



Adopted 2021 Operating and  
2021-2025 Capital Improvement Budget  
City of Lawrence, KS



## **Vision**

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

## **Mission**

We create a community where all enjoy life and feel at home.

## **Organizational Values**

Character

Competence

Courage

Collaboration

Commitment

# 2021 Budget

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# 2021 Budget

July 9, 2020

Honorable Mayor and City Commissioners,

In conformance with the city code, it is my honor to present my recommended Operating and Capital Improvement Budget for the City of Lawrence for the 2021 fiscal year.

This comes during a time of great uncertainty and a time when our community and nation is challenged by a pandemic and is moved to fundamentally reconsider the relationship of government and the people it serves. The budget of the City of Lawrence is over \$291 million dollars for all funds and services. It provides a wide variety of services in a complex environment.

The budget I recommend is not at all what we had been developing as late as the first week of March. Massive disruptions, challenges and demands required that this proposed budget serve as a placeholder to continue vital services and buy time for reconsideration and establishment of new priorities for the City of Lawrence. In a fraction of the time we normally have to prepare a budget proposal, we have dealt with significant revenue shortfalls, adjusted nearly every operation of the city in modified pandemic mode, and heeded the cry for change in police and criminal and social justice systems. While we know important changes to priorities are coming and this organization will adapt to deliver what this community and the City Commission ask, those plans could not come before this document must be delivered. I look forward to those processes and commit all our resources to the important conversations and work that is urgently before us. The community should expect me to recommend reprioritization of expenses that reflect the outcomes of that work through our regular budget amendment process.

## **Strategic Planning**

This past winter we initiated a strategic planning process. This process was designed to take a substantial step forward in creating an organization that aligns the priorities and service expectations of the community to a plan of action and systems of service delivery. Priority Based Budgeting is an approach introduced in the past two years in how the budget, accounting and reporting systems have been designed. The plan for this year was to have a robust community engagement process leading to a strategic plan development and adoption which would give clear priorities that would feed into a budget plan that would deliver on the vision of the community.

Unfortunately just as we had completed a community engagement process which gathered the insights of the community through more than 80 different meetings and the participation of nearly a thousand members of the community, the COVID-19 pandemic hit the world and upended most of society as we know it. This interruption to the process has put the budget process ahead of the prioritization. We are still scheduled to complete the Strategic Plan, but it comes after the necessity of preparing and recommending the budget plan for our city operations. As the Commission and community consider the budget there may well be time to make modifications that realign resources to implement the new strategic plan. If not, I will recommend that substantial budget amendments be considered at our regular quarterly budget amendment processes that are typically meant for more minor adjustments over the course of the year. Though our maximum total expenditure levels are set after the formal adoption, the reprioritization of the budget can be substantially modified as necessary.



# 2021 Budget

## TRANSMITTAL MEMO

### **Revenue impact of COVID-19**

COVID-19 has impacted our community's economy and thus the revenues that fund city services. We have made initial adjustments to the current fiscal year, and as you will see, we have accounted for continued budget impact into 2021. With guidance from parameters set by the Commission to not raise property tax and utilize a portion of reserves we are able to present a budget that protects the capacity of the organization to meet the challenges of the future and sustain substantially the same service level across departments, without a recommended increase to the City mill levy but with little progress on known areas of deficiency such as maintenance.

As we continue to monitor revenue trends, especially in sales tax, and understand the impact on the tax base and major employers and members of the community, we may see opportunities to increase investment around neglected priorities. Based on the best information available at the time this letter was written, revenue from sales and use tax was projected to be 85% of 2019 unaudited collection. For the purposes of building this budget for 2021, we estimated revenue from sales and use tax to be 95% of the 2020 adopted budget.

While no increase in the property tax mill levy rate is recommended, the budget does assume an increase in assessed valuation of 4.3%, or \$1.13 Billion. Increases in City utility rates are also recommended for 2021. Overall, the impact of the recommended budget on the typical residential taxpayer is expected to be an increase of \$110 over 2020.

### **Police**

The death of George Floyd on May 25, 2020 has triggered a long overdue reconsideration of the systems of criminal justice in this country. There are nearly 18,000 police agencies in the United States. Across the US calls to completely reconsider policing systems are being heard. Within a month the United States Congress has multiple bills that contain significant changes to how police will do their work. Kansas Governor Kelly has formed a commission to develop strategies and reforms and the City Commission in mid-June initiated a series of charges to study and develop changes to how police services are implemented and remedies to the disparate impact on people of color and in particular members of our black community. All of these actions are generations too late and each of us entrusted to serve our fellow people must make these changes urgently and with a finality that ends racism forever.

The City of Lawrence provides vital public services. The people who serve the Lawrence Police Department provide vital public services responding to more than 91,657 calls each year that are initiated by people in this community. Any given call often brings an officer to very difficult and highly volatile and unpredictable circumstances. For decades we have asked law enforcement professionals to take on an ever increasing list of obligations either directly or by default when the social, economic and medical supports are lacking and nobody knows who else to call. Appropriately, we have also continued to add accountability which further creates levels of complexity to the work these people are asked to undertake.

The people we have recruited to serve our community are stretched to do far too much and while we stand ready to make whatever adjustments the community and the City Commission ask, there is significant overlap between police professionals and the voices of reform asking that other people relieve some of the duties that have caused them to collide with people who need a help that the police are not best equipped to deliver.

In all of the services we deliver, we are committed to deliver them with equity. In the police department as in all departments we will be increasing our capacity to listen, understand, deliver, document and be accountable for equitable service to all in our community. New resources are included in this budget that will increase our capacity in all of these

# 2021 Budget

areas. The police department leadership has already reprioritized operations and shifted resources towards accountability, supervision, training and criminal investigations. We are prioritizing quality of response when called and higher accountability rather than officer initiated contact.

This budget recommendation does not attempt in 30 days to deliver a new strategy for policing. Whatever national, state and local changes that are developed, the City of Lawrence will be prepared to be in the forefront of evidence-based innovation in policing. We will engage the community and listen to stakeholders as improvements and changes are developed and in coordination with our Strategic Plan prioritization we will amend the budget during the year. This budget holds open our options.

## **Capital Improvement Plan**

While the recommended operating budget does not sufficiently address routine maintenance and infrastructure needs, the five-year Capital Improvement Plan lays out a plan to invest \$239M in capital improvements over the next 5 years. A significant portion of these projects will be supported by the issuance of debt, however, will not require an increase in the property tax mill levy to support that debt. This five-year plan will make a significant impact on the backlog of neglect that has served as a disappointment to community expectations, created an expensive and unsustainable burden, and affects vulnerable populations disproportionately.

For 2021, the City is expanding our long-range financial planning efforts by establishing a Vehicle and Equipment Replacement Plan (VERP) and maintenance program separate from the Capital Improvement Plan. The five-year VERP will provide over \$34M for needed vehicles and equipment while the maintenance program will provide \$129M.

## **City Employees**

In order to be a high-performing organization, we must be able to recruit and retain talented employees by providing market competitive wages and benefits. A 2018 compensation study recommended prioritizing a general wage adjustment for all City employees in order to maintain market competitiveness. To that end, the recommended budget for 2021 includes a general wage adjustment of 0.5% for all City employees. The 2021 recommended budget also includes resources for targeted adjustments to a number of specific positions across the City's pay plans pursuant to the recommendations of the compensation study. Finally, funding for the existing step programs for employees covered by Memoranda of Understanding is included.

The recommended budget also includes an increase of the following full time equivalent (FTE) positions:

- 1.0 Transportation Planner (Transit & Parking Department);
- 1.0 Administrative Assistant (Public Information);
- 2.0 MSO Specialists (Municipal Services & Operations – Stormwater); and
- 1.0 GIS Analyst (Municipal Services & Operations – Stormwater).

## **Conclusion**

The budget recommendation fully acknowledges the time challenges and uncertainty that is before us but strives to serve as a placeholder until priorities can be established for the upcoming year. I am excited that our strategic planning process is back underway and look forward to implementing the City Commission's priorities.



# 2021 Budget

## TRANSMITTAL MEMO

I want to thank the department directors for their work in preparing this recommendation. I also want to recognize the work of our Finance staff, in particular Jeremy Willmoth, Danielle Buschkoetter and Jennifer Werth. They continue to be adaptable to the changing circumstances while providing a high level of service to our community.

Sincerely,

Craig S. Owens,  
City Manager

# 2021 Budget

## City of Lawrence Elected Officials

**Jennifer Ananda**, Mayor

**Brad Finkeldei**, Vice Mayor

**Lisa Larsen**, Commissioner

**Courtney Shipley**, Commissioner

**Stuart Boley**, Commissioner

## City of Lawrence Executive Staff

**Craig Owens**, City Manager

**Diane Stoddard**, Assistant City Manager

**Casey Toomay**, Assistant City Manager

**Brandon McGuire**, Assistant City Manager

**Porter Arneill**, Director of Communications and Creative Resources

**Sherri Riedemann**, City Clerk

**Danielle Buschkoetter**, Budget & Strategic Initiatives Administrator

**Shaun Coffey**, Fire Medical Chief

**Jeremy Willmoth**, Finance Director

**Anthony Brixius**, Interim Chief of Police

**Derek Rogers**, Parks & Recreation Director

**Dave Wagner**, Municipal Services &  
Operations Director

**Toni Wheeler**, City Attorney

**Jeff Crick**, Planning & Development  
Services Director

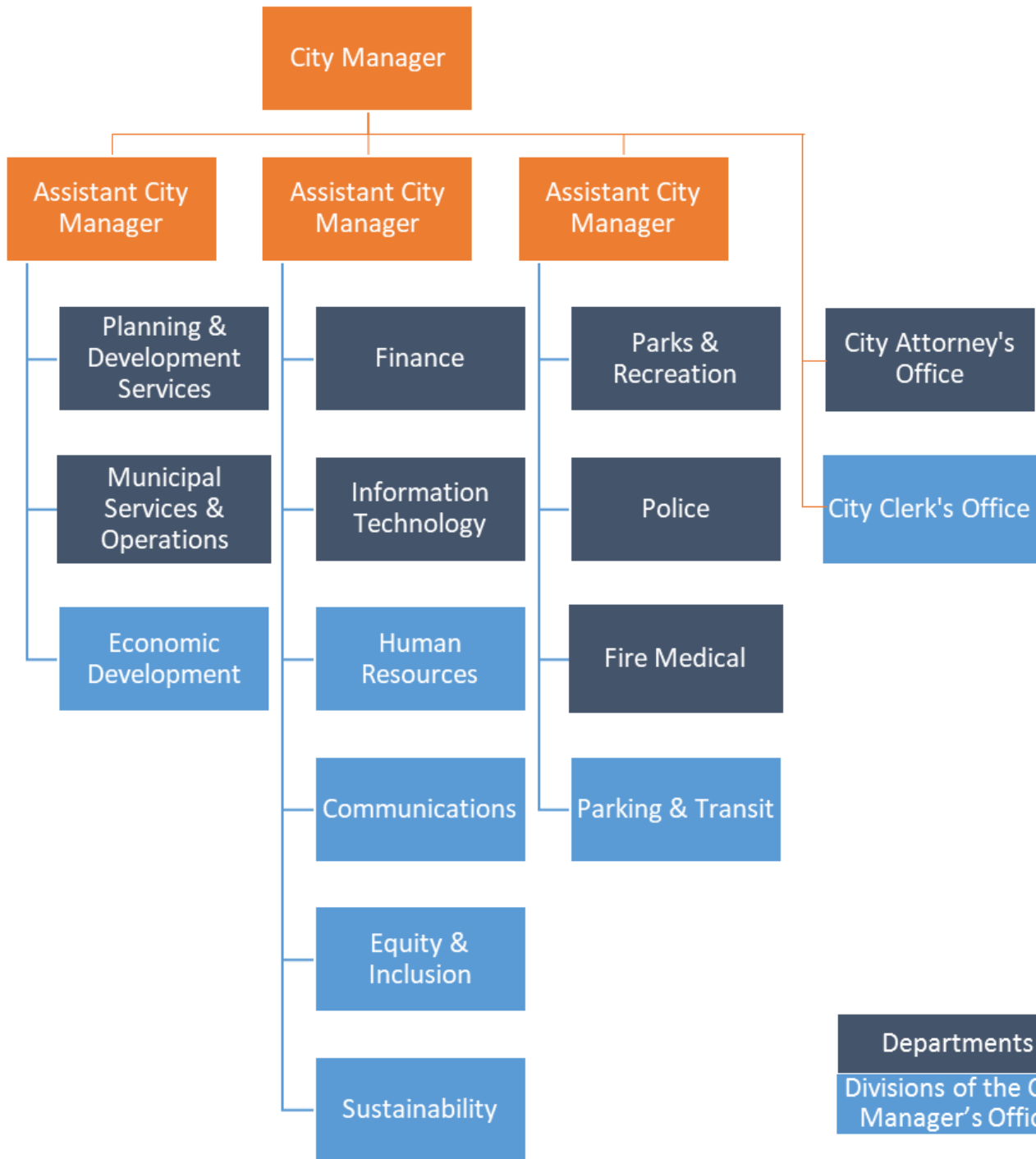
**James Wisdom**, Information Technology  
Director

**Dr. Farris Muhammad**, Equity & Inclusion  
Director



# 2021 Budget

## ORGANIZATIONAL CHART





# 2021 Budget

## Property Tax Mill Levy Rate

The 2021 Budget includes a flat mill levy rate of 33.318 mills. The budget assumes an assessed valuation of \$1,137,478,625. One mill of property tax generates \$1,137,479 of revenue.

## Sales Tax Projections

The 2021 Budget assumes sales tax collected will be 95% of the 2020 adopted budget. Sales tax trends have started to shift to online sales with moderate increases projected in 2021. The 2020 revised budget included a reduction to sales tax to align with current trends and anticipated impacts of COVID-19.

**Projected  
Fund Balance  
(General Fund)  
22%**

## Employee Compensation and Benefits

The 2021 Budget assumes funding for the terms outlined in the Memoranda of Understanding between the City and the Lawrence Police Officers Association (LPOA) and the Local International Fire Fighters Association (IAFF). The 2021 Budget also includes funding for a general wage adjustment equivalent to 0.5% of base salary for all other employees. Additionally, the budget includes funding for market adjustments identified as part of a compensation study that was completed in 2019. These are adjustments to positions identified as under market.

The 2021 Budget assumes no increase in the City's contribution to employee healthcare but does include statutorily required contributions for the City's portion of the Kansas Public Employees Retirement System (KPERs) and the Kansas Police and Fire Retirement System (KP&F).

## Internal Service Fund

The 2021 budget expands the functions included in the Administration Charges Fund. This will be used to account for Human Resources, Information Technology, Finance Administration, Risk Management, City Commission, City Clerk's Office, Public Information, City Attorney's Office, and Facility Maintenance. Traditionally, these charges were borne predominately in the General Fund despite supporting the entire operation. Approximately \$8.4M has been allocated from the General Fund to all operating funds based on the proportion of each fund's operating budget and full-time employees. Additional information was included in the budget presentation located at [www.lawrenceks.org/budget/current](http://www.lawrenceks.org/budget/current).



# 2021 Budget

FUND

HIGHLIGHTS



## GENERAL OPERATING FUND

- Mill levy rate remained flat at 19.952 mills
- Assessed valuation increased 4.3%
- Total revenues increase \$22,747,000 or 30.8% over FY2020 Revised
- Moved the Recreation Fund, Special Recreation Fund, Golf Course Fund, Special Alcohol Fund, and Gas Tax Fund into the General Fund. This lead to the significant increase in Charges for Service and Transfers.
- Total expenditures are increasing \$14,311,000 or 17.7% over FY2020 Revised
- Moved the Recreation Fund, Special Recreation Fund, Golf Course Fund, Special Alcohol Fund, and Gas Tax Fund into the General Fund.
- Moved City Manager's Office, City Clerk's Office, City Attorney's Office, City Commission, Public Information, and Facility Maintenance out of the General Fund and into an Internal Service Fund.

## PUBLIC LIBRARY FUND

- Assessed valuation increased 4.3%
- Mill levy rate remained flat at 4.045 mills
- Library mill is capped at 4.5 mills
- Expenditures are driven by employee salaries and benefits
- Increasing budget for books and materials such as digital content

## BOND AND INTEREST FUND

- Total revenues decreased \$4,630,000 or 25% over FY2020 Revised
- Assessed valuation increased 4.3%
- Special Assessments are estimated to decrease based on current payment schedules
- Total expenditures decreased \$3,854,000 or 22% over FY2020 Revised
- Principal and Interest align with current debt service schedules

## PUBLIC TRANSPORTATION FUND

- Total revenues increased \$954,000 or 24% over revised FY2020
- This fund is supported by sales tax which was impacted by the Coronavirus and assumes that some rebound will occur in FY2021
- Total expenditures increased \$4,131,000 or 81% over FY2020 Revised
- Multi-modal facility is anticipated to be constructed in FY2021 and is shown as a transfer to the Capital Projects Fund

NOTE: All percentage changes are 2021 recommended over 2020 revised

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## RECREATION FUND

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- Fund is being consolidated into the General Fund

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## SPECIAL ALCOHOL FUND

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- Total revenues increased \$33,000 or 4% over FY2020 Revised
- Total expenditures increased \$144,000 or 17% over FY2020 Revised
- Funds are being transferred to the General Fund and help support Safe Bar Training, a Bert Nash Mental Health Care Worker, and funding for Social Service Agencies

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## SPECIAL GAS TAX FUND

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- Total revenues increased 1,267,000 or 76% over FY2020 Revised
- Total expenditures increased \$764,000 or 24% over FY2020 Revised
- This fund is supported by gas tax which was impacted by the Coronavirus and assumes that
- Beginning in FY2021, Special Gas Tax funds will be transferred to the General Fund to consolidate

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## SPECIAL RECREATION FUND

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- Total revenues increased \$32,000 or 4% over FY2020 Revised
- Total expenditures increased \$167,000 or 19% over FY2020 Revised
- Beginning in FY2021, Special Recreation funds will be transferred to the General Fund to consolidate funding for recreation in one place.

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## GUEST TAX FUND

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- Total revenues increased \$746,000 or 87.2% over FY2020 Revised
- Total expenditures increased \$858,000 or 81.2% over FY2020 Revised
- This was significantly impacted by the Coronavirus and assumes that some rebound will occur in FY2021
- Moved full-time staff out of Guest Tax Fund into the Administrative Services Fund

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## ADMINISTRATIVE SERVICES FUND

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- Revenues come from transfers from major operating funds based on estimated budget and total FTEs
- Add City Manager's Office, City Attorney's Office, City Clerk's Office, Public Information, City Commission, Central Maintenance, and Facility Maintenance into the Administrative Services Fund

NOTE: All percentage changes are 2021 recommended over 2020 revised



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## WATER AND WASTEWATER FUND

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- Total revenues increased \$10,375,000 or 22.79% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs
- This fund is supported by rates which were impacted by the Coronavirus and assumes that some rebound will occur in FY2021
- Total expenditures increased \$7,223,000 or 15% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs

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## SOLID WASTE FUND

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- Total revenue increased \$431,000 or 3% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs
- Total expenditures increased \$5,596,000 or 34% over FY2020 Revised
- Includes transfers out for equipment and capital needs identified in FY2021
- Includes rate increase to keep up with ongoing operating and maintenance needs

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## PUBLIC PARKING FUND

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- Total revenues increased \$810,000 or 80% over FY2020 Revised
- In FY2020 collections for parking enforcement were ceased due to the coronavirus and are anticipated to be fully operational in FY2021
- Total revenues increased \$325,000 or 22% over FY2002 Revised
- In FY2020 collections for parking enforcement were ceased due to the coronavirus and are anticipated to be fully operational in FY2021

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## STORM WATER UTILITY FUND

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- Total revenues increased \$1,997,000 or 57% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs
- Total expenditures increased \$3,569,000 or 128% over FY2020 Revised
- Includes transfers out for equipment and capital needs identified in FY2021
- Includes rate increase to keep up with ongoing operating and maintenance needs

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## PUBLIC GOLF COURSE FUND

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- Fund is being consolidated into the General Fund

NOTE: All percentage changes are 2021 recommended over 2020 revised

BUDGET  
PROCESS  
CALENDAR

# 2021 Budget



## FEBRUARY

City Departments and  
Outside Agencies  
submit  
Budget and CIP  
requests

Budget and Capital Improvement Plan (CIP)  
Process Begins

## MARCH

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

# 2021 Budget

## PERSONNEL SUMMARY

### Summary of Personnel Changes

Department	2018 Budget	2019 Budget	2020 Budget	2021 Budget	+/-
City Commission	5.0	5.0	5.0	5.0	0.0
City Auditor	0.0	0.0	-	-	0.0
Office of the City Manager**	35.0	42.5	42.5	44.5	2.0
Planning & Development Services	29.5	30.0	30.0	30.0	0.0
Finance	19.6	19.6	19.6	19.6	0.0
Information Technology	11.0	12.0	13.0	13.0	0.0
Office of the City Attorney	25.5	25.5	25.5	25.5	0.0
Police**	184.0	179.0	179.0	179.0	0.0
Fire Medical	153.0	153.0	156.0	156.0	0.0
Municipal Services & Operations*	307.0	306.0	306.0	309.0	3.0
Parks & Recreation	78.3	77.3	77.3	77.3	0.0
<b>TOTAL</b>	<b>847.9</b>	<b>849.9</b>	<b>853.9</b>	<b>858.9</b>	<b>5.0</b>

\*The table shows a combined Municipal Services and Operations for all four years

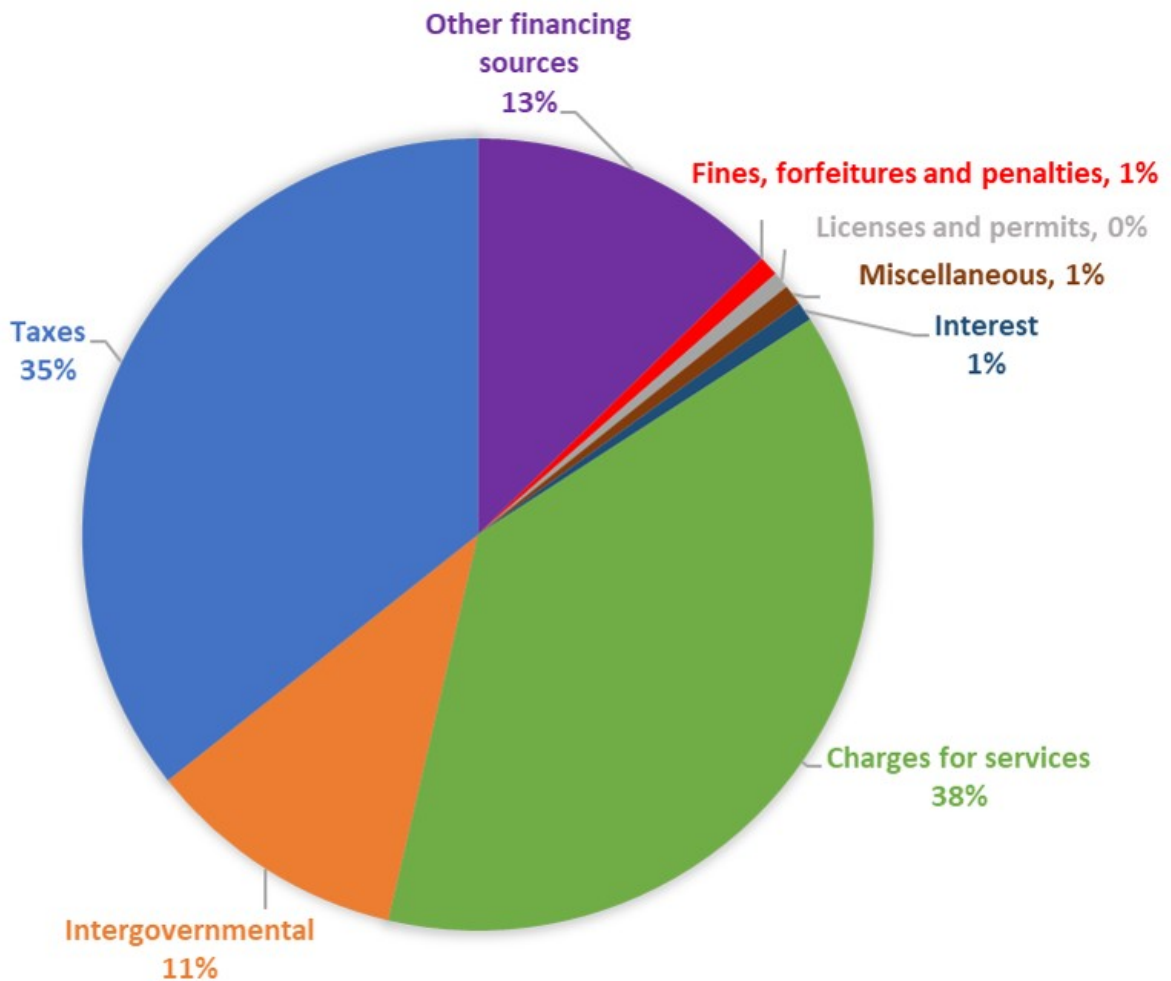
\*\*Note that in 2020 there were 7.0 FTEs moved from the Police Department to the City Manager's Office for Parking Enforcement

- 2021 Personnel Changes
  - Added 1.0 Transportation Planner (Transit & Parking Department)
  - Added 1.0 Administrative Assistant (Public Information)
  - Added 2.0 Municipal Services & Operations Specialists (Municipal Services & Operations-Stormwater)
  - Added 1.0 GIS Analyst (Municipal Services & Operations-Stormwater)

## REVENUE HIGHLIGHTS

# 2021 Budget

## REVENUES BY CATEGORY



**Taxes:** Include sales tax, property tax, and franchise fees. Sales tax and property tax are explained further on pages 17-21. 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:** This group includes all fees charged for a specific service provided by the City and not primarily supported by taxes such as, utilities, parking fees, and recreation fees.

