports](#).

# 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.

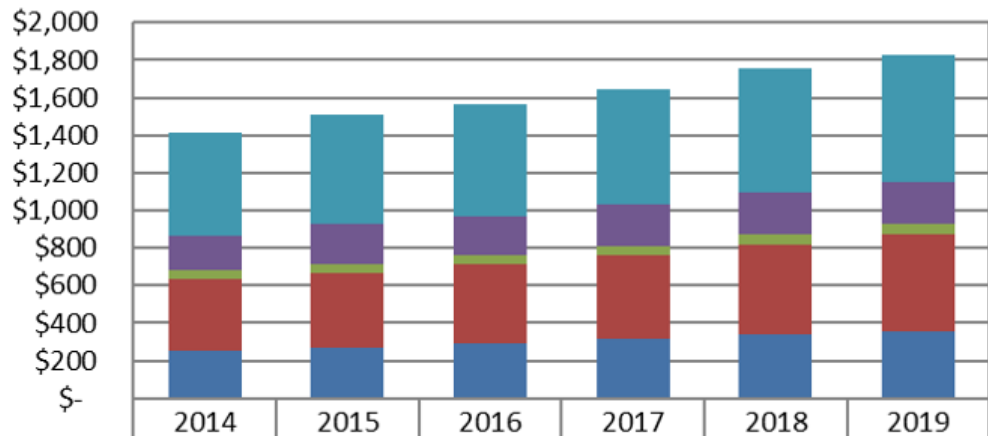


Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Recommended Budget
General Fund	28,835,076	29,797,000	29,797,000	30,371,000
Capital Improvement Reserve	4,890,802	5,082,000	4,494,000	4,594,000
Transit Fund	4,492,335	4,850,000	4,850,000	4,368,000
Equipment Reserve Fund	500,000	500,000	500,000	500,000
TDD/TIF Funds	604,716	709,000	725,000	789,000
Housing Trust Fund	-	-	-	497,000
<b>Total</b>	<b>39,322,929</b>	<b>40,938,000</b>	<b>40,366,000</b>	<b>41,119,000</b>



# 2019 Budget

**Annual Financial Impact to Residential Households**

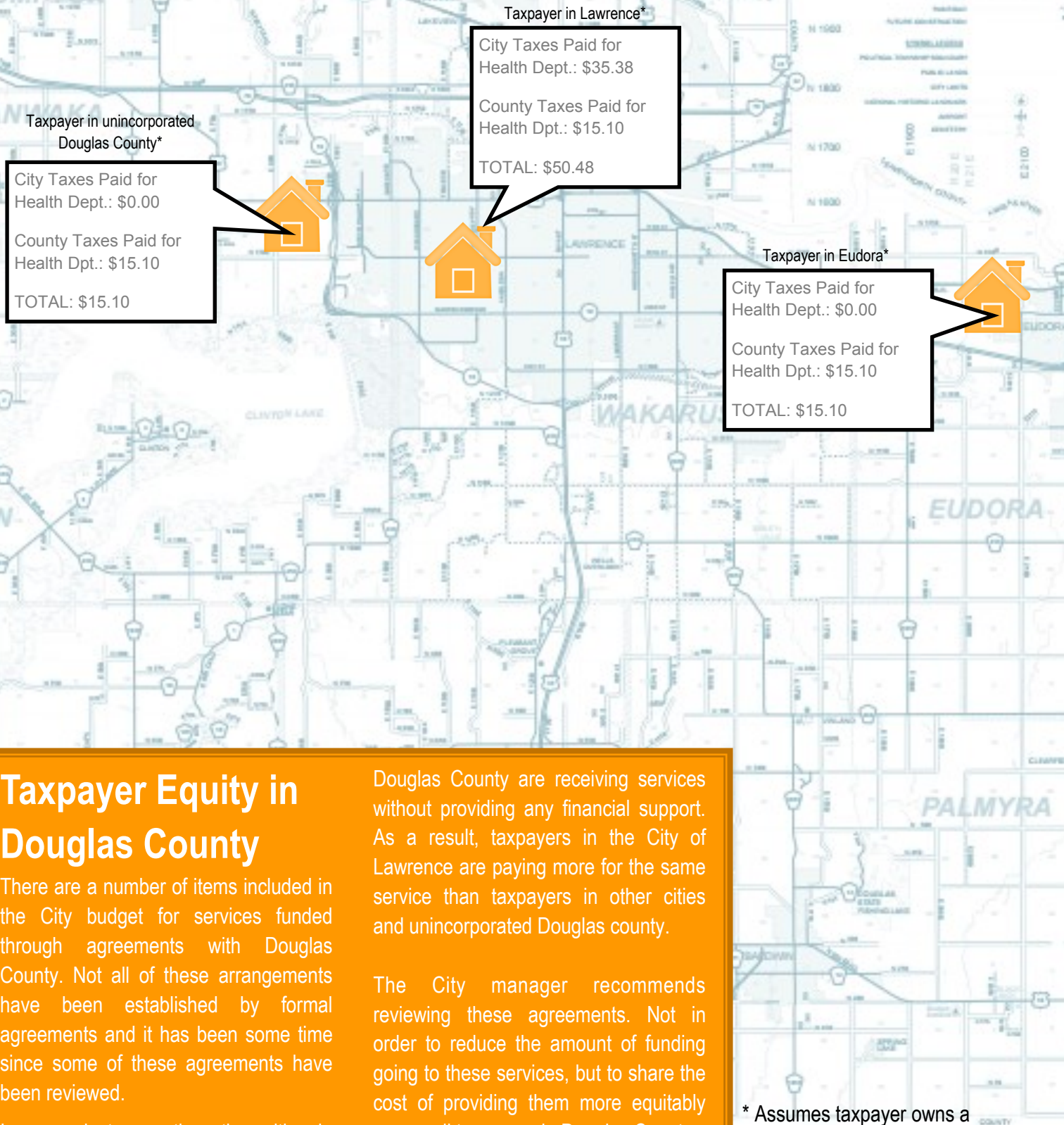


■ City Property Tax	2014	2015	2016	2017	2018	2019
■ Solid Waste	\$551	\$585	\$591	\$615	\$662	\$672
■ Stormwater	\$179	\$213	\$213	\$219	\$226	\$226
■ Sewer - 4,000 Gallons/Month	\$48	\$48	\$48	\$49	\$51	\$52
■ Water - 4,000 Gallons/Month	\$380	\$395	\$419	\$447	\$482	\$520
	\$255	\$272	\$292	\$316	\$337	\$356
Total	\$1,414	\$1,513	\$1,563	\$1,647	\$1,758	\$1,826
Percent Change	2.5%	7.0%	3.3%	5.4%	6.7%	3.9%

This table shows the anticipated 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 \$68 more for City services in 2019. This is an increase of 3.9%. Please note that these figures are pending final approval of the City Commission and may change once the 2017 audit is complete on June 30, 2018.

# 2019 Budget

## TAXPAYER EQUITY



# UNFUNDED REQUESTS

# 2019 Budget

## UNFUNDED DEPARTMENT REQUESTS

<b>Partially Funded, Unfunded, or Reduced Budget Requests</b>	<b>Amount</b>
<b><u>All Departments</u></b>	
2019 Unfunded CIP Projects	11,997,500
<b><u>City Manager's Office</u></b>	
Requested 1.0 FTE Human Resources Specialist	90,000
<b><u>City Attorney's Office</u></b>	
Requested 1.0 FTE Assistant City Attorney	86,000
<b><u>Planning and Development Services</u></b>	
Delay hire for 6 months: 1.0 FTE Housing Specialist	35,000
<b><u>Information Technology</u></b>	
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
<b><u>Police</u></b>	
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
<b><u>Fire Medical</u></b>	
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
Equipment	102,000
<b><u>Public Works</u></b>	
Sidewalk Mitigation Division	318,000
Reduce Repairs & Maintenance	100,000
Contracted Street Maintenance	250,000
<b><u>Total</u></b>	<b>14,590,700</b>



# 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.



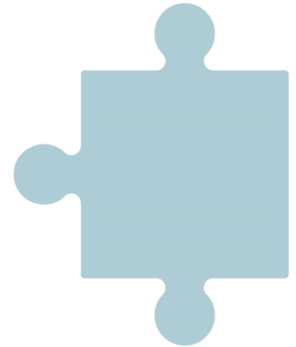
# 2019 Budget

## 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

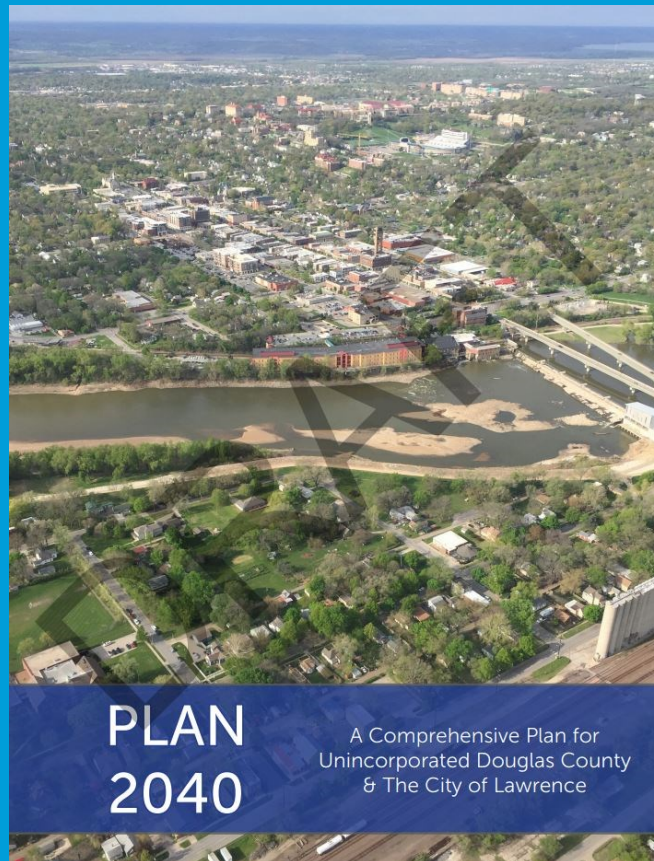


ECONOMIC GROWTH AND  
SECURITY



*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 month.

**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 Operation merger between Utilities and Public Works is anticipated to 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







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

- **\$1,365,000 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**







# Safe, Healthy and

# Welcoming Neighborhoods

- 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
- 1,595 code enforcement cases were closed in 2016



Sales tax for affordable housing initiatives will begin to be collected mid-year 2019. The City is currently working with a consultant on a Housing Study that will outline 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 Waste Water Treatment Plant. The first full year of operations will be in 2019. This will be the second waste water 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**
- **\$4M for multi-modal transit facility**
- **First full year of the Wakarusa Waste Water Treatment Plan operations**

- 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



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

*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*

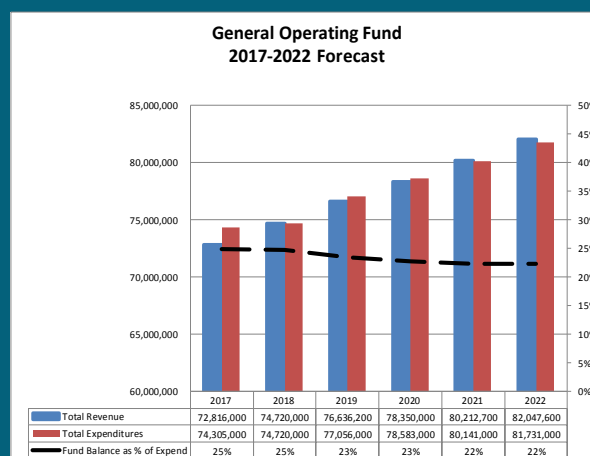
One of the priority initiatives of the City Commission is to develop a plan to implement priority based budgeting and enhance communication in the annual budget process. The City is working with the Center for Priority Based Budgeting to help achieve this priority initiative.

*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

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

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

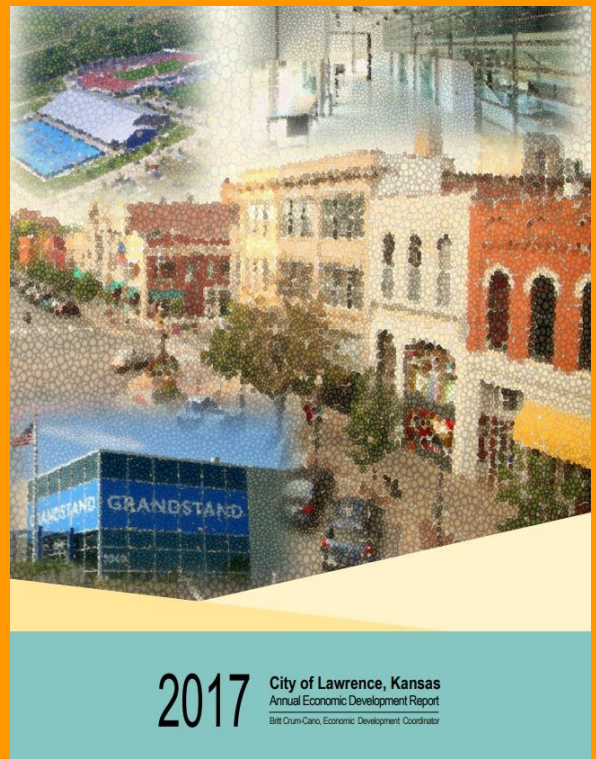
*The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.*



# 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



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 Program
- Downtown Master Plan is anticipated be completed by 2019



UNMISTAKABLY  
LAWRENCE

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





City *of* Lawrence

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## FUND SUMMARIES & FINANCIAL FORECASTS

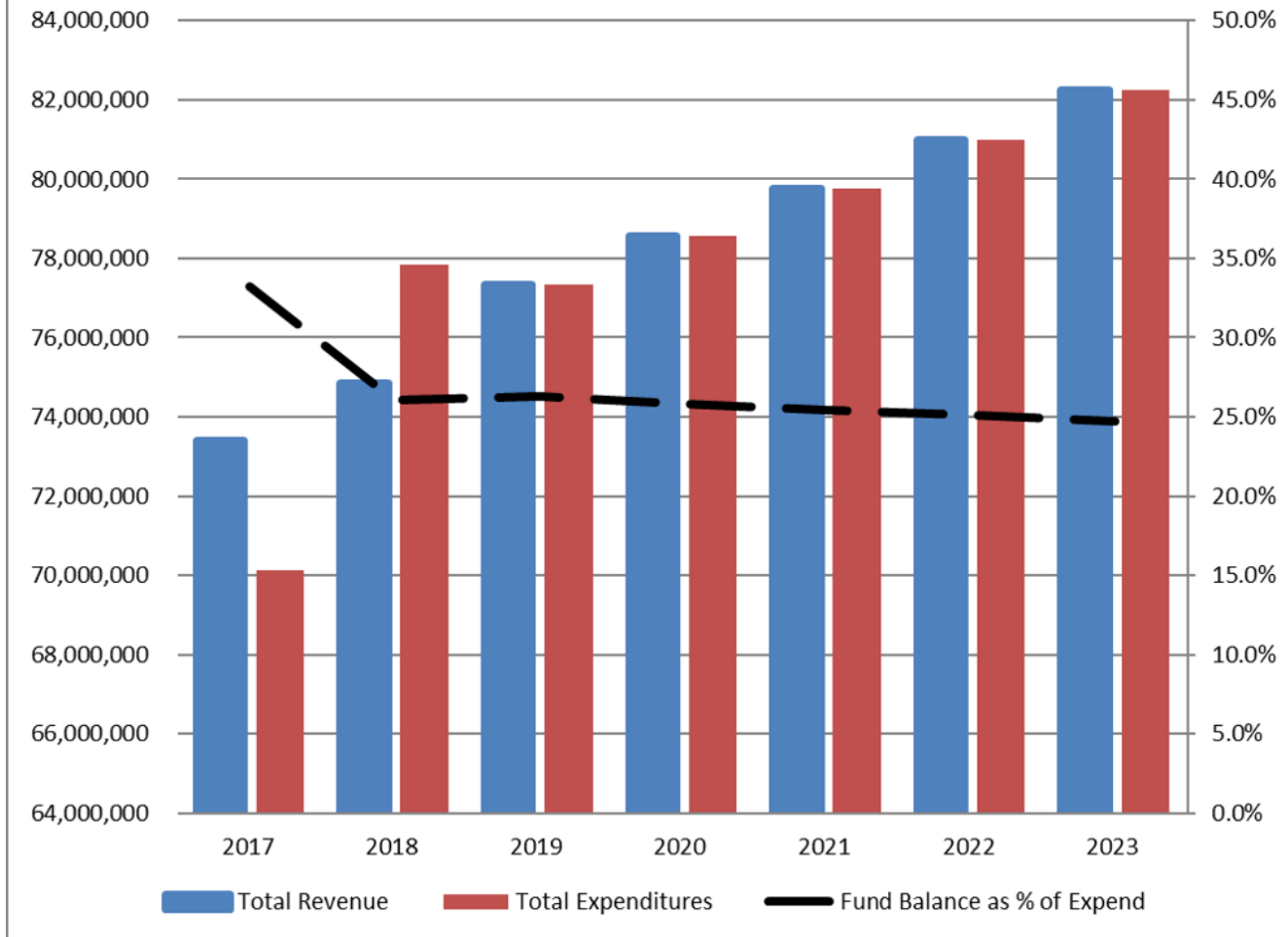
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# GENERAL FUND (001)

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

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Sales Tax	28,835,076	29,797,000	29,797,000	30,371,000
Property	19,885,690	21,396,000	21,220,000	22,421,000
Franchise Fees	7,229,327	7,680,000	7,551,000	7,627,000
Charges for services	6,945,251	6,800,000	7,220,000	7,786,000
Other financing sources	3,655,000	3,657,000	3,657,000	3,657,000
Municipal Court	1,796,516	2,024,000	1,700,000	1,700,000
Police Officer Tickets	354,489	400,000	350,000	350,000
Business Licenses	1,618,342	1,522,000	1,522,000	1,576,000
Miscellaneous	(14,793)	-	-	-
State Shared Revenues	881,268	831,000	921,000	919,000
Miscellaneous Billed Charges	821,881	488,000	398,000	413,000
Federal Grants	4,849	69,000	10,000	-
State Grants	32,060	-	-	-
Miscellaneous	860,877	170,000	170,000	170,000
Building Rental	261,046	23,000	60,000	60,000
Sale Of Assets	77,940	116,000	50,000	50,000
Lease Of Property	48,525	32,000	32,000	32,000
Refunds	172	-	-	-
Interest	87,966	192,000	192,000	192,000
Special Assessments	8,022	8,000	13,000	8,000
<b>Total</b>	<b>73,389,504</b>	<b>75,205,000</b>	<b>74,863,000</b>	<b>77,332,000</b>
<b>Expenditures</b>				
Personal Services	48,114,734	51,527,000	51,519,000	52,617,000
Contractual Services	12,790,430	13,237,000	13,612,000	14,207,000
Commodities	4,878,546	5,243,458	5,709,000	6,135,000
Transfers	3,312,800	3,263,000	6,112,000	3,816,000
Capital Outlay	1,021,853	1,758,542	826,000	388,000
Other	-	176,000	50,000	169,000
<b>Total</b>	<b>70,118,363</b>	<b>75,205,000</b>	<b>77,828,000</b>	<b>77,332,000</b>
Revenue over Expenditure	3,271,141	-	(2,965,000)	-
Beginning Balance	20,009,047	23,280,188	23,280,188	20,315,188
Ending Fund Balance	23,280,188	23,280,188	20,315,188	20,315,188

## General Operating Fund 2017-2023 Forecast



### Significant Revenue Changes:

- Assumes mill levy rate remains flat at 19.482
- Total revenues increase \$2,469,000 or 3.3%
- Assessed Valuation increase is estimated to increase 6%
- 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 \$372,000 due to lowered transfers to capital reserve fund from 2018 revises to 2019
- Total operational expenditures (not including transfers) increase \$1,882,000 or 3%
- Personal expenditures increases 2.1%
- Adding 5.0 FTEs in Human Resources, Planning & Development Services, Information Technology, and Police
- Eliminate 0.5 FTEs in Planning & Development Services

# 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

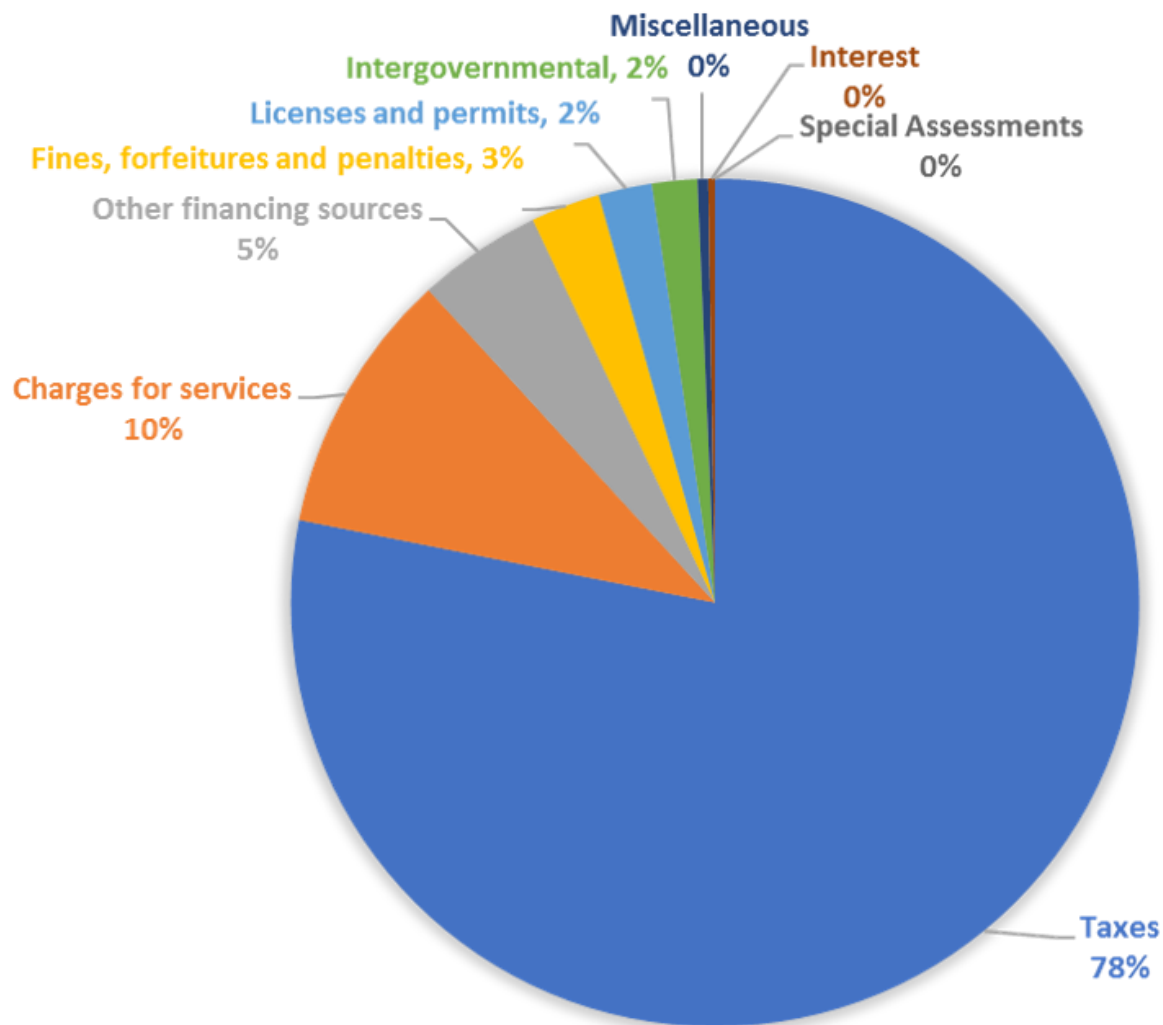
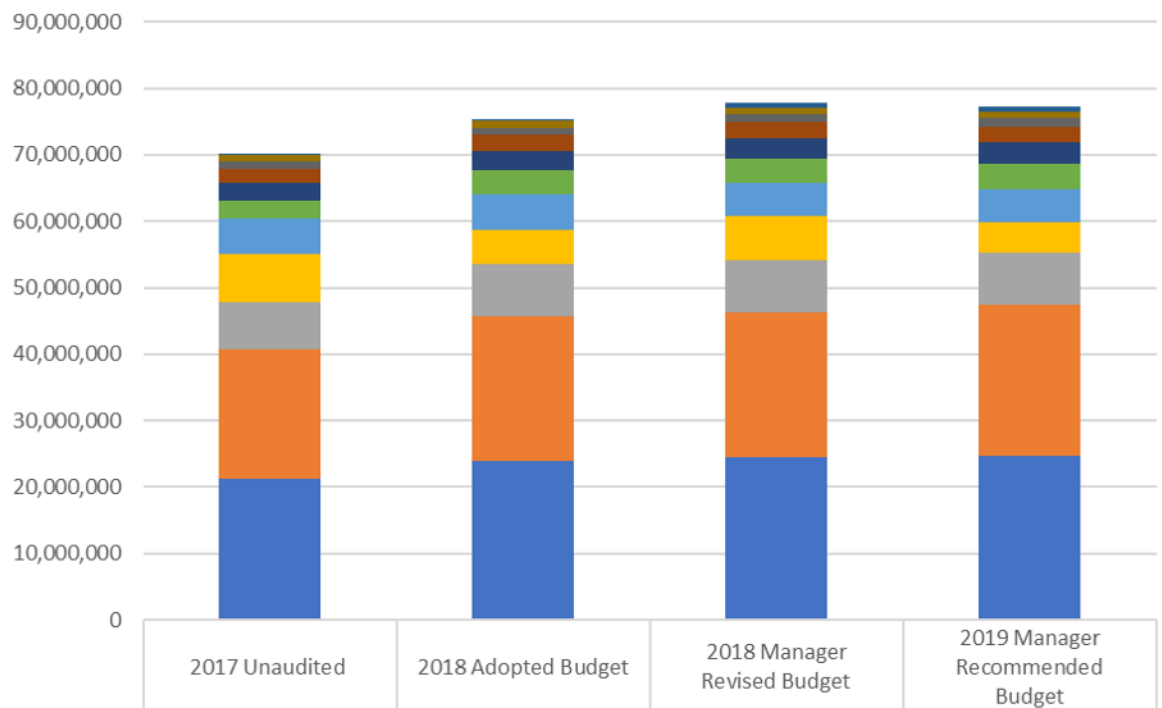