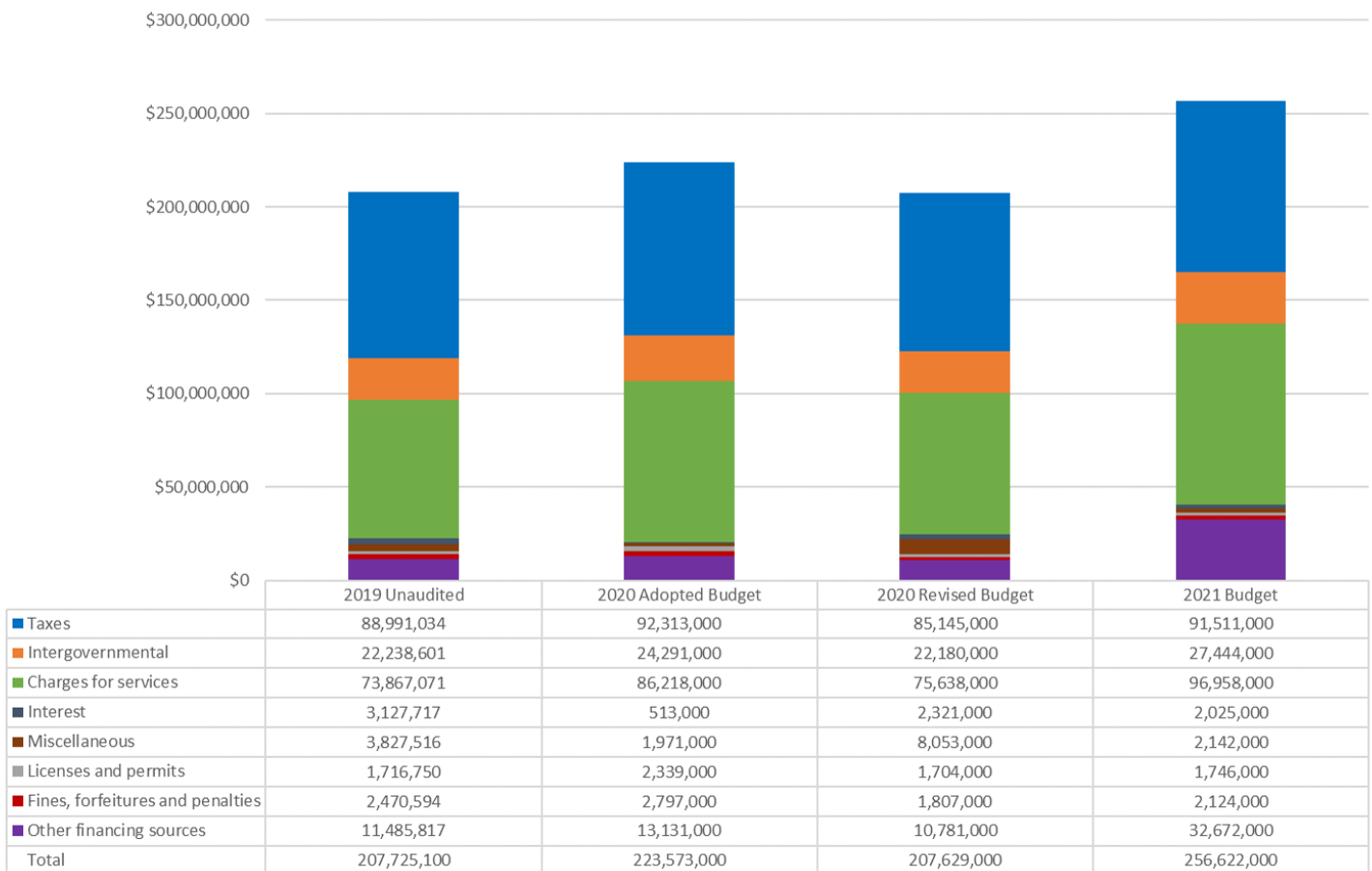
**Intergovernmental:** These revenues are grants or distributions received from other government entities.

**Operating Transfers:** Transfers are used to move money from one fund to another.

# 2021 Budget

## REVENUE HISTORY

### REVENUE HISTORY



**Fines, Forfeitures, and Penalties:** These revenues represent fines and charges levied by municipal court.

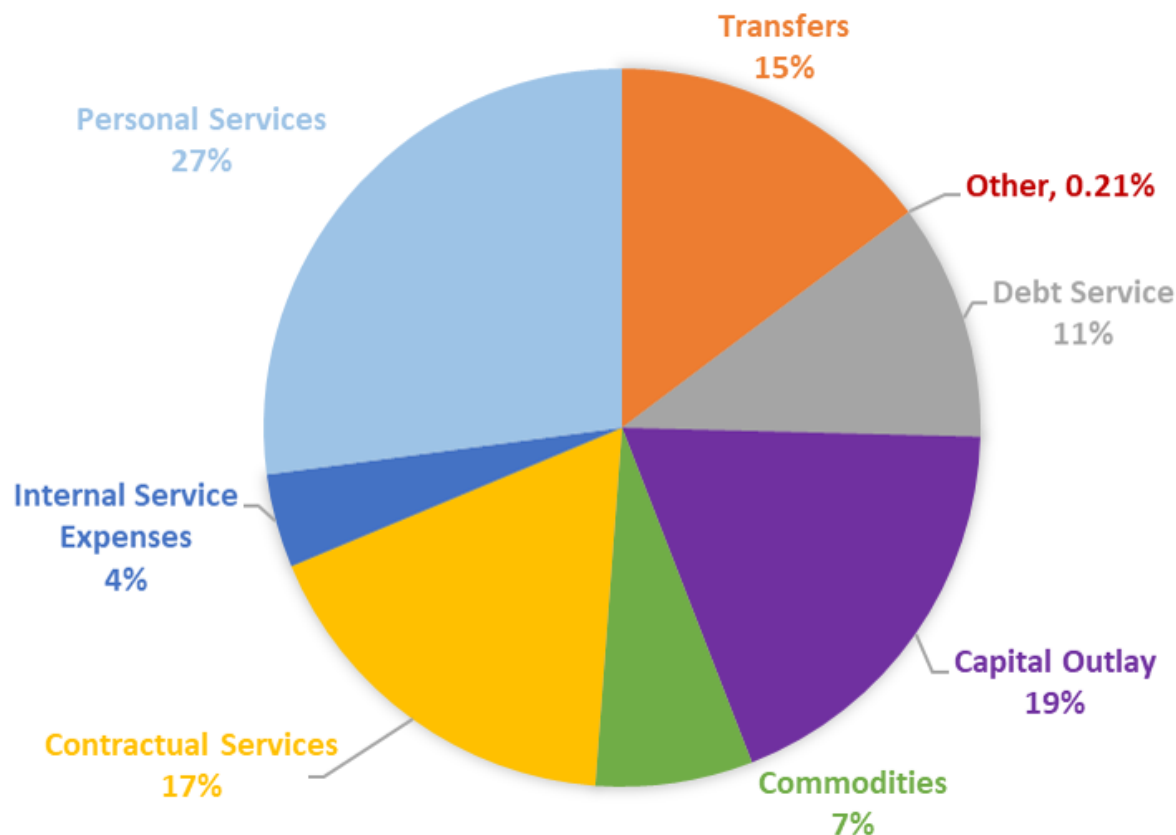
**Licenses and Permits:** This is where professional license fees, as well as animal permit fees, building permit fees, and parking permit fees are recorded.

**Miscellaneous:** This is comprised of all other revenue sources not identified in another category. Some examples include: interest earned, reimbursements, rentals, sale of assets, donations, and recycling fees.

For additional information on revenues, please view Appendix A: Revenue Summary starting on page 179 of this document and the [online 2021 Budget report](#).



## EXPENDITURE BY CATEGORY



**Personal Services:** Expenditures related to compensating employees including: salaries, overtime, and benefits.

**Contractual Services:** Services rendered by private firms, individuals, or other government entities such as: utilities, maintenance agreements, and professional consulting services.

**Commodities:** Items that have a relatively short life span such as: office supplies, gasoline, salt, and small equipment.

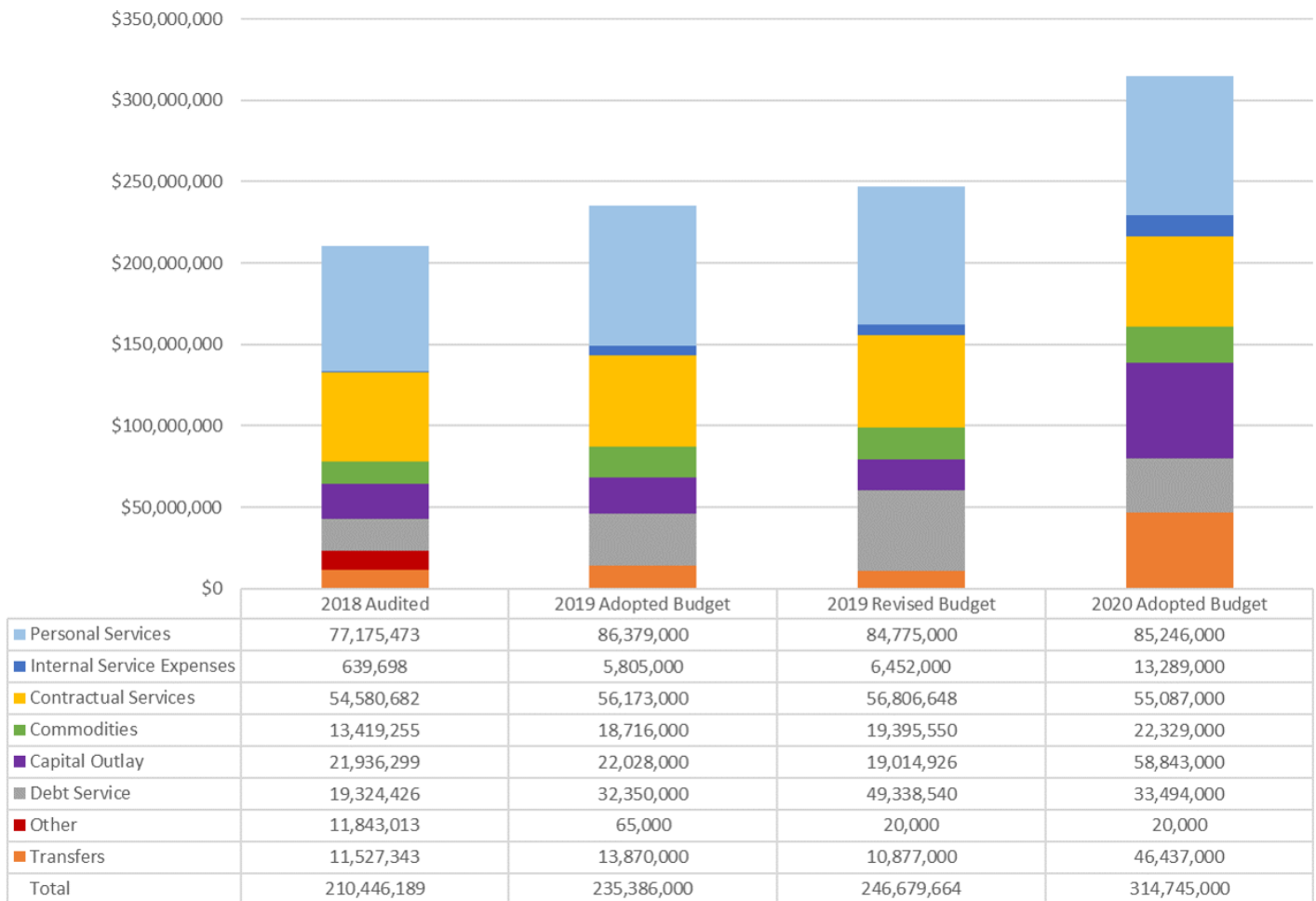
**Capital Outlay:** Land, buildings, building improvements, vehicles, large equipment, and infrastructure improvements. These are large items that have a useful life of two (2) years or more.

**Debt Service:** Annual payments for projects that received multi-year debt financing.

**Operating Transfers:** Transfers are used to move money from one fund to another. Some transfers are made to non-budgeted funds therefore the expenditure is showed, but not the offsetting revenue.

# 2021 Budget EXPENDITURE HIGHLIGHTS

## EXPENDITURES HISTORY



For additional information on expenditures, please visit the [online 2021 Budget report](#).

# FUND OVERVIEW

# 2021 Budget

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
(001) General	\$ 73,611,819	\$ 82,143,000	\$ 80,889,000	\$ 95,200,000
(201) Airport Improvement Fund	201,718	367,000	167,000	593,000
(202) Capital Improve Reserve	9,803,205	10,918,000	10,918,000	12,344,000
(205) Equipment Reserve Fund	713,766	2,626,000	2,231,000	10,253,000
(206) Guest Tax Fund	2,048,982	1,920,000	1,057,000	1,915,000
(209) Library Fund	4,538,000	4,782,000	4,782,000	4,978,000
(210) Transit Fund	4,185,045	9,237,000	5,113,000	9,244,000
(211) Recreation	5,713,526	6,220,000	5,822,000	-
(213) Special Alcohol Fund	867,222	826,000	826,000	970,000
(214) Special Gas Tax Fund	2,559,663	3,182,000	3,150,000	3,914,000
(216) Special Recreation Fund	867,459	883,000	883,000	1,050,000
Economic Development Funds	1,773,211	2,563,000	2,563,000	2,646,000
(301) Debt Service	12,240,678	12,583,000	17,329,000	13,475,000
(400) Capital Projects Fund	14,076,076	-	16,645,466	35,427,000
(501) Water & Wastewater Fund	46,018,200	52,454,000	47,656,000	54,879,000
(502) Solid Waste Fund	12,542,444	15,711,000	16,340,000	21,936,000
(503) Public Parking System	558,725	2,224,000	1,465,000	1,790,000
(505) Storm Water Utility	2,958,860	3,419,000	2,798,000	6,367,000
(506) Golf Course	940,013	970,000	949,000	-
(552) Water and Wastewater Non-Bonded Construction	205,511	4,720,000	5,580,000	4,067,000
(562) Solid Waste Non-Bonded Construction	1,712,506	-	-	-
(504) Central Maintenance Fund	3,829,900	4,937,000	5,250,000	-
(523) Administrative Charge Fund	147	4,878,000	4,765,000	15,532,000
(524) Risk Management Fund	-	-	-	2,861,000
(601) City Parks Memorial Fund	7,509	15,000	15,000	16,000
(604) Farmland Remediation	1,429,807	1,470,000	1,474,000	1,155,000
(605) Cemetery Perp Care Fund	5	5,000	2,000	6,000
(607) Housing Trust Fund	225,539	1,275,000	1,376,000	1,236,000
(611) Outside Agency Grants	5,282,435	3,529,000	3,678,198	10,941,000
(612) Wee Folks Scholarship	33,682	40,000	40,000	36,000
(621) Fair Housing Grant	13,254	46,000	46,000	22,000
(631) Community Development	752,114	752,000	1,619,000	1,050,000
(633) Home Program Fund	453,848	439,000	970,000	499,000
(641) Transportation Planning	281,238	202,000	231,000	292,000
(652) Law Enforcement Trust Fund	82	50,000	50,000	51,000
<b>Total</b>	<b>\$ 210,446,189</b>	<b>\$ 235,386,000</b>	<b>\$ 246,679,664</b>	<b>\$ 314,745,000</b>

# 2021 Budget

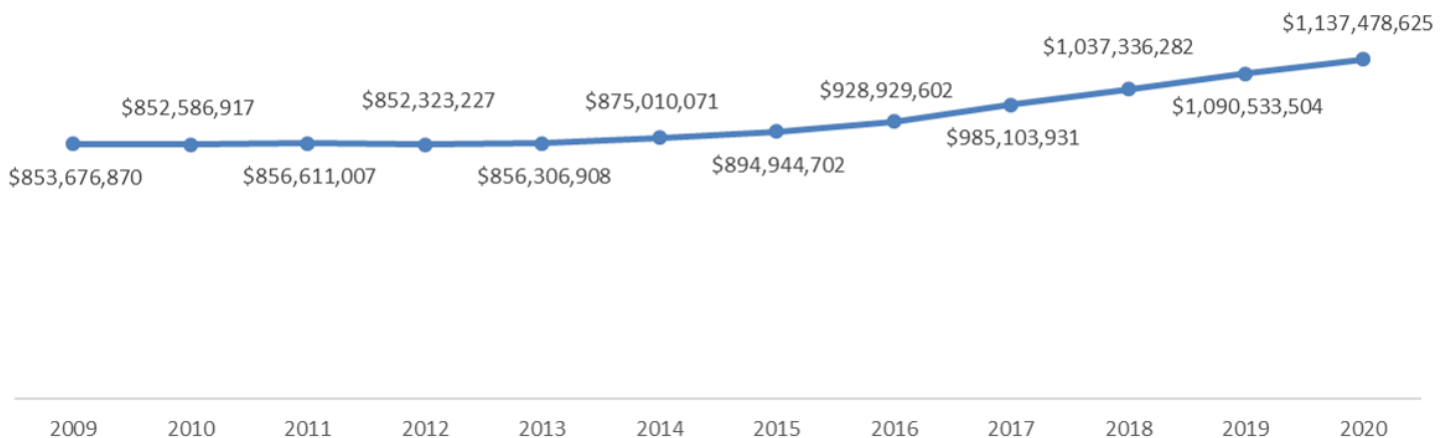
## PROPERTY TAX OVERVIEW

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

2020 Estimated Assessed Valuation for 2021 Budget: \$1,137,478,625

FUND NUMBER	FUND	2021 REQUIREMENTS	2.5% DELINQUENT TAXES	AD VALOREM TAX AMOUNT	MILL RATE
<b>Property Tax Levy Funds</b>					
001	General Operating	22,695,000	454,000	22,241,000	19.952
209	Library	4,601,000	92,000	4,509,000	4.045
	<i>Sub Total Property Tax Levy Funds</i>	27,296,000	546,000	26,750,000	23.997
<b>Supplemental Tax Levy Funds</b>					
301	Bond and Interest	10,604,000	212,000	10,392,000	9.321
	<i>Sub Total Supplemental Tax Levy Funds</i>	10,604,000	212,000	10,392,000	9.321
	<b>GRAND TOTAL</b>	<b>37,900,000</b>	<b>758,000</b>	<b>37,142,000</b>	<b>33.318</b>

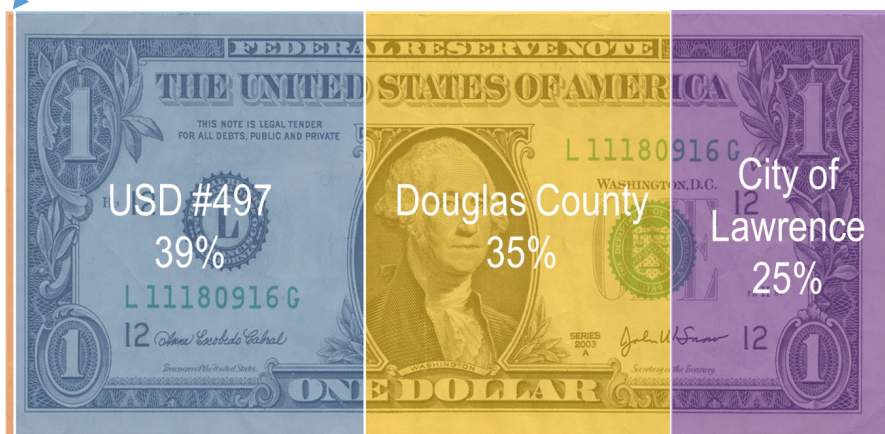
City of Lawrence  
Assessed Valuation  
2009-2020



# PROPERTY TAX OVERVIEW

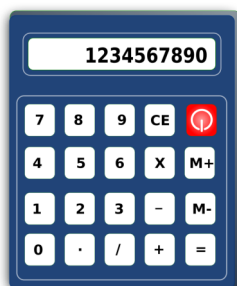
# 2021 Budget

STATE OF KANSAS: 1%



The City of Lawrence receives approximately 25% of the property taxes paid by a Lawrence resident. Approximately 39% go to the School District (USD #497). Douglas County receives approximately 35% 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%:

$$\begin{array}{rcl} \text{Market Value of Home} & = & \$200,000 \\ & & \times 11.5\% \\ \hline \text{Assessed Valuation} & = & \$23,000 \end{array}$$

2

Multiply your assessed valuation by the mill rate levied by the City for 2021:

$$\begin{array}{rcl} \text{Assessed Valuation} & & \$23,000 \\ \times \text{City Mill Rate} & \times & 33.319 \\ \hline & & \$766,337 \end{array}$$

3

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

$$\$766,337 / 1,000 = \$766$$

\*Commercial Property is assessed at 25%

## Estimated 2021 City Property Tax

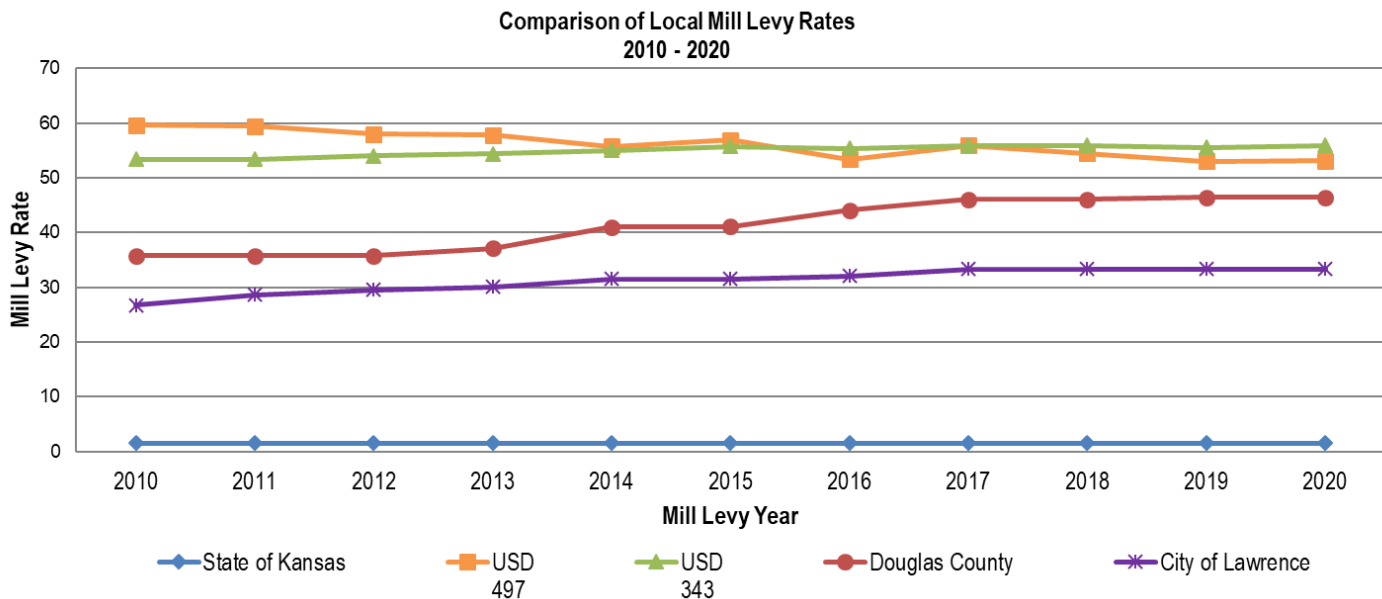
Fair Market Value	Assessed Value	Est. City Tax Bill
100,000	11,500	383
125,000	14,375	479
150,000	17,250	575
175,000	20,125	671
200,000	23,000	766
225,000	25,875	862
250,000	28,750	958
275,000	31,625	1,054
300,000	34,500	1,150
350,000	40,250	1,341
400,000	46,000	1,533
450,000	51,750	1,724
500,000	57,500	1,916
600,000	69,000	2,299
800,000	92,000	3,065
1,000,000	115,000	3,832

The table above shows that for residential property, the 2021 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 \$8.33 for each \$1,000 of fmv.



# 2021 Budget

## PROPERTY TAX OVERVIEW



## Total Mills Levied by All Units

Levy Year	State of Kansas	USD 497	Douglas County	City of Lawrence	Total
2008	1.500	57.399	32.820	26.647	118.366
2009	1.500	57.894	32.803	26.693	118.890
2010	1.500	59.646	35.748	26.697	123.591
2011	1.500	59.438	35.773	28.612	125.323
2012	1.500	58.005	35.769	29.534	124.808
2013	1.500	57.788	37.152	30.042	126.482
2014	1.500	55.752	41.010	31.474	129.736
2015	1.500	56.906	41.098	31.488	130.992
2016	1.500	53.360	44.092	32.018	130.970
2017	1.500	55.950	46.018	33.279	136.747
2018	1.500	54.427	46.015	33.378	135.220
2019	1.500	52.984	46.015	33.319	134.233
2020*	1.500	53.122	46.430	33.318	134.370

## City Mill Levy

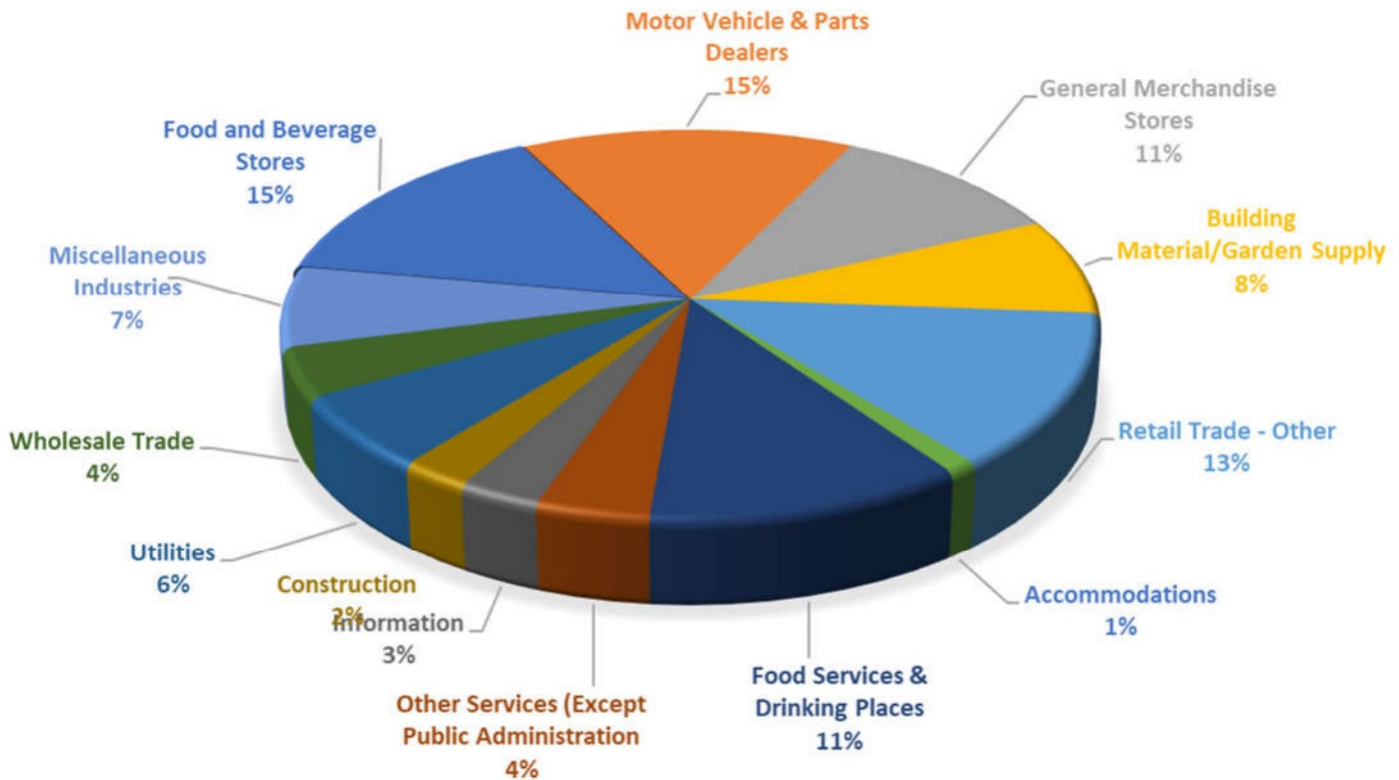
Tax Levy	2015	2016	2017	2019	2020
General Operating Fund	19.227	19.475	19.482	19.928	19.952
Debt Service	8.504	8.504	9.757	9.322	9.321
Library	3.757	4.039	4.040	4.045	4.045
Total	31.488	32.018	33.279	33.319	33.318

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, the mill levy set in 2020 (levy year) is used for the 2021 budget.