Chart shows General Fund Expenditures by Department



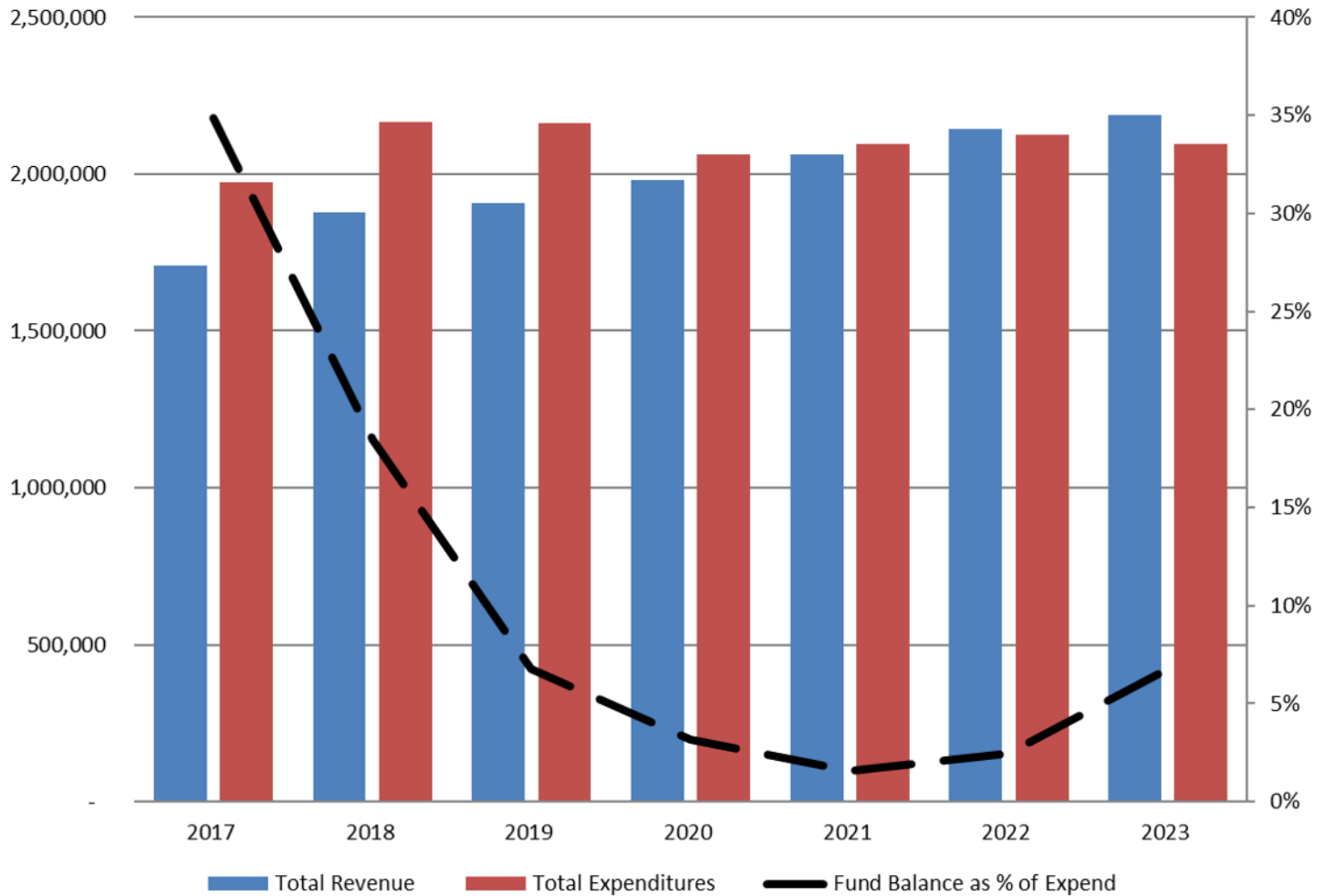
# GUEST TAX FUND (206)

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

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Guest Tax	1,700,180	1,872,000	1,872,000	1,900,000
Federal Grants	5,029	0	0	0
Interest	2,475	7,000	7,000	7,000
<b>Total</b>	<b>1,707,684</b>	<b>1,879,000</b>	<b>1,879,000</b>	<b>1,907,000</b>
<b>Expenditures</b>				
Contractual Services	1,333,271	1,340,000	1,340,200	1,400,000
Personal Services	258,837	429,000	379,000	397,000
Debt Service	245,041	208,000	208,000	209,000
Capital Outlay	74,571	210,000	210,000	125,000
Commodities	63,666	30,000	30,000	30,000
<b>Total</b>	<b>1,975,386</b>	<b>2,217,000</b>	<b>2,167,200</b>	<b>2,161,000</b>
Revenue over Expenditure	(267,702)	(338,000)	(288,200)	(254,000)
Beginning Balance	955,869	688,167	688,167	399,967
Ending Fund Balance	688,167	350,167	399,967	145,967



## 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:

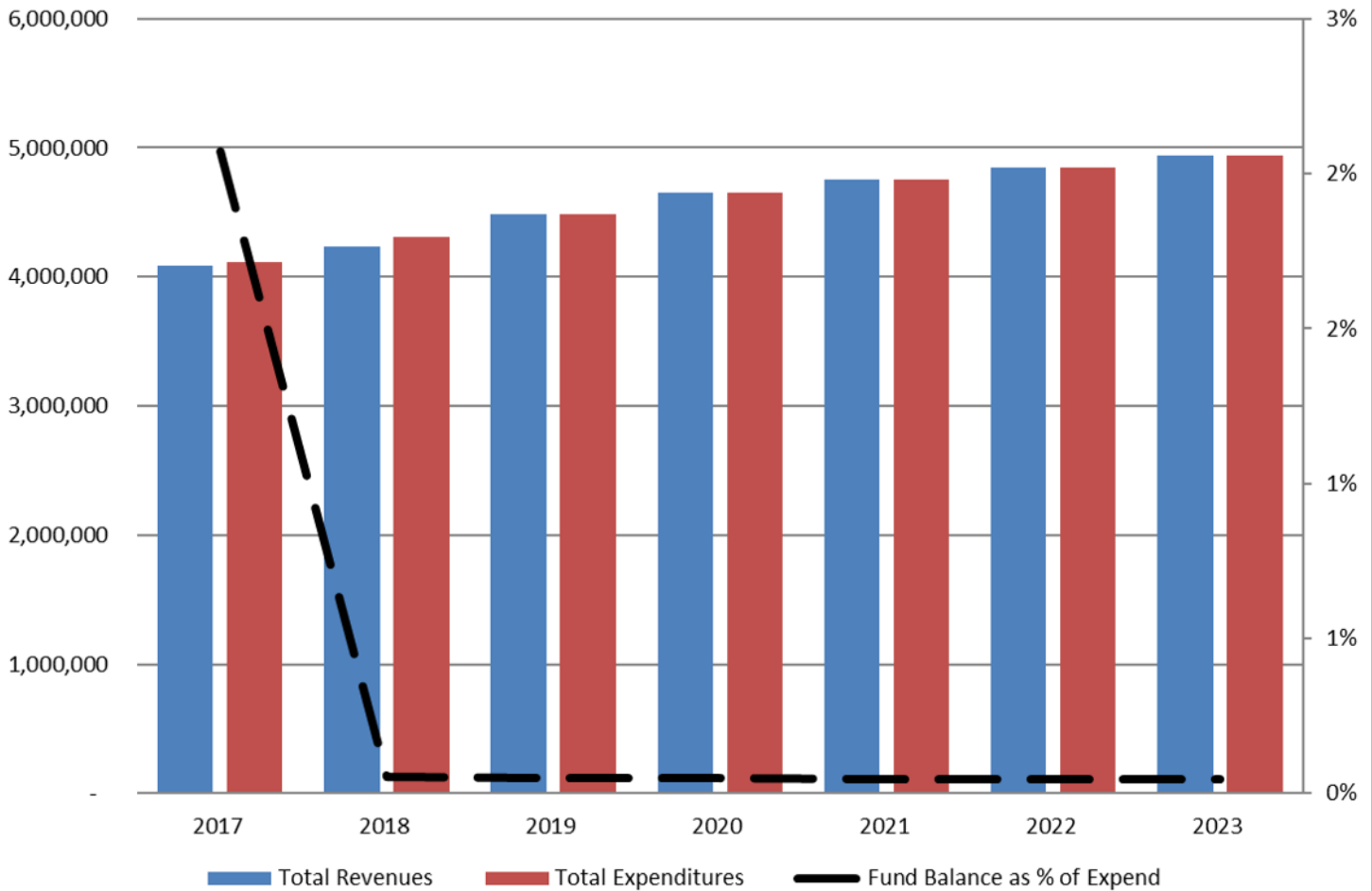
- Expenditures include an increase of \$60,000 for the contract with eXplore Lawrence
- Includes \$125,000 for downtown brick replacement

## 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Property	4,082,082	4,230,000	4,230,000	4,487,000
Interest	1,005	0	0	0
<b>Total</b>	<b>4,083,087</b>	<b>4,230,000</b>	<b>4,230,000</b>	<b>4,487,000</b>
Expenditures				
Contractual Services	4,111,719	4,233,000	4,313,000	4,487,000
<b>Total</b>	<b>4,111,719</b>	<b>4,233,000</b>	<b>4,313,000</b>	<b>4,487,000</b>
Revenue over Expenditure	(28,632)	(3,000)	(83,000)	-
Beginning Balance	113,873	85,241	85,241	2,241
Ending Fund Balance	85,241	82,241	2,241	2,241

## 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:

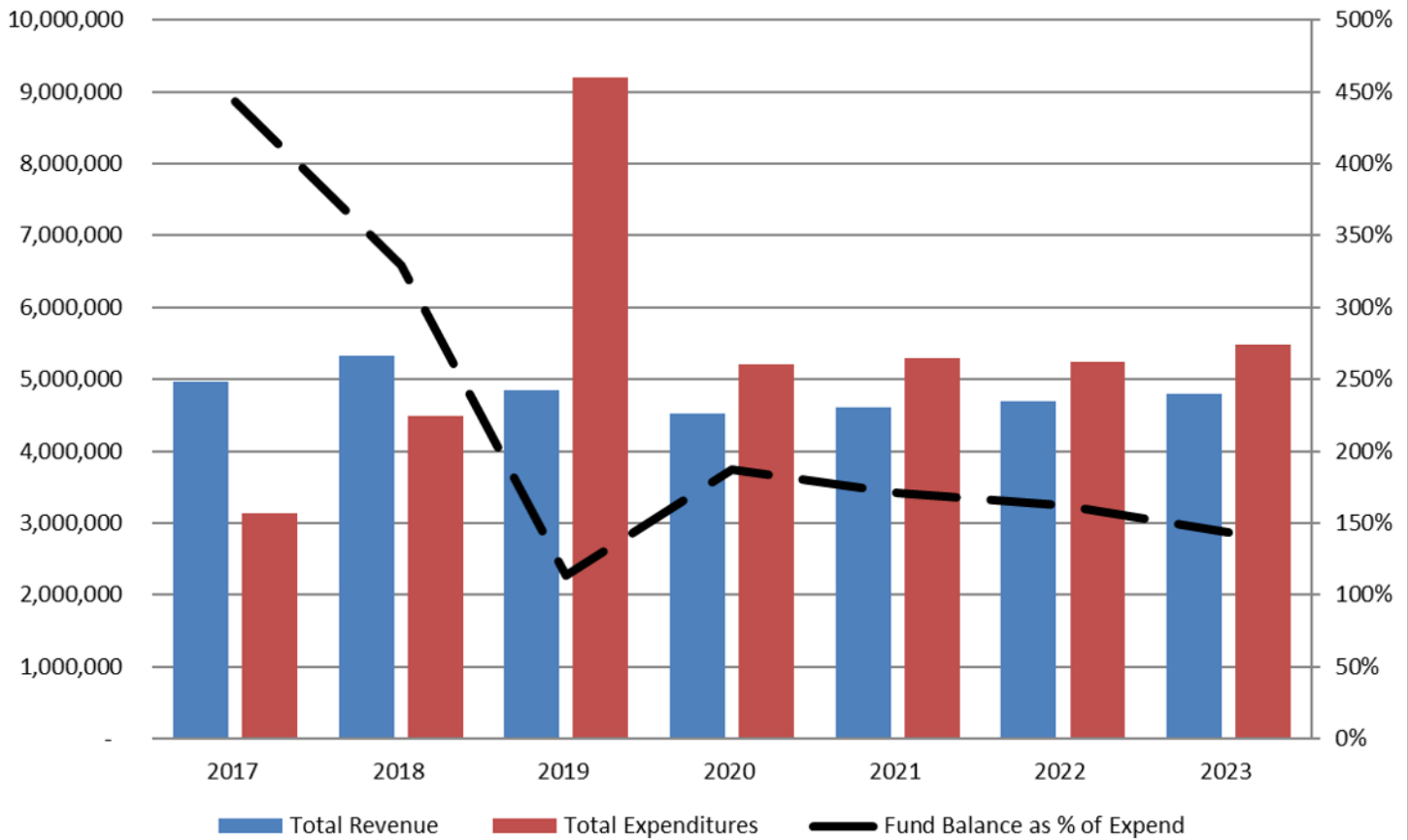
- Salaries and benefits for employees are increasing
- Library mill provides 93% of the Lawrence Public Library's Total operating budget

# 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Sales Tax	4,492,335	4,850,000	4,850,000	4,368,000
Charges for services	426,469	435,000	435,000	444,000
Interest	54,065	36,000	36,000	42,000
Miscellaneous	95	0	0	0
<b>Total</b>	<b>4,972,964</b>	<b>5,321,000</b>	<b>5,321,000</b>	<b>4,854,000</b>
<b>Expenditures</b>				
Contractual Services	2,463,047	3,631,000	3,631,000	3,584,000
Capital Outlay	-	650,000	-	4,730,000
Commodities	620,198	760,000	759,000	782,000
Personal Services	59,845	94,000	94,000	100,000
<b>Total</b>	<b>3,143,090</b>	<b>5,135,000</b>	<b>4,484,000</b>	<b>9,196,000</b>
Revenue over Expenditure	1,829,874	186,000	837,000	(4,342,000)
Beginning Balance	12,111,740	13,941,614	13,941,614	14,778,614
Ending Fund Balance	13,941,614	14,127,614	14,778,614	10,436,614

## Public Transportation Fund 2017-2023 Forecast



### Significant Revenue Changes:

- Farebox revenues slight increase estimated of \$9,000 to \$444,000
- Sales tax proceeds increasing 2%

### Significant Expenditure Changes:

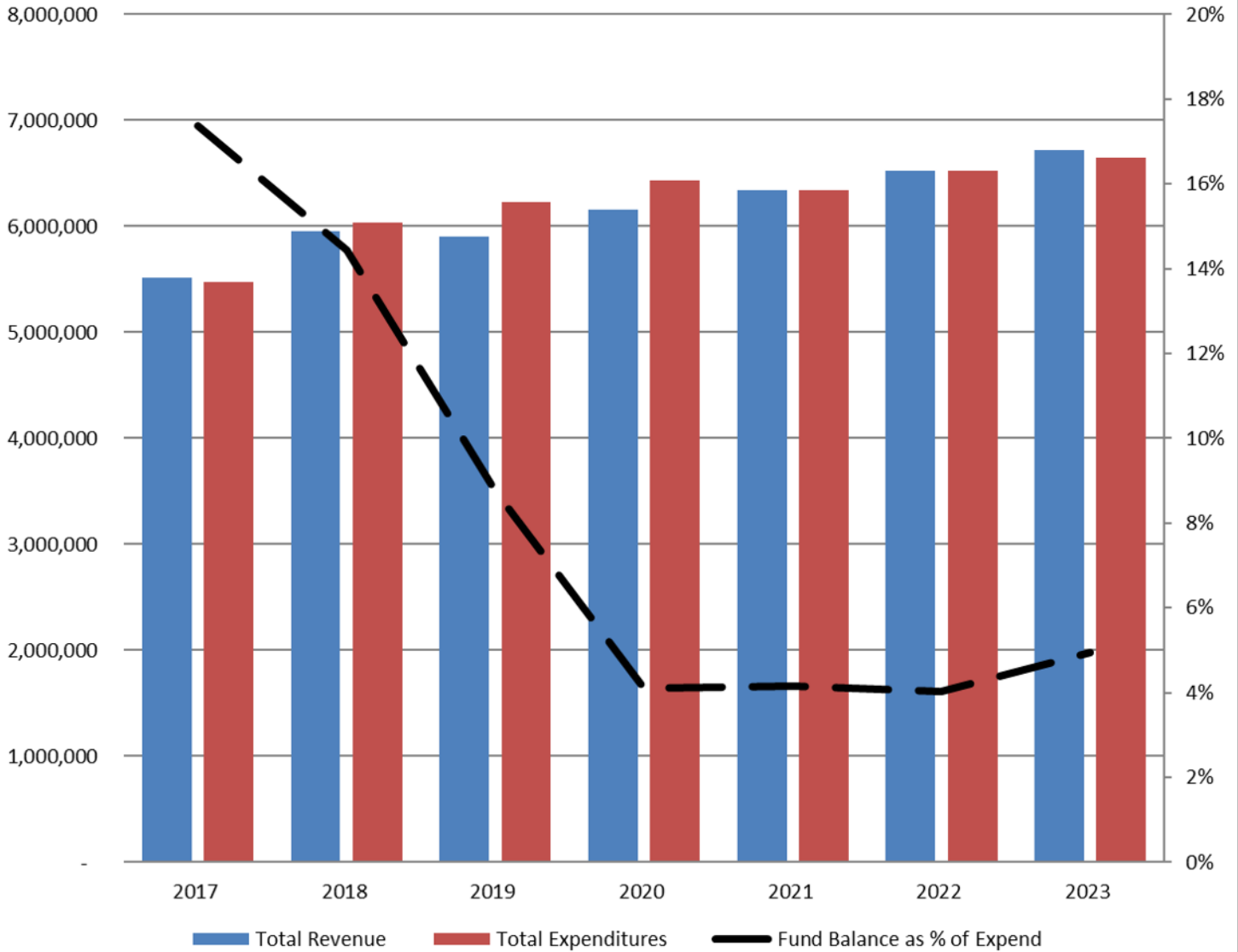
- The 0.05% portion of the city sales tax for transportation expansion will end April 2019
- Construction of a \$4,000,000 transfer hub is included in the 2019 budget

# 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Charges for services	2,887,159	2,986,000	2,986,000	3,033,000
Operating Transfers	2,332,800	2,403,000	2,403,000	2,403,000
Building Rental	193,415	205,000	205,000	210,000
Miscellaneous	134	250,000	250,000	150,000
Lease Of Property	132,525	133,000	133,000	135,000
Donations	1,196	7,000	7,000	7,000
Sale Of Assets	11,900	0	0	0
Interest	4,261	8,000	8,000	8,000
Credit Card Fees	-45,507	-40,000	-40,000	-46,000
<b>Total</b>	<b>5,517,883</b>	<b>5,952,000</b>	<b>5,952,000</b>	<b>5,900,000</b>
<b>Expenditures</b>				
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
Other	-	149,000	149,000	150,000
Transfers	-	113,000	113,000	120,000
Capital Outlay	1,965	30,000	-	-
<b>Total</b>	<b>5,469,357</b>	<b>6,032,000</b>	<b>6,032,000</b>	<b>6,224,000</b>
Revenue over Expenditure	48,526	(80,000)	(80,000)	(324,000)
Beginning Balance	901,728	950,254	950,254	870,254
Ending Fund Balance	950,254	870,254	870,254	546,254

## Recreation Fund 2017-2023 Forecast



### Significant Revenue Changes:

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

### Significant Expenditure Changes:

- Expenditures increasing 3%
- Personal expenditures increasing 5% partially due to increasing the hourly rate for part-time maintenance staff

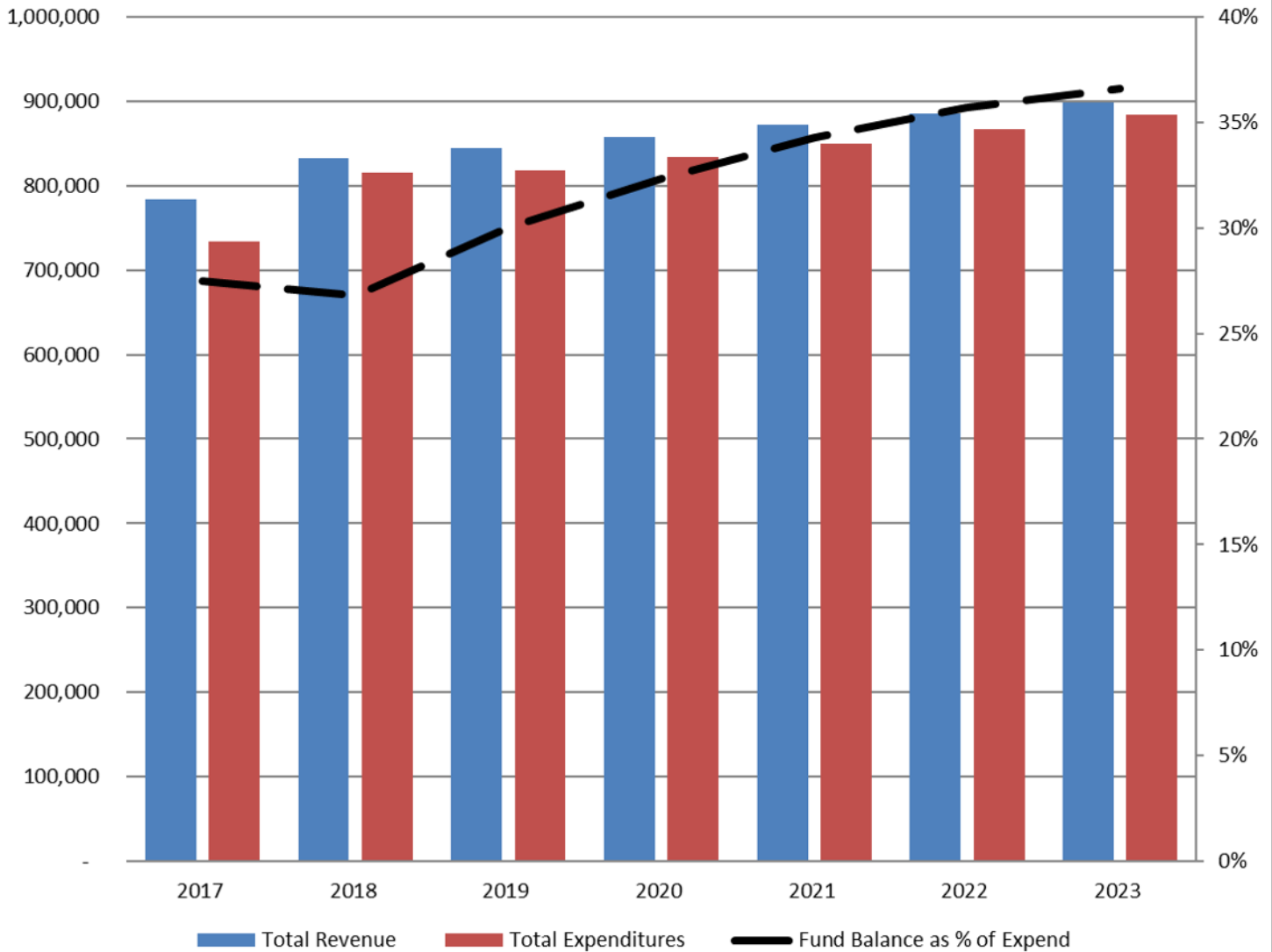


## SPECIAL ALCOHOL FUND (213)

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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
State Shared Revenues	783,231	800,000	831,000	843,000
Interest	1,088	2,000	2,000	2,000
<b>Total</b>	<b>784,319</b>	<b>802,000</b>	<b>833,000</b>	<b>845,000</b>
<b>Expenditures</b>				
Contractual Services	733,298	816,000	816,000	818,000
<b>Total</b>	<b>733,298</b>	<b>816,000</b>	<b>816,000</b>	<b>818,000</b>
Revenue over Expenditure	51,021	(14,000)	17,000	27,000
Beginning Balance	150,514	201,535	201,535	218,535
Ending Fund Balance	201,535	187,535	218,535	245,535

## Special Alcohol Fund 2017-2023 Forecast



### Significant Revenue Changes:

- Proceeds from liquor tax projected to increase 7% from 2017 unaudited and 1% from 2018 estimated

### Significant Expenditure Changes:

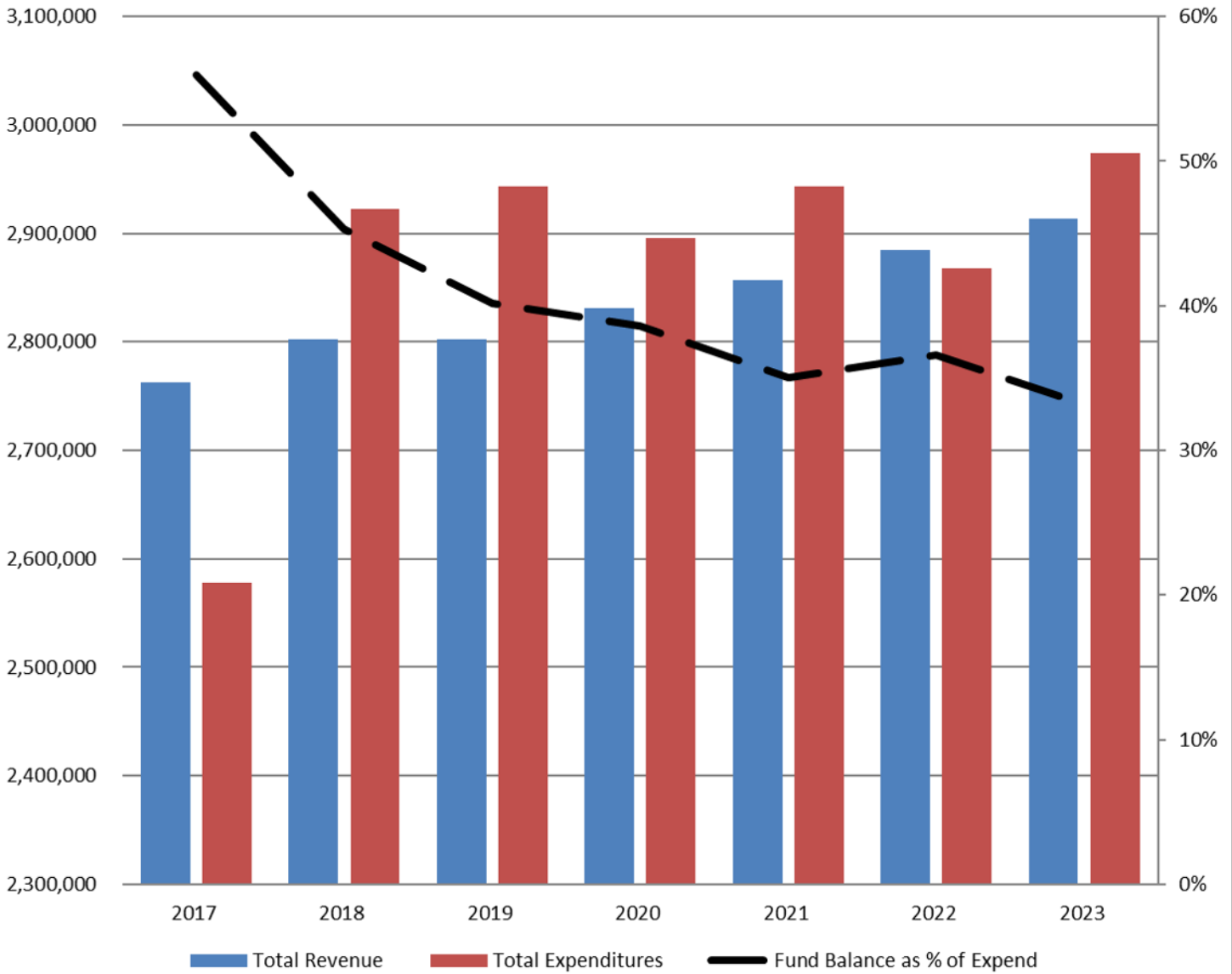
- Funding for social services agencies will remain flat at \$750,000 and allocations will be recommended by the Social Service Funding Advisory Board
- Mental health co-responder continues to be funded for \$68,000

# 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Gasoline Tax	2,729,250	2,788,000	2,788,000	2,788,000
Interest	4,906	12,000	12,000	12,000
Sale Of Assets	13,060	2,000	2,000	2,000
Miscellaneous	15,368	0	0	0
<b>Total</b>	<b>2,762,584</b>	<b>2,802,000</b>	<b>2,802,000</b>	<b>2,802,000</b>
<b>Expenditures</b>				
Personal Services	1,745,767	1,902,000	1,902,000	1,919,000
Commodities	526,825	492,000	492,000	492,000
Capital Outlay	302,530	500,000	342,000	506,000
Contractual Services	2,439	28,000	186,000	26,000
<b>Total</b>	<b>2,577,561</b>	<b>2,922,000</b>	<b>2,922,000</b>	<b>2,943,000</b>
Revenue over Expenditure	185,023	(120,000)	(120,000)	(141,000)
Beginning Balance	1,257,543	1,442,566	1,442,566	1,322,566
Ending Fund Balance	1,442,566	1,322,566	1,322,566	1,181,566

## 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 \$21,000 for personnel related expenditures

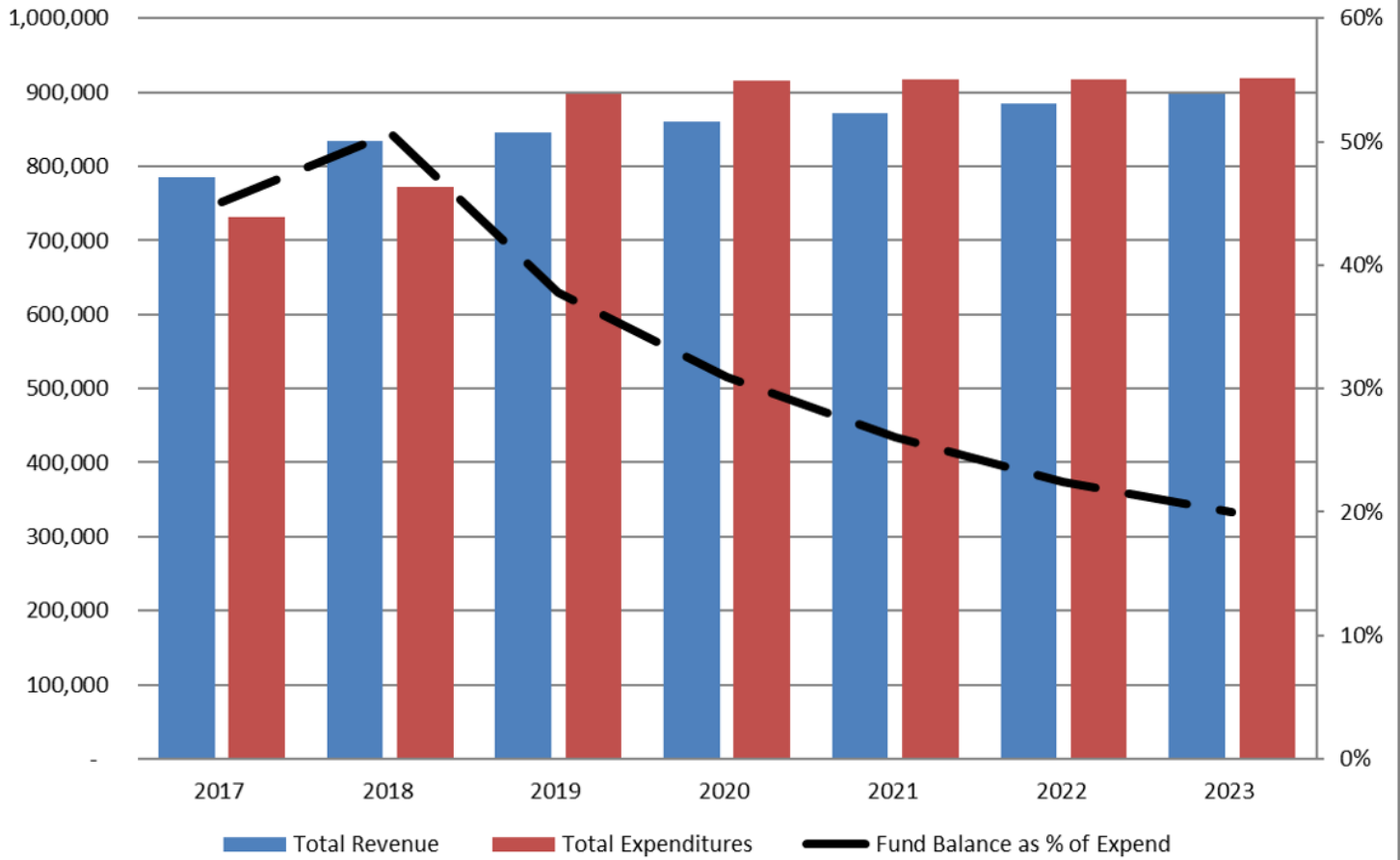
# SPECIAL RECREATION FUND (216)

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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
State Shared Revenues	783,231	800,000	831,000	843,000
Interest	1,834	3,000	3,000	3,000
<b>Total</b>	<b>785,065</b>	<b>803,000</b>	<b>834,000</b>	<b>846,000</b>
Expenditures				
Contractual Services	370,350	423,000	423,000	436,000
Capital Outlay	147,537	200,000	200,000	319,000
Commodities	212,233	116,000	116,000	112,000
Personal Services	1,750	34,000	34,000	31,000
<b>Total</b>	<b>731,870</b>	<b>773,000</b>	<b>773,000</b>	<b>898,000</b>
Revenue over Expenditure	53,195	30,000	61,000	(52,000)
Beginning Balance	277,312	330,507	330,507	391,507
Ending Fund Balance	330,507	360,507	391,507	339,507



## Special Recreation Fund 2017-2023 Forecast



### Significant Revenue Changes:

- Proceeds from liquor tax projected to increase 7% from 2017 unaudited and 1% from 2018 estimated

### Significant Expenditure Changes:

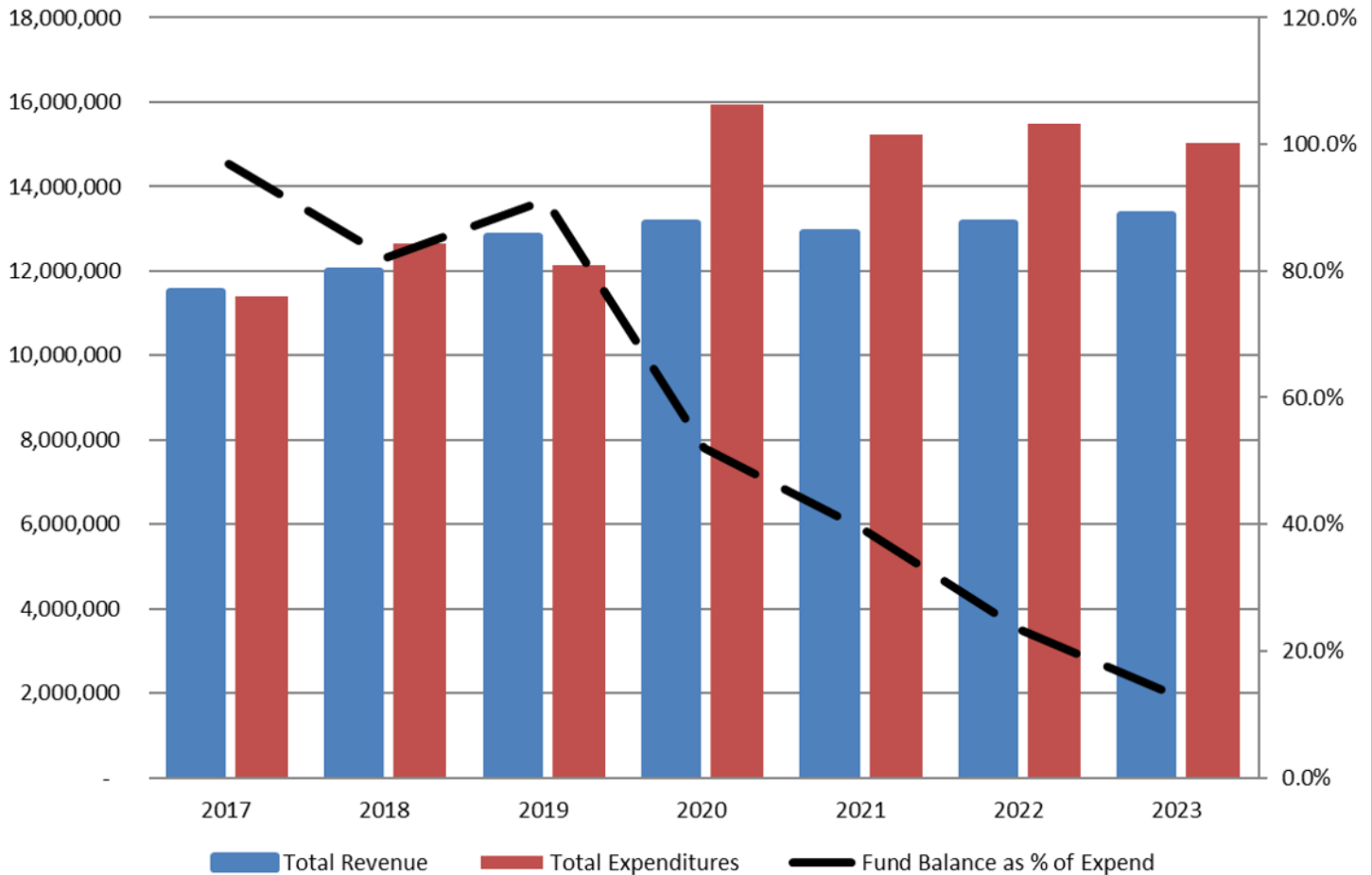
- Includes \$125,000 for Cardio Equipment Replacement

## 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Property	8,819,483	10,180,000	10,140,000	10,930,000
Special Assessments	2,428,511	1,228,000	925,000	942,000
Operating Transfers	0	520,000	520,000	553,000
Miscellaneous	233,732	652,000	334,000	325,000
Interest	43,361	65,000	65,000	69,000
<b>Total</b>	<b>11,525,087</b>	<b>12,645,000</b>	<b>11,984,000</b>	<b>12,819,000</b>
<b>Expenditures</b>				
Debt Service	11,407,471	14,066,000	12,642,000	12,141,000
<b>Total</b>	<b>11,407,471</b>	<b>14,066,000</b>	<b>12,642,000</b>	<b>12,141,000</b>
Revenue over Expenditure	117,616	(1,421,000)	(658,000)	678,000
Beginning Balance	10,930,189	11,047,805	11,047,805	10,389,805
Ending Fund Balance	11,047,805	9,626,805	10,389,805	11,067,805

## Bond & Interest Fund 2017-2023 Forecast



### Significant Revenue Changes:

- Assumes mill levy rate of 9.757
- Revenues increase \$838,000 or 7%
- Revenue increase due to estimated increase in assessed valuation of 6% and special assessments

### Significant Expenditure Changes:

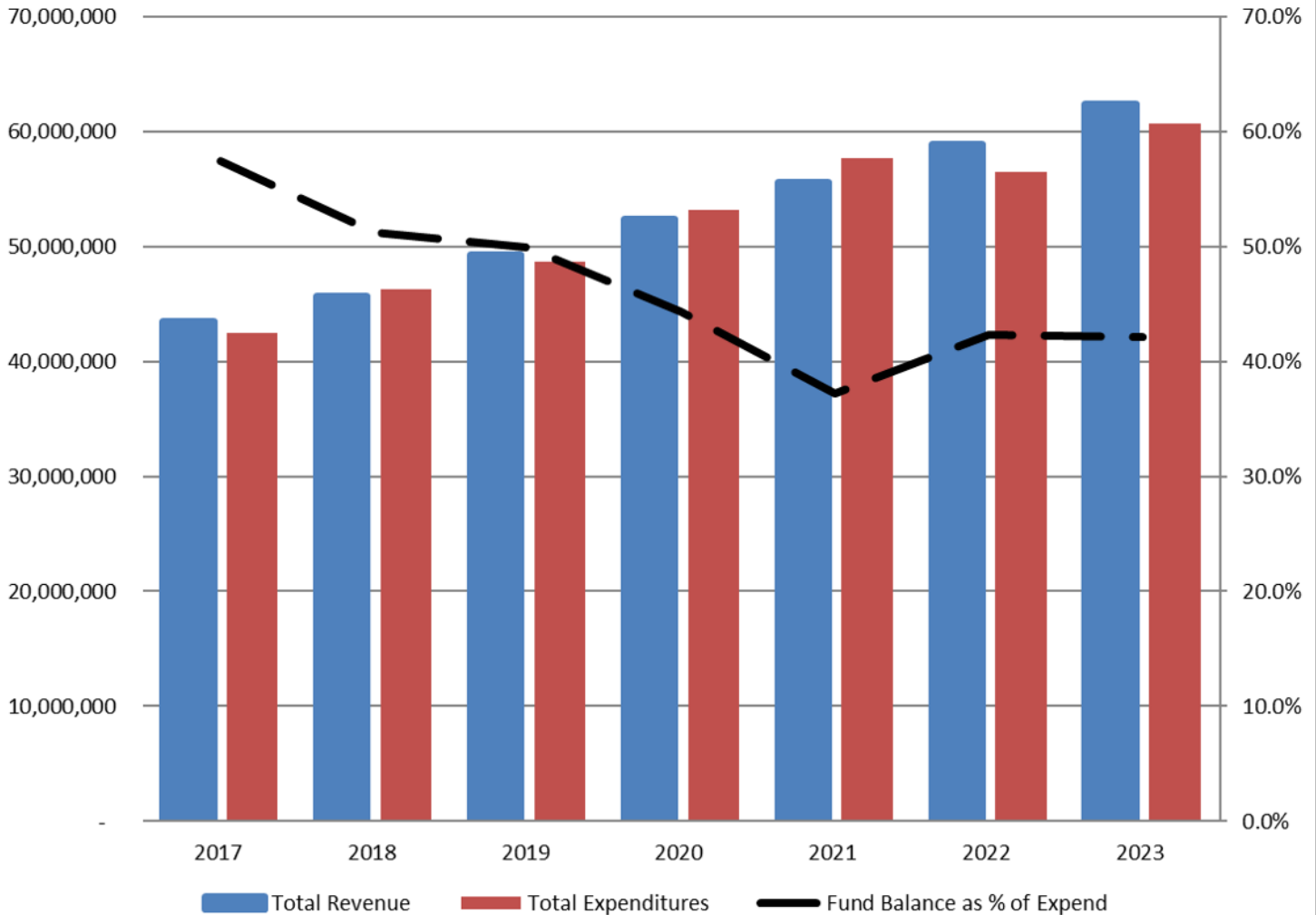
- Debt service decreased \$500,000 due to payoff of debt and delay of 2017 debt funded projects

# 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Charges for services	42,948,648	45,619,000	45,625,000	49,213,000
Proceeds/Long Term Debt	17,195,000	0	0	0
Miscellaneous	423,139	210,000	0	0
Interest	111,415	26,000	0	0
<b>Total</b>	<b>60,678,202</b>	<b>45,855,000</b>	<b>45,625,000</b>	<b>49,213,000</b>
<b>Expenditures</b>				
Debt Service	24,413,081	16,888,000	17,032,000	19,024,000
Personal Services	11,219,671	12,076,000	12,056,000	12,026,000
Contractual Services	6,210,128	7,518,000	7,623,000	7,616,000
Transfers	4,952,982	4,454,000	5,054,000	4,455,000
Commodities	3,796,765	4,055,000	4,200,000	4,757,000
Capital Outlay	320,920	452,000	327,000	758,000
Other	13,179	8,000	8,000	8,000
<b>Total</b>	<b>50,926,726</b>	<b>45,451,000</b>	<b>46,300,000</b>	<b>48,644,000</b>
Revenue over Expenditure	9,751,476	404,000	(675,000)	569,000
Beginning Balance	23,383,995	33,135,471	33,135,471	32,460,471
Ending Fund Balance	33,135,471	33,539,471	32,460,471	33,029,471

## Water & Wastewater Fund 2017-2023 Forecast



### Significant Revenue Changes:

- 2019 budget assumes an increase for water and wastewater rates, bringing total revenue to \$49,213,000

### Significant Expenditure Changes:

- Expenditures total \$48,644,000
- Rates are being determined by rate model and estimated to increase 7.5%
- Includes new business systems manager to begin mid 2018
- Includes first full year of debt service for Wakarusa Waste Water 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Operating Transfers	1,518,982	1,000,000	1,600,000	1,000,000
<b>Total</b>	<b>1,518,982</b>	<b>1,000,000</b>	<b>1,600,000</b>	<b>1,000,000</b>
<b>Expenditures</b>				
Capital Outlay	1,070,753	3,000,000	1,600,000	1,000,000
Contractual Services	412,958	-	-	-
<b>Total</b>	<b>1,483,711</b>	<b>3,000,000</b>	<b>1,600,000</b>	<b>1,000,000</b>
Revenue over Expenditure	35,271	(2,000,000)	-	-
Beginning Balance	4,570,616	4,605,887	4,605,887	4,605,887
Ending Fund Balance	4,605,887	2,605,887	4,605,887	4,605,887

## 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 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
<b>Revenues</b>				
	-	-	-	-
<b>Total</b>	-	-	-	-
<b>Expenditures</b>				
Contractual Services	157,964	-	-	-
<b>Total</b>	<b>157,964</b>	-	-	-
Revenue over Expenditure	(157,964)	-	-	-
Beginning Balance	3,834,377	3,676,413	3,676,413	3,676,413
Ending Fund Balance	3,676,413	3,676,413	3,676,413	3,676,413

## Significant Changes:

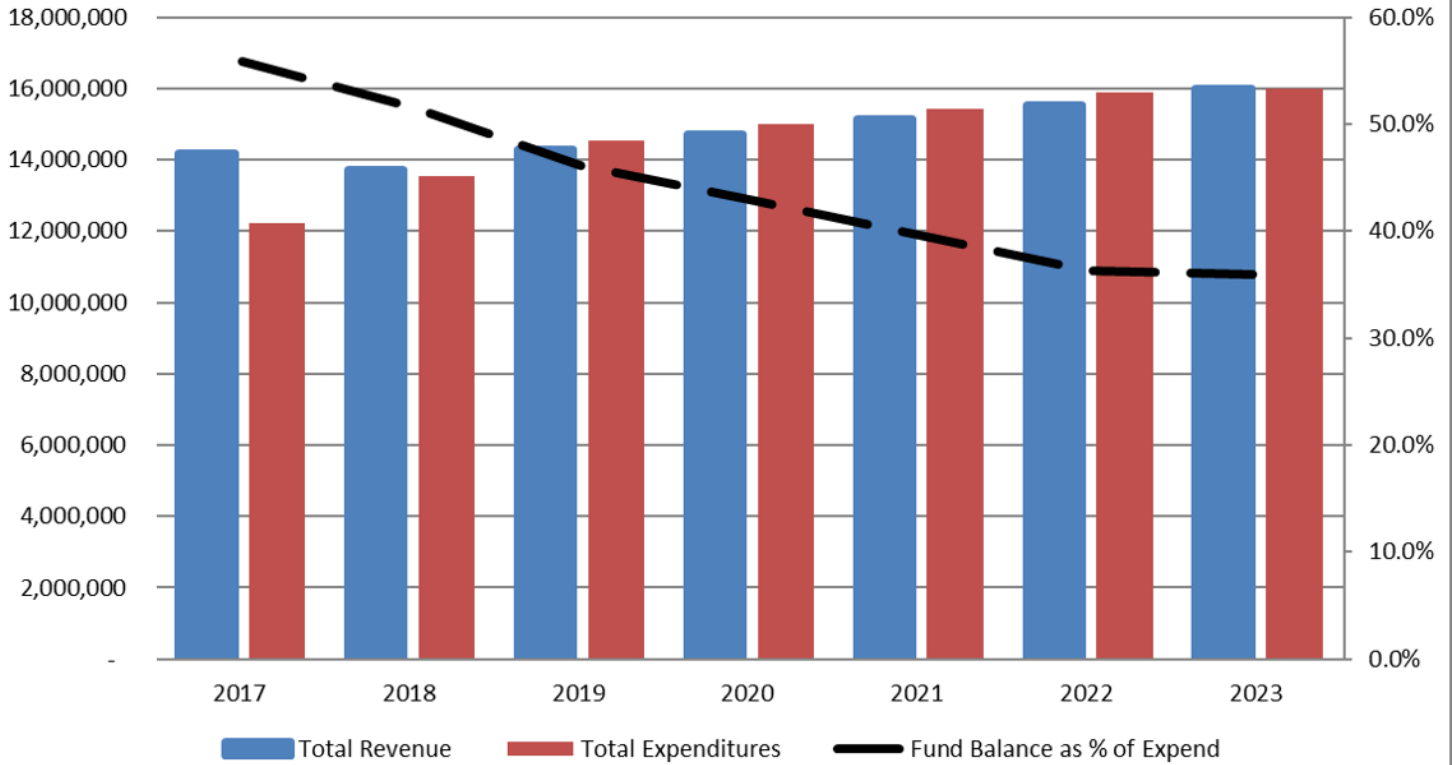
- No significant changes

# 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Charges for services	13,634,853	13,427,000	13,427,000	13,900,000
Miscellaneous	493,131	245,000	245,000	246,000
Interest	33,234	52,000	52,000	34,000
Intergovernmental	30,000	0	0	90,000
<b>Total</b>	<b>14,191,218</b>	<b>13,724,000</b>	<b>13,724,000</b>	<b>14,270,000</b>
<b>Expenditures</b>				
Personal Services	5,848,597	6,454,000	6,454,000	5,665,000
Contractual Services	3,594,968	4,116,000	4,116,000	4,369,000
Capital Outlay	1,094,283	1,153,000	1,153,000	2,473,000
Commodities	920,415	1,082,000	1,082,000	1,200,000
Transfers	411,000	414,000	414,000	511,000
Debt Service	337,150	339,000	339,000	334,000
<b>Other</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>12,206,511</b>	<b>13,558,000</b>	<b>13,558,000</b>	<b>14,552,000</b>
Revenue over Expenditure	1,984,707	166,000	166,000	(282,000)
Beginning Balance	4,837,840	6,822,547	6,822,547	6,988,547
Ending Fund Balance	6,822,547	6,988,547	6,988,547	6,706,547

## Solid Waste Fund 2017-2023 Forecast



### Significant Revenue Changes:

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

### Significant Expenditure Changes:

- Expenditures total \$14,552,000
- Expenditures include smart truck technology
- Reduction of two vacant solid waste loaders