## SALES TAX OVERVIEW

# 2021 Budget

**Where do sales tax revenues come from?** The chart below shows the retail sales tax distribution by industry type. These percentages are year-to-date figures through November 2020.

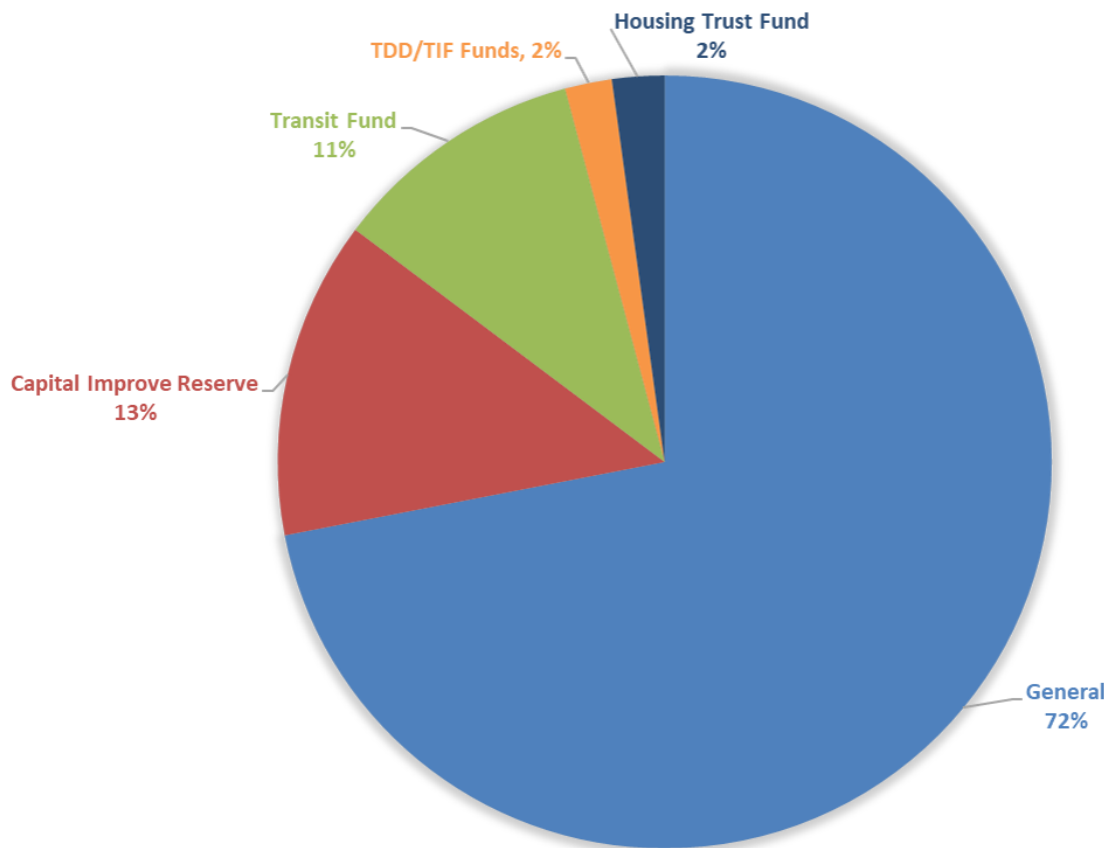


For additional information on sales tax, please view the [monthly sales tax reports](#).

# 2021 Budget

## SALES TAX OVERVIEW

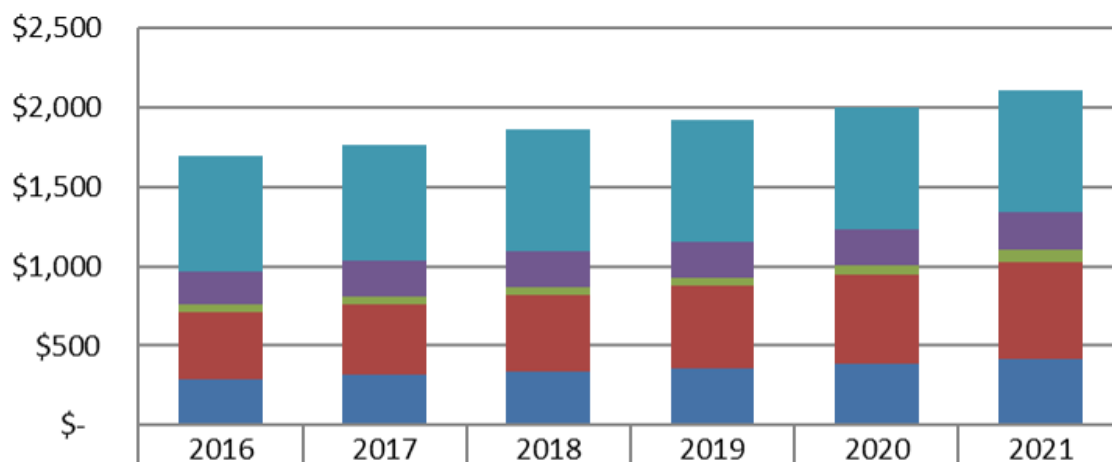
**Where do sales tax revenues go?** The 2021 budget estimates sales tax revenues of \$42,254,000 as shown below. The chart indicates which funds those revenues will be distributed into.



Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
General	27,895,215	30,443,000	25,752,000	28,922,000
Capital Improve Reserve	5,093,997	5,128,000	4,330,000	5,347,000
Equipment Reserve Fund	500,000	500,000	500,000	-
Transit Fund	3,939,784	4,482,000	3,349,000	4,258,000
Recreation Fund	2,403,000	-	-	-
TDD/TIF Funds	663,399	777,000	777,000	788,000
Housing Trust Fund	721,880	924,000	614,000	878,000
<b>Total</b>	<b>41,217,275</b>	<b>42,254,000</b>	<b>35,322,000</b>	<b>40,193,000</b>

# 2021 Budget

**Annual Financial Impact to Residential Households**



City Property Tax	2016	2017	2018	2019	2020	2021
Solid Waste	\$724	\$736	\$765	\$765	\$766	\$766
Stormwater	\$213	\$219	\$226	\$226	\$232	\$239
Sewer - 4,000 Gallons/Month	\$48	\$49	\$51	\$52	\$54	\$81
Water - 4,000 Gallons/Month	\$419	\$447	\$482	\$519	\$561	\$606
Total	\$292	\$316	\$338	\$359	\$388	\$419
	\$1,696	\$1,768	\$1,862	\$1,922	\$2,002	\$2,112

This table shows the anticipated impact to the average residential household. The property tax calculation is based on a home value of \$200,000. The average ratepayer will pay \$110 more for City services in 2021 based on the approved rate increases. This is an increase of 5.5%.

# 2021 Budget

## TAXPAYER EQUITY

### Taxpayer Equity in Douglas County

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

In some instances the other cities in Douglas County are receiving services without providing any financial support (municipal levy). As a result, taxpayers in the City of Lawrence are paying more for the same service

than taxpayers in other cities and unincorporated Douglas county.

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

The list below outlines some of the major agreements that should be reviewed in the coming years. Currently, there are negotiations between the City and County on the Fire Medical Operation. This is a good first step in moving toward a more equitable distribution of costs.

### Examples of City/County Funding Agreements

The following list is not exhaustive, but seeks to outline the significant funding agreements between the City and County and outline the funding ratio that is currently in place.

- Fire Medical Annual Operations (City 74.36% and County 25.64%)
  - City and County are currently reviewing this agreement
- Health Department Facility Maintenance (City 50% and County 50%)
- Planning Department Annual Operations (City 83.33% and County 16.67%)
- Judicial and Law Enforcement Building (LEC) (City 15% of Maintenance)
- Daily Jail Rate of \$97.11
- Emergency Communication Center (City 66% and County 34%)
- Household Hazardous Waste (Agreement Pending)
- TIF/TDD/NRA Agreements (Agreement depends on project)
- Senior Resource Center of Douglas County and Fire Station No. 1 Remodel
- Other Fire Medical Agreements (Ambulance Billing; Eudora Staffing; Coroner Services; Medical Claims)





City *of* Lawrence

# STRATEGIC PLAN

# 2021 Budget

In March of 2017, the City adopted its first strategic plan. That plan included seven (7) Critical Success Factors and eight (8) priority initiatives. At the end of 2019, significant progress had been made towards achieving those priority initiatives and the City began a process to update the strategic plan. During this process, significant public outreach was conducted in late 2019 and early 2020.

It was initially anticipated that the new strategic plan would be adopted in early to mid-2020. However, shortly after the public outreach was completed the City began seeing the impacts of the coronavirus and had to push out the adoption of the revised strategic plan to October of 2020.

The FY2021 budget was adopted in August of 2020 and therefore the adopted budget was considered to be a placeholder while the rest of the strategic plan was developed (i.e. Key Performance Indicators and work plans). Below outlines the Commitments and Outcomes that the City Commission adopted in October of 2020. As the strategic plan is further developed and refined, priorities may be shifted mid-year to align with the strategic plan.

## Outcomes

To realize our Vision for Lawrence, we endeavor to achieve these important strategic outcomes together:



### UNMISTAKABLE IDENTITY

Lawrence is a welcoming community, synonymous with arts, diverse culture, fun, and a quintessential downtown. City parks and community events contribute to the vibrancy experienced by all people in Lawrence.



### STRONG, WELCOMING NEIGHBORHOODS

All people in Lawrence live in safe, functional, and aesthetically unique neighborhoods that provide opportunities to lead healthy lifestyles with access to safe and affordable housing and essential services that help them thrive.



### SAFE AND SECURE

Lawrence is a community where all people feel safe and secure and have access to trusted public and community-based safety resources.



### PROSPERITY AND ECONOMIC SECURITY

The City of Lawrence fosters an environment that provides all people and businesses the opportunity for economic security and intentionally acknowledges, removes, and prevents barriers created by systemic and institutional injustice. Our community succeeds because of collective prosperity and a vibrant, sustainable local economy.



### INFRASTRUCTURE, ASSET MANAGEMENT, AND CONNECTIVITY

The City of Lawrence has well-maintained, functional, and efficient infrastructure, facilities, and other assets. Connectivity supports accessible, sustainable methods for safely moving people and information throughout the community and the region. Investment in these assets reflects the City's commitment to contribute to the well-being of all people.

# 2021 Budget

## STRATEGIC PLAN

### Commitments

The way we do our work is as important as what we do. The community we create is reflected in the decisions we make every day. These are our commitments...



#### **COMMUNITY ENGAGEMENT**

*Listen, share, and engage with our community to drive action and build trust in City government.*

We invite and welcome all community members to collaborate and innovate with us. Through strong and equitable engagement with our community, we share and receive information about important city services and community life.



#### **EFFICIENT AND EFFECTIVE PROCESSES**

*Intentional and consistent delivery of city services.*

We focus on process improvement by working collaboratively to understand needs, research, adapt and develop successful solutions. Trust-worthy processes are the foundation for the delivery of city services.



#### **EQUITY AND INCLUSION**

*Fair and impartial delivery of services so that no group is disadvantaged or burdened along with having inclusive representation and participation for all.*

Inclusion and racial equity drive the culture of our organization and our community. When we intentionally prioritize race, it can no longer be used to predict life outcomes and outcomes are improved for all. We remove systemic barriers to reconcile historic injustices and their continued presence in our work.



#### **SOUND FISCAL STEWARDSHIP**

*Efficient use and sustainable management of resources that align with community priorities.*

We build and maintain public trust while using our resources to achieve high value. We provide transparent, easy access to relevant, accurate data for budgeting and decision making.



#### **ENGAGED AND EMPOWERED TEAMS**

*People throughout the organization are trusted, supported, and cared for as we build community.*

We invest in and cultivate service to community, individual growth, team development, respect, and trust. Our very best is achieved by a diverse, engaged, collaborative, and innovative organizational culture.



#### **ENVIRONMENTAL SUSTAINABILITY**

*A deep respect for our place in relationship with the planet and environment.*

We consider the environmental consequences of every decision, big and small, knowing that our actions have impacts beyond our boundaries. We protect and restore our ecosystem to make it healthier and more balanced for future generations.

For the most up-to-date information regarding the City's strategic planning process, please visit:  
[www.lawrenceks.org/strategic-plan/](http://www.lawrenceks.org/strategic-plan/).

## What Is Priority Based Budgeting?

Traditionally when the budget is presented it is presented by fund or by department. Priority Based Budgeting (PBB) is a communication tool that helps frame the budget by program or service area. It also provides a framework for prioritizing programs according to the scoring matrix, which was based on the strategic plan.

Each program is scored according to the scoring matrix and based on the score, it is placed in a quartile. Quartile 1 programs are the programs that are most aligned with the scoring matrix; whereas, Quartile 4 programs are least aligned with the scoring matrix. It should be noted that there will always be Quartile 4 programs because the distribution is based on standard deviation.

As the charts below show, most of the resources are going towards Quartile 1 and Quartile 2 programs. This type of distribution indicates that resources are going towards highest priority programs and services.

PBB is being refined now that the new strategic plan framework has been adopted but was not used for the development of the FY2021 budget. However, it will be used in the development of the FY2022 budget. Below summarizes the results from FY2019.

Q1	2019 - Budgeted -		78,285,617
Q2	2019 - Budgeted -	59,484,225	
Q3	2019 - Budgeted -	41,275,538	
Q4	2019 - Budgeted -	8,835,692	

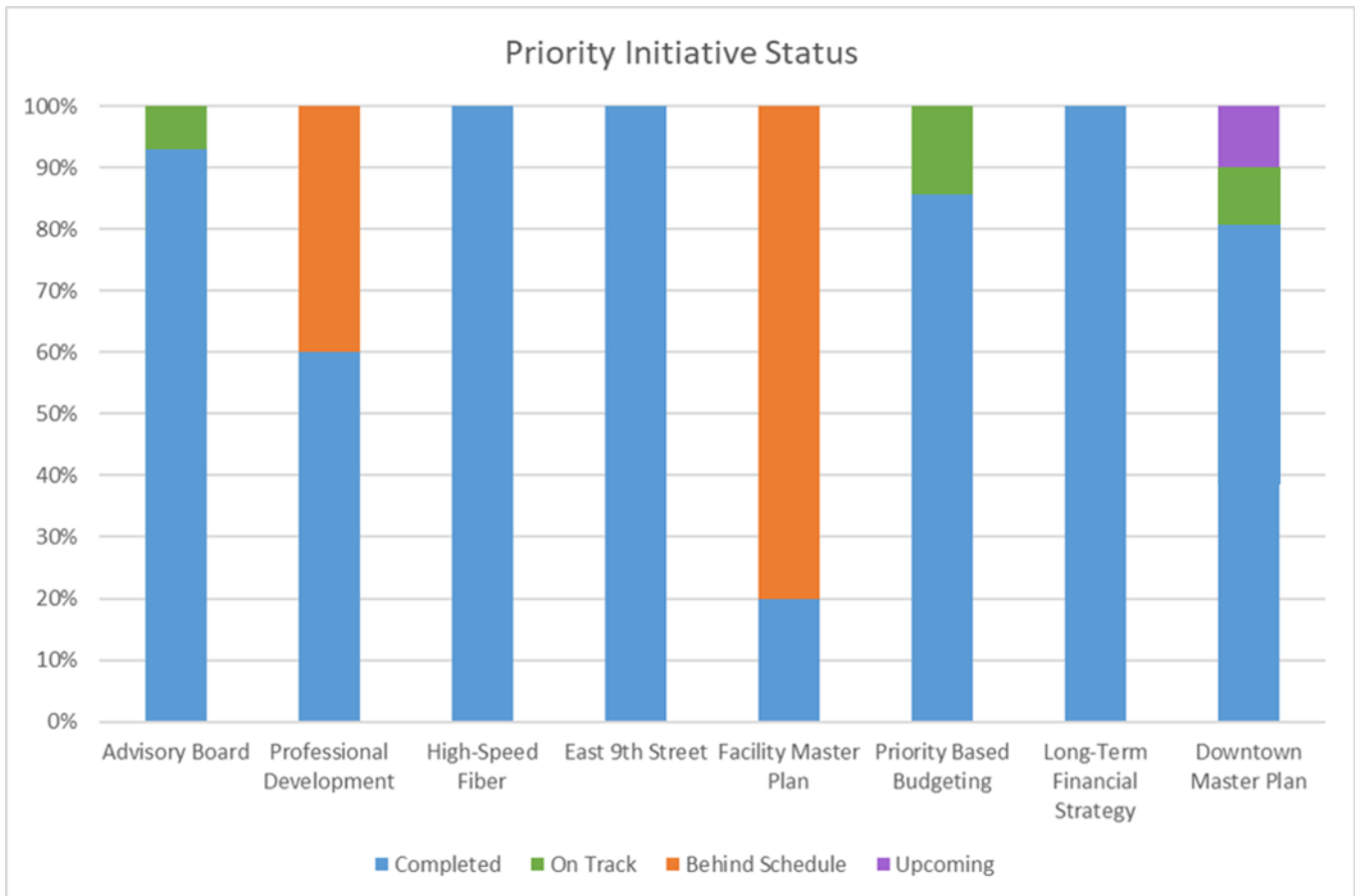
Quartile	Budgeted Costs	Number of Programs
Quartile 1	\$78,285,617	42
Quartile 2	\$59,484,225	96
Quartile 3	\$41,275,538	81
Quartile 4	\$8,835,692	50



# 2021 Budget

## PRIORITY INITIATIVES

The chart below outlines the progress made on each identified priority initiative from the 2017 strategic plan. There have been 3 completed initiatives and the remaining 5 are considered in progress.

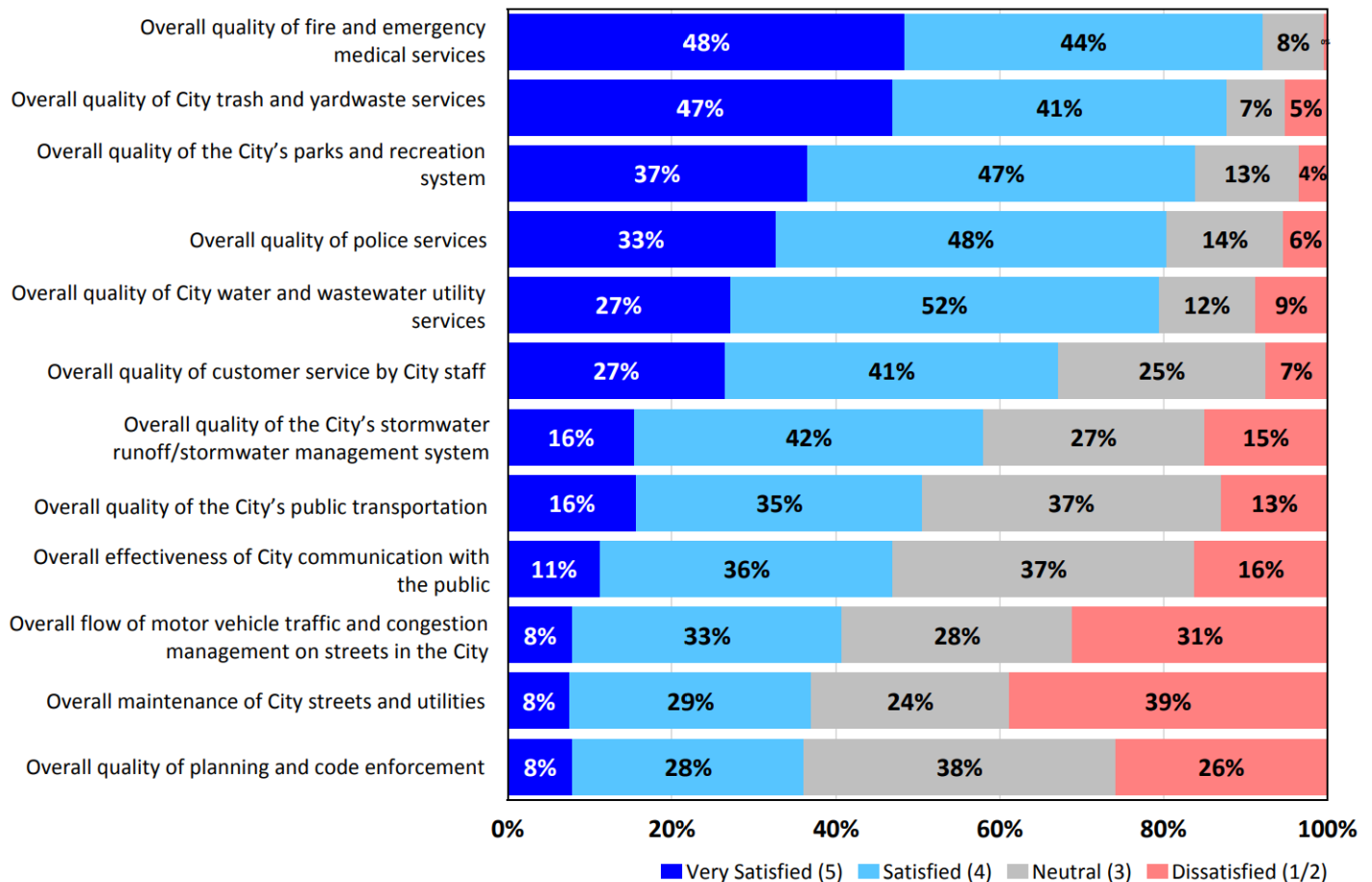


# 2021 Budget

Below summarizes, by major category of services, the satisfaction level of various services from the most recent community satisfaction survey completed in late 2019. Key Performance Indicators tied directly to the updated strategic plan are currently being established and will be included in the FY2022 budget book.

## Q1. Major Categories of Services

by percentage of respondents (excluding don't knows)



Source: ETC Institute (2020)

For additional information regarding the findings of the most recent community satisfaction survey, please visit: [www.lawrenceks.org/cmo/community-survey/](http://www.lawrenceks.org/cmo/community-survey/).

## FUND SUMMARIES

# HOW TO USE THIS SECTION

The Fund Summaries and Financial Forecasts section aims to summarize the activities of each fund. A fund is a self contained accounting entity with its own assets, liabilities, revenues, expenditures, and fund balance or other equity accounts. The fund summaries are organized into two sections: major operating funds and minor operating funds.

The FY2020 budget was adopted ahead of the adoption of the new strategic plan and therefore is considered a placeholder budget until that strategic plan can be further developed. Typically, each significant operating fund has a five-year projection as part of the fund summary. However, with the anticipated changes (i.e. mid-year adjustments) related to the strategic plan those have been omitted for the FY2021 budget document. Once the strategic plan workplans and priorities are established, those projections will be added back to the budget document.

Within each section, the fund summaries are organized in accordance with generally accepted accounting principles (GAAP). There are two broad categories: Governmental Funds and Proprietary Fund.

Governmental Funds include the General Fund (tax supported), Special Revenue Funds (special tax supported), and the Debt Service Fund (tax supported). Proprietary Funds include Enterprise Funds (fee-supported) and Internal Service Funds. Below is a chart with some examples of each type of fund.

## Governmental Funds

### General Fund (tax supported)

### Special Revenue Funds (special tax supported)

- Airport
- Capital Improvement Reserve
- Equipment Reserve
- Guest Tax
- Library
- Public Transportation
- Recreation
- Special Alcohol/Gas/Recreation

### Debt Service Fund (tax supported)

## Proprietary Funds

### Enterprise Funds (fee supported)

- Water and Wastewater
- Solid Waste
- Public Parking
- Stormwater Utility Fund
- Golf Course

### Internal Service Funds

- Central Maintenance
- Administrative Charge Fund
- Risk Management Fund

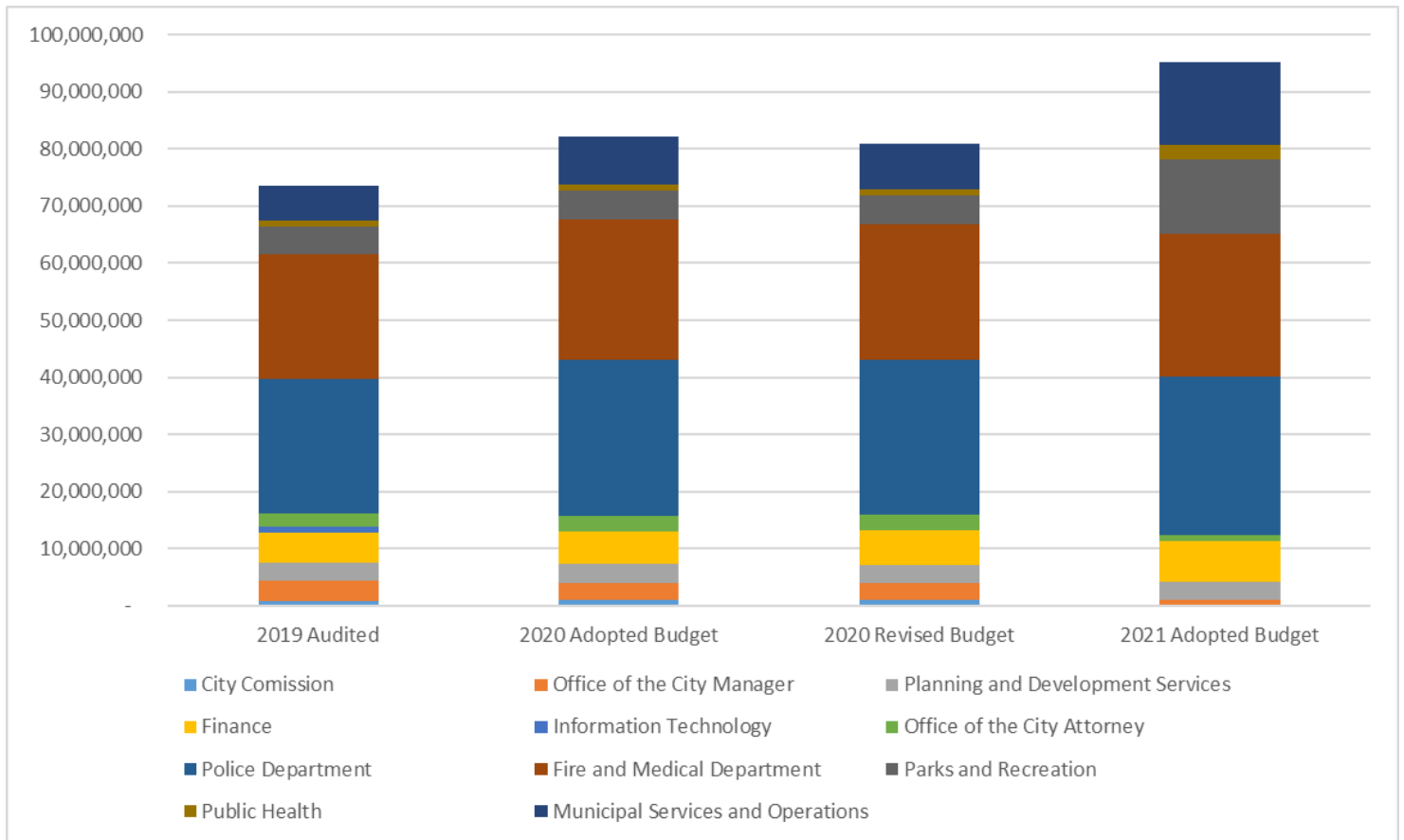
Major Operating Funds	Page
General Fund (001)	38
Capital Improvement Reserve Fund (202)	40
Equipment Reserve Fund (205)	41
Guest Tax Fund (206)	42
Public Transportation Fund (210)	43
Recreation Fund (211)	44
Special Alcohol Fund (213)	45
Special Gas Tax Fund (214)	46
Special Recreation Fund (216)	47
Bond and Interest Fund (301)	48
Water and Wastewater Fund (501)	49
Solid Waste Fund (502)	50
Public Parking Fund (503)	51
Central Maintenance (504)	52
Stormwater Utility Fund (505)	53
Public Golf Course Fund (506)	54
Administrative Charge Fund (523)	55
Risk Management Fund (524)	56
Minor Operating Funds	
Airport Fund (201)	57
Library Fund (209)	58
Capital Projects Fund (400)	59
Water and Wastewater Non-Bonded Construction Fund (552)	60
Solid Waste Non-Bonded Construction Fund (562)	61
Economic Development Funds	62
City Parks Memorial Fund (601)	64
Farmland Remediation Fund (604)	65
Cemetery Perpetual Care Fund (605)	66
Housing Trust Fund (607)	67
Outside Agency Fund (611)	68
Wee Folks Scholarship Fund (612)	69
Fair Housing Grant Fund (621)	70
Community Development Fund (631)	71
HOME Program Fund (633)	72
Transportation Planning Fund (641)	73
Law Enforcement Trust Fund (652)	74