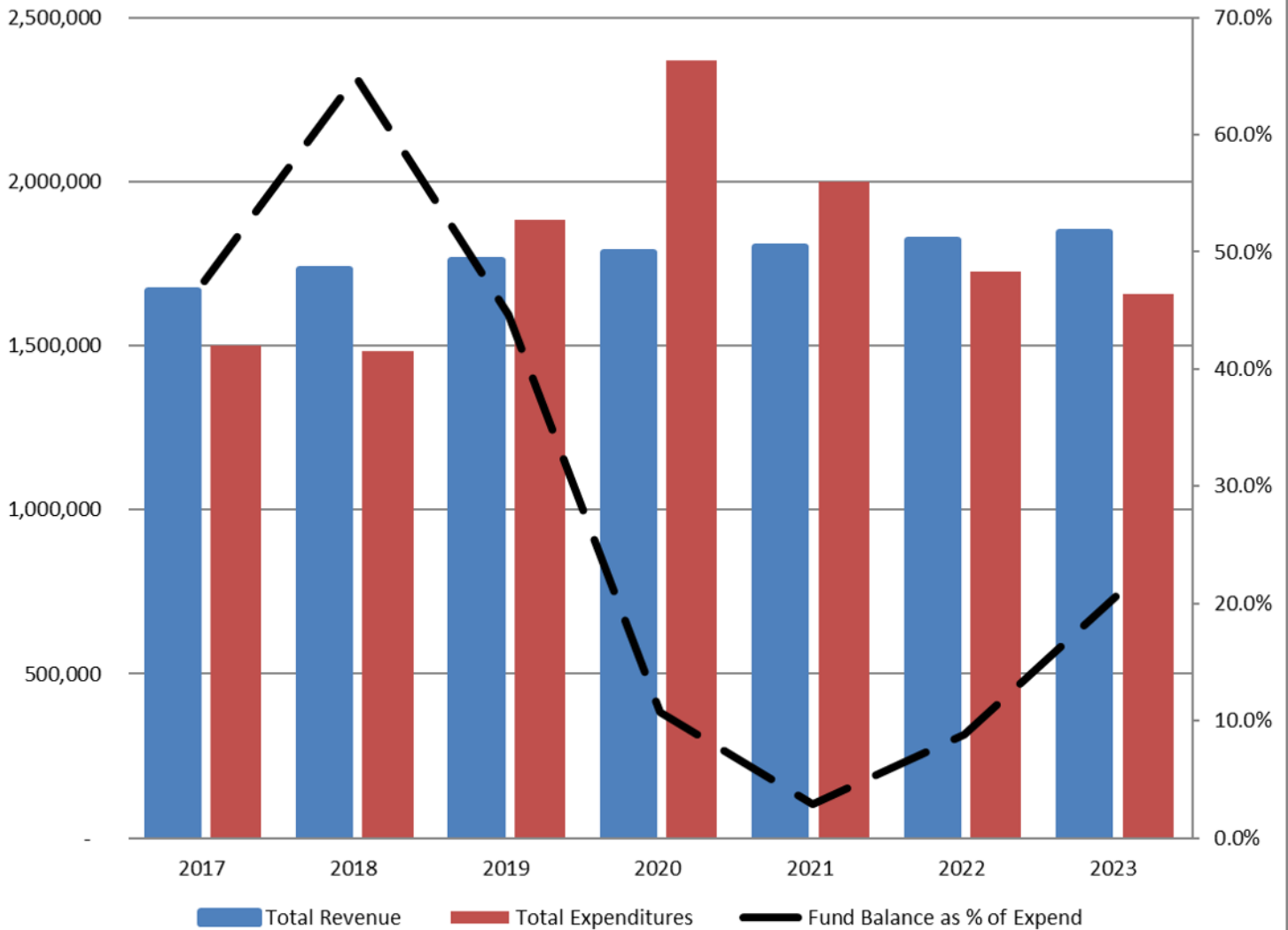
## PUBLIC PARKING FUND (503)

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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Fines, forfeitures and penalties	759,755	816,000	816,000	832,000
Charges for services	670,031	685,000	685,000	691,000
Licenses and permits	128,700	128,000	128,000	128,000
Miscellaneous	108,067	100,000	100,000	100,000
Interest	2,685	5,000	5,000	8,000
<b>Total</b>	<b>1,669,238</b>	<b>1,734,000</b>	<b>1,734,000</b>	<b>1,759,000</b>
<b>Expenditures</b>				
Personal Services	887,140	959,000	962,000	1,037,000
Contractual Services	228,819	225,000	225,000	251,000
Debt Service	150,000	150,000	150,000	150,000
Capital Outlay	196,000	15,000	15,000	310,000
Commodities	38,526	85,000	85,000	85,000
Transfers	-	27,000	27,000	29,000
Other	-	20,000	20,000	20,000
<b>Total</b>	<b>1,500,485</b>	<b>1,481,000</b>	<b>1,484,000</b>	<b>1,882,000</b>
Revenue over Expenditure	168,753	253,000	250,000	(123,000)
Beginning Balance	544,707	713,460	713,460	963,460
Ending Fund Balance	713,460	966,460	963,460	840,460



## Public Parking Fund 2017-2023 Forecast



### Significant Revenue Changes:

- Total revenue of \$1,759,000

### Significant Expenditure Changes:

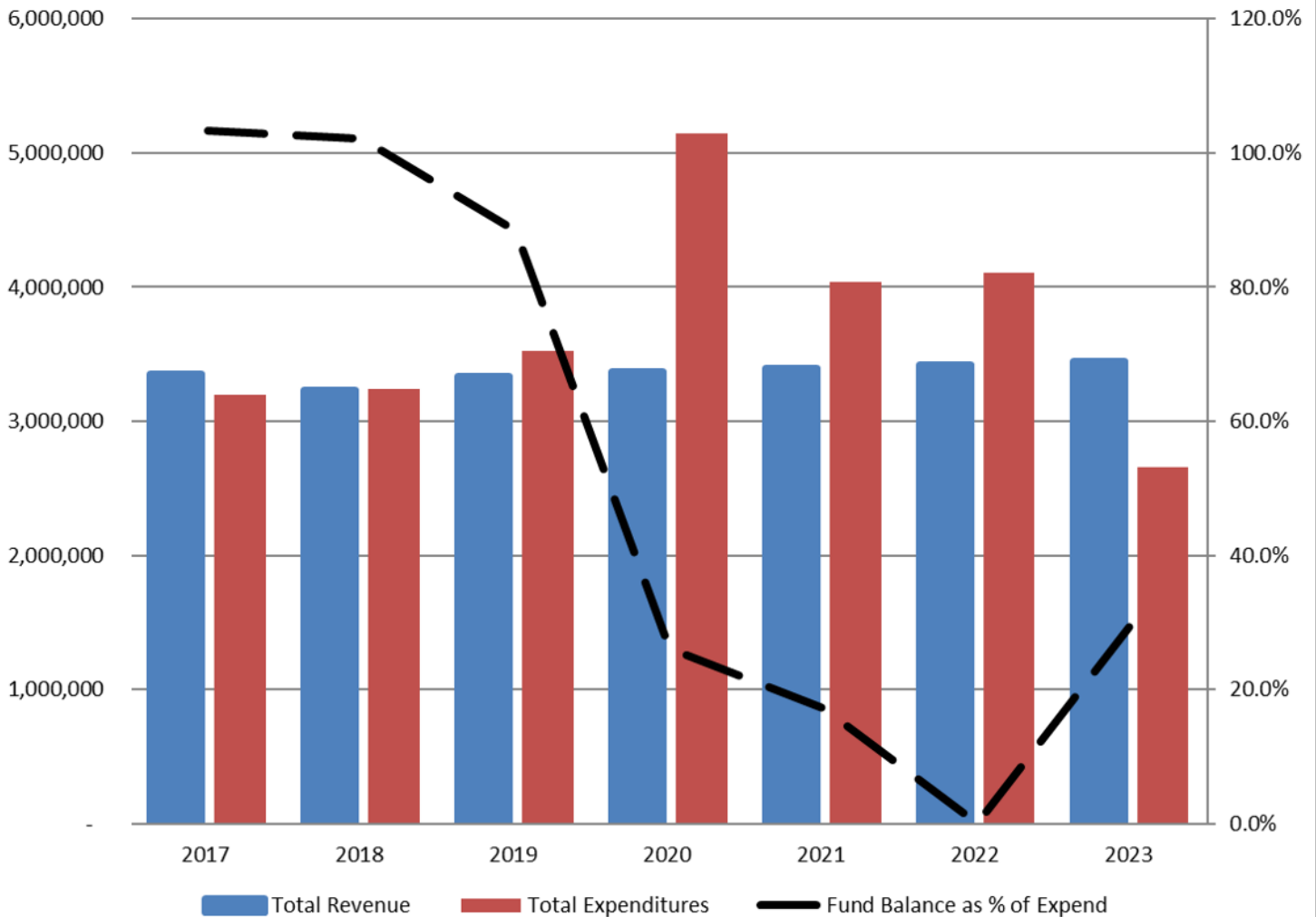
- Expenditures total \$1,882,000
- Includes \$210,000 for a license plate recognition system
- Includes \$100,000 for downtown parking lot maintenance

# 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 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
<b>Revenues</b>				
Charges for services	3,237,997	3,206,000	3,206,000	3,306,000
Miscellaneous	105,695	0	0	0
Interest	12,063	29,000	29,000	29,000
<b>Total</b>	<b>3,355,755</b>	<b>3,235,000</b>	<b>3,235,000</b>	<b>3,335,000</b>
<b>Expenditures</b>				
Capital Outlay	840,722	1,250,000	1,240,000	1,590,000
Personal Services	726,465	917,000	917,000	871,000
Transfers	450,000	451,000	451,000	451,000
Commodities	354,416	347,000	346,000	349,000
Contractual Services	286,765	204,000	214,000	262,000
Debt Service	540,501	46,000	69,000	-
<b>Total</b>	<b>3,198,869</b>	<b>3,215,000</b>	<b>3,237,000</b>	<b>3,523,000</b>
Revenue over Expenditure	156,886	20,000	(2,000)	(188,000)
Beginning Balance	3,148,238	3,305,124	3,305,124	3,303,124
Ending Fund Balance	3,305,124	3,325,124	3,303,124	3,115,124

## 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:

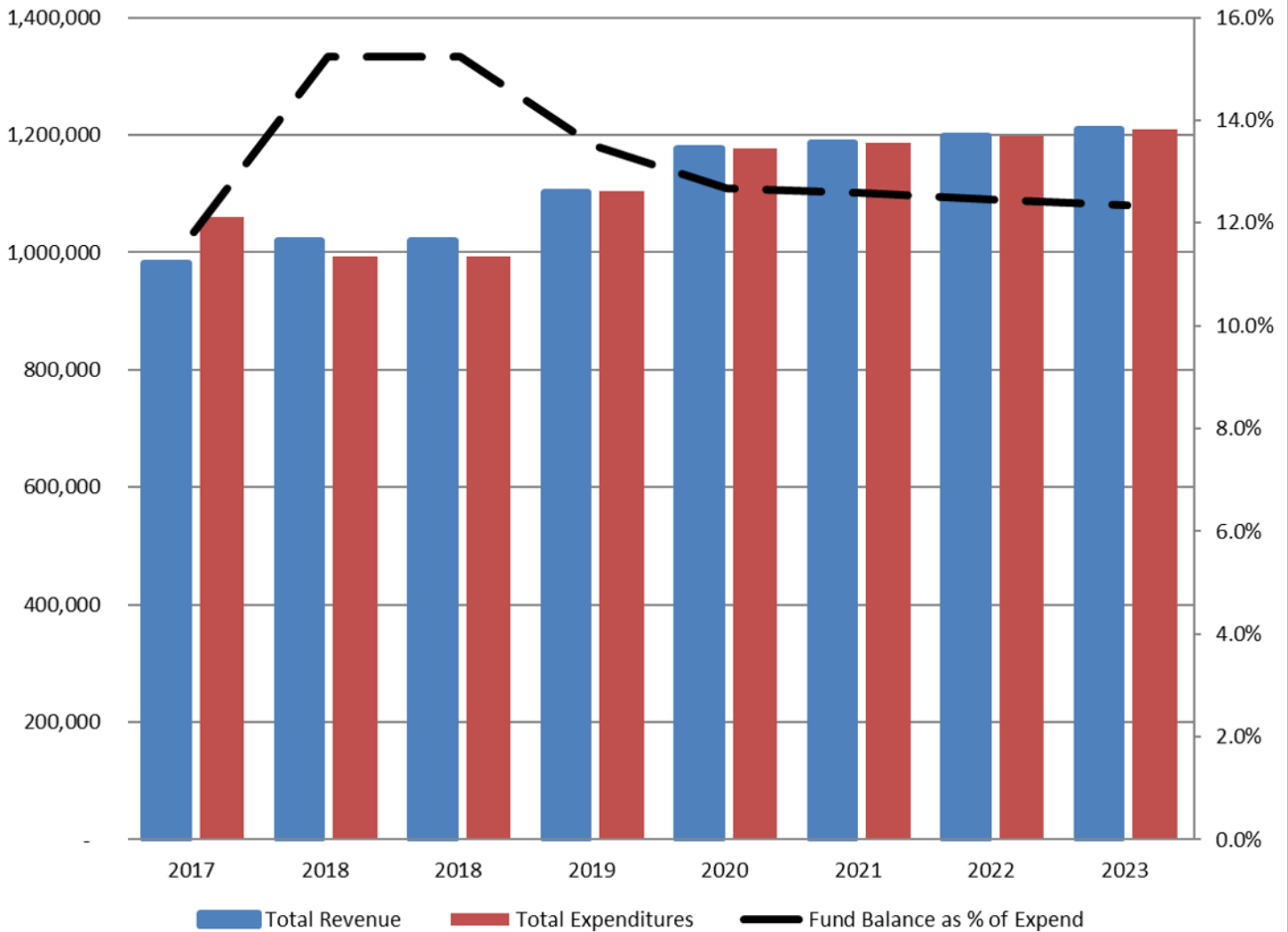
- Expenditures total \$3,523,000

# 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 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
<b>Revenues</b>				
Charges for services	1,002,821	1,009,000	1,009,000	1,063,000
Miscellaneous	-4,146	25,000	25,000	55,000
Interest	838	1,000	1,000	1,000
Credit Card Fees	-18,152	-16,000	-16,000	-16,000
<b>Total</b>	<b>981,361</b>	<b>1,019,000</b>	<b>1,019,000</b>	<b>1,103,000</b>
<b>Expenditures</b>				
Personal Services	499,491	497,000	497,000	529,000
Commodities	200,330	189,000	189,000	197,000
Contractual Services	152,038	196,000	196,000	193,000
Capital Outlay	207,472	110,000	110,000	185,000
Transfers	-	1,000	1,000	1,000
<b>Total</b>	<b>1,059,331</b>	<b>993,000</b>	<b>993,000</b>	<b>1,105,000</b>
Revenue over Expenditure	(77,970)	26,000	26,000	(2,000)
Beginning Balance	203,236	125,266	125,266	151,266
Ending Fund Balance	125,266	151,266	151,266	149,266

## Public Golf Course Fund 2017-2023 Forecast



### Significant Revenue Changes:

- Revenues are increasing \$84,000

### Significant Expenditure Changes:

- Expenditures are increasing \$112,000
- 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Property	795,807	856,000	1,085,000	1,905,000
Sales Tax	604,717	709,000	725,000	789,000
Douglas County	40,677	18,000	18,000	23,000
<b>Total</b>	<b>1,441,201</b>	<b>1,583,000</b>	<b>1,828,000</b>	<b>2,717,000</b>
<b>Expenditures</b>				
Contractual Services	2,366,565	1,583,000	1,869,000	2,717,000
<b>Total</b>	<b>2,366,565</b>	<b>1,583,000</b>	<b>1,869,000</b>	<b>2,717,000</b>
Revenue over Expenditure	(925,364)	-	(41,000)	-
Beginning Balance	1,137,818	212,454	212,454	171,454
Ending Fund Balance	212,454	212,454	171,454	171,454

## Significant Changes:

- No significant changes

# 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Building Rental	119,531	26,000	123,000	136,000
Interest	578	1,000	2,000	2,000
Charges for Service	795	-	-	-
<b>Total</b>	<b>120,904</b>	<b>27,000</b>	<b>125,000</b>	<b>138,000</b>
<b>Expenditures</b>				
Contractual Services	-	-	-	220,000
Transfers	170,000	-	-	-
Capital Outlay	-	20,000	20,000	-
Commodities	3	-	-	-
<b>Total</b>	<b>170,003</b>	<b>20,000</b>	<b>20,000</b>	<b>220,000</b>
Revenue over Expenditure	(49,099)	7,000	105,000	(82,000)
Beginning Balance	144,997	95,898	95,898	200,898
Ending Fund Balance	95,898	102,898	200,898	118,898

## 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Sales Tax	4,890,802	5,082,000	4,494,000	4,594,000
Intergovernmental	1,566,689	1,500,000	2,529,000	0
Operating Transfers	857,318	270,000	2,819,000	450,000
Miscellaneous	842,288	0	0	0
Interest	13,035	27,000	55,000	61,000
<b>Total</b>	<b>8,170,132</b>	<b>6,879,000</b>	<b>9,897,000</b>	<b>5,105,000</b>
<b>Expenditures</b>				
Capital Outlay	5,914,472	6,421,000	9,577,000	5,525,000
Contractual Services	1,302,483	60,000	112,000	1,410,000
Debt Service	50,624	-	-	-
<b>Total</b>	<b>7,267,579</b>	<b>6,481,000</b>	<b>9,689,000</b>	<b>6,935,000</b>
Revenue over Expenditure	902,553	398,000	208,000	(1,830,000)
Beginning Balance	5,024,195	5,926,748	5,926,748	6,134,748
Ending Fund Balance	5,926,748	6,324,748	6,134,748	4,304,748

### Significant Changes:

- No significant changes

# 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Sales Tax	500,000	500,000	500,000	500,000
Operating Transfers	180,000	180,000	180,000	180,000
Fines, forfeitures and penalties	63,205	65,000	65,000	65,000
Interest	471	19,000	19,000	25,000
<b>Total</b>	<b>743,676</b>	<b>764,000</b>	<b>764,000</b>	<b>770,000</b>
<b>Expenditures</b>				
Capital Outlay	44,920	1,426,000	1,826,000	1,380,000
Transfers	55	539,000	-	-
Commodities	70,120	60,000	80,000	-
<b>Total</b>	<b>115,095</b>	<b>2,025,000</b>	<b>1,906,000</b>	<b>1,380,000</b>
Revenue over Expenditure	628,581	(1,261,000)	(1,142,000)	(610,000)
Beginning Balance	1,548,928	2,177,509	2,177,509	1,035,509
Ending Fund Balance	2,177,509	916,509	1,035,509	425,509

## 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Donations	9,209	3,000	53,000	3,000
Miscellaneous	175	0	0	0
Interest	297	0	0	0
<b>Total</b>	<b>9,681</b>	<b>3,000</b>	<b>53,000</b>	<b>3,000</b>
<b>Expenditures</b>				
Commodities	3,970	66,000	63,000	3,000
Capital Outlay	37,683	-	24,000	-
Contractual Services	-	-	26,000	-
Transfers	81	-	-	-
<b>Total</b>	<b>41,734</b>	<b>66,000</b>	<b>113,000</b>	<b>3,000</b>
Revenue over Expenditure	(32,053)	(63,000)	(60,000)	-
Beginning Balance	92,680	60,627	60,627	627
Ending Fund Balance	60,627	(2,373)	627	627

## Significant Changes:

- No significant changes



# 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Interest	2,013	14,000	14,000	14,000
Miscellaneous	750	0	0	0
<b>Total</b>	<b>2,763</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>
Expenditures				
Capital Outlay	4,035	1,250,000	760,000	875,000
Contractual Services	308,815	138,000	623,000	508,000
Personal Services	93,416	96,000	96,000	97,000
Commodities	51,367	22,000	27,000	27,000
<b>Total</b>	<b>457,633</b>	<b>1,506,000</b>	<b>1,506,000</b>	<b>1,507,000</b>
Revenue over Expenditure	(454,870)	(1,492,000)	(1,492,000)	(1,493,000)
Beginning Balance	4,812,126	4,357,256	4,357,256	2,865,256
Ending Fund Balance	4,357,256	2,865,256	2,865,256	1,372,256

## Significant Changes:

- No significant changes

# CEMETERY PERPETUAL CARE FUND (605)

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

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
	-	-	-	-
<b>Total</b>	-	-	-	-
<b>Expenditures</b>				
Contractual Services	3,263	-	-	-
<b>Total</b>	<b>3,263</b>	-	-	-
Revenue over Expenditure	(3,263)	-	-	-
Beginning Balance	3,308	45	45	45
Ending Fund Balance	45	45	45	45

## Significant Changes:

- No significant changes

# CEMETERY MAUSOLEUM FUND (606)

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

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Interest	13	0	0	0
<b>Total</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>				
Contractual Services	4,247	-	-	-
<b>Total</b>	<b>4,247</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue over Expenditure	(4,234)	-	-	-
Beginning Balance	4,252	18	18	18
Ending Fund Balance	18	18	18	18

## Significant Changes:

- No significant changes

# HOUSING TRUST FUND (607)

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

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Operating Transfers	0	599,000	600,000	350,000
Sales Tax	0	0	0	497,000
Miscellaneous	477	0	20,000	0
Interest	837	1,000	1,000	1,000
<b>Total</b>	<b>1,314</b>	<b>600,000</b>	<b>621,000</b>	<b>848,000</b>
<b>Expenditures</b>				
Contractual Services	78,650	600,000	603,000	850,000
<b>Total</b>	<b>78,650</b>	<b>600,000</b>	<b>603,000</b>	<b>850,000</b>
Revenue over Expenditure	(77,336)	-	18,000	(2,000)
Beginning Balance	80,503	3,167	3,167	21,167
Ending Fund Balance	3,167	3,167	21,167	19,167

## Significant Changes:

- No significant changes

# OUTSIDE AGENCY FUND (611)

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

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Federal Grants	2,038,182	3,350,000	3,298,000	3,250,000
State Grants	1,518,977	770,000	770,000	770,000
Miscellaneous	10,260	0	0	0
<b>Total</b>	<b>3,567,419</b>	<b>4,120,000</b>	<b>4,068,000</b>	<b>4,020,000</b>
Expenditures				
Contractual Services	3,162,758	3,682,000	3,682,000	3,815,000
Personal Services	244,942	226,000	211,000	217,000
Capital Outlay	-	180,000	180,000	-
Commodities	8,986	31,000	31,000	27,000
<b>Total</b>	<b>3,416,686</b>	<b>4,119,000</b>	<b>4,104,000</b>	<b>4,059,000</b>
Revenue over Expenditure	150,733	1,000	(36,000)	(39,000)
Beginning Balance	(28,524)	122,209	122,209	86,209
Ending Fund Balance	122,209	123,209	86,209	47,209

## 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Donations	33,888	32,000	32,000	33,000
Interest	569	1,000	1,000	1,000
<b>Total</b>	<b>34,457</b>	<b>33,000</b>	<b>33,000</b>	<b>34,000</b>
<b>Expenditures</b>				
Contractual Services	33,514	50,000	50,000	50,000
<b>Total</b>	<b>33,514</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
Revenue over Expenditure	943	(17,000)	(17,000)	(16,000)
Beginning Balance	149,112	150,055	150,055	133,055
Ending Fund Balance	150,055	133,055	133,055	117,055

## 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.

		2018 Adopted	2018 Manager	2019 Manager
Revenues	2017 Unaudited	Budget	Revised Budget	Proposed Budget
Federal Grants	31,750	0	32,000	32,000
Interest	879	2,000	2,000	2,000
<b>Total</b>	<b>32,629</b>	<b>2,000</b>	<b>34,000</b>	<b>34,000</b>
Expenditures				
Contractual Services	23,298	31,000	31,000	31,000
Personal Services	11,851	13,000	13,000	12,000
Commodities	1,129	2,000	2,000	2,000
<b>Total</b>	<b>36,278</b>	<b>46,000</b>	<b>46,000</b>	<b>45,000</b>
Revenue over Expenditure	(3,649)	(44,000)	(12,000)	(11,000)
Beginning Balance	214,692	211,043	211,043	199,043
Ending Fund Balance	211,043	167,043	199,043	188,043

## 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Intergovernmental	945,345	680,000	680,000	680,000
Loan Repayments	100,123	70,000	70,000	78,000
Miscellaneous	25	0	0	0
<b>Total</b>	<b>1,045,493</b>	<b>750,000</b>	<b>750,000</b>	<b>758,000</b>
<b>Expenditures</b>				
Contractual Services	938,221	557,000	557,000	548,000
Personal Services	173,898	201,000	201,000	204,000
Commodities	2,654	-	-	-
<b>Total</b>	<b>1,114,773</b>	<b>758,000</b>	<b>758,000</b>	<b>752,000</b>
Revenue over Expenditure	(69,280)	(8,000)	(8,000)	6,000
Beginning Balance	368,219	298,939	298,939	290,939
Ending Fund Balance	298,939	290,939	290,939	296,939

## 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Federal Grants	432,532	300,000	300,000	300,000
Loan Repayments	8,332	32,000	32,000	30,000
<b>Total</b>	<b>440,864</b>	<b>332,000</b>	<b>332,000</b>	<b>330,000</b>
Expenditures				
Contractual Services	478,679	281,000	281,000	292,000
Personal Services	35,640	49,000	49,000	40,000
<b>Total</b>	<b>514,319</b>	<b>330,000</b>	<b>330,000</b>	<b>332,000</b>
Revenue over Expenditure	(73,455)	2,000	2,000	(2,000)
Beginning Balance	49,340	(24,115)	(24,115)	(22,115)
Ending Fund Balance	(24,115)	(22,115)	(22,115)	(24,115)

## 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.

Revenues	2017 Unaudited	2018 Adopted Budget	2018 Manager Revised Budget	2019 Manager Proposed Budget
Federal Grants	315,334	260,000	260,000	262,000
Miscellaneous	2,125	0	0	0
<b>Total</b>	<b>317,459</b>	<b>260,000</b>	<b>260,000</b>	<b>262,000</b>
Expenditures				
Personal Services	154,700	134,000	134,000	134,000
Contractual Services	140,866	128,000	128,000	128,000
Commodities	11,452	-	-	-
<b>Total</b>	<b>307,018</b>	<b>262,000</b>	<b>262,000</b>	<b>262,000</b>
Revenue over Expenditure	10,441	(2,000)	(2,000)	-
Beginning Balance	(23,035)	(12,594)	(12,594)	(14,594)
Ending Fund Balance	(12,594)	(14,594)	(14,594)	(14,594)

## 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.

<b>Revenues</b>	<b>2017 Unaudited</b>	<b>2018 Adopted Budget</b>	<b>2018 Manager Revised Budget</b>	<b>2019 Manager Proposed Budget</b>
Confiscated Property	5,141	43,000	43,000	43,000
Interest	381	1,000	1,000	1,000
<b>Total</b>	<b>5,522</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>
<b>Expenditures</b>				
Contractual Services	16,800	40,000	40,000	40,000
Commodities	20,716	10,000	10,000	10,000
<b>Total</b>	<b>37,516</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
Revenue over Expenditure	(31,994)	(6,000)	(6,000)	(6,000)
Beginning Balance	80,922	48,928	48,928	42,928
Ending Fund Balance	48,928	42,928	42,928	36,928

## Significant Changes:

- No significant changes



*City of Lawrence*

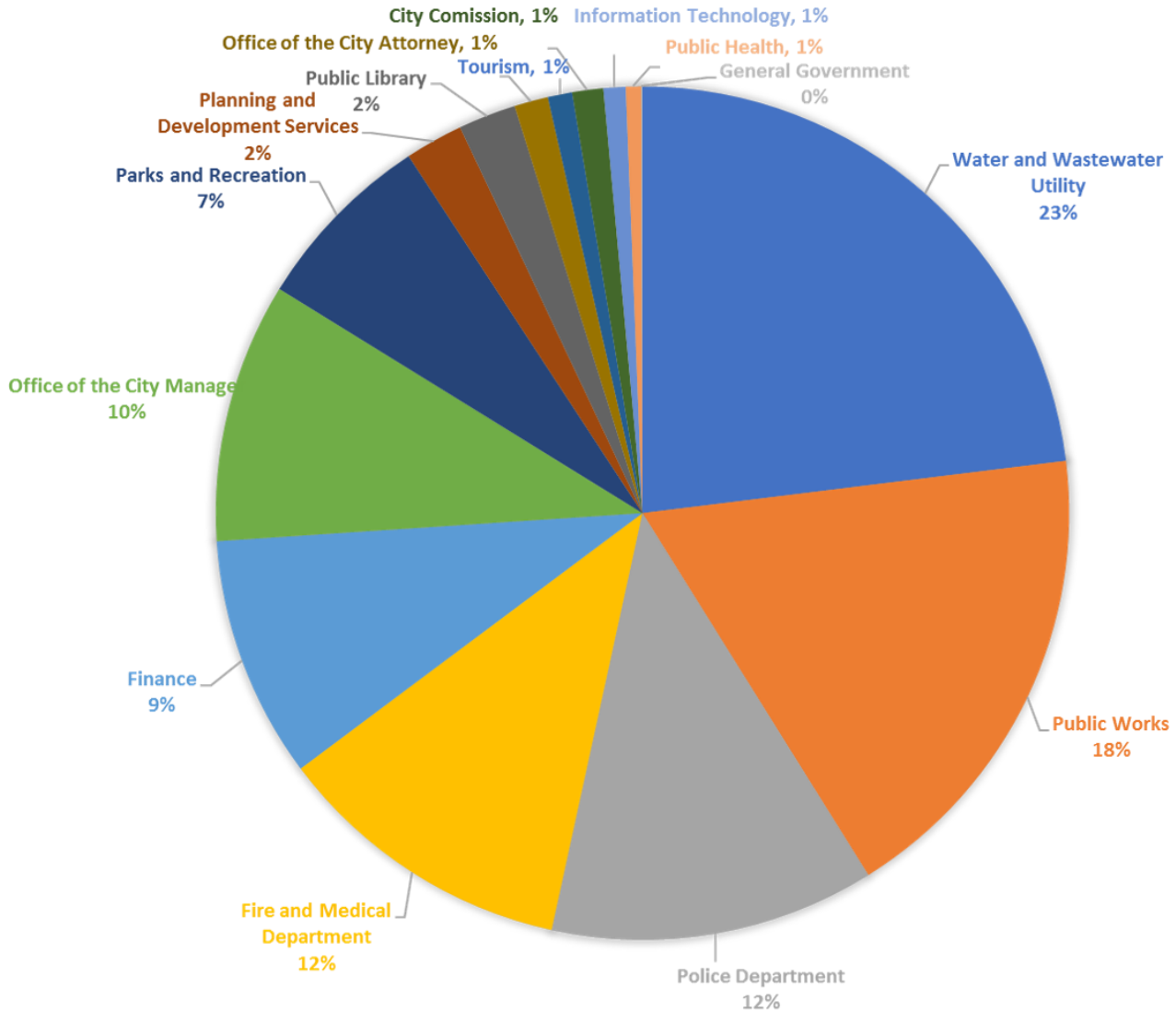


# DEPARTMENT BUDGETS

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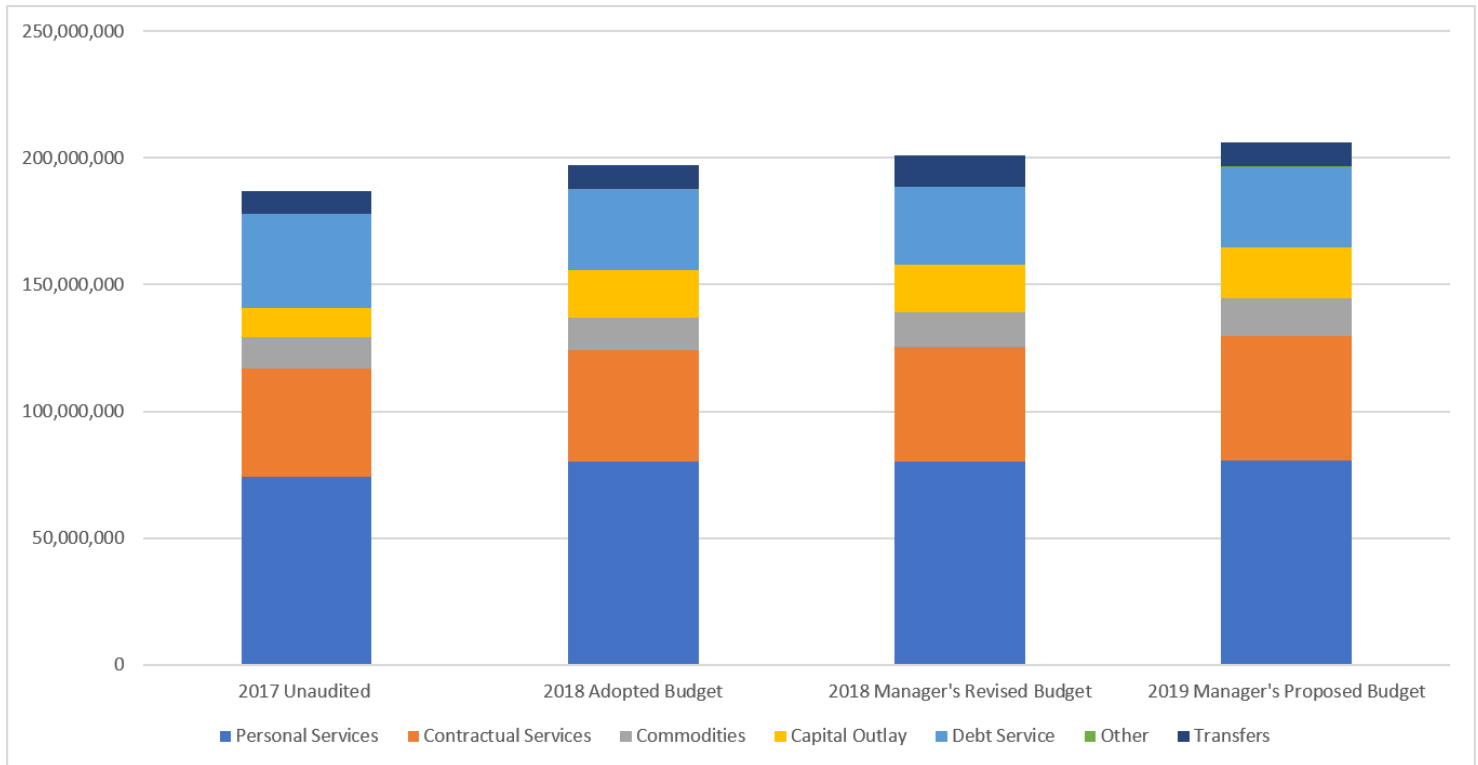
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# EXPENDITURES BY DEPARTMENT-ALL



Department	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	% of Budget
Water and Wastewater Utility	50,655,402	46,515,000	45,916,000	47,479,000	23%
Public Works	33,370,262	35,906,000	38,725,000	37,261,000	18%
Police Department	21,643,081	24,323,000	24,802,000	25,334,000	12%
Fire and Medical Department	19,524,562	22,927,000	22,928,000	23,426,000	11%
Finance	22,928,083	21,288,000	21,356,000	18,891,000	9%
Office of the City Manager	9,393,281	14,681,000	14,457,000	20,306,000	10%
Parks and Recreation	13,338,567	13,481,000	13,963,000	14,355,000	7%
Planning and Development Services	4,758,034	4,330,000	4,501,000	4,535,000	2%
Public Library	4,111,719	4,233,000	4,313,000	4,487,000	2%
Office of the City Attorney	2,282,643	2,774,000	3,174,000	2,649,000	1%
Tourism	1,744,017	1,965,000	1,915,200	1,907,000	1%
City Commission	965,606	1,542,000	2,160,000	2,424,000	1%
Information Technology	1,137,030	1,224,000	1,304,000	1,729,000	1%
Public Health	1,171,761	1,155,000	1,155,000	1,185,000	1%
General Government	7,963	649,000	130,000	100,000	0%
<b>Total</b>	<b>187,032,011</b>	<b>196,993,000</b>	<b>200,799,200</b>	<b>206,068,000</b>	

# EXPENDITURES BY CATEGORY-ALL DEPARTMENTS



Department	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	% of Budget
Personal Services	74,299,262	80,044,000	79,966,000	80,516,000	39%
Contractual Services	42,666,974	44,034,000	45,617,200	49,242,000	24%
Commodities	12,139,771	12,977,458	13,623,000	14,633,000	7%
Capital Outlay	11,472,020	18,625,542	18,754,000	20,089,000	10%
Debt Service	37,143,867	31,697,000	30,440,000	31,858,000	15%
Other	13,279	353,000	227,000	347,000	0%
Transfers	9,296,837	9,262,000	12,172,000	9,383,000	5%
<b>Total</b>	<b>187,032,010</b>	<b>196,993,000</b>	<b>200,799,200</b>	<b>206,068,000</b>	

# 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

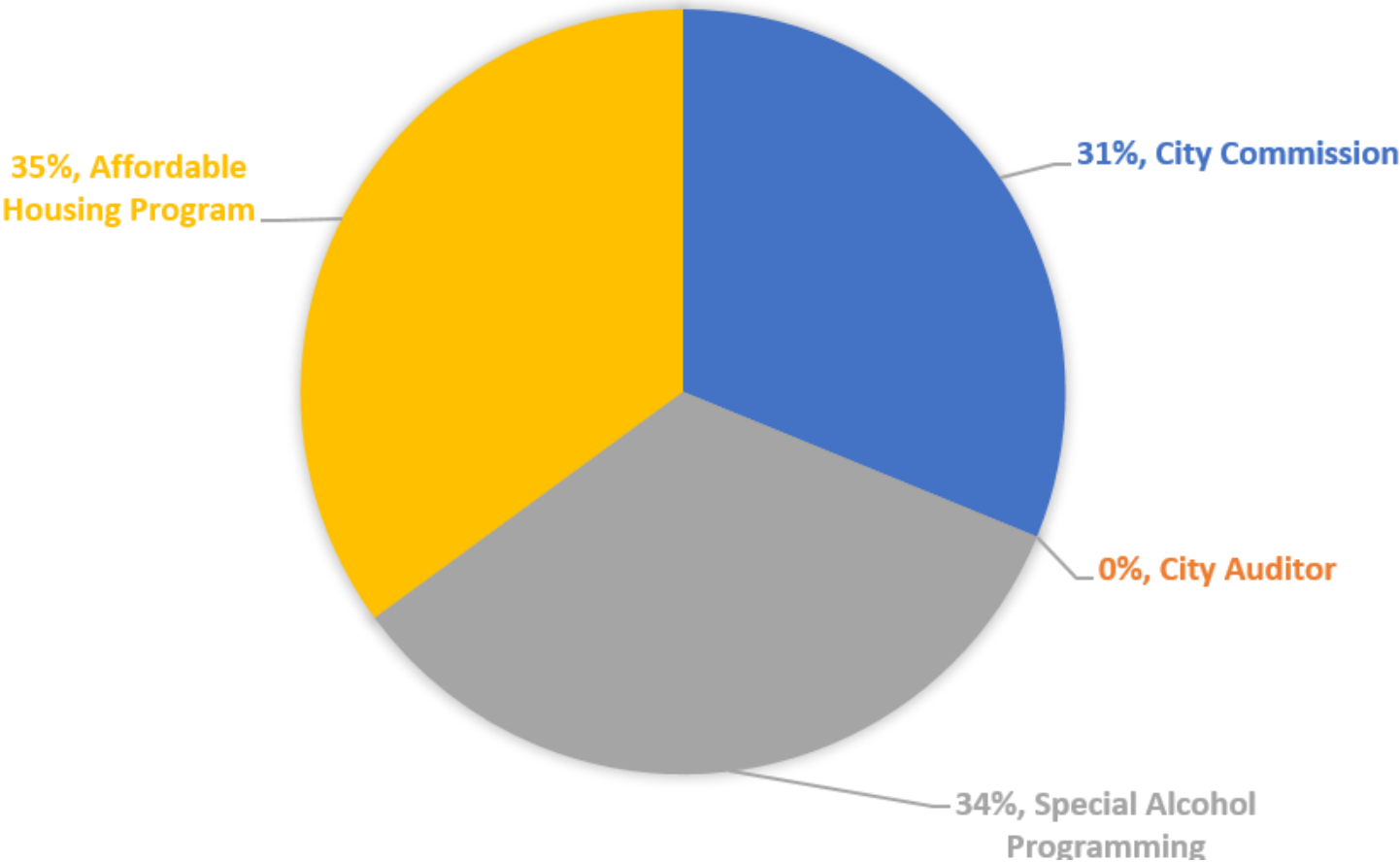


## City Commission Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	153,658	126,000	741,000	756,000	15,000
Special Alcohol Fund	733,298	816,000	816,000	818,000	2,000
Housing Trust Fund	78,650	600,000	603,000	850,000	247,000
<b>Total</b>	<b>965,606</b>	<b>1,542,000</b>	<b>2,160,000</b>	<b>2,424,000</b>	<b>264,000</b>

# 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

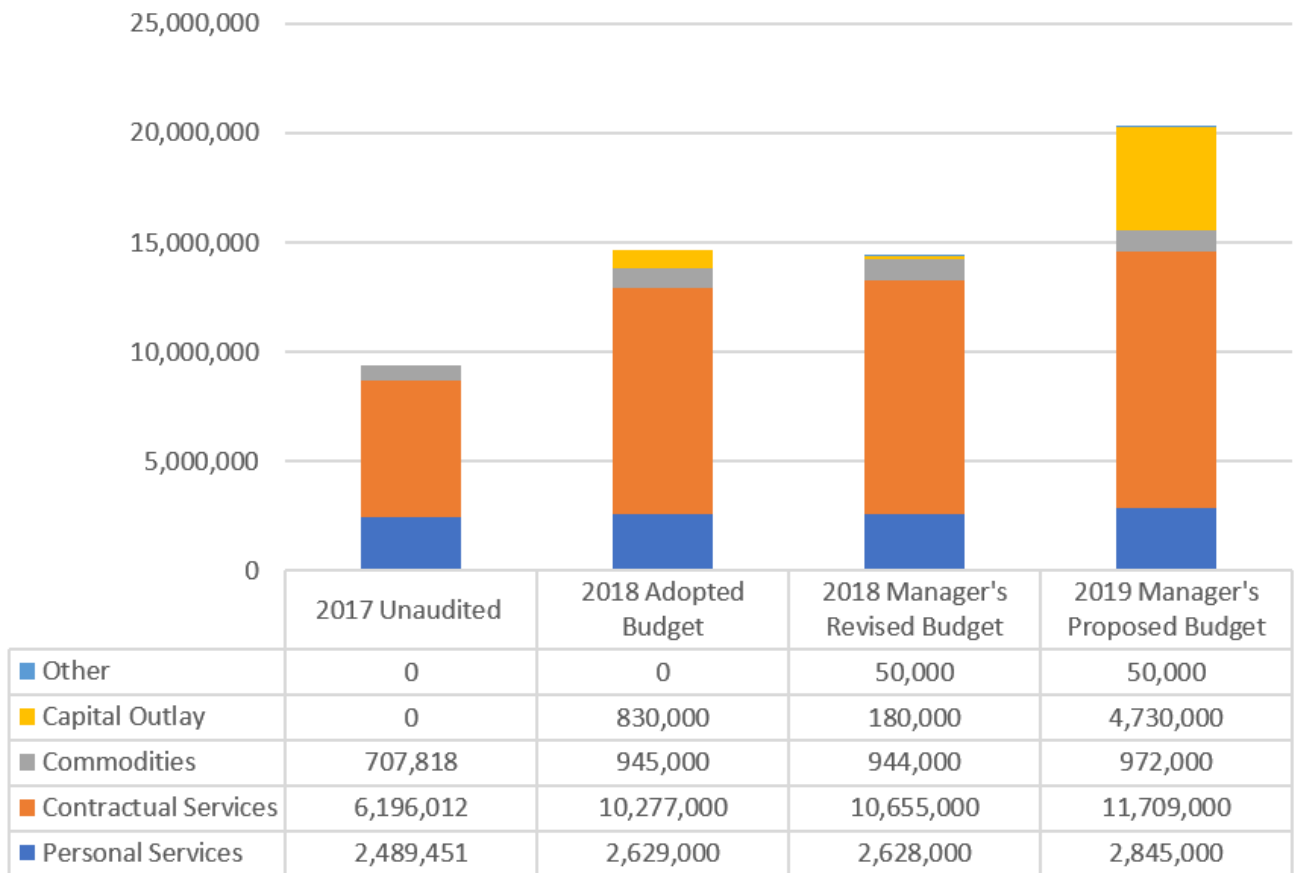
**Fee Changes**

- 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

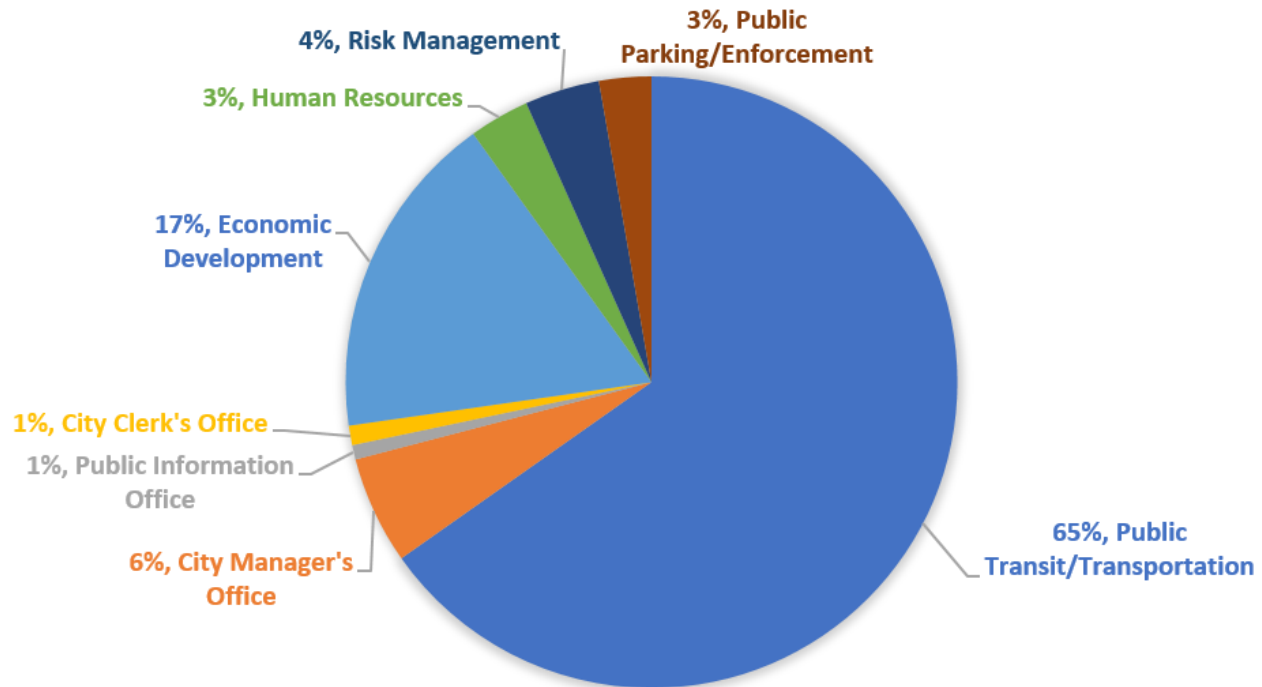


## Office of the City Manager budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	2,595,692	3,543,000	3,684,000	3,929,000	245,000
Transit Fund	3,143,090	5,135,000	4,484,000	9,196,000	4,712,000
Economic Development Funds	0	1,583,000	1,869,000	2,717,000	848,000
Outside Agency Grants	3,249,967	3,949,000	3,949,000	3,904,000	-45,000
Public Parking System	404,532	471,000	471,000	560,000	89,000
<b>Total</b>	<b>9,393,281</b>	<b>14,681,000</b>	<b>14,457,000</b>	<b>20,306,000</b>	<b>5,849,000</b>