# GENERAL FUND (001)

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

## General Fund (001)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Property	\$ 22,401,009	\$ 23,988,000	\$ 23,565,000	\$ 24,345,000
Sales Tax	27,895,215	30,443,000	25,752,000	28,922,000
Franchise Fees	7,415,461	7,999,000	7,585,000	7,751,000
Special Assessments	9,207	8,000	2,000	5,000
Federal Grants	59,266	-	-	-
State Shared Revenues	914,809	901,000	901,000	919,000
Douglas County Billed Charges	7,235,857	7,431,000	7,431,000	7,815,000
Charges for services	753,364	878,000	787,000	5,167,000
Interest	628,280	192,000	350,000	250,000
Building Rental	68,437	60,000	56,000	345,000
Lease Of Property	48,525	47,000	48,000	197,000
Sale Of Assets	172,628	50,000	150,000	150,000
Miscellaneous	458,659	270,000	286,000	271,000
Licenses and permits	1,586,264	2,138,000	1,576,000	1,446,000
Fines, forfeitures and penalties	1,842,364	2,000,000	1,460,000	1,400,000
Operating Transfers	3,667,474	4,770,000	3,805,000	17,518,000
<b>Total</b>	<b>75,156,819</b>	<b>81,175,000</b>	<b>73,754,000</b>	<b>96,501,000</b>
<b>Expenditures</b>				
Personal Services	50,695,788	53,942,000	52,990,000	55,761,000
Internal Services	374,007	-	3,334,000	8,395,000
Contractual Services	13,345,989	16,712,000	12,633,000	14,888,000
Commodities	4,240,238	6,020,000	5,642,000	9,917,000
Capital Outlay	562,897	1,218,000	1,202,000	3,343,000
Other	2,347	25,000	-	-
Transfers	4,390,553	4,226,000	5,088,000	2,896,000
<b>Total</b>	<b>73,611,819</b>	<b>82,143,000</b>	<b>80,889,000</b>	<b>95,200,000</b>
Revenue over/(under) Expenditure	1,545,000	(968,000)	(7,135,000)	1,301,000
Beginning Balance	24,996,096	20,883,579	26,541,096	19,406,096
<i>Less: Reserve by Policy</i>	<i>19,479,250</i>	<i>19,738,863</i>	<i>19,406,096</i>	<i>20,707,096</i>
Available for Use	7,061,846	176,717	-	-
Total Fund Balance	\$ 26,541,096	\$ 19,915,580	\$ 19,406,096	\$ 20,707,096



### Significant Revenue Changes:

- Mill levy rate remained flat at 19.952 mills
- Assessed valuation increased 4.3%
- Total revenues increase \$22,747,000 or 30.8% over FY2020 Revised
- Moved the Recreation Fund, Special Recreation Fund, Golf Course Fund, Special Alcohol Fund, and Gas Tax Fund into the General Fund. This lead to the significant increase in Charges for Service and Transfers.
- Revenues for Special Alcohol, Special Recreation, and Gas Tax a receipted into those specific funds and transferred to the General Fund

### Significant Expenditure Changes:

- Total expenditures are increasing \$14,311,000 or 17.7% over FY2020 Revised
- Moved the Recreation Fund, Special Recreation Fund, Golf Course Fund, Special Alcohol Fund, and Gas Tax Fund into the General Fund.
- Moved City Manager's Office, City Clerk's Office, City Attorney's Office, City Commission, Public Information, and Facility Maintenance out of the General Fund and into an Internal Service Fund.
- The General Fund is paying a proportional amount for the cost of the Internal Service Fund



# 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. The Capital Improvement Reserve Fund is a tax supported fund (receives infrastructure sales tax proceeds). Additionally, transfers from the General Fund provide the resources for these expenditures.

### Capital Improvement Reserve Fund (202)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Taxes	\$ 5,093,998	\$ 5,128,000	\$ 4,330,000	\$ 5,347,000
Intergovernmental	2,118,883	3,953,000	3,953,000	-
Interest	251,638	85,000	220,000	20,000
Miscellaneous	715,977	-	-	-
Operating Transfers	2,373,926	300,000	-	-
<b>Total</b>	<b>10,554,422</b>	<b>9,466,000</b>	<b>8,503,000</b>	<b>5,367,000</b>
<b>Expenditures</b>				
Contractual Services	1,203,963	6,203,000	5,236,000	9,000
Capital Outlay	8,288,837	4,715,000	5,682,000	-
Debt Service	50,624	-	-	-
Transfer Out	259,782	-	-	12,335,000
<b>Total</b>	<b>9,803,206</b>	<b>10,918,000</b>	<b>10,918,000</b>	<b>12,344,000</b>
Revenue over/(under) Expenditure	751,216	(1,452,000)	(2,415,000)	(6,977,000)
Beginning Balance	8,900,555	11,140,552	9,651,771	7,236,771
Ending Fund Balance	\$ 9,651,771	\$ 9,688,552	\$ 7,236,771	\$ 259,771

#### Significant Revenue Changes:

- Total revenues decreased \$3,136,000 or 36.9% over FY2020 Revised
- Beginning in FY2021, all Capital Improvement Plan projects are being paid for out of the Capital Projects Fund (400).

#### Significant Expenditure Changes:

- Total expenditures increased \$1,426,000 or 13% over FY2020 Revised
- Beginning in FY2021, all Capital Improvement Plan projects are being paid for out of the Capital Projects Fund (400).
- Funds were transferred out for those identified Capital Improvement Plan projects and Maintenance Projects that are funded out of the General Fund.

# 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. The Equipment Reserve Fund is a tax supported fund (receives \$500,000 in infrastructure sales tax proceeds for fire apparatus). Additionally, transfers from the General Fund provide the resources for these expenditures.

## Equipment Reserve Fund (205)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Taxes	\$ 500,000	\$ 500,000	\$ 500,000	\$ -
Interest	53,231	25,000	75,000	75,000
Intergovernmental	-	-	-	-
Reimbursement	24,734	-	-	-
Fines, forfeitures and penalties	55,244	65,000	65,000	65,000
Operating Transfers	1,309,000	200,000	460,000	10,113,000
<b>Total</b>	<b>1,942,209</b>	<b>790,000</b>	<b>1,100,000</b>	<b>10,253,000</b>
<b>Expenditures</b>				
Contractual Services	100,355	-	17,000	2,000
Commodities	284,370	8,000	138,000	500,000
Capital Outlay	329,044	2,618,000	2,076,000	9,751,000
<b>Total</b>	<b>713,769</b>	<b>2,626,000</b>	<b>2,231,000</b>	<b>10,253,000</b>
Revenue over/(under)				
Expenditure	1,228,440	(1,836,000)	(1,131,000)	-
Beginning Balance	1,632,130	1,838,130	2,860,570	1,729,570
Reserve for Municipal Court	1,570,688	-	1,635,688	1,700,688
Available for VERP	1,289,882	-	93,882	28,882
Total Fund Balance	\$ 2,860,570	\$ 2,130	\$ 1,729,570	\$ 1,729,570

### Significant Revenue Changes:

- Total revenues increased \$9,153,000 or 832%
- Beginning in FY2021, all Vehicle & Equipment replacements are being paid for out of the Equipment Reserve Fund instead of out of operating budgets
- Transfers are made from the appropriate fund for the identified vehicles & equipment

### Significant Expenditure Changes:

- Expenditures increased 8,022,000 or 360%
- Beginning in FY2021, all Vehicle & Equipment replacements are being paid for out of the Equipment Reserve Fund instead of out of operating budgets
- Transfers are made from the appropriate fund for the identified vehicles & equipment

# 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.

	Guest Tax (206)			
	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Guest Tax	\$ 1,766,738	\$ 1,812,000	\$ 850,000	\$ 1,600,000
Interest	9,178	2,000	6,000	2,000
Reimbursements	-	-	-	-
<b>Total</b>	<b>1,775,916</b>	<b>1,814,000</b>	<b>856,000</b>	<b>1,602,000</b>
<b>Expenditures</b>				
Personal Services	230,493	284,000	279,000	32,000
Internal Services	6,000		50,000	136,000
Contractual Services	1,555,488	1,396,000	698,000	1,343,000
Commodities	29,902	30,000	30,000	27,000
Capital Outlay	17,097	-	-	-
Debt Service	-	-	-	-
Transfers	210,000	210,000	-	377,000
<b>Total</b>	<b>2,048,980</b>	<b>1,920,000</b>	<b>1,057,000</b>	<b>1,915,000</b>
Revenue over/(under) Expenditure	(273,064)	(106,000)	(201,000)	(313,000)
Beginning Balance	944,685	566,688	671,621	470,621
Ending Fund Balance	\$ 671,621	\$ 460,688	\$ 470,621	\$ 157,621

## Significant Revenue Changes:

- Total revenues increased \$746,000 or 87.2% over FY2020 Revised
- This was significantly impacted by the Coronavirus and assumes that some rebound will occur in FY2021

## Significant Expenditure Changes:

- Total expenditures increased \$858,000 or 81.2% over FY2020 Revised
- Moved full-time staff out of Guest Tax Fund into the Administrative Services Fund

# 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.

## Transportation Fund (210)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Sales Tax	\$ 3,939,784	\$ 4,482,000	\$ 3,349,000	\$ 4,258,000
Charges for services	439,940	481,000	355,000	400,000
Interest	382,494	42,000	300,000	300,000
Miscellaneous	6,361	-	-	-
<b>Total</b>	<b>4,768,579</b>	<b>5,005,000</b>	<b>4,004,000</b>	<b>4,958,000</b>
<b>Expenditures</b>				
Personal Services	154,868	140,000	101,000	92,000
Internal Services	691	-	105,000	202,000
Contractual Services	3,295,353	4,145,000	4,092,000	2,411,000
Commodities	734,133	802,000	785,000	800,000
Capital Outlay	-	4,150,000	30,000	1,000
Transfers	-	-	-	5,738,000
<b>Total</b>	<b>4,185,045</b>	<b>9,237,000</b>	<b>5,113,000</b>	<b>9,244,000</b>
Revenue over/(under) Expenditure	583,534	(4,232,000)	(1,109,000)	(4,286,000)
Beginning Balance	15,953,730	14,601,256	16,537,264	15,428,264
Ending Fund Balance	\$ 16,537,264	\$ 10,369,256	\$ 15,428,264	\$ 11,142,264

### Significant Revenue Changes:

- Total revenues increased \$954,000 or 24% over revised FY2020
- This fund is supported by sales tax which was impacted by the Coronavirus and assumes that some rebound will occur in FY2021

### Significant Expenditure Changes:

- Total expenditures increased \$4,131,000 or 81% over FY2020 Revised
- Multi-modal facility is anticipated to be constructed in FY2021 and is shown as a transfer to the Capital Projects Fund

# 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.

## Recreation Fund (211)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 3,328,103	\$ 2,956,000	\$ 1,435,000	\$ -
Interest	25,230	4,000	4,000	-
Building Rental	47,263	260,000	35,000	-
Lease Of Property	-	151,000	-	-
Miscellaneous	-	-	-	-
Donations	4,990	1,000	1,000	-
Licenses and permits	-	-	-	-
Operating Transfers	2,403,000	2,553,000	3,382,000	-
<b>Total</b>	<b>5,808,586</b>	<b>5,925,000</b>	<b>4,857,000</b>	<b>-</b>
<b>Expenditures</b>				
Personal Services	4,287,796	4,569,000	4,214,000	-
Internal Services	31,000	310,000	310,000	-
Contractual Services	923,581	859,000	843,000	-
Commodities	351,149	392,000	377,000	-
Capital	-	90,000	78,000	-
Transfers	120,000	-	-	-
<b>Total</b>	<b>5,713,526</b>	<b>6,220,000</b>	<b>5,822,000</b>	<b>-</b>
Revenue over/(under) Expenditure	95,060	(295,000)	(965,000)	-
Beginning Balance	869,940	491,775	965,000	-
Ending Fund Balance	\$ 965,000	\$ 196,775	\$ -	\$ -

NOTE: The Recreation Fund has been consolidated into the General Fund beginning in FY 2021

### Significant Changes:

- Moved the Recreation Fund into the General Fund in 2021

# 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.

## Special Alcohol (213)

	<b>2019 Audited</b>	<b>2020 Adopted Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Adopted Budget</b>
<b>Revenues</b>				
Liquor Tax	\$ 796,495	\$ 825,000	\$ 783,000	\$ 818,000
Interest	2,003	1,000	2,000	-
Building Rental	22,176	-	-	-
Transfer In	124,627	-	-	-
<b>Total</b>	<b>945,301</b>	<b>826,000</b>	<b>785,000</b>	<b>818,000</b>
<b>Expenditures</b>				
Contractual Services	867,223	826,000	826,000	-
Transfer Out	-	-	-	970,000
<b>Total</b>	<b>867,223</b>	<b>826,000</b>	<b>826,000</b>	<b>970,000</b>
Revenue over/(under) Expenditure	78,078	-	(41,000)	(152,000)
Beginning Balance	196,918	44,918	274,996	233,996
Ending Fund Balance	\$ 274,996	\$ 44,918	\$ 233,996	\$ 81,996

### Significant Revenue Changes:

- Total revenues increased \$33,000 or 4% over FY2020 Revised

### Significant Expenditure Changes:

- Total expenditures increased \$144,000 or 17% over FY2020 Revised
- Funds are being transferred to the General Fund and help support Safe Bar Training, a Bert Nash Mental Health Care Worker, and funding for Social Service Agencies

# 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.

Special Gasoline Tax (214)				
	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Gasoline Tax	\$ 2,905,411	\$ 2,888,000	\$ 1,632,000	\$ 2,899,000
Interest	42,803	9,000	40,000	40,000
Sale Of Assets	24,649	2,000	-	-
Operating Transfer	-	-	-	-
<b>Total</b>	<b>2,972,863</b>	<b>2,899,000</b>	<b>1,672,000</b>	<b>2,939,000</b>
<b>Expenditures</b>				
Personal Services	1,764,883	2,020,000	1,988,000	-
Internal Services	17,000		148,000	
Contractual Services	23,265	164,000	13,200	-
Commodities	432,118	514,000	725,800	-
Capital Outlay	322,399	484,000	275,000	-
Transfer Out	-	-	-	3,914,000
<b>Total</b>	<b>2,559,665</b>	<b>3,182,000</b>	<b>3,150,000</b>	<b>3,914,000</b>
Revenue over/(under)				
Expenditure	413,198	(283,000)	(1,478,000)	(975,000)
Beginning Balance	2,366,047	2,208,047	2,779,245	1,301,245
Ending Fund Balance	\$ 2,779,245	\$ 1,925,047	\$ 1,301,245	\$ 326,245

## Significant Revenue Changes:

- Total revenues increased 1,267,000 or 76% over FY2020 Revised
- This fund is supported by gas tax which was impacted by the Coronavirus and assumes that some rebound will occur in FY2021

## Significant Expenditure Changes:

- Total expenditures increased \$764,000 or 24% over FY2020 Revised
- Beginning in FY2021, Special Gas Tax funds will be transferred to the General Fund to consolidate funding for street maintenance in one place.



# 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.

## Special Recreation (216)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Liquor Tax	\$ 796,314	\$ 825,000	\$ 783,000	\$ 818,000
Interest	8,360	3,000	3,000	-
Reimbursements	17,263	-	-	-
<b>Total</b>	<b>821,937</b>	<b>828,000</b>	<b>786,000</b>	<b>818,000</b>
<b>Expenditures</b>				
Personal Services	24,970	110,000	110,000	-
Internal Services	2,000		16,000	
Contractual Services	528,012	661,000	645,000	-
Commodities	180,079	112,000	112,000	-
Capital Outlay	132,398	-	-	-
Transfer Out	-	-	-	1,050,000
<b>Total</b>	<b>867,459</b>	<b>883,000</b>	<b>883,000</b>	<b>1,050,000</b>
Revenue over/(under) Expenditure	(45,522)	(55,000)	(97,000)	(232,000)
Beginning Balance	459,562	412,290	414,040	317,040
Ending Fund Balance	\$ 414,040	\$ 357,290	\$ 317,040	\$ 85,040

### Significant Revenue Changes:

- Total revenues increased \$32,000 or 4% over FY2020 Revised

### Significant Expenditure Changes:

- Total expenditures increased \$167,000 or 19% over FY2020 Revised
- Beginning in FY2021, Special Recreation funds will be transferred to the General Fund to consolidate funding for recreation in one place.

# 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.

## Bond & Interest Fund (301)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Property Taxes	\$ 10,652,722	\$ 10,979,000	\$ 10,935,000	\$ 11,368,000
Special Assessments	1,599,336	545,000	1,196,000	1,116,000
Interest	314,734	69,000	300,000	300,000
Miscellaneous	450,121	325,000	6,325,000	325,000
Operating Transfers	883,000	1,368,000	52,000	1,069,000
<b>Total</b>	<b>13,899,913</b>	<b>13,286,000</b>	<b>18,808,000</b>	<b>14,178,000</b>
<b>Expenditures</b>				
Contractual Services	-	-	164,000	164,000
Interest & Other Charges	3,778,677	3,994,000	7,534,000	4,555,000
Principal	8,462,000	8,589,000	9,631,000	8,756,000
<b>Total</b>	<b>12,240,677</b>	<b>12,583,000</b>	<b>17,329,000</b>	<b>13,475,000</b>
Revenue over/(under) Expenditure	1,659,236	703,000	1,479,000	703,000
Beginning Balance	10,832,304	11,224,295	12,491,540	13,970,540
Ending Fund Balance	\$ 12,491,540	\$ 11,927,295	\$ 13,970,540	\$ 14,673,540

### Significant Revenue Changes:

- Total revenues decreased \$4,630,000 or 25% over FY2020 Revised

### Significant Expenditure Changes:

- Total expenditures decreased \$3,854,000 or 22% over FY2020 Revised

General Obligation Bond Rating: Aa1

# WATER & WASTEWATER FUND (501)

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

## Water & Wastewater Fund (501)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 45,243,570	\$ 52,117,000	\$ 44,582,000	\$ 54,553,000
Interest	578,189	-	570,000	500,000
Miscellaneous	370,219	-	365,000	490,000
Transfer In	-	-	-	349,000
<b>Total</b>	<b>46,191,978</b>	<b>52,117,000</b>	<b>45,517,000</b>	<b>55,892,000</b>
<b>Expenditures</b>				
Personal Services	10,737,423	11,216,000	11,188,000	12,452,000
Internal Services	120,000	1,060,000	1,410,000	2,773,000
Contractual Services	10,874,373	8,290,000	8,275,000	7,914,000
Commodities	3,426,116	5,342,000	5,321,000	5,477,000
Capital Outlay	-	233,000	283,000	324,000
Debt Service	6,719,723	19,433,000	16,880,000	19,550,000
Other	9,685,891	20,000	20,000	20,000
Transfers	4,454,675	6,860,000	4,279,000	6,369,000
<b>Total</b>	<b>46,018,201</b>	<b>52,454,000</b>	<b>47,656,000</b>	<b>54,879,000</b>
Revenue over/(under) Expenditure	173,777	(337,000)	(2,139,000)	1,013,000
Beginning Balance	34,092,154	23,041,511	34,265,931	32,126,931
Less: Debt Service Res.	17,496,155	17,491,604	17,491,604	18,500,000
Available for use	16,769,776	5,212,907	14,635,327	14,639,931
Total Fund Balance	\$ 34,265,931	\$ 22,704,511	\$ 32,126,931	\$ 33,139,931

### Significant Revenue Changes:

- Total revenues increased \$10,375,000 or 22.79% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs
- This fund is supported by rates which were impacted by the Coronavirus and assumes that some rebound will occur in FY2021

### Significant Expenditure Changes:

- Total expenditures increased \$7,223,000 or 15% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs

**Revenue Bond Rating: Aa2**

# 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.

## Solid Waste Fund (502)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Intergovernmental	\$ 80,931	\$ 35,000	\$ 35,000	\$ 35,000
Charges for services	14,197,426	14,299,000	14,359,000	14,725,000
Interest	263,354	34,000	250,000	250,000
Miscellaneous	440,274	202,000	137,000	202,000
Operating Transfer	1,465,000	334,000	-	-
<b>Total</b>	<b>16,446,985</b>	<b>14,904,000</b>	<b>14,781,000</b>	<b>15,212,000</b>
<b>Expenditures</b>				
Personal Services	5,867,916	6,527,000	6,322,000	6,057,000
Internal Services	67,000	-	838,000	1,412,000
Contractual Services	4,235,340	5,157,000	4,571,000	4,786,000
Commodities	955,732	1,283,000	2,052,000	1,133,000
Capital Outlay	-	1,280,000	1,280,000	285,000
Debt Service	28,209	334,000	334,000	336,000
Other	1,037,914	-	-	-
Transfers	350,333	1,130,000	943,000	7,927,000
<b>Total</b>	<b>12,542,444</b>	<b>15,711,000</b>	<b>16,340,000</b>	<b>21,936,000</b>
Revenue over/(under) Expenditure	3,904,541	(807,000)	(1,559,000)	(6,724,000)
Beginning Balance	6,505,583	10,539,618	10,410,124	8,851,124
Ending Fund Balance	\$ 10,410,124	\$ 9,732,618	\$ 8,851,124	\$ 2,127,124

### Significant Revenue Changes:

- Total revenue increased \$431,000 or 3% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs

### Significant Expenditure Changes:

- Total expenditures increased \$5.596,000 or 34% over FY2020 Revised
- Includes transfers out for equipment and capital needs identified in FY2021
- Includes rate increase to keep up with ongoing operating and maintenance needs

# 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.

## Public Parking Fund (503)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 629,209	\$ 1,141,000	\$ 439,000	\$ 863,000
Interest	18,665	2,000	15,000	15,000
Miscellaneous	109,232	100,000	100,000	100,000
Licenses and permits	130,487	203,000	130,000	185,000
Fines, forfeitures and penalties	572,987	732,000	282,000	659,000
Operating Transfer	-	46,000	46,000	-
<b>Total</b>	<b>1,460,580</b>	<b>2,224,000</b>	<b>1,012,000</b>	<b>1,822,000</b>
<b>Expenditures</b>				
Personal Services	156,609	698,000	698,000	701,000
Internal Services	8,000	-	68,000	135,000
Contractual Services	191,873	313,000	248,000	459,000
Commodities	36,091	91,000	91,000	46,000
Capital Outlay	-	310,000	310,000	104,000
Debt Service	-	-	-	145,000
Other	166,152	20,000	-	-
Transfers	-	792,000	50,000	200,000
<b>Total</b>	<b>558,725</b>	<b>2,224,000</b>	<b>1,465,000</b>	<b>1,790,000</b>
Revenue over/(under) Expenditure	901,855	-	(453,000)	32,000
Beginning Balance	(343,591)	421,950	558,264	105,264

### Significant Revenue Changes:

- Total revenues increased \$810,000 or 80% over FY2020 Revised
- In FY2020 collections for parking enforcement were ceased due to the coronavirus and are anticipated to be fully operational in FY2021

### Significant Expenditure Changes:

- Total revenues increased \$325,000 or 22% over FY2002 Revised
- In FY2020 collections for parking enforcement were ceased due to the coronavirus and are anticipated to be fully operational in FY2021

# CENTRAL MAINTENANCE (504)

This internal service fund is used to account for central maintenance garage and vehicle maintenance.

## Central Maintenance Garage (504)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 4,840,941	\$ 5,151,000	\$ 5,151,000	\$ -
Interest	164	-	-	-
Miscellaneous	13,940	3,000	3,000	-
<b>Total</b>	<b>4,855,045</b>	<b>5,154,000</b>	<b>5,154,000</b>	<b>-</b>
<b>Expenditures</b>				
Personal Services	1,259,437	1,427,000	1,427,000	-
Contractual Services	343,068	369,000	376,000	-
Commodities	2,186,193	3,116,000	3,134,000	-
Capital Outlay	-	25,000	-	-
Other	41,202	-	-	-
Transfers	-	-	313,000	-
<b>Total</b>	<b>3,829,900</b>	<b>4,937,000</b>	<b>5,250,000</b>	<b>-</b>
Revenue over/(under) Expenditure	1,025,145	217,000	(96,000)	-
Beginning Balance	(929,145)	(336,031)	96,000	-
Ending Fund Balance	\$ 96,000	\$ (119,031)	\$ -	\$ -

Note: Moving to Administrative Services Fund in 2021

### Significant Changes:

- Central Maintenance was moved to Administrative Services in FY2021

# 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.

## Storm Water Fund (505)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 3,491,435	\$ 3,405,000	\$ 3,386,000	\$ 5,383,000
Interest	133,916	29,000	125,000	125,000
Miscellaneous	(22,061)	-	-	-
<b>Total</b>	<b>3,603,290</b>	<b>3,434,000</b>	<b>3,511,000</b>	<b>5,508,000</b>
<b>Expenditures</b>				
Personal Services	804,167	938,000	889,000	1,159,000
Internal Services	9,000	-	125,000	156,000
Contractual Services	524,207	329,000	262,000	661,000
Commodities	295,159	391,000	418,000	457,000
Capital Outlay	-	1,310,000	900,000	448,000
Debt Service	-	-	-	-
Other	875,327	-	-	-
Transfers	451,000	451,000	204,000	3,486,000
<b>Total</b>	<b>2,958,860</b>	<b>3,419,000</b>	<b>2,798,000</b>	<b>6,367,000</b>
Revenue over/(under) Expenditure	644,430	15,000	713,000	(859,000)
Beginning Balance	3,465,747	2,985,747	4,110,177	4,823,177
Ending Fund Balance	\$ 4,110,177	\$ 3,000,747	\$ 4,823,177	\$ 3,964,177

### Significant Revenue Changes:

- Total revenues increased \$1,997,000 or 57% over FY2020 Revised
- Includes rate increase to keep up with ongoing operating and maintenance needs

### Significant Expenditure Changes:

- Total expenditures increased \$3,569,000 or 128% over FY2020 Revised
- Includes transfers out for equipment and capital needs identified in FY2021
- Includes rate increase to keep up with ongoing operating and maintenance needs



# 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.

Golf Course Fund (506)				
	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 886,661	\$ 942,000	\$ 590,000	\$ -
Interest	2,798	-	-	-
Miscellaneous	30,676	30,000	30,000	-
Credit Card Fees	(68,060)	-	-	-
Operating Transfer	-	45,000	685,000	-
<b>Total</b>	<b>852,075</b>	<b>1,017,000</b>	<b>1,305,000</b>	<b>-</b>
<b>Expenditures</b>				
Personal Services	513,487	535,000	535,000	-
Internal Services	5,000	-	48,000	-
Contractual Services	179,600	237,000	172,000	-
Commodities	206,766	197,000	194,000	-
Capital Outlay	-	-	-	-
Other	34,160	-	-	-
Transfers	1,000	1,000	-	-
<b>Total</b>	<b>940,013</b>	<b>970,000</b>	<b>949,000</b>	<b>-</b>
Revenue over/(under) Expenditure	(87,938)	47,000	356,000	-
Beginning Balance	(268,062)	160,351	(356,000)	-
Ending Fund Balance	\$ (356,000)	\$ 207,351	\$ -	\$ -

NOTE: The Golf Fund has been consolidated into the General Fund beginning in FY 2021

## Significant Changes:

- Golf Course Fund was moved into the General Fund in FY2021

# ADMINISTRATIVE SERVICES (523)

This internal service fund is used to account for Human Resources, Finance Administration, Information Technology, City Manager's Office, City Attorney's Office, City Clerk's Office, Public Information, City Commission, and Facility Maintenance.