# 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

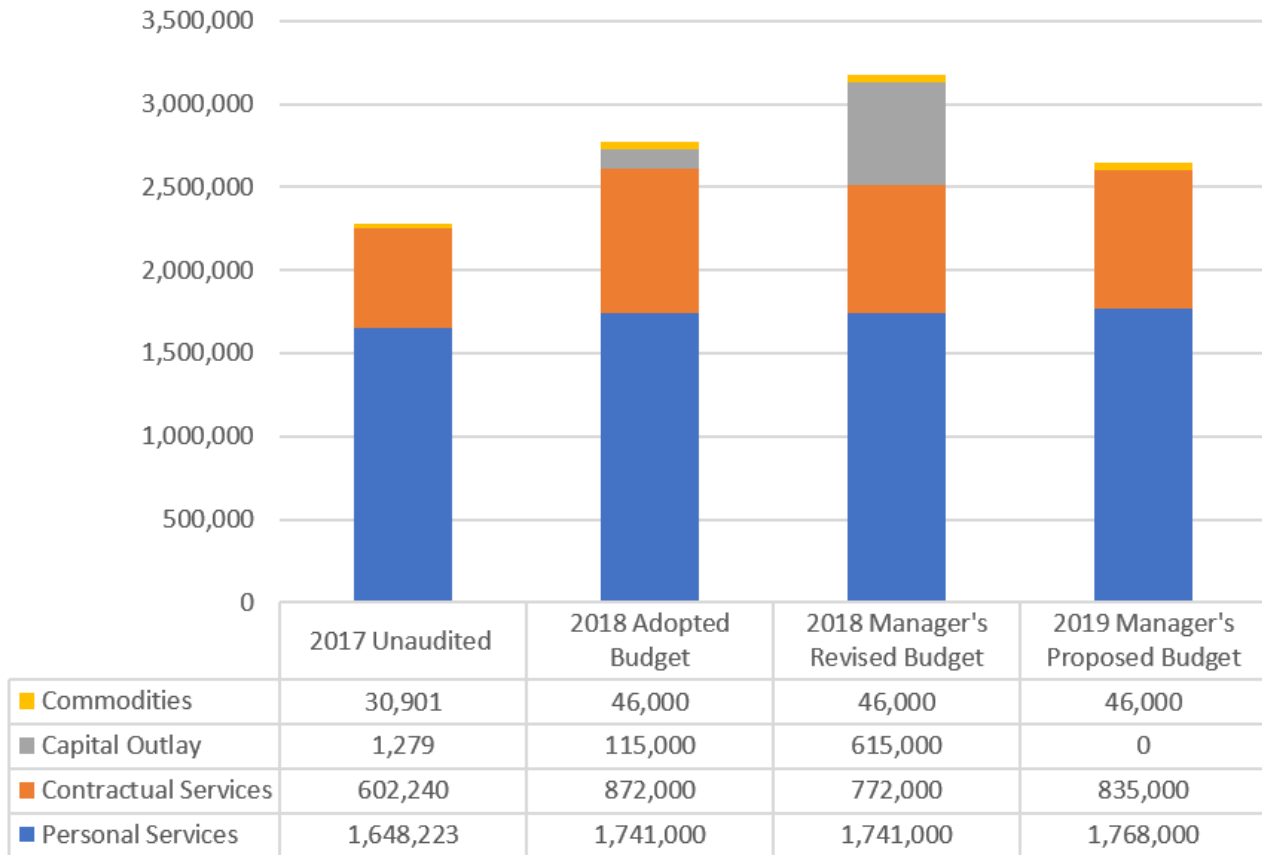
- No anticipated fee changes



# 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

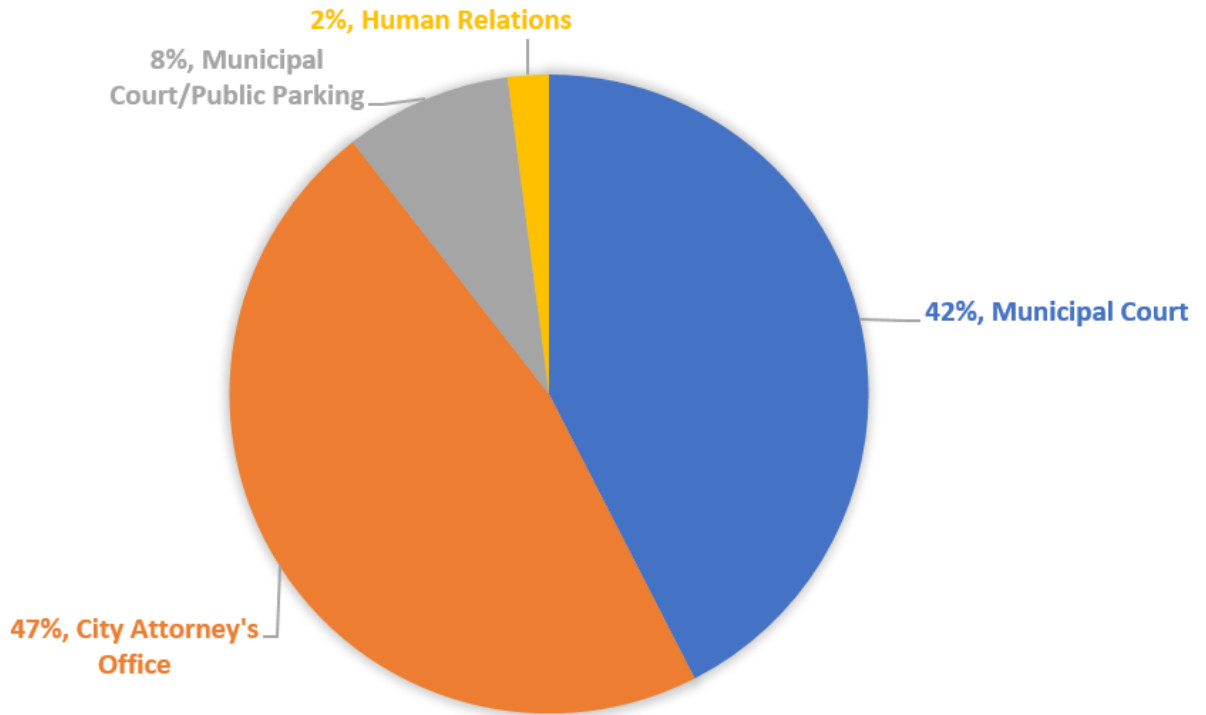


## Office of the City Attorney budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	2,042,156	2,394,000	2,394,000	2,380,000	-14,000
Public Parking System	202,930	219,000	219,000	224,000	5,000
Equipment Reserve Fund	1,279	115,000	515,000	0	-515,000
Fair Housing Grant	36,278	46,000	46,000	45,000	-1,000
<b>Total</b>	<b>2,282,643</b>	<b>2,774,000</b>	<b>3,174,000</b>	<b>2,649,000</b>	<b>-525,000</b>

# 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

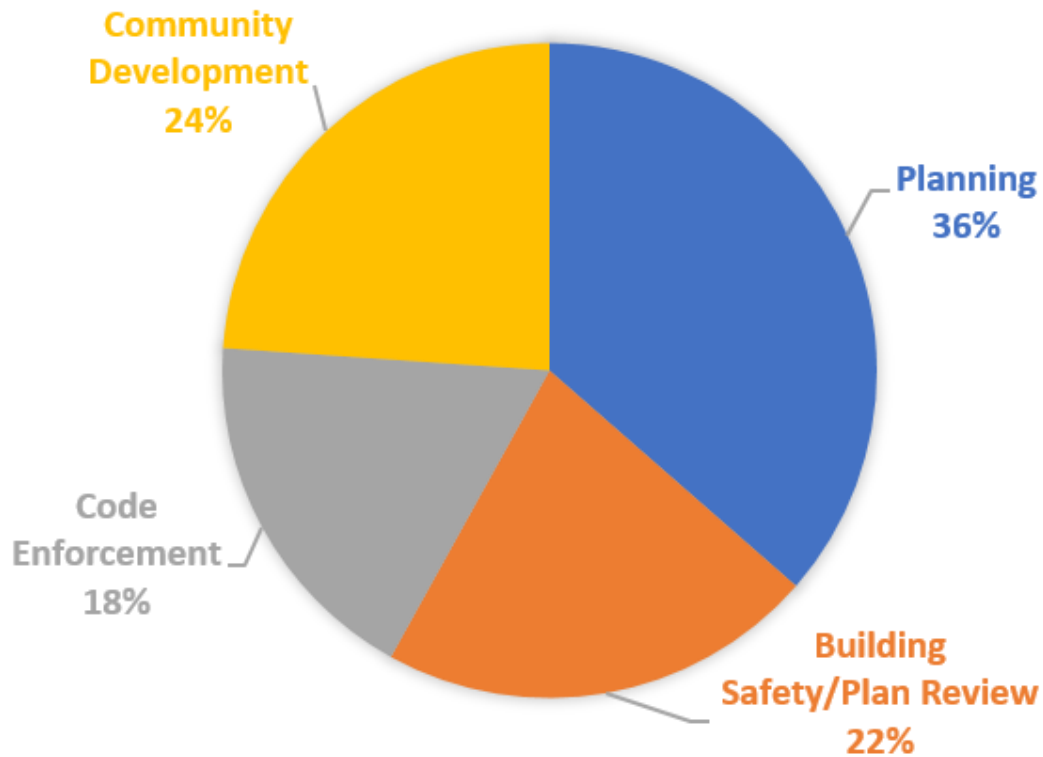


Planning & Development Services Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	2,821,924	2,980,000	3,099,000	3,189,000	90,000
Community Development	1,114,773	758,000	758,000	752,000	-6,000
Home Program Fund	514,318	330,000	330,000	332,000	2,000
Transportation Planning	307,018	262,000	262,000	262,000	0
Capital Improve Reserve	0	0	52,000	0	-52,000
<b>Total</b>	<b>4,758,033</b>	<b>4,330,000</b>	<b>4,501,000</b>	<b>4,535,000</b>	<b>34,000</b>

# 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

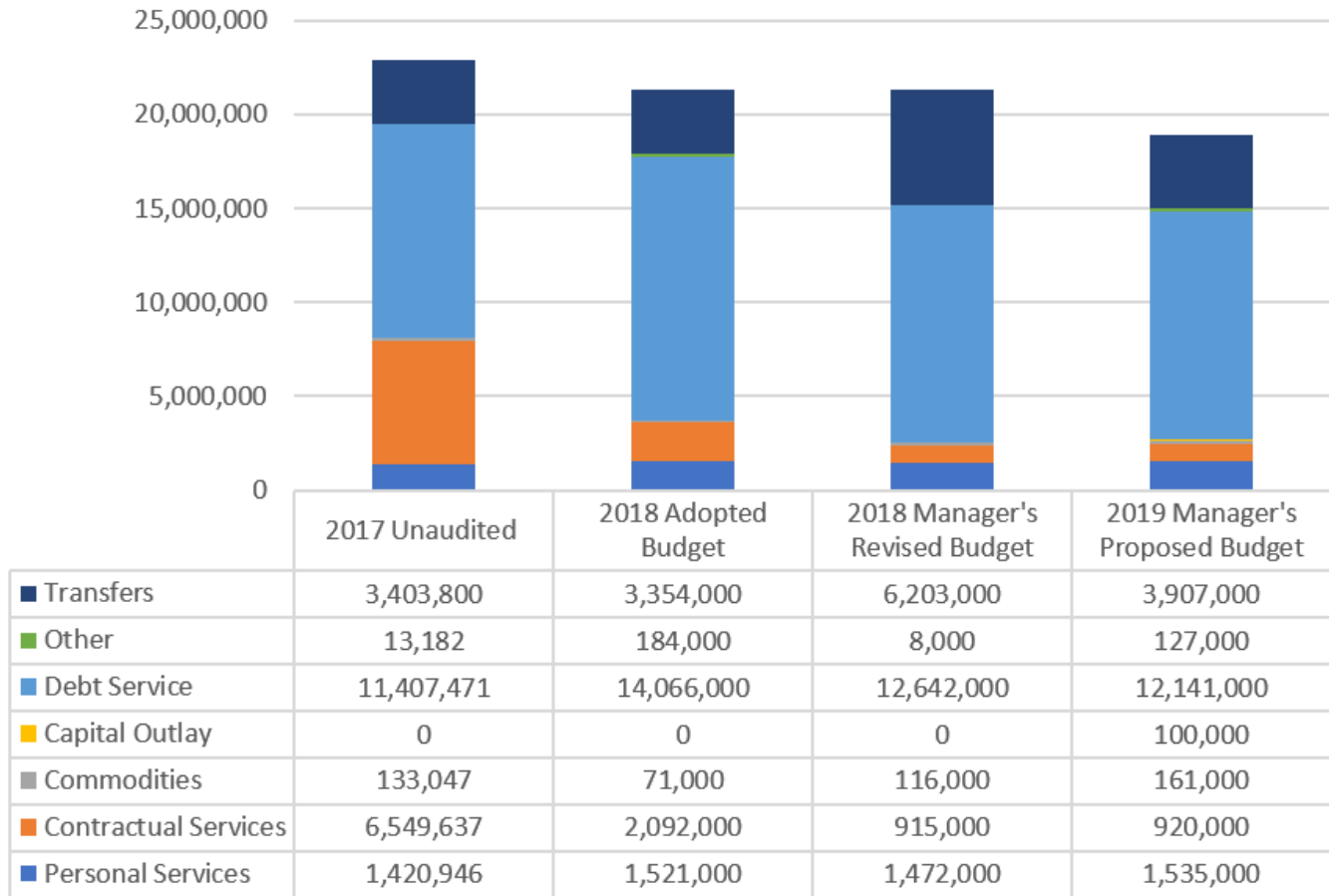
## Fee Changes

- 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

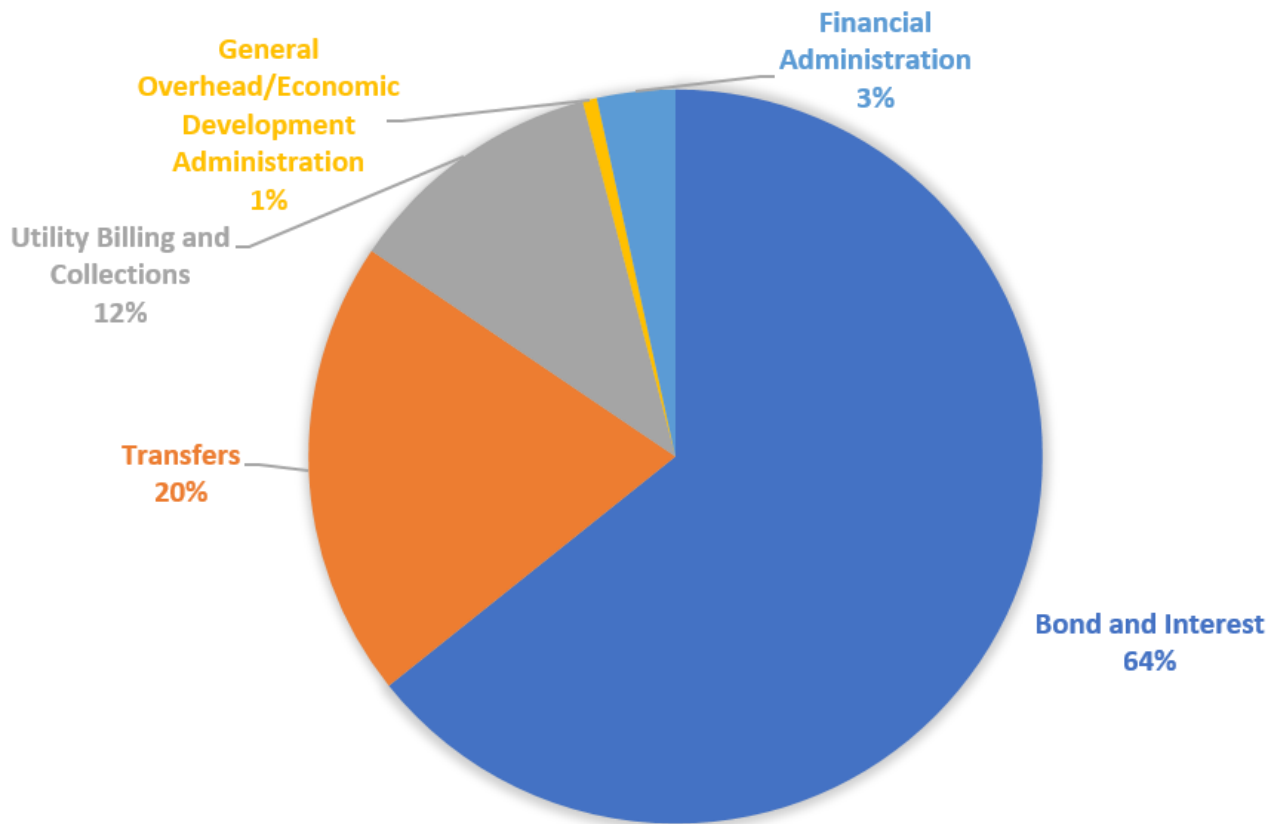


## Finance Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
Bond & Interest Fund	11,407,471	14,066,000	12,642,000	12,141,000	-501,000
General Fund	7,399,010	5,286,000	6,730,000	4,585,000	-2,145,000
Water & Sewer Fund	1,755,037	1,936,000	1,984,000	2,165,000	181,000
Economic Development Funds	2,366,565	0	0	0	0
<b>Total</b>	<b>22,928,083</b>	<b>21,288,000</b>	<b>21,356,000</b>	<b>18,891,000</b>	<b>-2,465,000</b>

# 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

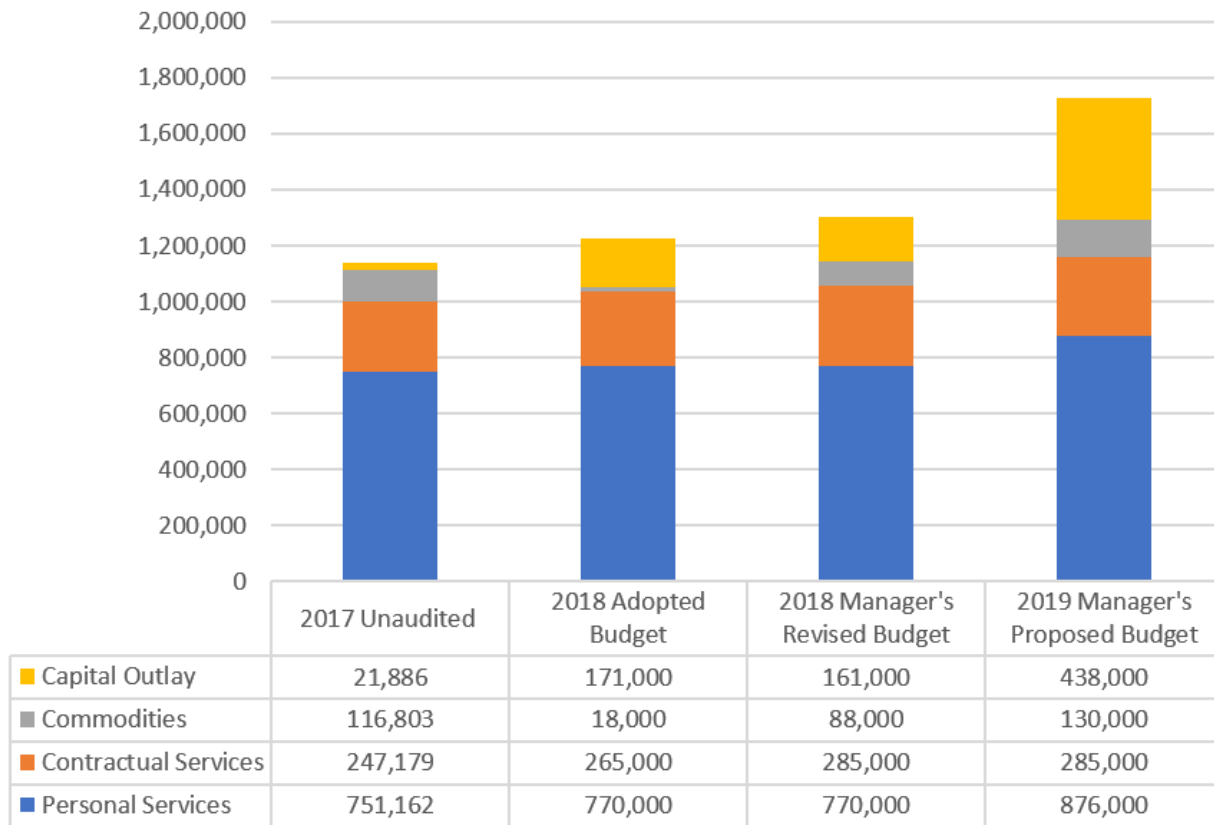
## Fee Changes

- 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 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	1,052,932	1,063,000	1,143,000	1,291,000	148,000
Equipment Reserve Fund	62,212	161,000	161,000	438,000	277,000
Capital Improve Reserve	21,886	0	0	0	0
<b>Total</b>	<b>1,137,030</b>	<b>1,224,000</b>	<b>1,304,000</b>	<b>1,729,000</b>	<b>425,000</b>

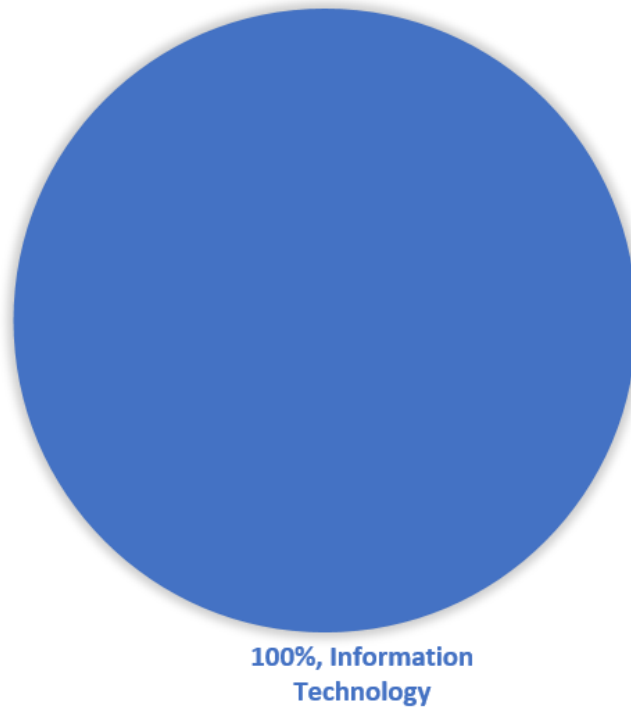


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# Information Technology

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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

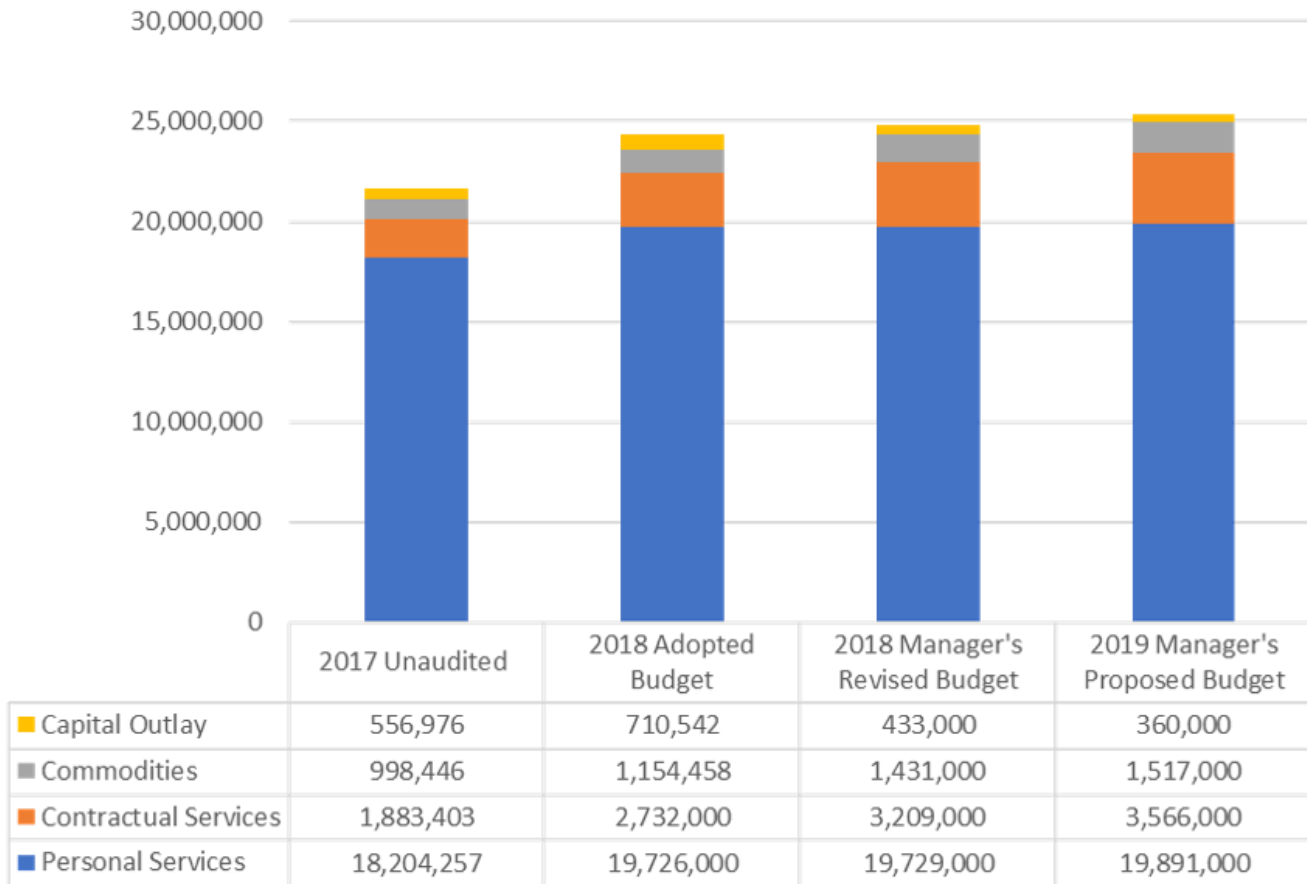
## Fee Changes

- 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

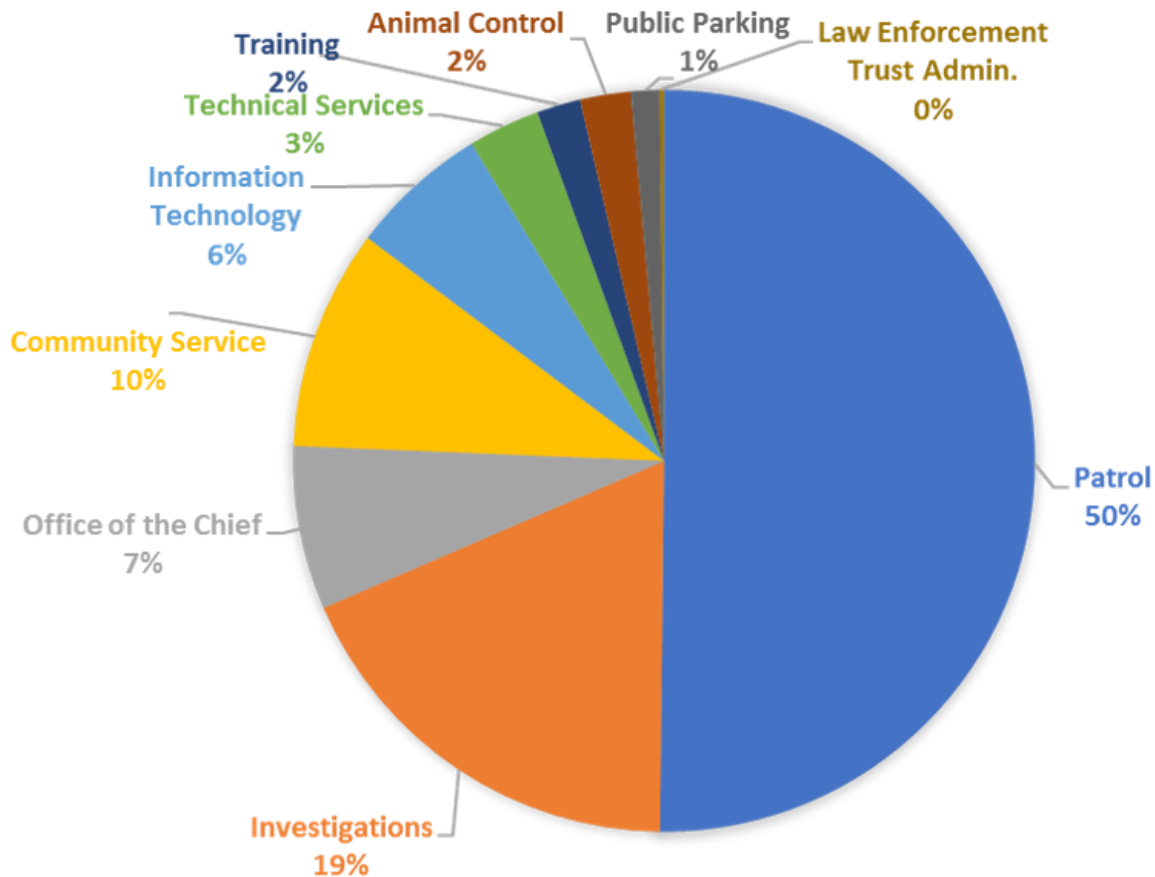


## Police Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	21,287,833	23,968,000	24,444,000	24,672,000	352,000
Public Parking System	263,546	305,000	308,000	312,000	4,000
Capital Improve Reserve	54,186	0	0	300,000	300,000
Law Enforcement Trust Fund	37,516	50,000	50,000	50,000	0
<b>Total</b>	<b>21,643,081</b>	<b>24,323,000</b>	<b>24,802,000</b>	<b>25,334,000</b>	<b>532,000</b>

# Police

Police Department budget by Division



## Significant Changes:

- Addition of two (2) civilian positions to replace sworn positions

## 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

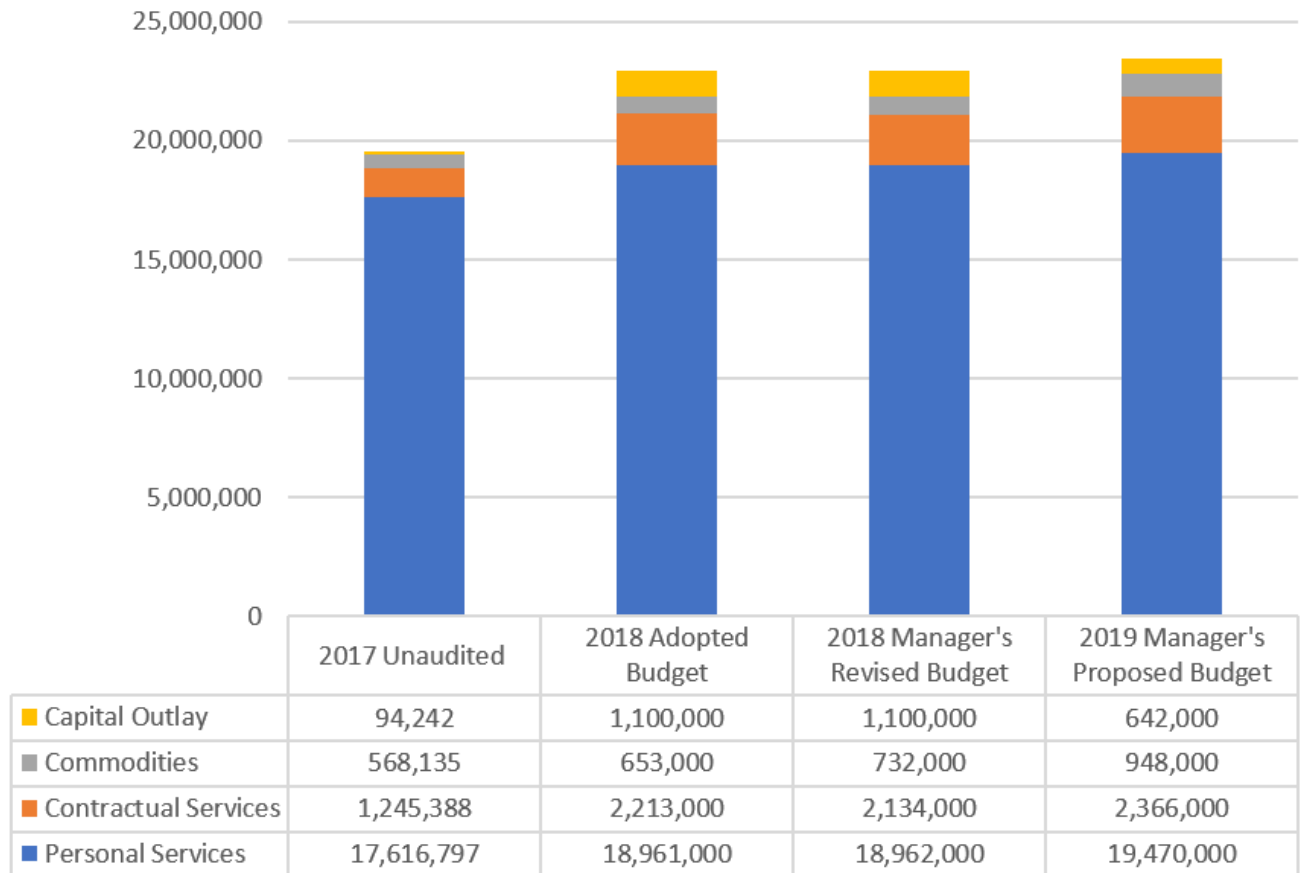
## Fee Changes

- 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

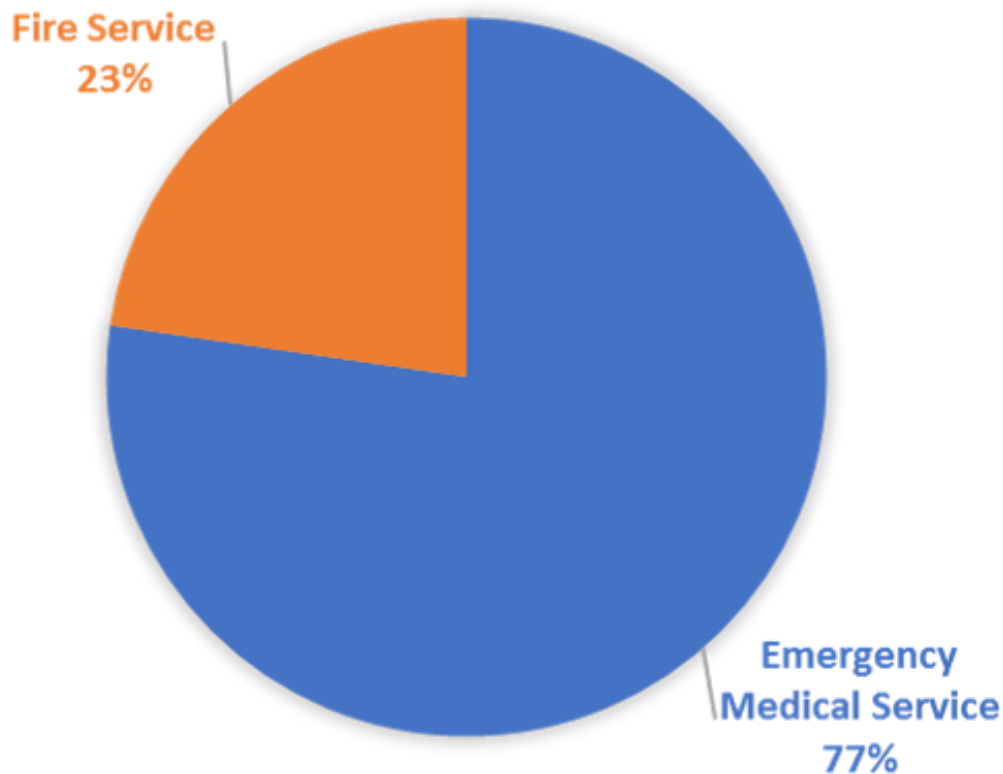


Fire Medical Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	19,430,320	21,827,000	21,828,000	22,784,000	956,000
Equipment Reserve Fund	43,641	1,100,000	1,100,000	642,000	-458,000
Capital Improve Reserve	50,601	0	0	0	0
<b>Total</b>	<b>19,524,562</b>	<b>22,927,000</b>	<b>22,928,000</b>	<b>23,426,000</b>	<b>498,000</b>

# 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

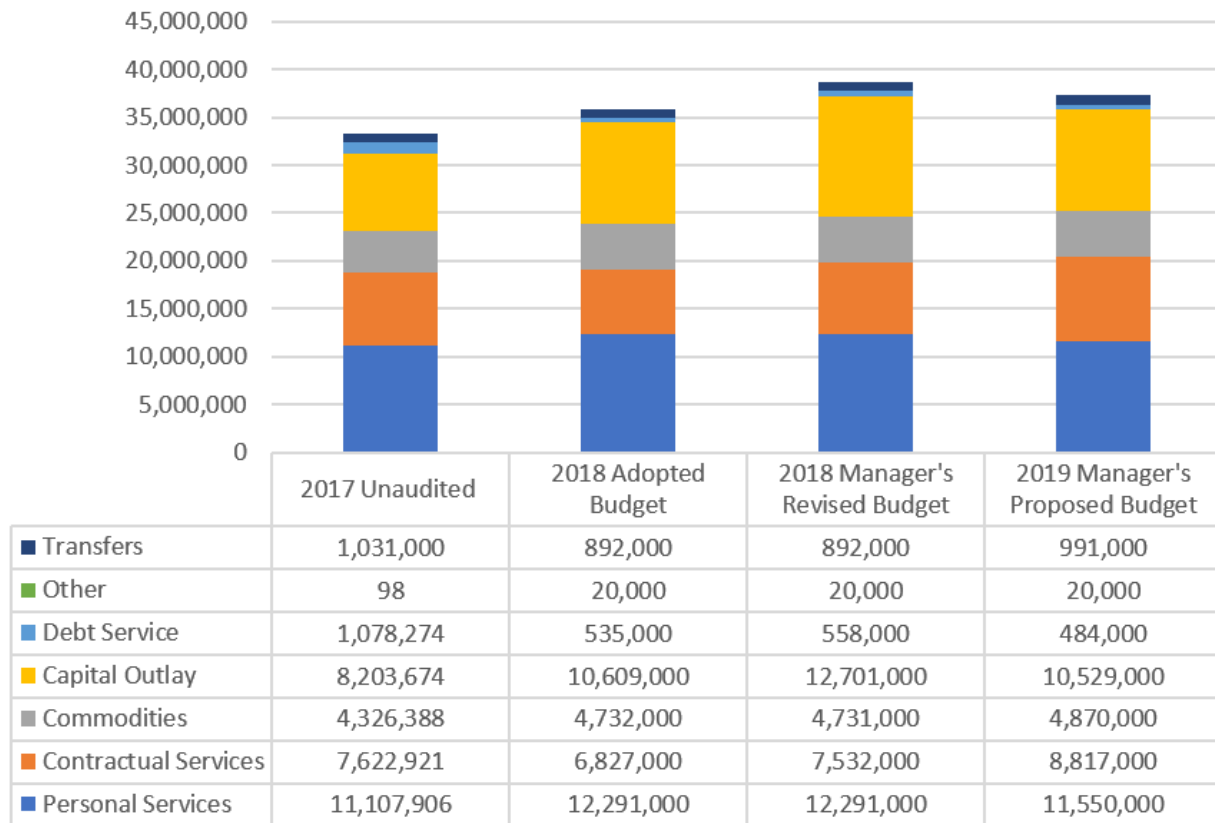
### Fee Changes

- 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

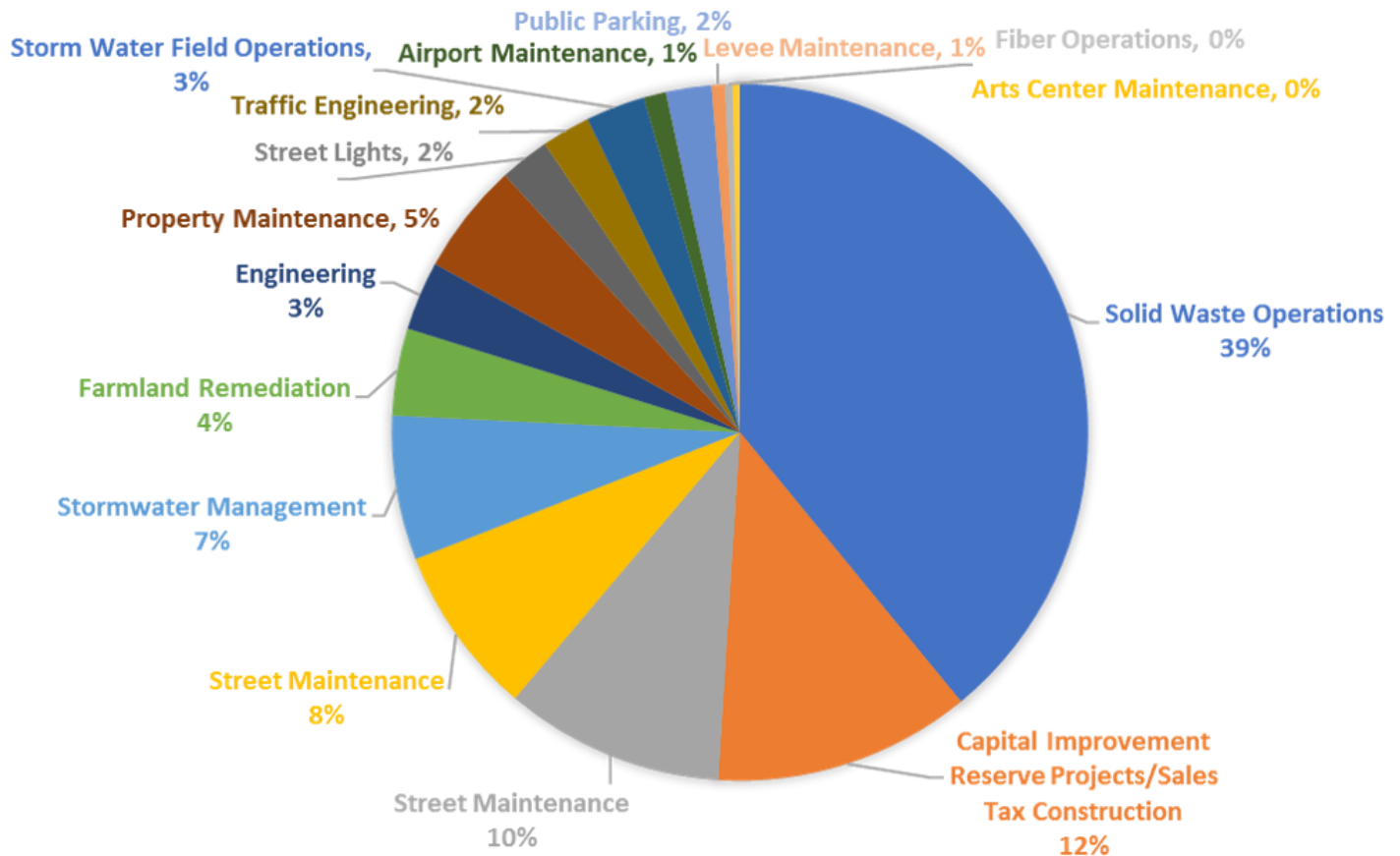


## Public Works Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
Solid Waste Fund	12,206,512	13,558,000	13,558,000	14,552,000	994,000
Storm Water Utility	3,198,867	3,215,000	3,237,000	3,523,000	286,000
Public Parking System	629,477	486,000	486,000	786,000	300,000
Sanitation-NonBonded	157,964	0	0	0	0
Capital Improve Reserve	6,977,551	6,481,000	9,231,000	5,960,000	-3,271,000
Special Gas Tax Fund	2,577,561	2,922,000	2,922,000	2,943,000	21,000
Farmland Remediation	457,633	1,506,000	1,506,000	1,507,000	1,000
Airport Improvement Fund	170,003	20,000	20,000	220,000	200,000
General Fund	6,994,694	7,718,000	7,765,000	7,770,000	5,000
<b>Total</b>	<b>33,370,262</b>	<b>35,906,000</b>	<b>38,725,000</b>	<b>37,261,000</b>	<b>-1,464,000</b>

# 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

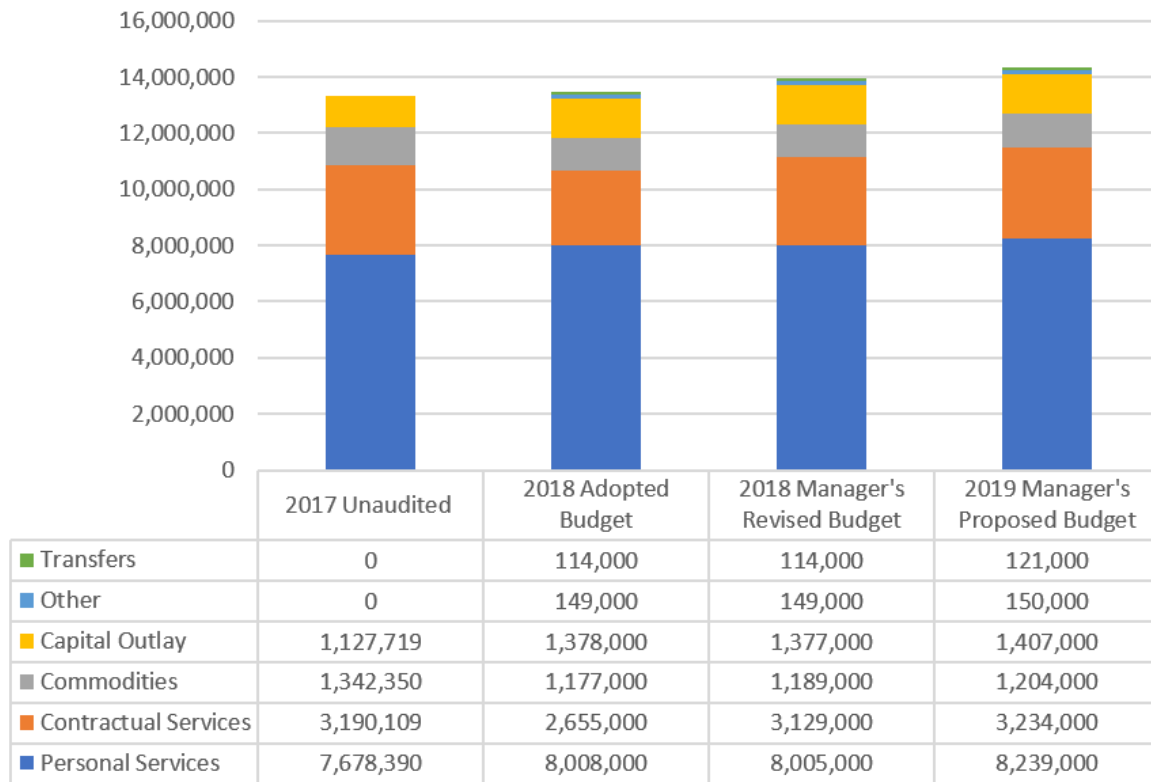
- 3% rate increase in the storm water rate to \$4.37 per equivalent residential unit (ERU)



# 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

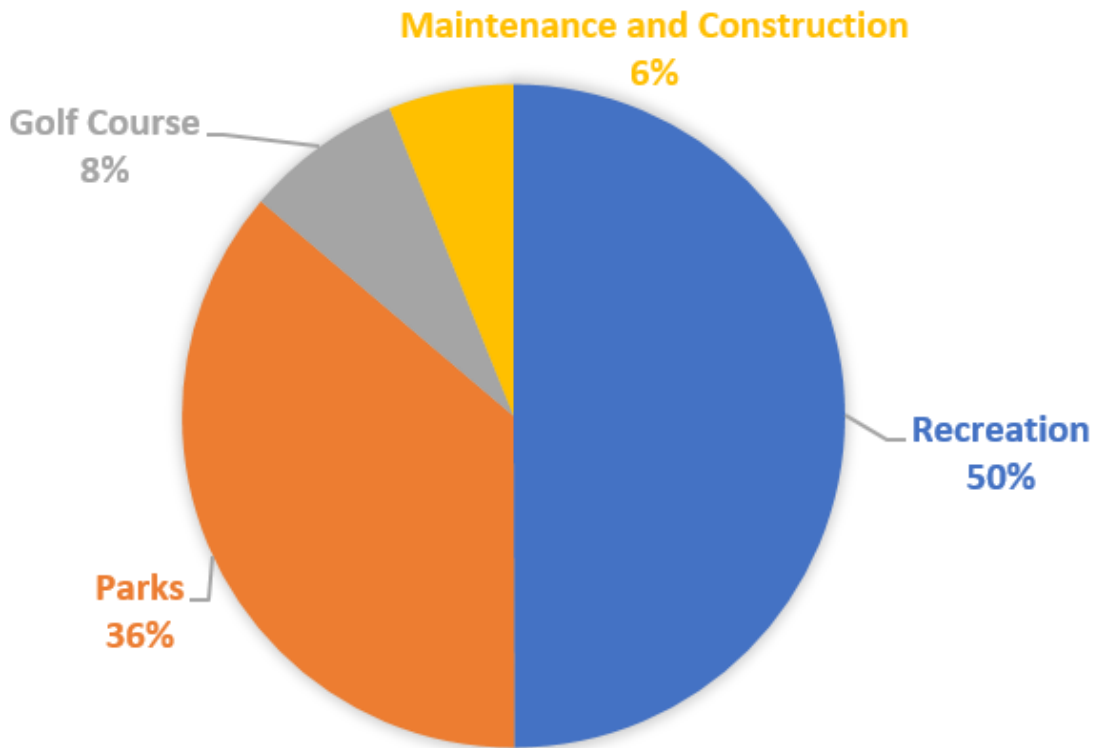


## Parks & Recreation Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
General Fund	5,326,498	5,300,000	5,000,000	4,946,000	-54,000
Recreation	5,469,357	6,032,000	6,032,000	6,224,000	192,000
Special Recreation Fund	731,870	773,000	773,000	898,000	125,000
Capital Improve Reserve	163,355	0	750,000	675,000	-75,000
Guest Tax Fund	231,369	252,000	252,000	254,000	2,000
Sales Tax Reserve	265,506	0	0	0	0
City Parks Memorial Fund	41,653	66,000	113,000	3,000	-110,000
Equipment Reserve Fund	0	0	0	200,000	200,000
Wee Folks Scholarship	33,514	50,000	50,000	50,000	0
Outside Agency Grants	8,605	15,000	0	0	0
Cemetery Mausoleum Fund	4,247	0	0	0	0
Cemetery Perp Care Fund	3,263	0	0	0	0
Golf Course	1,059,330	993,000	993,000	1,105,000	112,000
<b>Total</b>	<b>13,338,567</b>	<b>13,481,000</b>	<b>13,963,000</b>	<b>14,355,000</b>	<b>392,000</b>