## Administrative Services Fund (523)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ -	\$ 4,880,000	\$ 4,765,000	\$ 15,414,000
Licenses and permits	-	-	-	115,000
Interest	-	-	-	-
Miscellaneous	-	-	-	3,000
Transfer In from CMG	-	-	-	-
<b>Total</b>	<b>-</b>	<b>4,880,000</b>	<b>4,765,000</b>	<b>15,532,000</b>
<b>Expenditures</b>				
Personal Services	-	3,215,000	3,211,000	8,066,000
Internal Services	-	-	-	73,000
Contractual Services	147	1,326,000	1,245,000	2,691,000
Commodities	-	337,000	275,000	3,757,000
Capital Outlay	-	-	34,000	55,000
Transfers	-	-	-	890,000
<b>Total</b>	<b>147</b>	<b>4,878,000</b>	<b>4,765,000</b>	<b>15,532,000</b>
Revenue over/(under) Expenditure	(147)	2,000	-	-
Beginning Balance	-	(147)	(147)	(147)
Ending Fund Balance	\$ (147)	\$ 1,853	\$ (147)	\$ (147)

Note: Risk Management was moved to Fund 524 in 2021.

### Significant Changes:

- Moved Central Maintenance into the Administrative Services Fund in FY2021
- Moved Risk Management out of the Administrative Services Fund into the Risk Management Fund in FY2021
- Add City Manager's Office, City Attorney's Office, City Clerk's Office, Public Information, City Commission, and Facility Maintenance into the Administrative Services Fund

# RISK MANAGEMENT FUND (524)

This internal service fund is used to account for Human Resources, Risk Management, Finance Administration, and Information Technology.

Risk Management Fund (524)				
	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ -	\$ -	\$ -	\$ 2,872,000
Interest	-	-	-	-
Miscellaneous	-	-	-	-
<b>Total</b>	-	-	-	<b>2,872,000</b>
<b>Expenditures</b>				
Personal Services	-	-	-	93,000
Contractual Services	-	-	-	2,764,000
Commodities	-	-	-	4,000
Transfers	-	-	-	-
<b>Total</b>	-	-	-	<b>2,861,000</b>
Revenue over/(under)				
Expenditure	-	-	-	11,000
Beginning Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 11,000

Note: Risk Management was moved to Fund 524 in 2021 and consolidated with the General Liability and the Worker's Compensation Reserve Funds.

## Significant Changes:

- Moved from Administrative Services Fund in FY2021
- Includes operating costs for Risk Management in addition to General Liability and Worker's Compensation

# 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.

## Airport Fund (201)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 16,937	\$ -	\$ -	\$ -
Interest	6,736	1,000	10,000	7,000
Building Rentals	172,618	140,000	146,000	146,000
Operating Transfers	-	165,000	165,000	252,000
<b>Total</b>	<b>196,291</b>	<b>306,000</b>	<b>321,000</b>	<b>405,000</b>
<b>Expenditures</b>				
Personal Services	1,436	77,000	77,000	84,000
Internal Services	-	-	-	7,000
Contractual Services	261	76,000	75,000	197,000
Commodities	29	14,000	15,000	20,000
Capital Outlay	-	-	-	-
Transfers	200,000	200,000	-	285,000
<b>Total</b>	<b>201,726</b>	<b>367,000</b>	<b>167,000</b>	<b>593,000</b>
Revenue over/(under) Expenditure	(5,435)	(61,000)	154,000	(188,000)
Beginning Balance	225,434	162,425	219,999	373,999
Ending Fund Balance	\$ 219,999	\$ 101,425	\$ 373,999	\$ 185,999

### Significant Changes:

- Increased funding for additional airport management services and transferring funding out for capital improvements

# 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.

## Library Fund (209)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Property Taxes	\$ 4,530,646	\$ 4,782,000	\$ 4,782,000	\$ 4,903,000
Interest	(3,594)	-	-	-
<b>Total</b>	<b>4,527,052</b>	<b>4,782,000</b>	<b>4,782,000</b>	<b>4,903,000</b>
<b>Expenditures</b>				
Contractual Services	4,538,000	\$ 4,782,000	\$ 4,782,000	4,978,000
<b>Total</b>	<b>4,538,000</b>	<b>4,782,000</b>	<b>4,782,000</b>	<b>4,978,000</b>
Revenue over/(under) Expenditure	(10,948)	-	-	(75,000)
Beginning Balance	86,495	5,494	75,547	75,547
Ending Fund Balance	\$ 75,547	\$ 5,494	\$ 75,547	\$ 547

### Significant Changes:

- No significant changes

# CAPITAL PROJECTS FUND (400)

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

## Capital Projects Fund (400)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Intergovernmental	-	-	-	4,900,000
Interest	779,480	-	-	-
Miscellaneous	705,425	-	8,400,000	-
Bond Proceeds	2,895	-	-	17,310,000
Operating Transfers	42,035,809	-	-	13,765,000
<b>Total</b>	<b>43,523,609</b>	<b>-</b>	<b>8,400,000</b>	<b>35,975,000</b>
<b>Expenditures</b>				
Contractual Services	2,772,824	-	-	-
Capital Outlay	11,006,422	-	16,645,466	35,427,000
Transfer Out	-	-	-	-
Debt Services	296,831	-	-	-
<b>Total</b>	<b>14,076,077</b>	<b>-</b>	<b>16,645,466</b>	<b>35,427,000</b>
Revenue over/(under) Expenditure	29,447,532	-	(8,245,466)	548,000
Beginning Balance	1,857,654	-	31,305,186	23,059,720
Ending Fund Balance	\$ 31,305,186	\$ -	\$ 23,059,720	\$ 23,607,720

Note: Before 2021, Fund 400 was only used for Capital Bond Projects. Beginning in 2021, this fund will be used to account for all CIP projects that are not tied to the Water/Sewer Funds.

### Significant Changes:

- Expenses are tied to the Capital Improvement Plan (CIP)

# WATER & WASTEWATER 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 wastewater system. The water and wastewater non-bonded construction fund is an enterprise (fee supported) fund.

## Utilities Non-Bonded Construction Fund (552)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Interest	\$ 188,083	\$ -	\$ -	\$ 90,000
Operating Transfers	1,019,675	3,000,000	1,739,000	3,021,000
<b>Total</b>	<b>1,207,758</b>	<b>3,000,000</b>	<b>1,739,000</b>	<b>3,111,000</b>
<b>Expenditures</b>				
Contractual Services	-	-	-	7,000
Capital Outlay	205,511	4,720,000	5,580,000	4,060,000
<b>Total</b>	<b>205,511</b>	<b>4,720,000</b>	<b>5,580,000</b>	<b>4,067,000</b>
Revenue over/(under) Expenditure	1,002,247	(1,720,000)	(3,841,000)	(956,000)
Beginning Balance	4,918,542	2,594,363	5,920,789	2,079,789
Ending Fund Balance	\$ 5,920,789	\$ 874,363	\$ 2,079,789	\$ 1,123,789

### Significant Changes:

- Expenses are tied to the Capital Improvement Plan (CIP)



# 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.

## Sanitation Non-Bonded Construction Fund (562)

	<b>2019 Audited</b>	<b>2020 Adopted Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Adopted Budget</b>
<b>Revenues</b>				
Interest	\$ 15,422	\$ -	\$ -	\$ -
Operating Transfer	33,333	-	-	-
<b>Total</b>	<b>48,755</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>				
Transfers	1,465,506	-	-	-
<b>Total</b>	<b>1,465,506</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue over/(under) Expenditure	(1,416,751)	-	-	-
Beginning Balance	1,416,751	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

### Significant Changes:

- Fund was closed in FY2019

# 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>Economic Development Funds</b>	<b>2019 Audited</b>	<b>2020 Adopted Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Adopted Budget</b>
Free State TDD	\$ 283,757	\$ 273,000	\$ 273,000	\$ 312,000
Oread TDD/TIF	592,102	680,000	680,000	651,000
9 NH South TDD/TIF	437,202	625,000	625,000	596,000
9 NH North TDD/TIF	261,017	265,000	268,000	301,000
901 NH TIF	28,085	29,000	29,000	29,000
720 LLC NRA	171,048	16,000	688,000	757,000
1040 Vermont LLC NRA	-	30,000	-	-
810/812 Penn NRA	-	30,000	-	-
1106 Rhode Island St. NRA	-	13,000	-	-
900 Delaware St. NRA	-	36,000	-	-
1101/1115 Indiana St. NRA	-	499,000	-	-
826 Pennsylvania St. NRA	-	67,000	-	-
<b>Total Economic Development Funds</b>	<b>\$ 1,773,211</b>	<b>\$ 2,563,000</b>	<b>\$ 2,563,000</b>	<b>\$ 2,646,000</b>

## Significant Changes:

- No significant changes

# 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>Economic Development Funds</b>	<b>2019 Audited</b>	<b>2020 Adopted Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Adopted Budget</b>
Free State TDD	\$ 283,757	\$ 273,000	\$ 273,000	\$ 312,000
Oread TDD/TIF	592,102	680,000	680,000	651,000
9 NH South TDD/TIF	437,202	625,000	625,000	596,000
9 NH North TDD/TIF	261,017	265,000	268,000	301,000
901 NH TIF	28,085	29,000	29,000	29,000
720 LLC NRA	171,048	16,000	688,000	757,000
1040 Vermont LLC NRA	-	30,000	-	-
810/812 Penn NRA	-	30,000	-	-
1106 Rhode Island St. NRA	-	13,000	-	-
900 Delaware St. NRA	-	36,000	-	-
1101/1115 Indiana St. NRA	-	499,000	-	-
826 Pennsylvania St. NRA	-	67,000	-	-
<b>Total Economic Development Funds</b>	<b>\$ 1,773,211</b>	<b>\$ 2,563,000</b>	<b>\$ 2,563,000</b>	<b>\$ 2,646,000</b>

# 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.

## City Parks Memorial Fund (601)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Interest	\$ 1,620	\$ -	\$ -	\$ -
Miscellaneous	421	-	-	-
Donations	27,406	15,000	15,000	15,000
<b>Total</b>	<b>29,447</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Expenditures</b>				
Contractual Services	2,116	12,000	12,000	13,000
Commodities	5,394	3,000	3,000	3,000
Capital Outlay	-	-	-	-
<b>Total</b>	<b>7,510</b>	<b>15,000</b>	<b>15,000</b>	<b>16,000</b>
Revenue over/(under) Expenditure	21,937	-	-	(1,000)
Beginning Balance	64,099	64,101	86,036	86,036
Ending Fund Balance	\$ 86,036	\$ 64,101	\$ 86,036	\$ 85,036

### 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.

Farmland Remediation Fund (604)				
	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Interest	\$ 178,997	\$ 10,000	\$ 30,000	\$ 30,000
Miscellaneous	-	-	-	-
<b>Total</b>	<b>178,997</b>	<b>10,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Expenditures</b>				
Personal Services	96,682	60,000	60,000	1,000
Contractual Services	1,174,334	508,000	512,000	927,000
Commodities	4,800	27,000	27,000	138,000
Capital Outlay	153,991	875,000	875,000	89,000
Transfers	-	-	-	-
<b>Total</b>	<b>1,429,807</b>	<b>1,470,000</b>	<b>1,474,000</b>	<b>1,155,000</b>
Revenue over/(under) Expenditure	(1,250,810)	(1,460,000)	(1,444,000)	(1,125,000)
Beginning Balance	3,854,151	3,213,028	2,603,341	1,159,341
Ending Fund Balance	\$ 2,603,341	\$ 1,753,028	\$ 1,159,341	\$ 34,341

## Significant Changes:

- No significant changes in FY2021
- Continuing to determine the needs at the Farmland site to determine a remediation plan for future years

# CEMETERY PERPETUAL CARE FUND (605)

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

## Cemetery Perpetual Care Fund (605)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Charges for services	\$ 3,650	\$ 10,000	\$ -	\$ 5,000
<b>Total</b>	<b>3,650</b>	<b>10,000</b>	<b>-</b>	<b>5,000</b>
<b>Expenditures</b>				
Contractual Services	5	5,000	2,000	6,000
<b>Total</b>	<b>5</b>	<b>5,000</b>	<b>2,000</b>	<b>6,000</b>
Revenue over/(under) Expenditure	3,645	5,000	(2,000)	(1,000)
Beginning Balance	-	-	3,645	1,645
Ending Fund Balance	\$ 3,645	\$ 5,000	\$ 1,645	\$ 645

### 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.

## Housing Trust Fund (607)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Sales Tax	\$ 721,881	\$ 924,000	\$ 614,000	\$ 878,000
Interest	16,641	1,000	15,000	15,000
Miscellaneous	-	-	-	-
Operating Transfer	350,000	350,000	350,000	350,000
<b>Total</b>	<b>1,088,522</b>	<b>1,275,000</b>	<b>979,000</b>	<b>1,243,000</b>
<b>Expenditures</b>				
Contractual Services	225,539	1,275,000	1,376,000	1,236,000
<b>Total</b>	<b>225,539</b>	<b>1,275,000</b>	<b>1,376,000</b>	<b>1,236,000</b>
Revenue over/(under) Expenditure	862,983	-	(397,000)	7,000
Beginning Balance	227,579	27,579	1,090,562	693,562
Ending Fund Balance	\$ 1,090,562	\$ 27,579	\$ 693,562	\$ 700,562

### Significant Changes:

- No significant changes

# MISC. FEDERAL AGENCY FUND (611)

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

## Misc. Federal Agency Grants (611)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Federal Grants	\$ 838,281	\$ 3,055,000	\$ 3,058,000	\$ 10,973,000
State Grants	3,439,473	1,209,000	1,209,000	-
Interest	511	-	-	-
Miscellaneous	495,188	-	-	-
Transfer In	259,782	-	-	-
<b>Total</b>	<b>5,033,235</b>	<b>4,264,000</b>	<b>4,267,000</b>	<b>10,973,000</b>
<b>Expenditures</b>				
Personal Services	172,249	198,000	237,000	333,000
Contractual Services	4,146,404	3,306,000	3,411,448	5,626,000
Commodities	24,869	25,000	29,750	26,000
Capital Outlay	938,913	-	-	4,956,000
Transfer	-	-	-	-
<b>Total</b>	<b>5,282,435</b>	<b>3,529,000</b>	<b>3,678,198</b>	<b>10,941,000</b>
Revenue over/(under) Expenditure	(249,200)	735,000	588,802	32,000
Beginning Balance	250,992	178,988	1,792	590,594
Ending Fund Balance	\$ 1,792	\$ 913,988	\$ 590,594	\$ 622,594

### Significant Changes:

- There are significant transportation grants for operations and capital improvements that are accounted for in this fund for FY2021



# 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.

## Wee Folks Scholarship Fund (612)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Interest	\$ 2,103	\$ 1,000	\$ 2,000	\$ 2,000
Donations	9,637	33,000	1,000	1,000
<b>Total</b>	<b>11,740</b>	<b>34,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Expenditures</b>				
Contractual Services	33,682	40,000	40,000	36,000
<b>Total</b>	<b>33,682</b>	<b>40,000</b>	<b>40,000</b>	<b>36,000</b>
Revenue over/(under) Expenditure	(21,942)	(6,000)	(37,000)	(33,000)
Beginning Balance	147,024	141,024	125,082	88,082
Ending Fund Balance	\$ 125,082	\$ 135,024	\$ 88,082	\$ 55,082

### 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.

	<b>Fair Housing Grant (621)</b>			
	<b>2019 Audited</b>	<b>2020 Adopted Budget</b>	<b>2020 Revised Budget</b>	<b>2021 Adopted Budget</b>
<b>Revenues</b>				
Federal Grants	\$ -	\$ 32,000	\$ -	\$ -
Interest	1,522	2,000	2,000	2,000
Miscellaneous	-	-	-	-
<b>Total</b>	<b>1,522</b>	<b>34,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Expenditures</b>				
Personal Services	12,442	13,000	13,000	13,000
Contractual Services	812	31,000	31,000	8,000
Commodities	-	2,000	2,000	1,000
<b>Total</b>	<b>13,254</b>	<b>46,000</b>	<b>46,000</b>	<b>22,000</b>
Revenue over/(under)				
Expenditure	(11,732)	(12,000)	(44,000)	(20,000)
Beginning Balance	213,359	202,509	201,627	157,627
Ending Fund Balance	\$ 201,627	\$ 190,509	\$ 157,627	\$ 137,627

## 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.

## Community Development Fund (631)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Federal Grants	\$ 535,252	\$ 667,000	\$ 667,000	\$ 760,000
State Grants	-	-	-	-
Loan Repayments	163,055	150,000	150,000	300,000
<b>Total</b>	<b>698,307</b>	<b>817,000</b>	<b>817,000</b>	<b>1,060,000</b>
<b>Expenditures</b>				
Personal Services	206,428	220,000	217,000	221,000
Contractual Services	544,800	532,000	1,399,000	829,000
Commodities	886	-	3,000	-
<b>Total</b>	<b>752,114</b>	<b>752,000</b>	<b>1,619,000</b>	<b>1,050,000</b>
Revenue over/(under) Expenditure	(53,807)	65,000	(802,000)	10,000
Beginning Balance	310,522	382,522	256,715	(545,285)
Ending Fund Balance	\$ 256,715	\$ 447,522	\$ (545,285)	\$ (535,285)

### Significant Changes:

- Additional funding was received in FY2020 Revised due to the coronavirus and that additional funding is not anticipated in FY2021

# HOME PROGRAM FUND (633)

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

	Home Program Fund (633)			
	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Federal Grants	\$ 428,149	\$ 410,000	\$ 561,000	\$ 475,000
Loan Repayments	26,522	30,000	30,000	25,000
<b>Total</b>	<b>454,671</b>	<b>440,000</b>	<b>591,000</b>	<b>500,000</b>
<b>Expenditures</b>				
Personal Services	36,809	39,000	39,000	39,000
Contractual Services	417,039	400,000	931,000	460,000
<b>Total</b>	<b>453,848</b>	<b>439,000</b>	<b>970,000</b>	<b>499,000</b>
Revenue over/(under) Expenditure	823	1,000	(379,000)	1,000
Beginning Balance	6,780	6,780	7,603	(371,397)
Ending Fund Balance	\$ 7,603	\$ 7,780	\$ (371,397)	\$ (370,397)

## Significant Changes:

- Additional funding was received in FY2020 Revised that is not anticipated for FY2021

# TRANSPORTATION PLANNING FUND (641)

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

## Transportation Planning Fund (641)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Federal Grants	\$ 272,588	\$ 220,000	\$ 289,000	\$ 304,000
<b>Total</b>	<b>272,588</b>	<b>220,000</b>	<b>289,000</b>	<b>304,000</b>
<b>Expenditures</b>				
Personal Services	151,591	151,000	180,000	142,000
Contractual Services	39,392	51,000	40,000	137,000
Commodities	10,261	-	11,000	13,000
Capital Outlay	79,994	-	-	-
<b>Total</b>	<b>281,238</b>	<b>202,000</b>	<b>231,000</b>	<b>292,000</b>
Revenue over/(under) Expenditure	(8,650)	18,000	58,000	12,000
Beginning Balance	(21,213)	(21,213)	(29,863)	28,137
Ending Fund Balance	\$ (29,863)	\$ (3,213)	\$ 28,137	\$ 40,137

### 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.

## Law Enforcement Trust Fund (652)

	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget
<b>Revenues</b>				
Interest	\$ 2,989	\$ 1,000	\$ 2,000	\$ 2,000
Confiscated Property	36,208	58,000	-	20,000
<b>Total</b>	<b>39,197</b>	<b>59,000</b>	<b>2,000</b>	<b>22,000</b>
<b>Expenditures</b>				
Contractual Services	82	40,000	40,000	41,000
Commodities	-	10,000	10,000	10,000
<b>Total</b>	<b>82</b>	<b>50,000</b>	<b>50,000</b>	<b>51,000</b>
Revenue over/(under) Expenditure	39,115	9,000	(48,000)	(29,000)
Beginning Balance	113,200	122,200	152,315	104,315
Ending Fund Balance	\$ 152,315	\$ 131,200	\$ 104,315	\$ 75,315

### Significant Changes:

- No significant changes

# SIGNIFICANT CHANGES IN FUND BALANCE

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

## **Major Funds**

The City has the 5 following major funds:

General Operating Fund — No significant change in fund balance.

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

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

Solid Waste Fund — The Solid Waste Fund Balance is anticipated to decrease 75% in FY2021 due to cash funding a portion of a new facility scheduled for construction through the City's Capital Improvement Plan.

Storm Water Utility Fund — The Storm Water Utility Fund is anticipated to decrease 18% in FY2021 due to planned capital expenditures scheduled for construction through the City's Capital Improvement Plan

## **Non-Major Funds**

The City has the 33 following non-major funds:

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

**All Non-Major Funds:** In aggregate, there was a 27% decrease in fund balance for 2021. This is primarily attributed to five non-major funds: Public Transportation Fund, Capital Improvement Reserve Fund, Water & Sewer Non-Bonded Construction, Farmland Remediation Fund, and Special Gas Tax Fund. These funds are used to accumulate cash to help pay for large capital projects scheduled for construction through the City's Capital Improvement Plan.

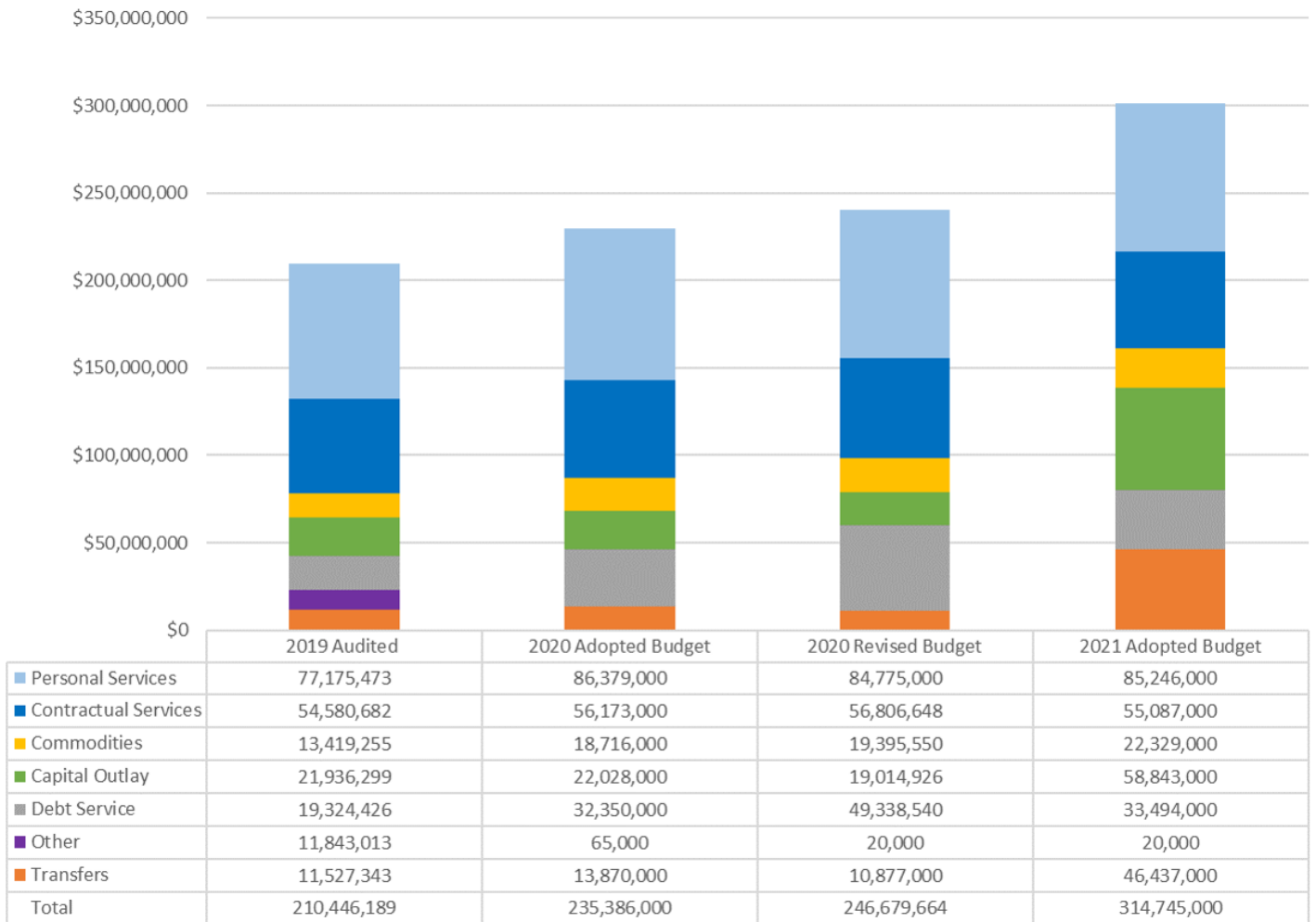


City *of* Lawrence



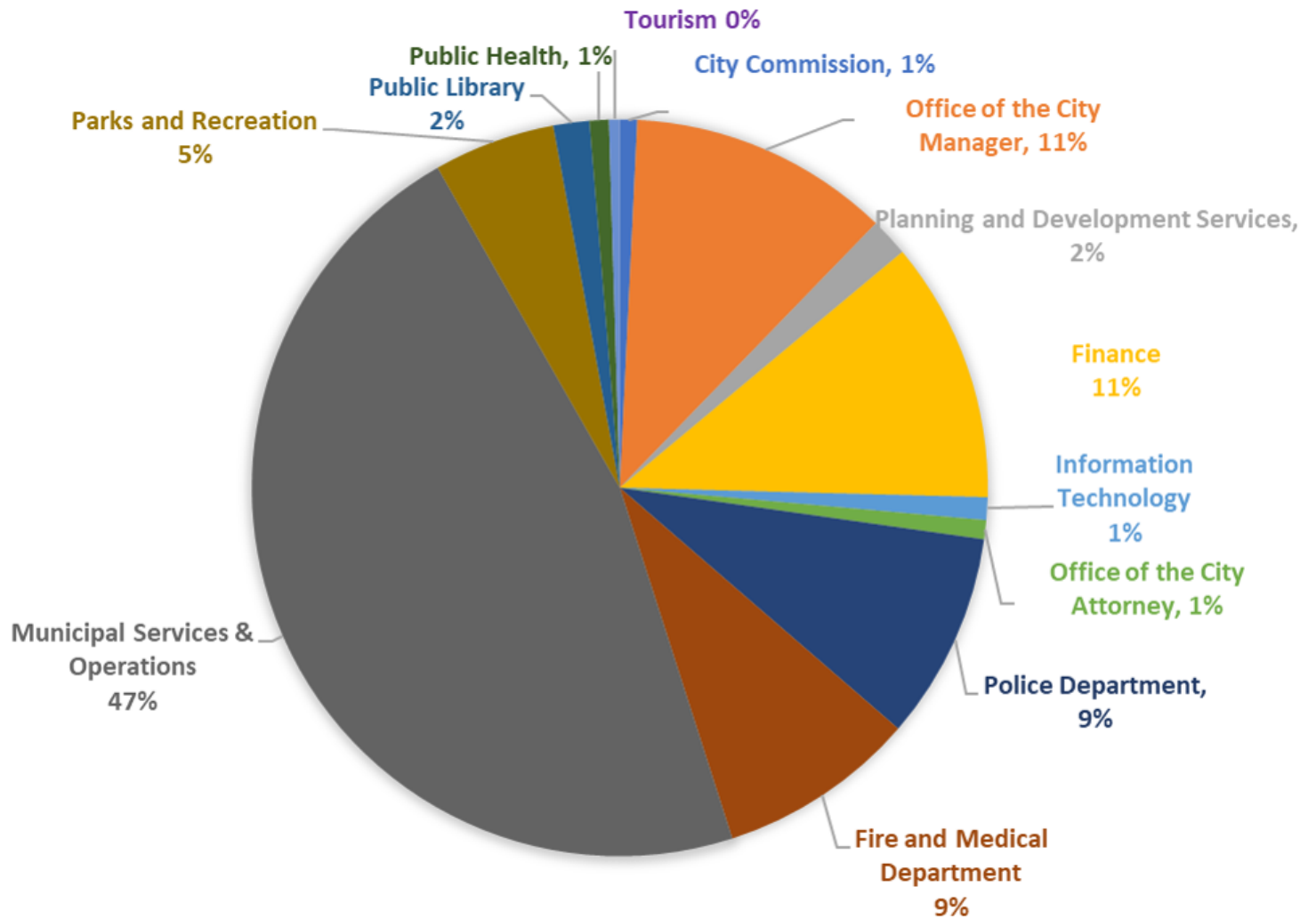
# DEPARTMENT BUDGETS

# EXPENDITURES BY DEPARTMENT-ALL FUNDS



Department	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	% of Budget
City Commission	1,947,139	3,075,000	3,196,000	2,399,000	1%
Office of the City Manager	14,548,378	20,809,000	16,455,750	36,176,000	11%
Planning and Development Services	4,647,738	4,882,000	6,155,142	5,292,000	2%
Finance	21,987,320	21,801,000	42,166,540	36,104,000	11%
Information Technology	1,333,113	2,102,000	1,842,000	3,123,000	1%
Office of the City Attorney	2,473,700	2,918,000	2,848,000	2,633,000	1%
Police Department	28,148,208	27,938,000	28,464,000	28,648,000	9%
Fire and Medical Department	25,647,277	25,590,000	25,655,926	27,430,000	9%
Municipal Services & Operations	89,066,778	104,938,000	99,798,858	147,013,000	47%
Parks and Recreation	13,109,956	13,884,000	13,402,448	16,815,000	5%
Public Library	4,538,000	4,782,000	4,782,000	4,978,000	2%
Public Health	1,162,193	1,099,000	1,173,000	2,646,000	1%
Tourism	1,836,390	1,568,000	740,000	1,488,000	0%
<b>Total</b>	<b>210,446,189</b>	<b>235,386,000</b>	<b>246,679,664</b>	<b>314,745,000</b>	