# 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

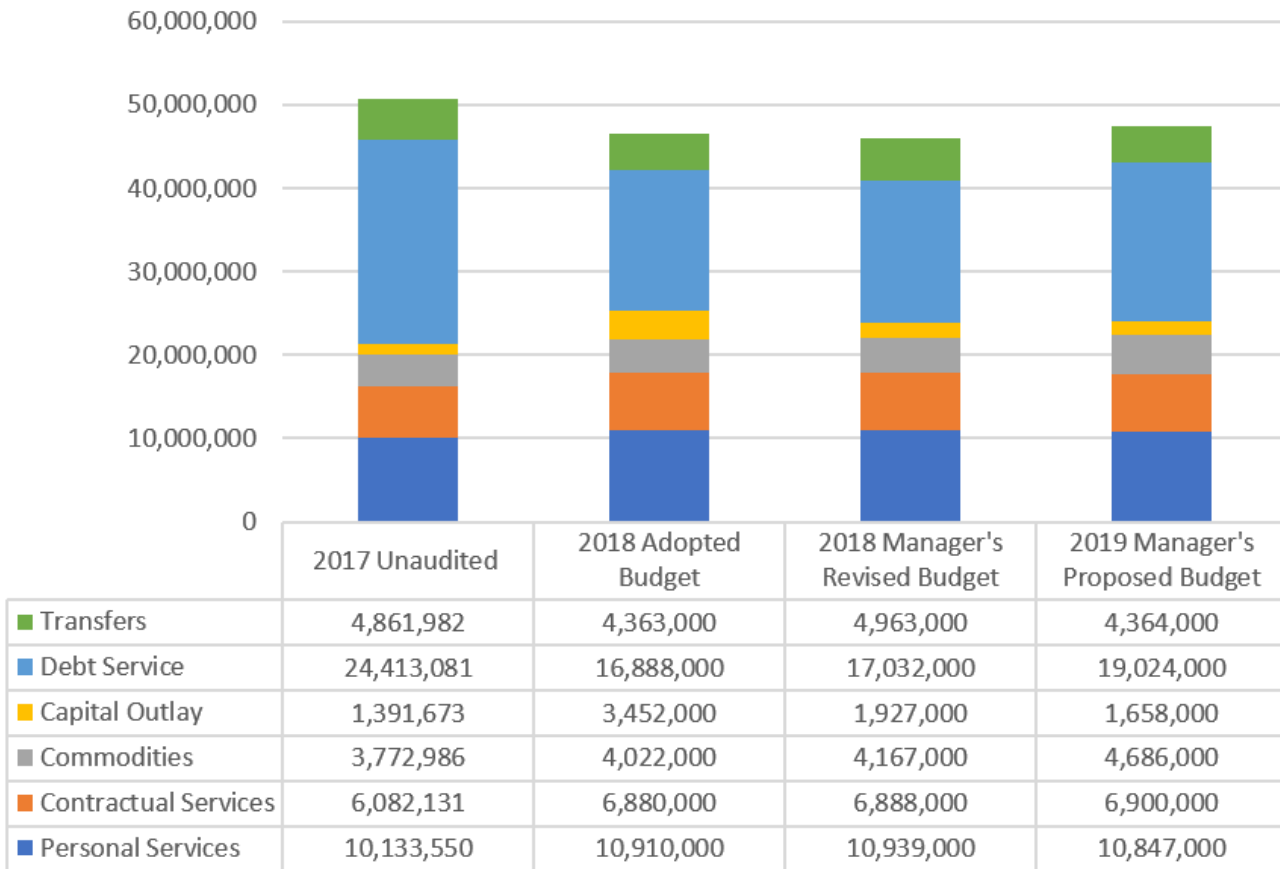
## Fee Changes

- Cemetery Fees
- Pool 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

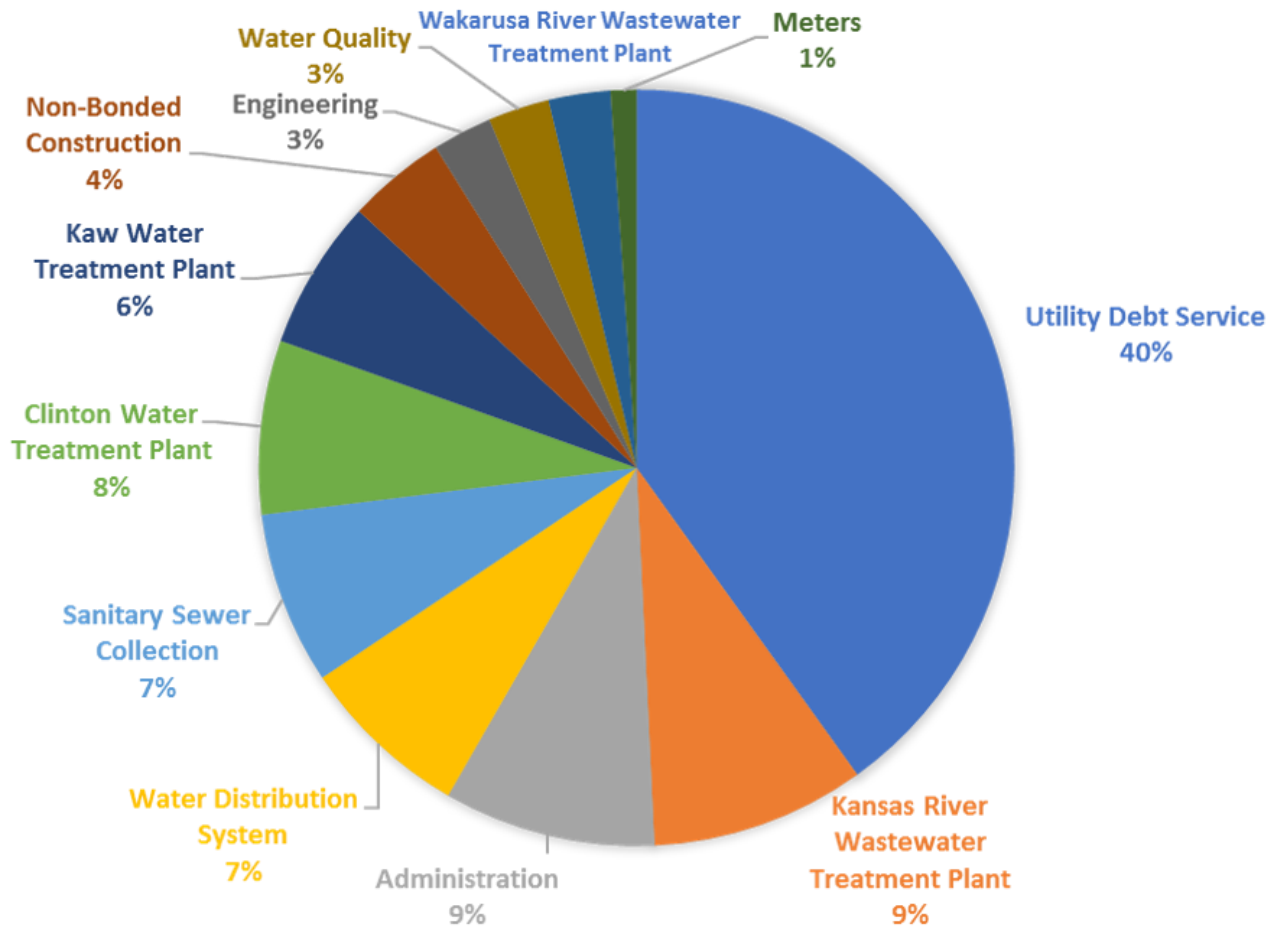


## Utilities Department budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
Water & Sewer Fund	49,171,691	43,515,000	44,316,000	46,479,000	2,163,000
Utilities-NonBonded Construction	1,483,711	3,000,000	1,600,000	1,000,000	-600,000
<b>Total</b>	<b>50,655,402</b>	<b>46,515,000</b>	<b>45,916,000</b>	<b>47,479,000</b>	<b>1,563,000</b>

# 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 Business Systems Manager to begin mid-year 2018

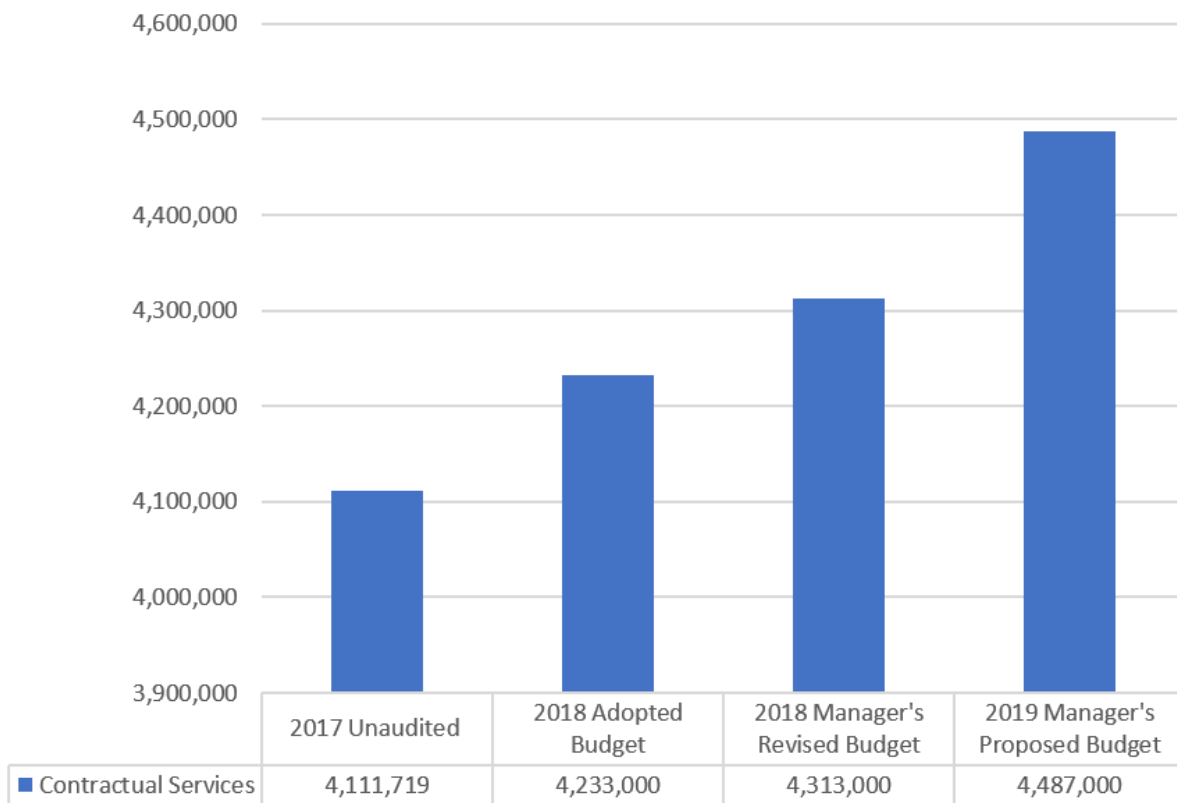
## Fee Changes

- 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



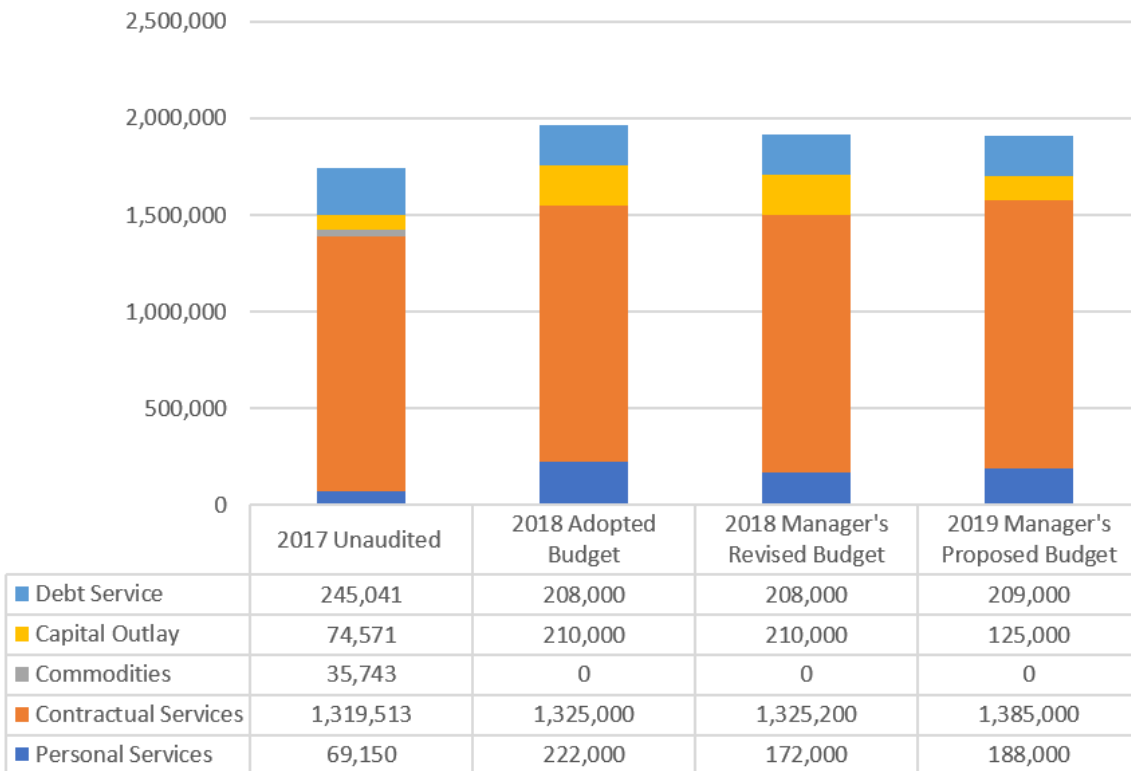
## Public Library budget by Fund

Fund	2017 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
Library	4,111,719	4,233,000	4,313,000	4,487,000	174,000
<b>Total</b>	<b>4,111,719</b>	<b>4,233,000</b>	<b>4,313,000</b>	<b>4,487,000</b>	<b>174,000</b>

# 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 Unaudited	2018 Adopted Budget	2018 Manager's Revised Budget	2019 Manager's Proposed Budget	Difference
Guest Tax Fund	1,744,017	1,965,000	1,915,200	1,907,000	-8,200
<b>Total</b>	<b>1,744,017</b>	<b>1,965,000</b>	<b>1,915,200</b>	<b>1,907,000</b>	<b>-8,200</b>

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 will have the opportunity to approve or modify these recommendations through the budget process.

## SOCIAL SERVICE AGENCIES

Agency	2018 Adopted Budget	2019 Agency Request	SSFAB Recommendation
<b>Bert Nash Community Mental Health Center</b>	<b>443,000</b>	<b>517,132</b>	<b>458,000</b>
General Fund	144,000	180,281	160,000
Special Alcohol	299,000	336,851	298,000
<b>Boys &amp; Girls Club of Lawrence</b>	<b>214,000</b>	<b>250,000</b>	<b>211,000</b>
General Fund	116,000	130,000	121,000
Special Alcohol	98,000	120,000	90,000
<b>Communities In Schools of Mid-America, Inc.</b>	<b>6,000</b>	<b>12,000</b>	<b>6,000</b>
General Fund	6,000	12,000	6,000
<b>DCCCA</b>	<b>132,000</b>	<b>189,666</b>	<b>134,000</b>
Special Alcohol	132,000	189,666	134,000
<b>Douglas County CASA, Inc.</b>	<b>22,000</b>	<b>25,000</b>	<b>24,000</b>
General Fund	22,000	25,000	24,000
<b>Douglas County Child Development Association dba Positive Bright Start</b>	<b>-</b>	<b>25,000</b>	<b>11,000</b>
General Fund	-	25,000	11,000
<b>Douglas County Dental Clinic</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
General Fund	15,000	15,000	15,000
<b>Elizabeth B Ballard Community Services</b>	<b>-</b>	<b>50,400</b>	<b>30,000</b>
General Fund	-	50,400	30,000
<b>Heartland Medical Clinic, Inc.</b>	<b>91,500</b>	<b>127,800</b>	<b>86,000</b>
Special Alcohol	91,500	127,800	86,000

<b>Agency</b>	<b>2018 Adopted Budget</b>	<b>2019 Agency Request</b>	<b>SSFAB Recommendation</b>
<b>Housing and Credit Counseling, Inc.</b>	<b>17,000</b>	<b>21,840</b>	<b>18,000</b>
General Fund	17,000	21,840	18,000
<b>Just Food of Douglas County Kansas, Inc.</b>	<b>10,000</b>	<b>25,000</b>	<b>10,000</b>
General Fund	10,000	25,000	10,000
<b>Kansas Big Brothers Big Sisters</b>	<b>26,800</b>	<b>43,000</b>	<b>27,000</b>
General Fund	17,800	28,000	18,000
Special Alcohol	9,000	15,000	9,000
<b>KU on Wheels</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
Special Alcohol	-	5,000	-
<b>Lawrence Community Food Alliance</b>	<b>7,500</b>	<b>50,000</b>	<b>-</b>
General Fund	7,500	50,000	-
<b>Lawrence Alcoholic Recovery House, Inc.</b>	<b>7,500</b>	<b>8,000</b>	<b>8,000</b>
Special Alcohol	7,500	8,000	8,000
<b>Lawrence Arts Center</b>	<b>-</b>	<b>30,000</b>	<b>-</b>
General Fund	-	30,000	-
<b>Lawrence Community Shelter</b>	<b>184,000</b>	<b>364,000</b>	<b>195,000</b>
General Fund	100,000	199,000	111,000
Special Alcohol	84,000	165,000	84,000
<b>Senior Resource Center for Douglas County, Inc.</b>	<b>-</b>	<b>45,950</b>	<b>-</b>
General Fund	-	45,950	-
<b>The Salvation Army of Douglas County</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
General Fund	11,000	11,000	11,000
<b>The Sexual Trauma &amp; Abuse Care Center</b>	<b>8,200</b>	<b>8,200</b>	<b>9,000</b>
General Fund	8,200	8,200	9,000
<b>The Shelter, Inc. DBA The Children's Shelter</b>	<b>28,500</b>	<b>32,000</b>	<b>30,000</b>
General Fund	28,500	32,000	30,000
<b>The Willow Domestic Violence Center</b>	<b>23,000</b>	<b>47,586</b>	<b>20,000</b>
General Fund	6,000	9,000	6,000
Special Alcohol	17,000	38,586	14,000
<b>Van Go, Inc.</b>	<b>56,000</b>	<b>64,890</b>	<b>57,000</b>
General Fund	29,500	31,890	30,000
Special Alcohol	26,500	33,000	27,000
<b>Warm Hearts of Douglas County, Inc.</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
General Fund	5,000	5,000	5,000
<b>Grand Total</b>	<b>1,308,000</b>	<b>1,973,464</b>	<b>1,365,000</b>



# 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
<b>Bioscience and Technology Business Center, Inc.*</b>	<b>300,000</b>	<b>275,000</b>	<b>225,000</b>
General Fund	300,000	275,000	225,000
<b>Lawrence Chamber of Commerce</b>	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>
General Fund	220,000	220,000	220,000
<b>The Dwayne Peaslee Technical Training Center, Inc.</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
General Fund	200,000	200,000	200,000
<b>Grand Total</b>	<b>720,000</b>	<b>695,000</b>	<b>645,000</b>

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

### OTHER AGENCIES

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

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## 2019 - 2023 Capital Improvement Budget

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2019 - 2023

# CAPITAL IMPROVEMENT PLAN

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## INTRODUCTION

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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.

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## CAPITAL PROJECT DEFINED

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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.

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## CAPITAL IMPROVEMENT PROCESS

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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.

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## CAPITAL IMPROVEMENT BUDGET

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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
<b>Airport</b>							
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
<b>Airport Total</b>		<b>200,000</b>		<b>250,000</b>	<b>100,000</b>	<b>75,000</b>	<b>625,000</b>
<b>Capital Improvement Reserve Fund</b>							
Oak Hill Cemetery Mausoleum (Historic Structure)	PR1906CIP	120,000					120,000
Union Pacific Depot Renovations	PR1909CIP	125,000					125,000
Burcham Park/Upgrade Shelter and Playground	PR1910CIP	100,000					100,000
Indoor Aquatic Center - Roof Resurface	PR1920CIP	100,000					100,000
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
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	PW19E4CIP	1,000,000					1,000,000
Upgrade Finance Systems	UB201901	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>Capital Improvement Reserve Fund Total</b>		<b>2,475,000</b>	<b>800,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>5,375,000</b>
<b>Capital Improvement Reserve Fund - I</b>							
Sidewalk/Bike / Ped Improvements / ADA Ramps	CI09	600,000	750,000	1,000,000	1,000,000	900,000	4,250,000
KLINK / CCLIP	PW1701Kcip		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
<b>Capital Improvement Reserve Fund - Infrastructure Total</b>		<b>3,950,000</b>	<b>3,900,000</b>	<b>4,650,000</b>	<b>9,275,000</b>	<b>4,950,000</b>	<b>26,725,000</b>
<b>Equipment Reserve - Infrastructure</b>							
Training Burn 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
<b>Equipment Reserve - Infrastructure Total</b>		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
Public Cameras	PD1904CIP	108,000					108,000
<b>Equipment Reserve Fund Total</b>		538,000	250,000	150,000	150,000	150,000	1,238,000

#### 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
Holcom 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
Lawrence Loop Trail - Downtown Section	PR2121CIP			600,000			600,000
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
Indoor Aquatic Center - Add Event Space	PR2321CIP					1,500,000	1,500,000
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
Contracted Street Maintenance Program	PW17SM1CIP	1,750,000	2,000,000	2,000,000	2,300,000	2,300,000	10,350,000
Sidewalk Hazard Mitigation	PW19E4CIP		500,000	500,000	500,000	500,000	2,000,000
<b>General Fund Total</b>		3,199,500	4,696,000	4,470,000	4,450,000	5,855,000	22,670,500

#### General Obligation Debt

Two Percent for Art	CM1902	340,000					340,000
Downtown Parking Garage	CM1903		2,000,000				2,000,000
Portable Radios	FM2010CIP				900,000		900,000
Training Center Remodel	FM2045CIP		185,900				185,900

Source	Project #	2019	2020	2021	2022	2023	Total
642 Replacement Quint 20	FM2127CIP		1,350,000				1,350,000
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
<b>General Obligation Debt Total</b>		<b>23,158,300</b>	<b>4,875,900</b>	<b>1,890,000</b>	<b>2,515,000</b>	<b>690,000</b>	<b>33,129,200</b>
<b>Golf Course</b>							
Eagle Bend Golf Course - Added Parking	PR1923CIP	125,000					125,000
<b>Golf Course Total</b>		<b>125,000</b>					<b>125,000</b>
<b>Guest Tax Fund</b>							
Downtown Pavers Replacements (year 3 of 3)	PR1913CIP	125,000					125,000
<b>Guest Tax Fund Total</b>		<b>125,000</b>					<b>125,000</b>
<b>Intergovernmental County</b>							
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
<b>Intergovernmental County Total</b>		<b>2,190,660</b>	<b>64,100</b>				<b>2,254,760</b>
<b>Intergovernmental Federal Grant</b>							
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
<b>Intergovernmental Federal Grant Total</b>		<b>2,350,000</b>	<b>100,000</b>	<b>1,350,000</b>	<b>100,000</b>	<b>750,000</b>	<b>4,650,000</b>
<b>Intergovernmental State Grant</b>							
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
<b>Intergovernmental State Grant Total</b>		200,000	300,000	1,000,000	1,300,000	2,000,000	<b>4,800,000</b>
<b>Private Partnership</b>							
Downtown Parking Garage	CM1903		2,000,000				2,000,000
<b>Private Partnership Total</b>			2,000,000				<b>2,000,000</b>
<b>Public Parking</b>							
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
<b>Public Parking Total</b>		310,000	820,000	420,000	120,000	20,000	<b>1,690,000</b>
<b>Public Transit Fund</b>							
Two Percent for Art	CM1902	80,000					80,000
Multi Modal Facility	TI01	4,000,000					4,000,000
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
<b>Public Transit Fund Total</b>		4,730,000	650,000	650,000	500,000		<b>6,530,000</b>
<b>Solid Waste Operations Fund</b>							
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

Source	Project #	2019	2020	2021	2022	2023	Total
457 Automated refuse truck replacement	PW23F3CIP					270,000	270,000
<b>Solid Waste Operations Fund Total</b>		<b>2,415,000</b>	<b>1,100,000</b>	<b>1,145,000</b>	<b>1,080,000</b>	<b>1,020,000</b>	<b>6,760,000</b>
<b>Special Assessments</b>							
Downtown Parking Garage	CM1903		2,000,000				2,000,000
<b>Special Assessments Total</b>			<b>2,000,000</b>				<b>2,000,000</b>
<b>Special Gas Tax Fund</b>							
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
<b>Special Gas Tax Fund Total</b>		<b>356,060</b>	<b>409,181</b>	<b>407,365</b>	<b>280,480</b>	<b>335,400</b>	<b>1,788,486</b>
<b>Special Recreation Fund</b>							
Replace Cardio / Weight Equip	PR1919CIP	125,000					125,000
<b>Special Recreation Fund Total</b>		<b>125,000</b>					<b>125,000</b>
<b>Stormwater Fund</b>							
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
<b>Stormwater Fund Total</b>		<b>1,680,000</b>	<b>3,175,000</b>	<b>2,030,000</b>	<b>2,715,000</b>	<b>565,000</b>	<b>10,165,000</b>
<b>Utility - Bond Wastewater</b>							
Collection System Field Operations Building	UT1884CIP	590,000	2,990,000				3,580,000
PS #8 Elimination - 21" Gravity Sewer	UT1892CIP	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/Deammonio & Sidestream	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



Source	Project #	2019	2020	2021	2022	2023	Total
Rapid I/I Reduction Program	UT9909CIP	2,790,000	2,910,000	3,020,000	590,000	1,860,000	11,170,000
<b>Utility - Bond Wastewater Total</b>		<b>9,710,000</b>	<b>7,790,000</b>	<b>15,290,000</b>	<b>17,140,000</b>	<b>20,010,000</b>	<b>69,940,000</b>
<b>Utility - Bond Water</b>							
Collection System Field Operations Building	UT1884CIP	590,000	2,990,000				3,580,000
Automated Meter Reading Installation	UT1898CIP	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 Rplcmnt	UT2196CIP			1,710,000			1,710,000
2022 Kaw WTP Infrastructure Rehab	UT2286CIP				1,710,000		1,710,000
Wakarusa - Research Parkway to 23rd	UT2299CIP				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
<b>Utility - Bond Water Total</b>		<b>12,090,000</b>	<b>14,290,000</b>	<b>10,390,000</b>	<b>6,610,000</b>	<b>3,430,000</b>	<b>46,810,000</b>
<b>Utility - Operations/Maintenance</b>							
Customer Service Build Out City Hall	FA1801CIP	100,000					100,000
Fleet Improvement Program	UT1999F1	250,000					250,000
<b>Utility - Operations/Maintenance Total</b>		<b>350,000</b>					<b>350,000</b>
<b>Utility - Wastewater</b>							
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
<b>Utility - Wastewater Total</b>		<b>500,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>6,000,000</b>	<b>5,000,000</b>	<b>15,000,000</b>
<b>Utility - Water</b>							
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	125,000	375,000	250,000	470,000	480,000	1,700,000
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
<b>Utility - Water Total</b>		<b>500,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>4,500,000</b>	<b>4,000,000</b>	<b>11,500,000</b>
<b>GRAND TOTAL</b>		<b>71,919,840</b>	<b>51,130,181</b>	<b>48,392,365</b>	<b>57,535,480</b>	<b>49,550,400</b>	<b>278,528,266</b>

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

**PROJECTS BY FUNDING SOURCE**

Source	Project #	2019	2020	2021	2022	2023	Total
<b>Unfunded</b>							
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
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
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 - 18th St to Research Pkwy	PW19E1CIP				1,000,000		1,000,000
Wakarusa Extended - 27th St to CR458	PW22E1CIP					9,970,000	9,970,000
T-Hangers	PWTBDA6CIP			1,800,000			1,800,000
<b>Unfunded Total</b>		11,997,500	2,500,000	3,800,000	22,015,000	29,770,000	70,082,500
<b>GRAND TOTAL</b>		11,997,500	2,500,000	3,800,000	22,015,000	29,770,000	70,082,500

## List of Acronyms

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



# 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



# 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.

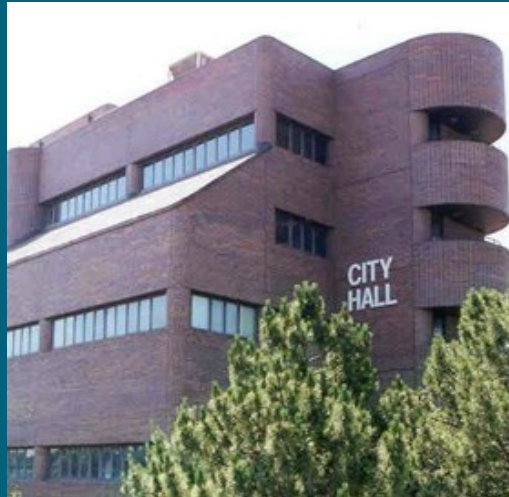
**Special Revenue Funds:** A type of Fund used to account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specified purposes.

**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.



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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