# EXPENDITURES BY CATEGORY-ALL DEPARTMENTS



# City Commission

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

City Commission Department budget by Category

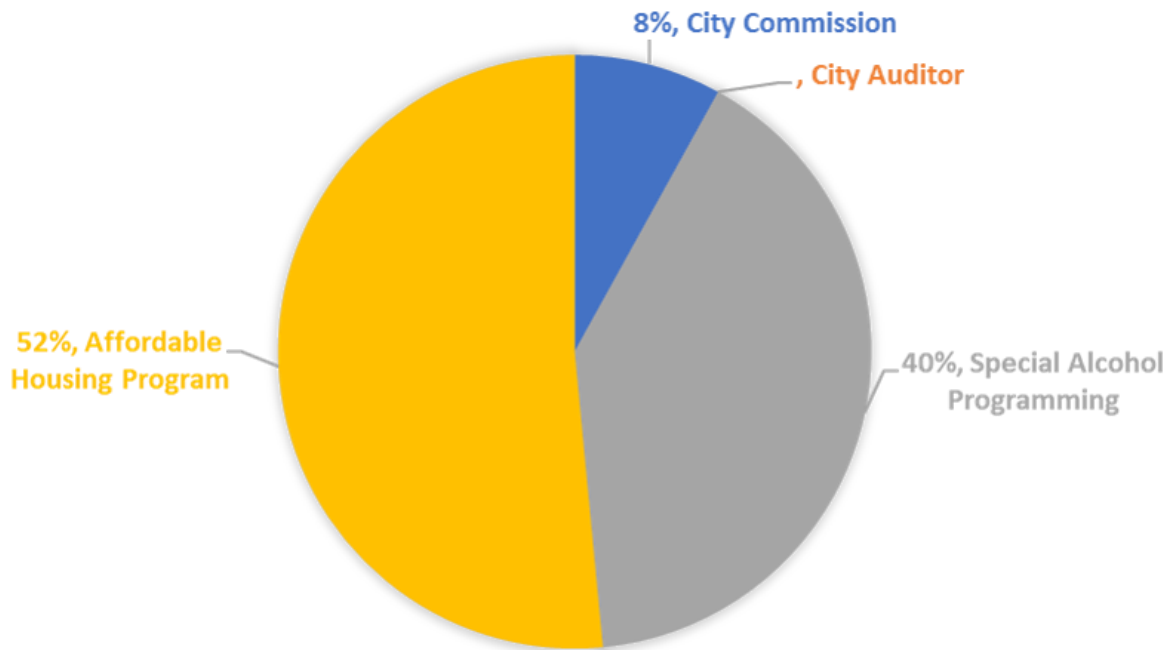


City Commission Department budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	883,780	974,000	994,000	-	(994,000)
Special Alcohol Fund	837,820	826,000	826,000	970,000	144,000
Housing Trust Fund	225,539	1,275,000	1,376,000	1,236,000	(140,000)
Administrative Charge Fund	-	-	-	193,000	193,000
<b>Total</b>	<b>1,947,139</b>	<b>3,075,000</b>	<b>3,196,000</b>	<b>2,399,000</b>	<b>(797,000)</b>

# City Commission

City Commission Department budget by Division



## Significant Changes:

- Moved to Internal Service Fund in 2021

## CIP Projects

- None

## Personnel Changes

- None

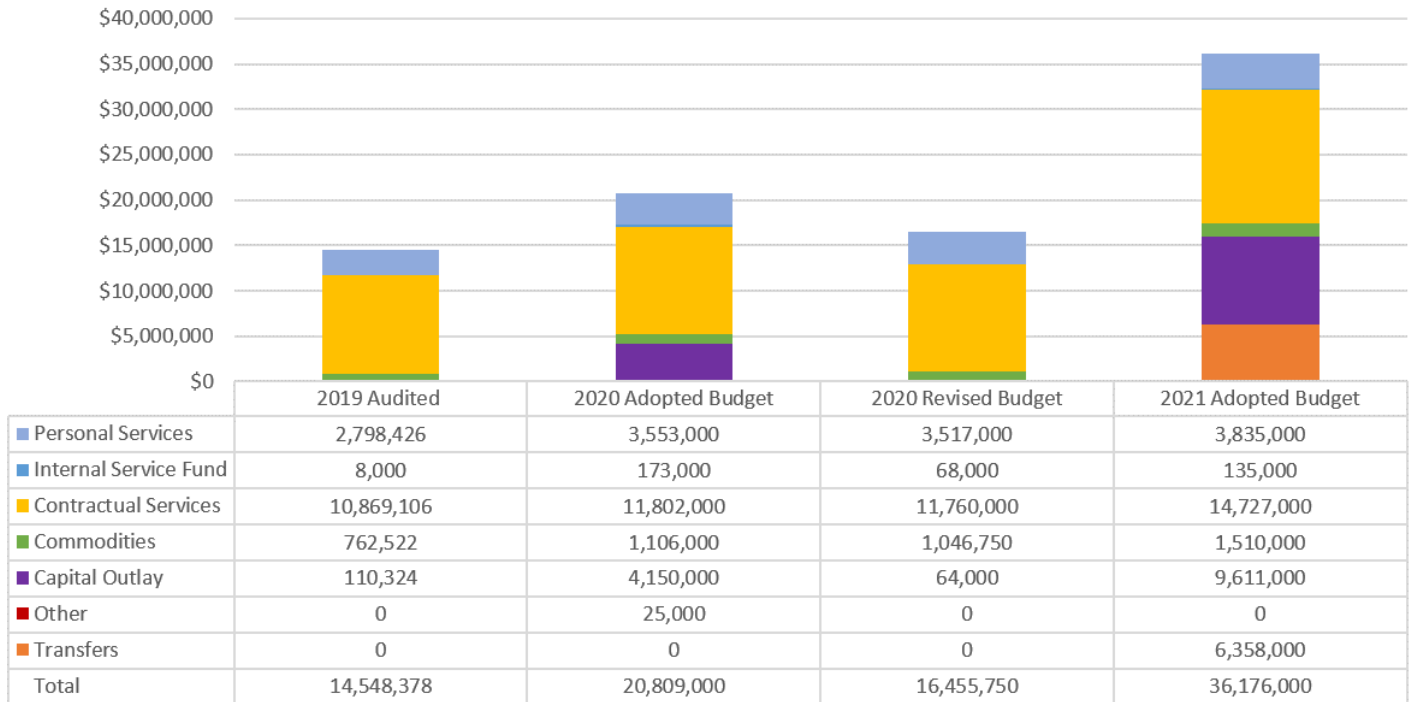
## Fee Changes

- No fee changes are anticipated

# 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

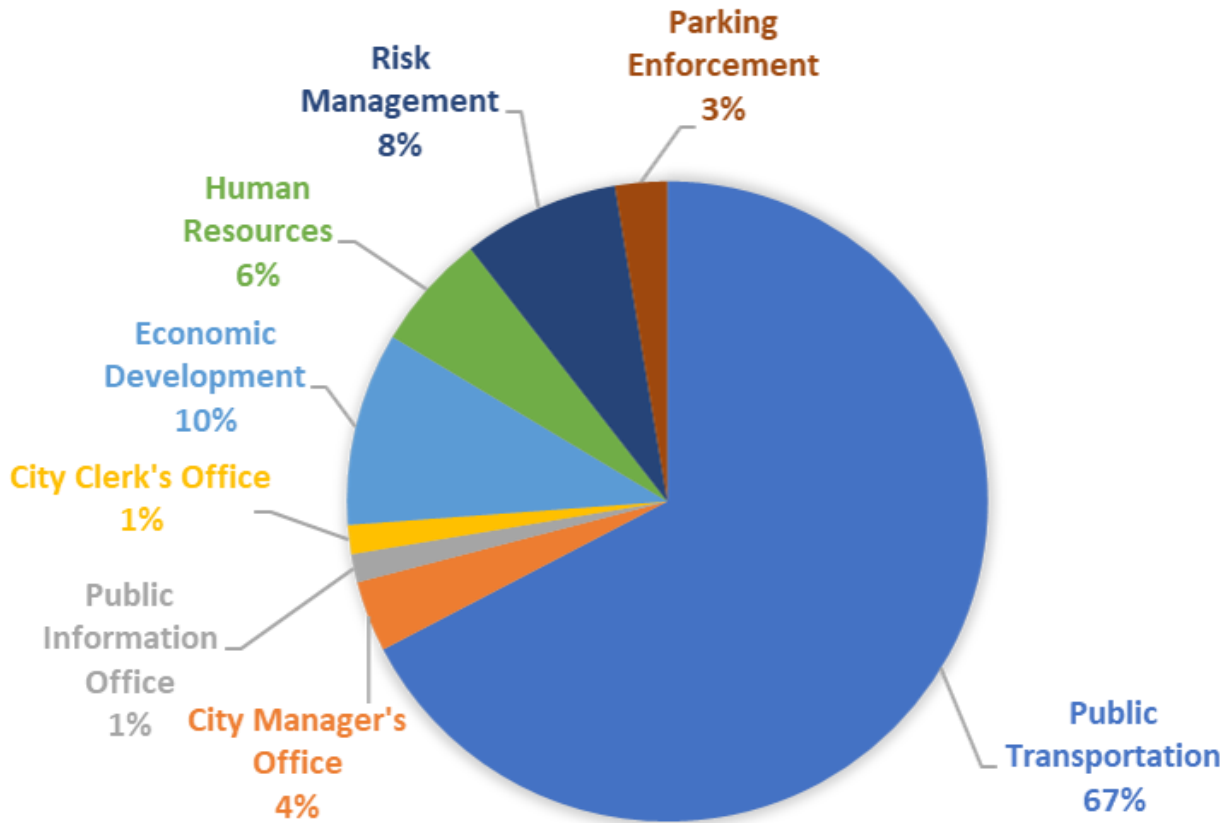


Office of the City Manager budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	3,520,762	3,079,000	2,973,000	1,002,000	1,971,000)
Equipment Reserve Fund	8,980	-	-	2,854,000	2,854,000
Transit Fund	4,184,354	9,237,000	5,008,000	9,042,000	4,034,000
Economic Development Funds	1,773,211	2,563,000	2,563,000	2,646,000	83,000
Misc. Federal Agency Grants	3,315,617	3,300,000	3,344,750	9,473,000	6,128,250
Administrative Charge Fund	147	1,937,000	1,871,000	3,851,000	1,980,000
Risk Management Fund	-	-	-	2,861,000	2,861,000
Capital Projects Fund	1,262,458	-	-	3,500,000	3,500,000
Public Parking System Fund	482,849	693,000	696,000	947,000	251,000
<b>Total</b>	<b>14,548,378</b>	<b>20,809,000</b>	<b>16,455,750</b>	<b>36,176,000</b>	<b>19,720,250</b>

# Office of the City Manager

Office of the City Manager budget by Division



## Significant Changes:

- Moved additional divisions into Internal Service Fund

## CIP Projects

- Multi-Modal Facility
- Human Resources Information System
- Records Management System

## Personnel Changes

- Added 1.0 FTE Administrative Support to Public Information
- Added 1.0 FTE Planner II to Public Transportation

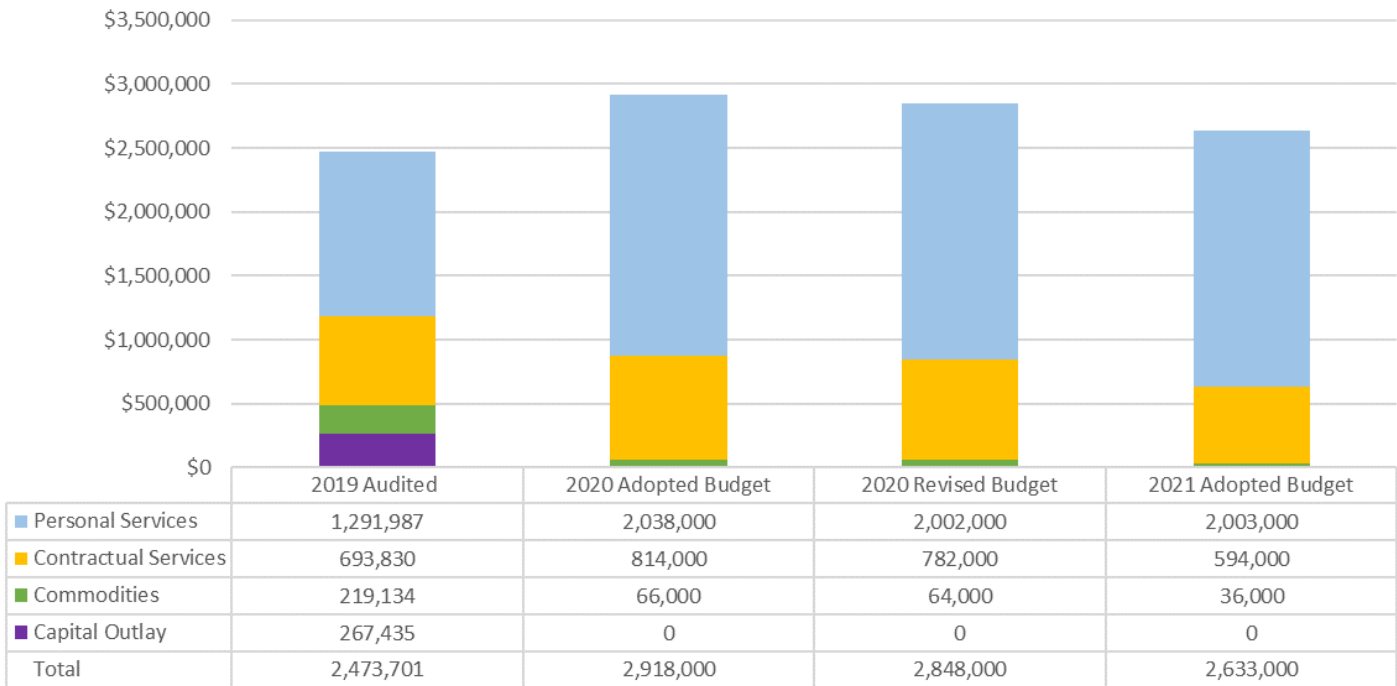
## Fee Changes

- New parking fee structure will be implemented in 2021

# 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



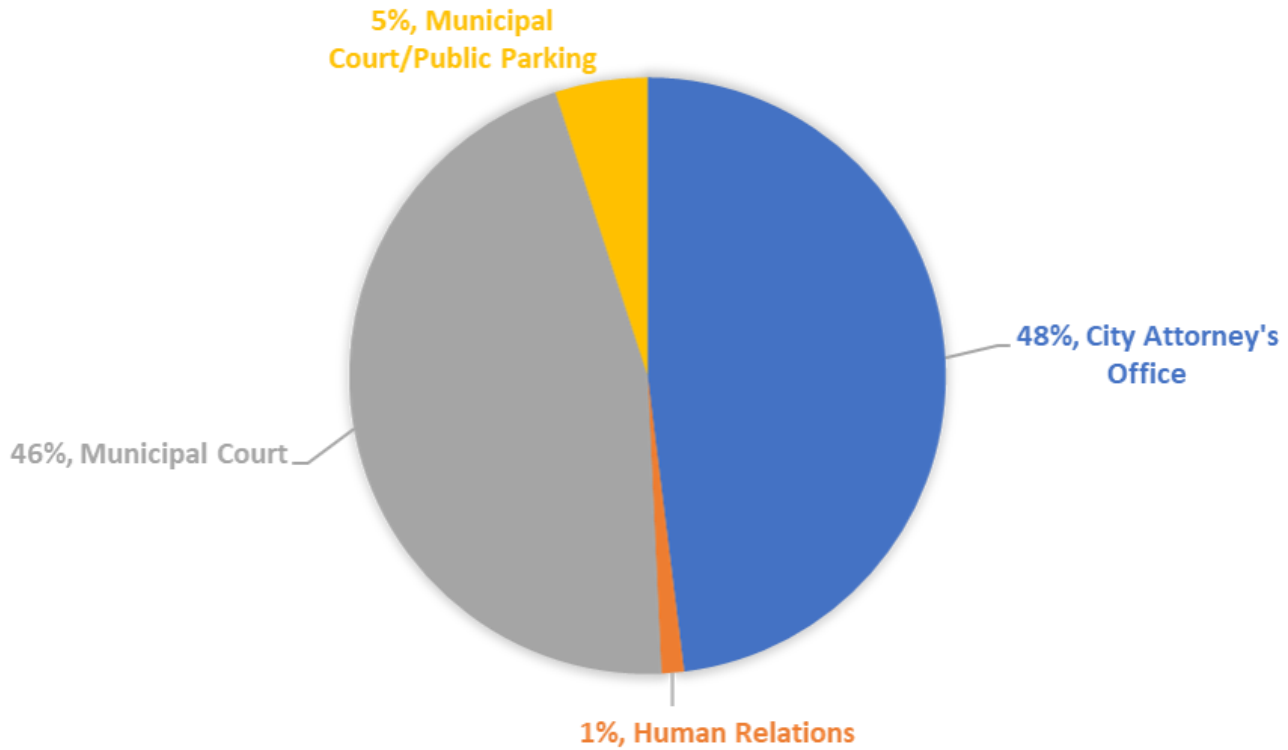
Office of the City Attorney budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	2,268,935	2,733,000	2,663,000	1,214,000	(1,449,000)
Equipment Reserve Fund	455,795	8,000	8,000	-	(8,000)
Fair Housing Grant Fund	13,254	46,000	46,000	22,000	(24,000)
Central Maintenance	23,647	-	-	-	-
Administrative Charge Fund	-	-	-	1,265,000	1,265,000
Public Parking System Fund	(287,931)	131,000	131,000	132,000	1,000
<b>Total</b>	<b>2,473,700</b>	<b>2,918,000</b>	<b>2,848,000</b>	<b>2,633,000</b>	<b>(215,000)</b>



# Office of the City Attorney

Office of the City Attorney budget by Division



## Significant Changes:

- Moved City Attorney's Office to Internal Service Fund

## CIP Projects

- None

## Personnel Changes

- None

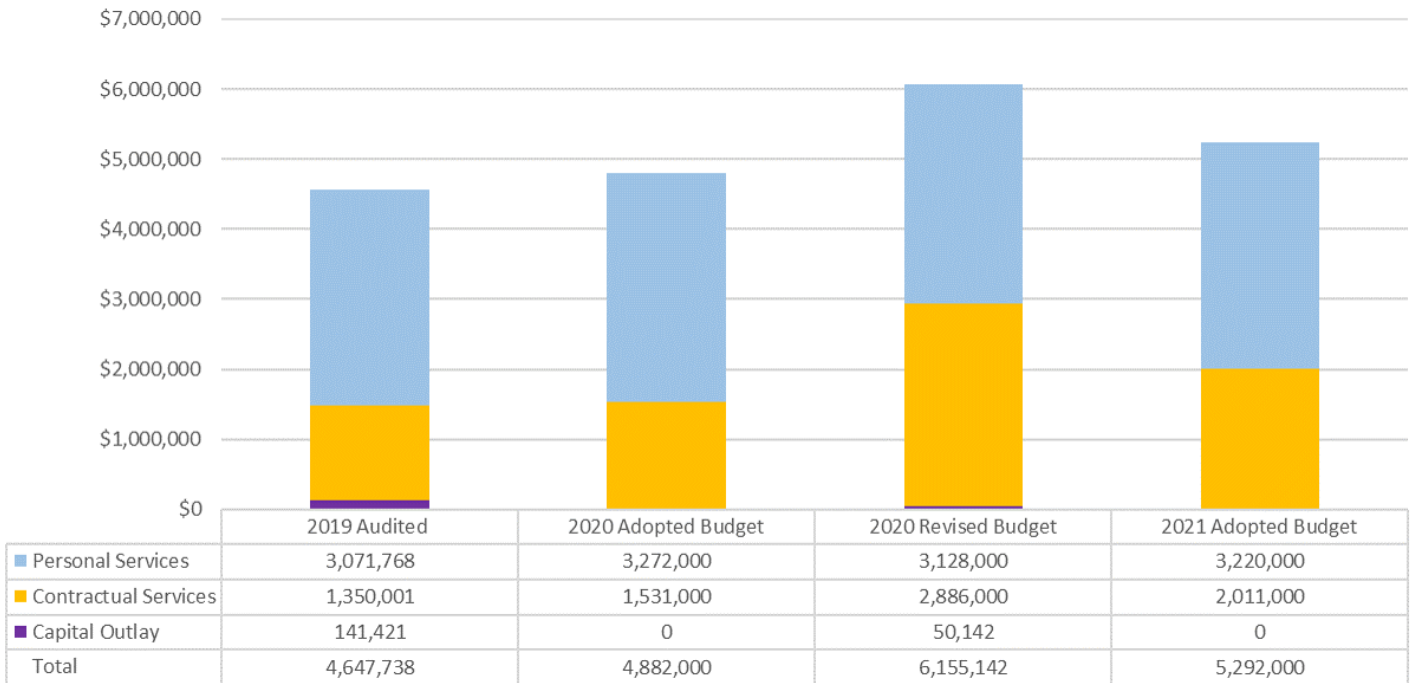
## Fee Changes

- No fee changes are anticipated

# 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

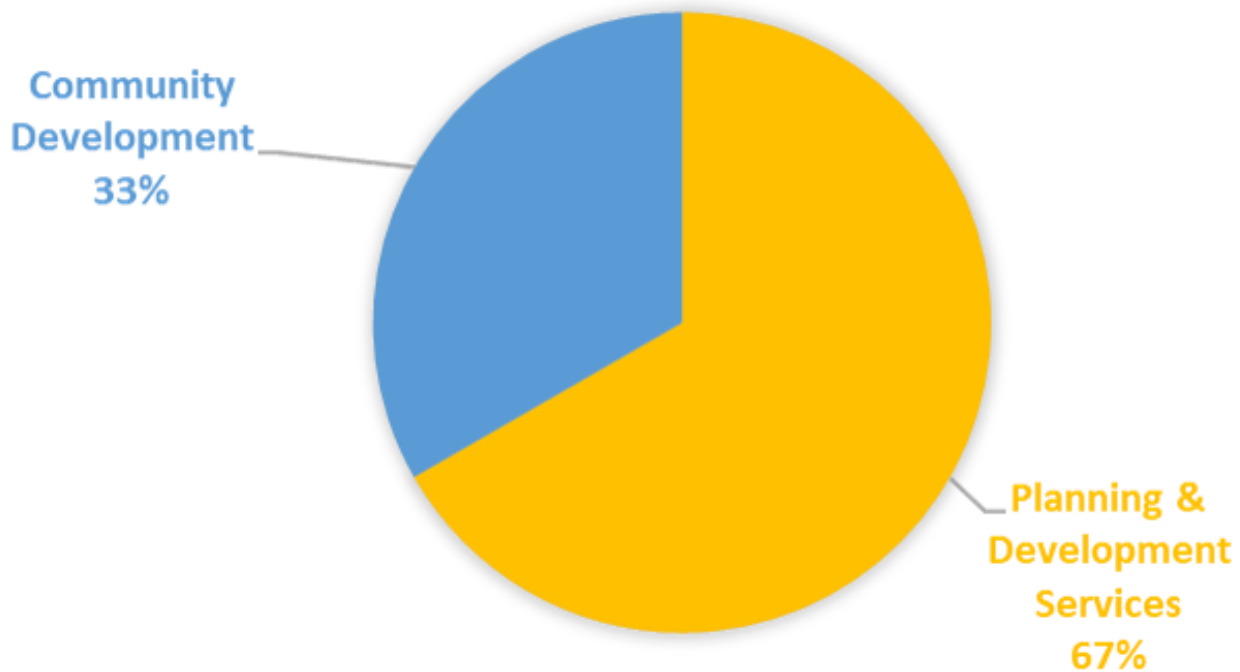


Planning & Development Services Department budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	3,099,112	3,315,000	3,111,000	3,238,000	127,000
Capital Improve Reserve	61,426	-	50,142	-	(50,142)
Community Development	752,114	752,000	1,619,000	1,050,000	(569,000)
Home Program Fund	453,848	439,000	970,000	499,000	(471,000)
Transportation Planning	281,238	202,000	231,000	292,000	61,000
Misc. Federal Agency Grants	-	174,000	174,000	213,000	39,000
<b>Total</b>	<b>4,647,738</b>	<b>4,882,000</b>	<b>6,155,142</b>	<b>5,292,000</b>	<b>(902,142)</b>

# Planning & Development Services

Planning & Development Services Department budget by Division



## Significant Changes

- Grant funds are estimates and will be refined after awards are announced

## CIP Projects

- None

## Personnel Changes

- None

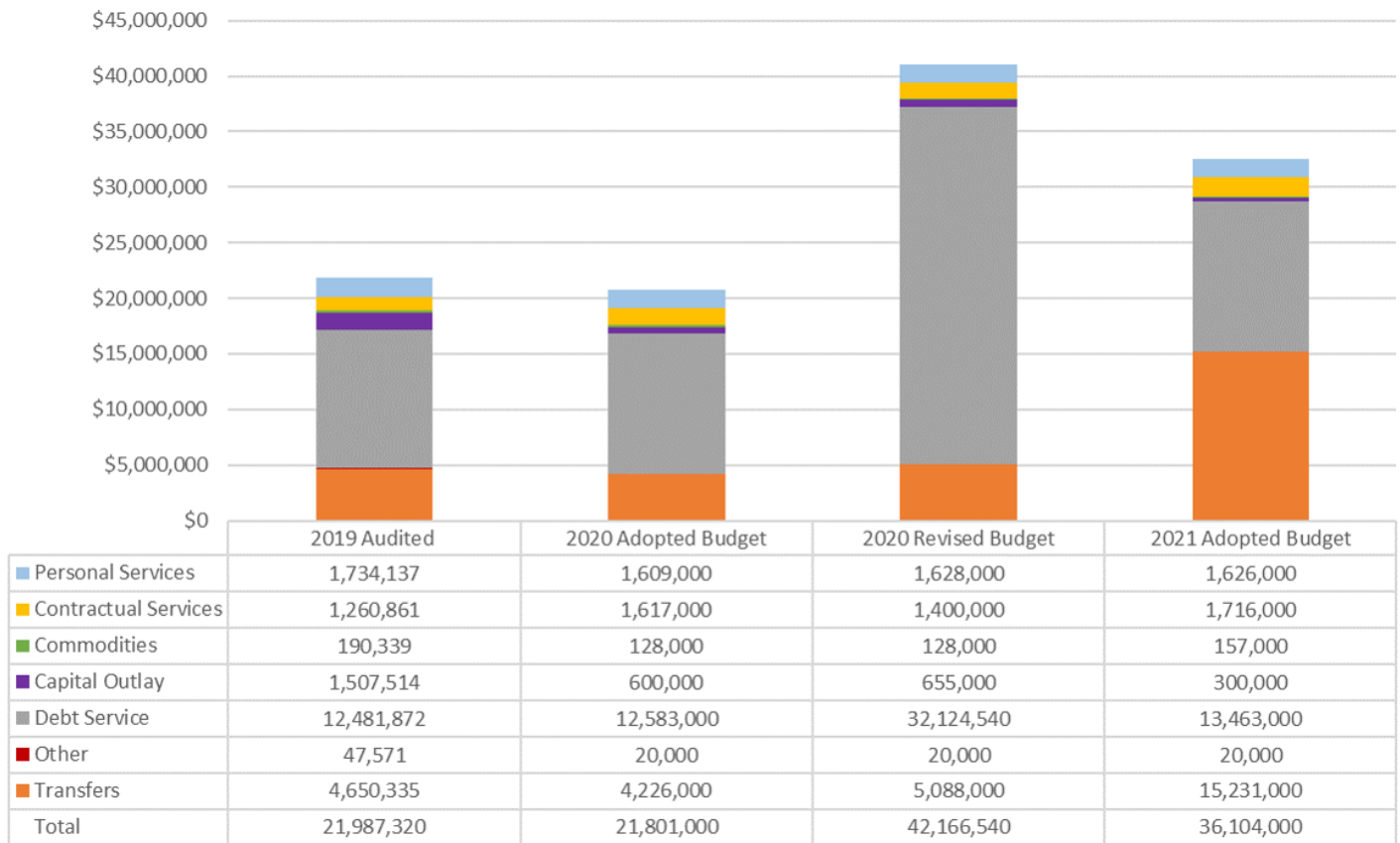
## Fee Changes

- No fee changes are anticipated

# 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

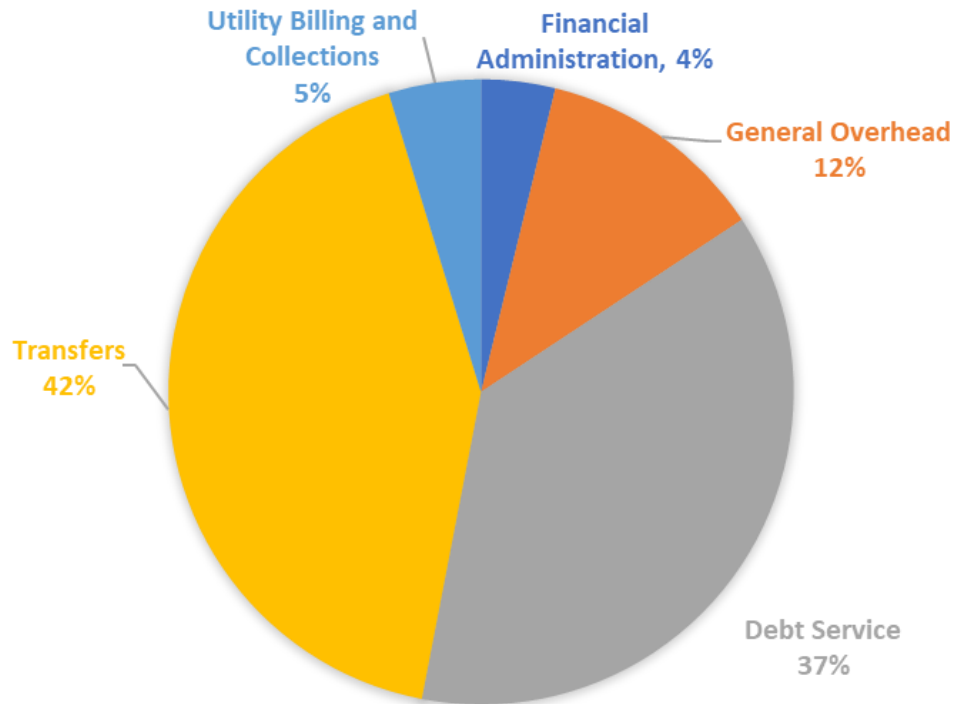


Finance Department budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	5,258,443	5,544,000	6,130,000	6,986,000	856,000
Capital Improve Reserve	259,782	-	-	12,335,000	12,335,000
Equipment Reserve Fund	69,790	600,000	171,000	300,000	129,000
Transit Fund	691	0	105,000	202,000	97,000
Administrative Charge Fund	-	1,089,000	1,089,000	1,082,000	(7,000)
Debt Service Fund	12,240,678	12,583,000	17,329,000	13,475,000	(3,854,000)
Capital Projects Fund	2,122,080	-	15,288,540	-	(15,288,540)
Water & Sewer Fund	2,035,856	1,985,000	2,054,000	1,724,000	(330,000)
<b>Total</b>	<b>21,987,320</b>	<b>21,801,000</b>	<b>42,166,540</b>	<b>36,104,000</b>	<b>(6,062,540)</b>

# Finance

Finance Department budget by Division



## Significant Changes:

- Updated how capital projects are budgeted in 2021

## CIP Projects

- Finance Systems

## Personnel Changes

- None

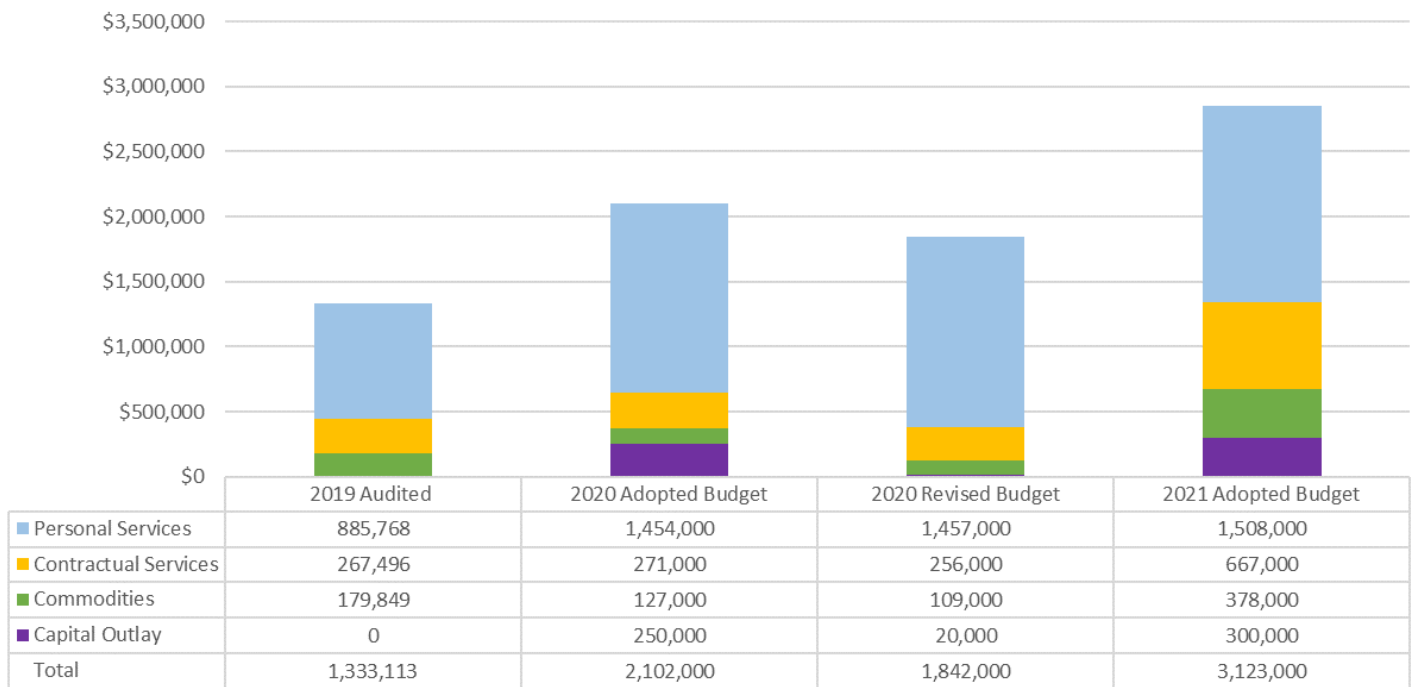
## Fee Changes

- 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

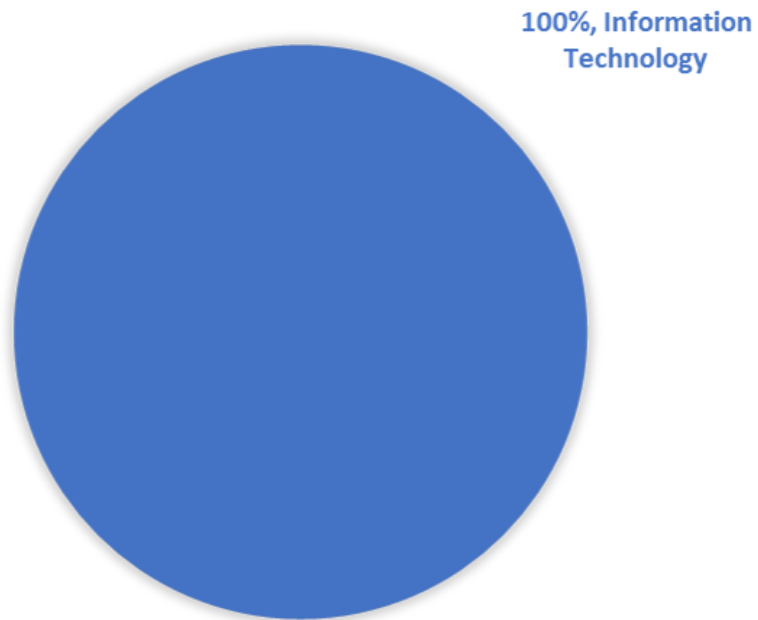
Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	1,167,819	-	-	-	-
Equipment Reserve Fund	165,294	250,000	37,000	272,000	235,000
Administrative Charge Fund	-	1,852,000	1,805,000	2,851,000	1,046,000
<b>Total</b>	<b>1,333,113</b>	<b>2,102,000</b>	<b>1,842,000</b>	<b>3,123,000</b>	<b>1,281,000</b>

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# Information Technology

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Information Technology Department budget by Division



## Significant Changes:

- Moved city-wide IT expenditures to departmental budget in 2021

## CIP Projects

- Annual Fiber Projects
- VMWare Server and Storage Replacements

## Personnel Changes

- None

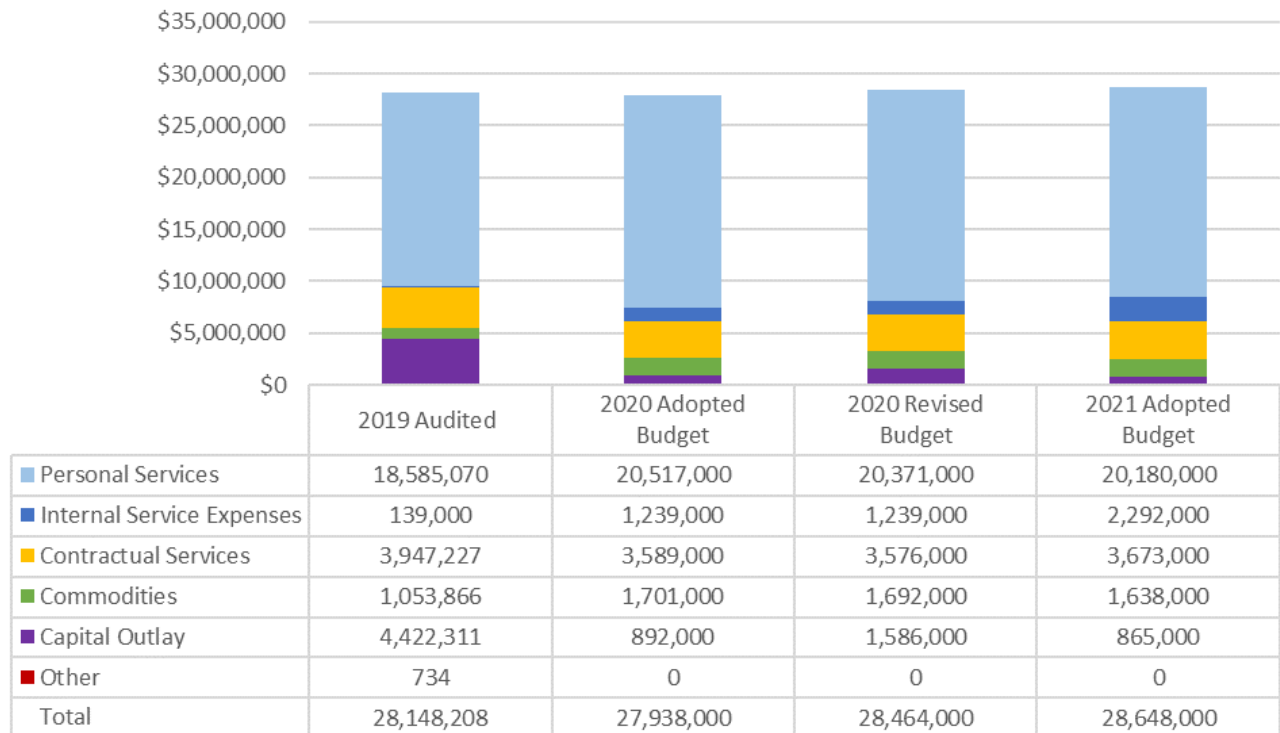
## Fee Changes

- 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



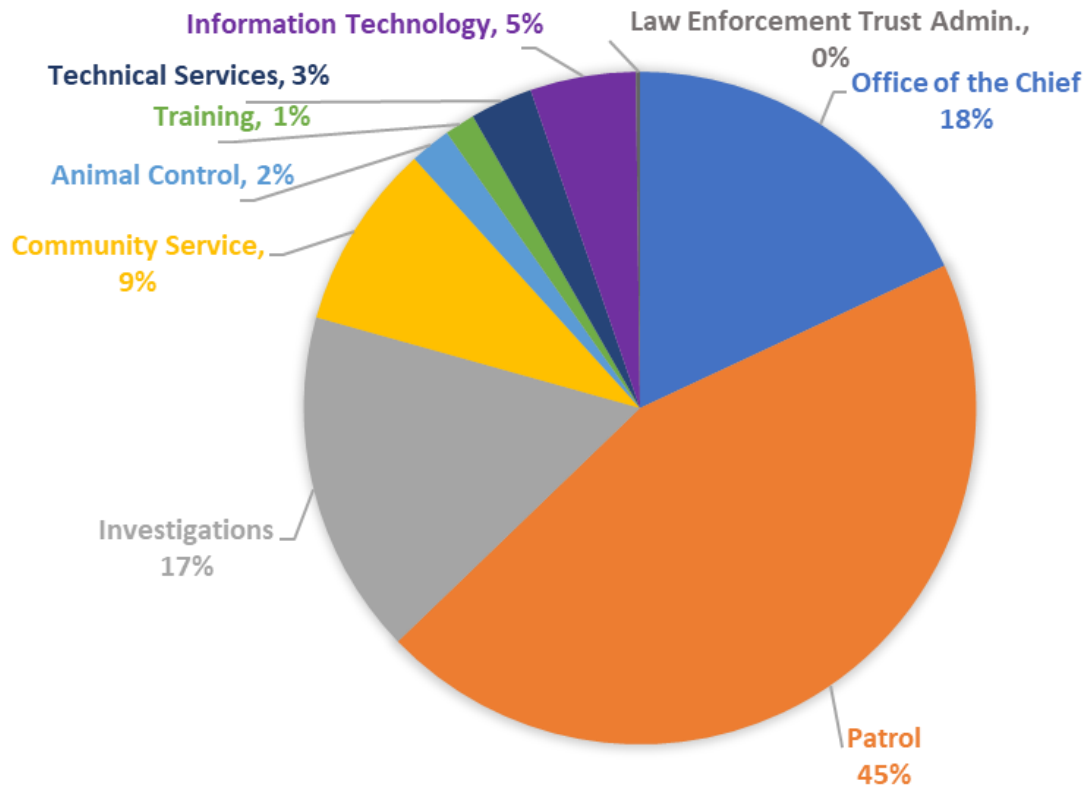
Police Department budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	23,533,165	27,391,000	27,117,000	27,677,000	560,000
Capital Improve Reserve Fund	264,476	-	-	-	-
Equipment Reserve Fund	-	442,000	512,000	865,000	353,000
Special Alcohol Fund	29,402	-	-	-	-
Misc. Federal Agency Grant	248,381	55,000	55,000	55,000	-
Law Enforcement Trust Fund	82	50,000	50,000	51,000	1,000
Capital Projects Fund	4,133,181	-	730,000	-	(730,000)
Public Parking System	(60,479)	-	-	-	-
<b>Total</b>	<b>28,148,208</b>	<b>27,938,000</b>	<b>28,464,000</b>	<b>28,648,000</b>	<b>184,000</b>



# Police

Police Department budget by Division



## Significant Changes:

- None

## CIP Projects

- Patrol Vehicle Replacement
- Records Management System

## Personnel Changes

- None

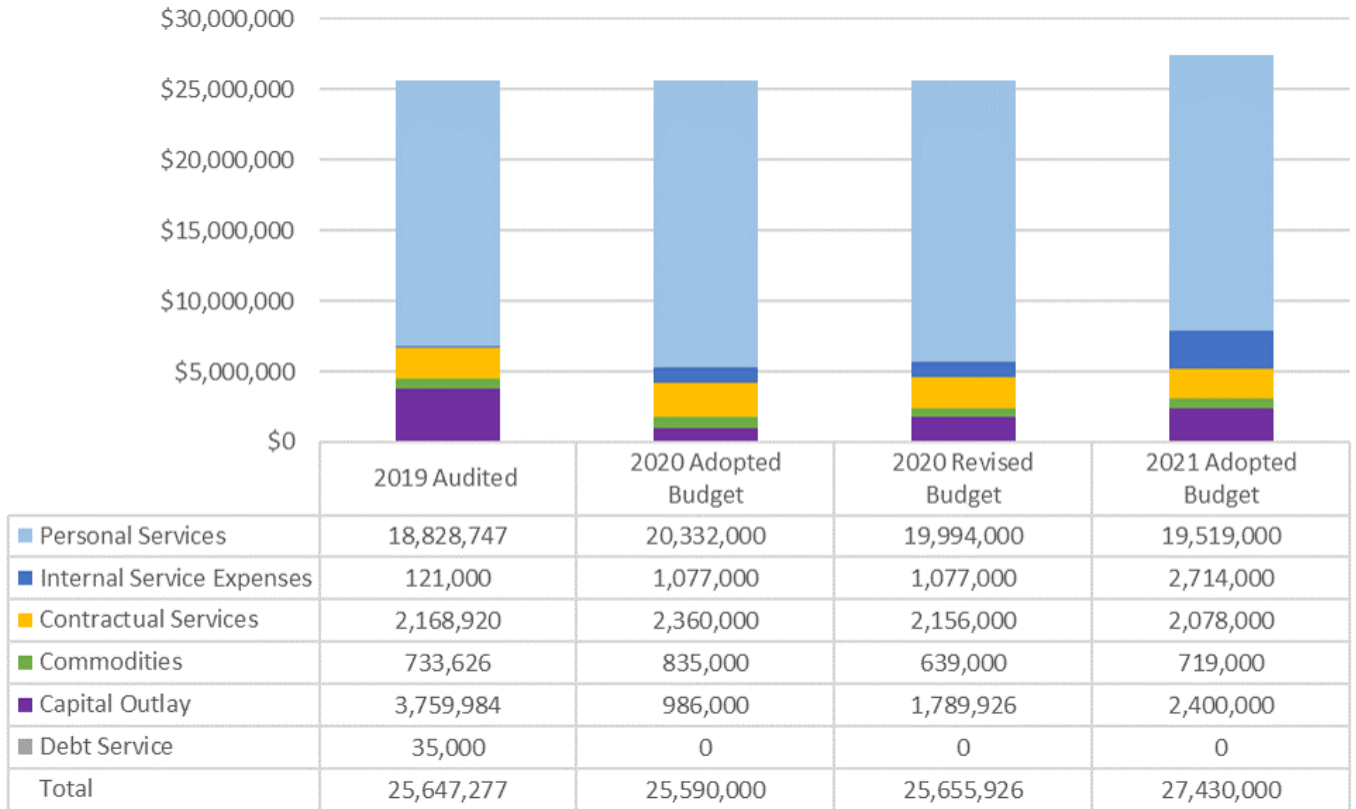
## Fee Changes

- 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

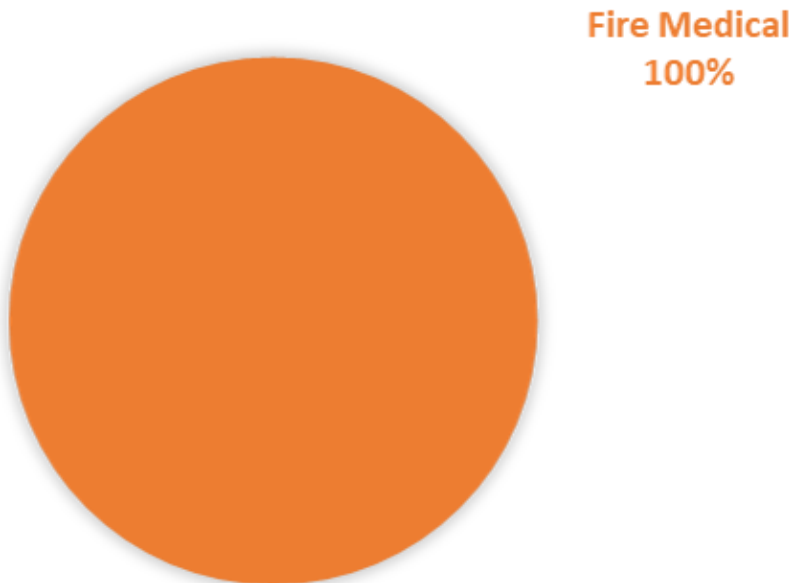
Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	21,755,963	24,604,000	23,866,000	25,030,000	1,164,000
Capital Improve Reserve	18,000	-	-	-	-
Equipment Reserve Fund	13,908	986,000	1,163,000	2,400,000	1,237,000
Capital Projects Fund	3,859,406	-	626,926	-	(626,926)
<b>Total</b>	<b>25,647,277</b>	<b>25,590,000</b>	<b>25,655,926</b>	<b>27,430,000</b>	<b>1,774,074</b>

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# Fire Medical

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Fire Medical Department budget by Division



## Significant Changes:

- Implemented staffing replacement plan (dissolved extraboard program)
- Decreased training, education, and facility maintenance funds in 2021

## CIP Projects

- Portable Radios
- Aerial Fire Truck Replacement

## Personnel Changes

- Removed part-time positions

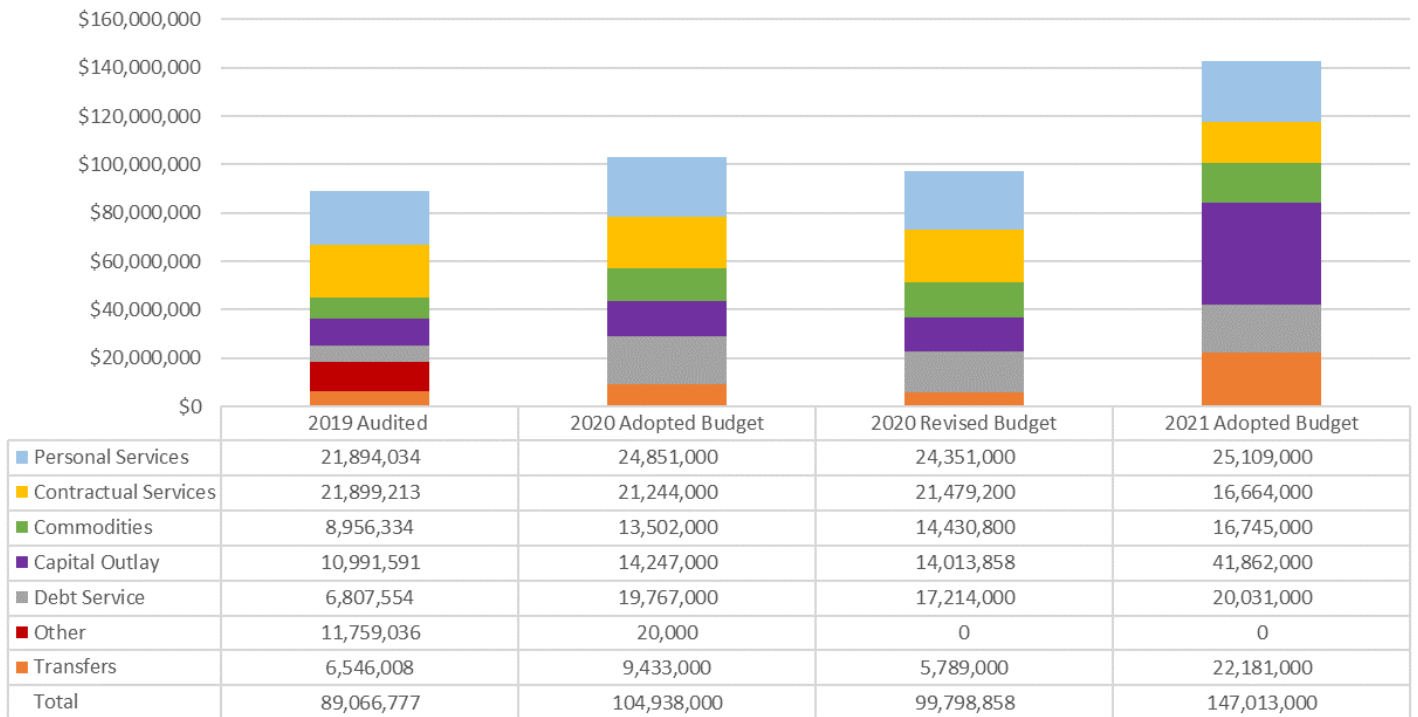
## Fee Changes

- No anticipated fee changes

# Municipal Services and Operations

Municipal Services and Operations is the recently combined function of the former Public Works Department and Utilities Department. MSO provides community services in infrastructure, maintenance, engineering, water, wastewater, solid waste, stormwater management, and fleet management.

Municipal Services and Operations Department budget by Category



# Municipal Services and Operations

Municipal Services and Operations Department budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	6,118,746	8,345,000	7,993,000	14,457,000	,464,000
Airport Improvement Fund	201,718	367,000	167,000	593,000	426,000
Capital Improve Reserve	9,026,861	10,918,000	10,806,858	9,000	(10,797,858)
Equipment Reserve Fund	-	-	-	3,182,000	3,182,000
Special Gas Tax Fund	2,559,663	3,182,000	3,150,000	3,914,000	764,000
Farmland Remediation	1,429,807	1,470,000	1,474,000	1,155,000	(319,000)
Misc. Federal Grants Fund	1,472,767	-	-	1,200,000	1,200,000
Central Maintenance	3,806,253	4,937,000	5,250,000	-	(5,250,000)
Administrative Charge Fund	-	-	-	6,290,000	6,290,000
Capital Projects Fund	2,624,974	-	-	29,977,000	29,977,000
Water & Sewer Fund	43,982,345	50,469,000	45,602,000	53,155,000	7,553,000
Solid Waste Fund	12,542,444	15,711,000	16,340,000	21,936,000	5,596,000
Public Parking System Fund	424,322	1,400,000	638,000	711,000	73,000
Storm Water Utility Fund	2,958,859	3,419,000	2,798,000	6,367,000	3,569,000
Utility Non-Bonded Fund	205,511	4,720,000	5,580,000	4,067,000	(1,513,000)
Sanitation Non-Bonded Fund	1,712,506	-	-	-	-
<b>Total</b>	<b>89,066,776</b>	<b>104,938,000</b>	<b>99,798,858</b>	<b>147,013,000</b>	<b>47,214,142</b>

## Significant Changes:

- None

## CIP Projects

- None

## Unfunded Requests

- None

## Personnel Changes

- None

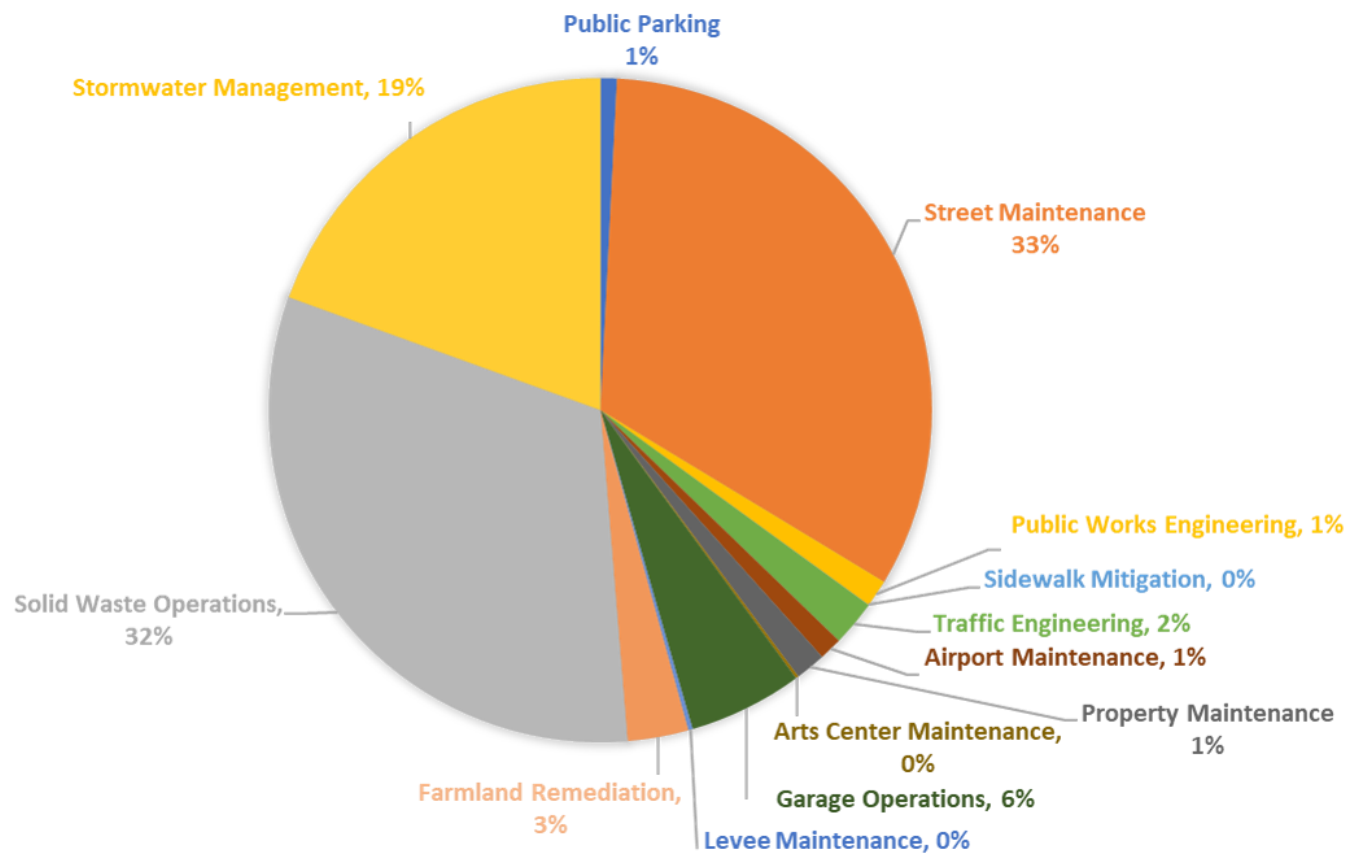
## Fee Changes

- 3% rate increase for stormwater
- 3% rate increase for solid waste
- 8% rate increase for water and wastewater

# Municipal Services and Operations

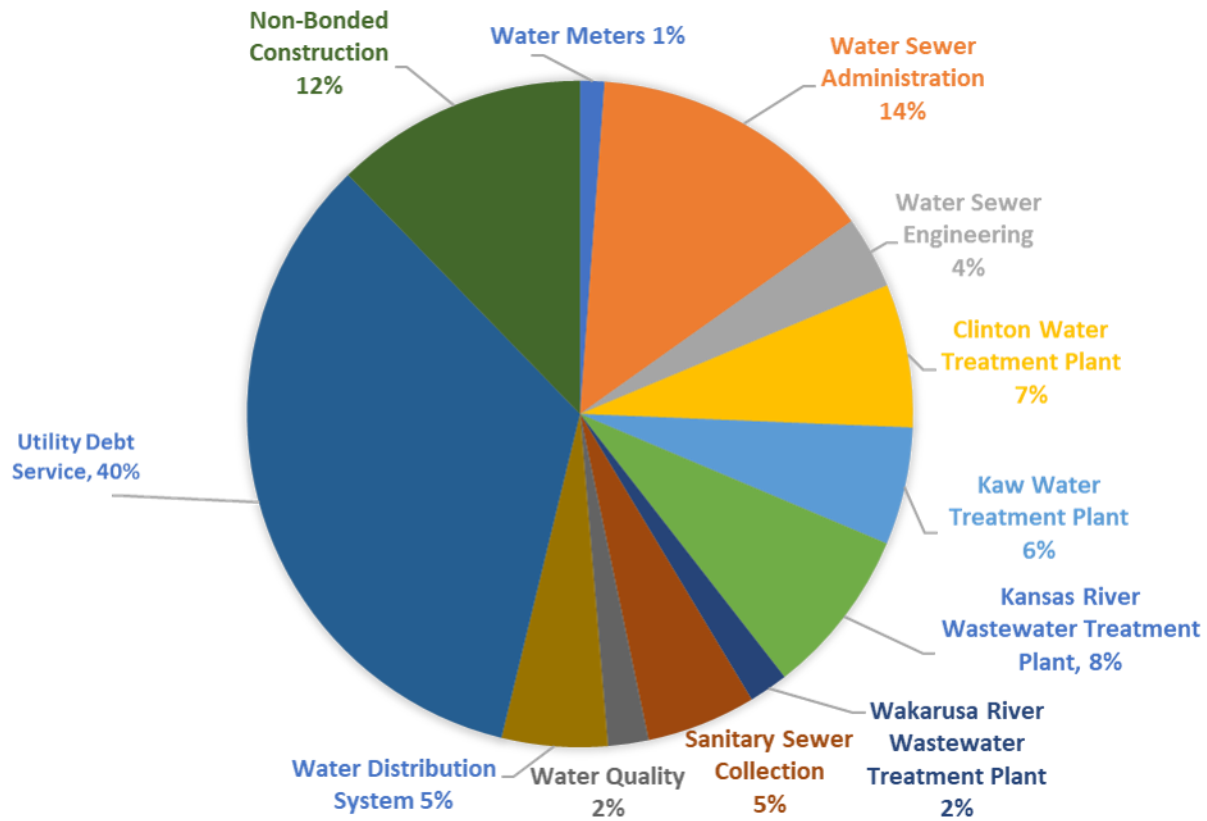
Municipal Services and Operations is the recently combined function of the former Public Works Department and Utilities Department. MSO provides community services in infrastructure, maintenance, engineering, water, wastewater, solid waste, stormwater management, and fleet management.

Municipal Services and Operations Department budget by Division (former Public Works divisions)



# Municipal Services and Operations

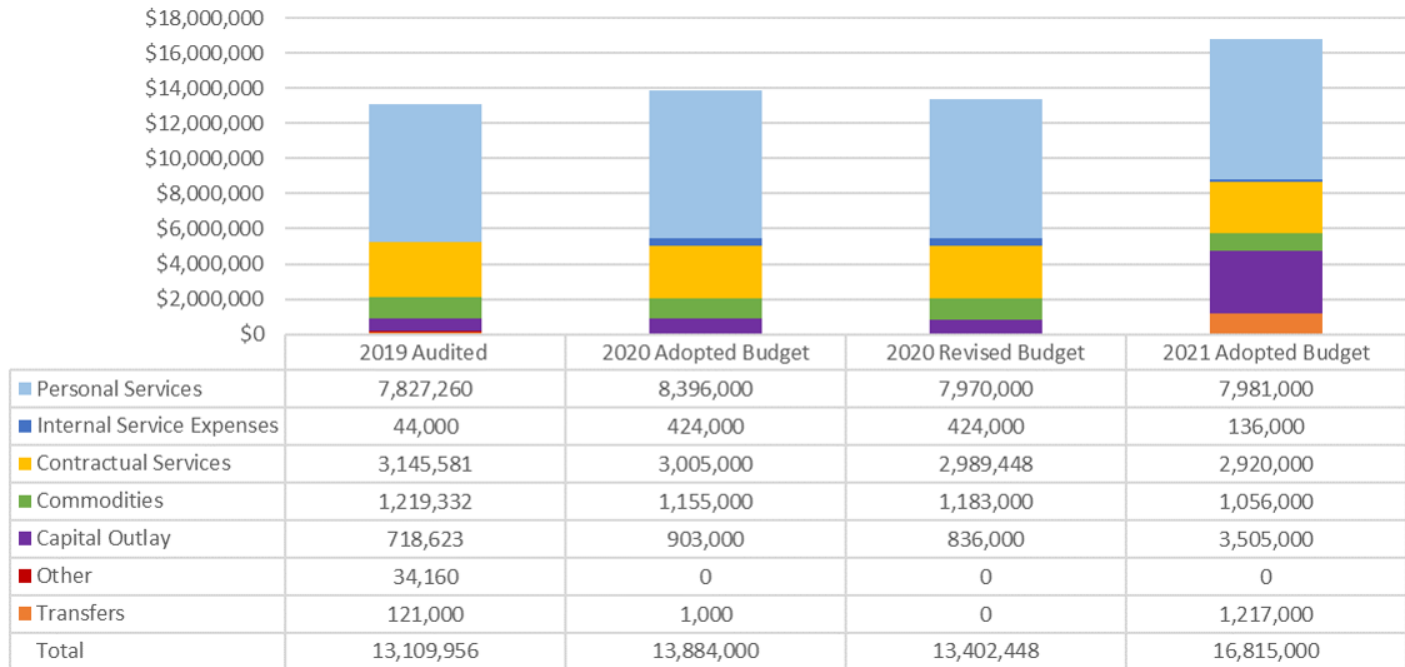
Municipal Services and Operations Department budget by Division (former Utilities divisions)



# 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



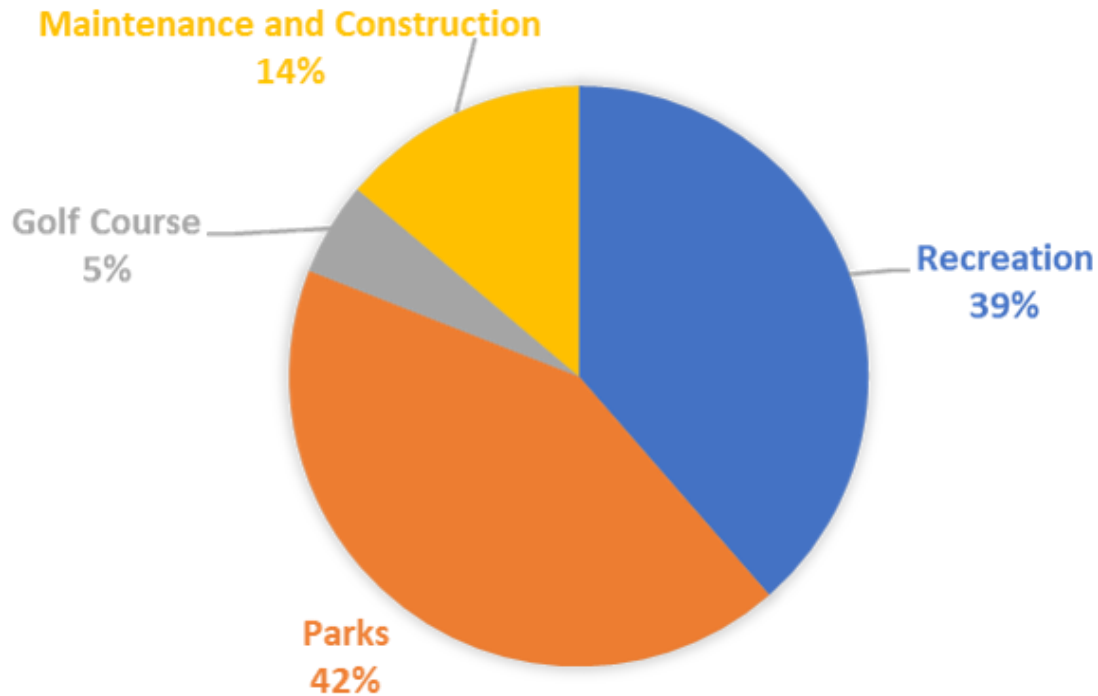
Parks & Recreation Department budget by Fund

Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	4,977,509	5,059,000	4,933,000	12,950,000	8,017,000
Capital Improve Reserve	172,660	-	61,000	-	(61,000)
Equipment Reserve Fund	-	340,000	340,000	380,000	40,000
Guest Tax Fund	212,592	352,000	317,000	427,000	110,000
Recreation Fund	5,713,526	6,220,000	5,822,000	-	(5,822,000)
Special Recreation Fund	867,459	883,000	883,000	1,050,000	167,000
City Parks Memorial Fund	7,509	15,000	15,000	16,000	1,000
Cemetery Perp Care Fund	5	5,000	2,000	6,000	4,000
Outside Agency Grants	111,061	-	40,448	-	(40,448)
Wee Folks Scholarship Fund	33,682	40,000	40,000	36,000	(4,000)
Capital Projects Fund	73,977	-	-	1,950,000	1,950,000
Public Parking Fund	(38)	-	-	-	-
Golf Course Fund	940,013	970,000	949,000	-	(949,000)
<b>Total</b>	<b>13,109,955</b>	<b>13,884,000</b>	<b>13,402,448</b>	<b>16,815,000.00</b>	<b>3,412,552</b>



# Parks & Recreation

Parks & Recreation Department budget by Division



## Significant Changes:

- Consolidated Recreation Fund, Special Recreation Fund, and Golf Course Fund into the General Fund
- Reduced part-time staffing

## CIP Projects

- Water spray park
- Playground replacements
- Facility and Parking Lot Improvements

- Downtown Paver Replacement
- Trail Extension
- Youth Sports Complex and Golf Course Improvements

## Personnel Changes

- None

## Fee Changes

- Fees will be adjusted to stay with market demands

# Public Health

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

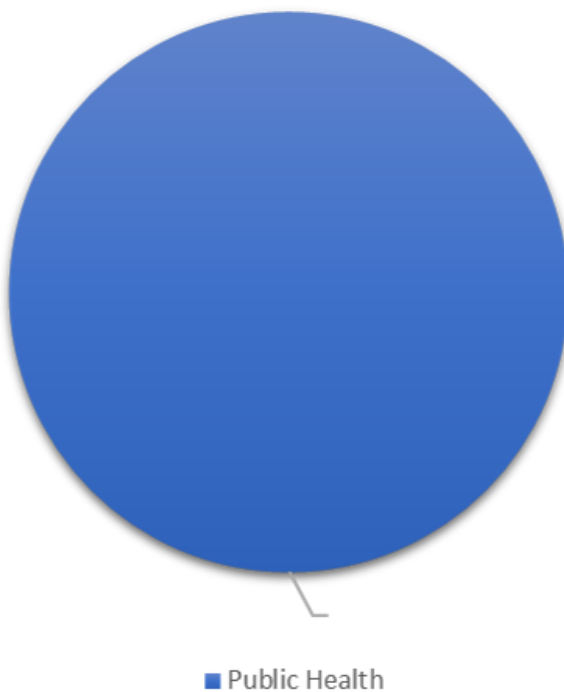
Fund	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
General Fund	1,027,584	1,099,000	1,109,000	2,646,000	1,537,000
Misc. Federal Agency Grants	134,609	-	64,000	-	(64,000)
<b>Total</b>	<b>1,162,193</b>	<b>1,099,000</b>	<b>1,173,000</b>	<b>2,646,000</b>	<b>1,473,000</b>

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# Public Health

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Parks & Recreation Department budget by Division



## Significant Changes:

- Pulled out Public Health from Municipal Services & Operations in 2021
- Have all social service funding included in this budget (previously shown in the City Commission budget)

## CIP Projects

- None

## Personnel Changes

- None

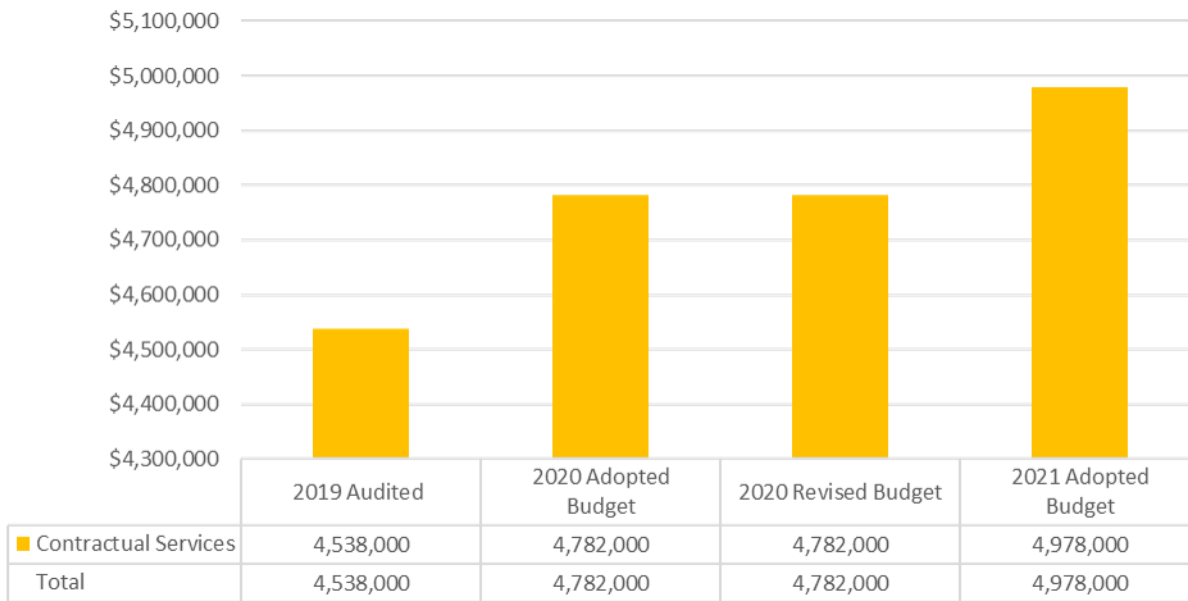
## Fee Changes

- None

# 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	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
Library Fund	4,538,000	4,782,000	4,782,000	4,978,000	196,000
<b>Total</b>	<b>4,538,000</b>	<b>4,782,000</b>	<b>4,782,000</b>	<b>4,978,000</b>	<b>196,000</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	2019 Audited	2020 Adopted Budget	2020 Revised Budget	2021 Adopted Budget	Difference
Guest Tax Fund	1,836,390	1,568,000	740,000	1,488,000	748,000
<b>Total</b>	<b>1,836,390</b>	<b>1,568,000</b>	<b>740,000</b>	<b>1,488,000</b>	<b>748,000</b>

# OUTSIDE AGENCY REQUESTS

# 2021 Budget

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 2021 are shown on the following pages. The tables also shows the amount, if any, the agency was allocated in 2020 and the amount included in the 2021 adopted budget.

The Special Alcohol Funding Advisory Board met to make funding recommendations to the City Commission regarding fund levels for the agencies that applied for funding through that process. Below outlines the recommendations that the Special Alcohol Funding Advisory Board made to the City Commission.

## SPECIAL ALCOHOL AGENCIES

It should be noted that prior to FY 2021, the Special Alcohol Funding Advisory Board had a wider scope and reviewed Special Alcohol Funding and General Funding. FY 2021 was the first year the Board only made recommendations for Special Alcohol Funding.

Agency	2020 Adopted Budget	2021 Agency Request	2021 Adopted Budget
<b>Bert Nash Community Mental Health Center</b>	<b>\$307,000</b>	<b>\$390,000</b>	<b>\$307,000</b>
Special Alcohol	307,000	390,000	307,000
<b>Boys &amp; Girls Club of Lawrence</b>	<b>95,000</b>	<b>100,000</b>	<b>86,925</b>
Special Alcohol	95,000	100,000	86,925
<b>DCCCA-First Steps</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>
Special Alcohol	45,000	45,000	45,000
<b>DCCCA-Outpatient</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>
Special Alcohol	105,000	105,000	105,000
<b>Elizabeth B Ballard Community Services</b>	<b>38,000</b>	<b>53,600</b>	<b>36,820</b>
Special Alcohol	38,000	53,600	36,820
<b>Heartland Medical Clinic, Inc.</b>	<b>87,000</b>	<b>87,000</b>	<b>79,605</b>
Special Alcohol	87,000	87,000	79,605
<b>Kansas Big Brothers Big Sisters</b>	<b>9,000</b>	<b>10,000</b>	<b>-</b>
Special Alcohol	9,000	10,000	-
<b>Lawrence Alcoholic Recovery House, Inc.</b>	<b>9,000</b>	<b>10,000</b>	<b>3,000</b>
Special Alcohol	9,000	10,000	3,000
<b>Mirror, Inc.</b>	<b>-</b>	<b>142,475</b>	<b>-</b>
Special Alcohol	-	142,475	-
<b>The Willow Domestic Violence Center</b>	<b>11,000</b>	<b>31,123</b>	<b>-</b>
Special Alcohol	11,000	31,123	-
<b>Van Go, Inc.</b>	<b>30,000</b>	<b>31,000</b>	<b>28,650</b>
Special Alcohol	30,000	31,000	28,650
<b>Grand Total</b>	<b>\$736,000</b>	<b>\$1,005,198</b>	<b>\$692,000</b>

## ECONOMIC DEVELOPMENT AGENCIES

The requests received for 2021 from economic development agencies are shown below. The table also shows the amount, if any, the agency was allocated in 2020. The economic development agency applications were reviewed by the Public Incentives Review Committee which recommended full funding. This included an increase of \$75,000 for BTBC for phase III of their facility.

Agency	2020 Adopted Budget	2021 Adopted Budget
<b>Bioscience and Technology Business Center, Inc.*</b>	<b>\$225,000</b>	<b>\$300,000</b>
General Fund	225,000	300,000
<b>Lawrence Chamber of Commerce</b>	<b>220,000</b>	<b>220,000</b>
General Fund	220,000	220,000
<b>The Dwayne Peaslee Technical Training Center, Inc.</b>	<b>200,000</b>	<b>200,000</b>
General Fund	200,000	200,000
<b>Grand Total</b>	<b>\$645,000</b>	<b>\$720,000</b>

\*2021 includes \$75,000 for phase III facility expansion, \$200,000 for operations, and \$25,000 for an incentive fund.

## OTHER AGENCIES

The City set aside \$711,000 in the General Fund for a funding application to reach out to agencies in the community see how they might be able to partner with the City to achieve the City's strategic plan. The application closed in late 2020 and the recommendations have not yet been approved by the City Commission. The list below outlines the known agencies that are receiving funding in FY 2021. Several of these agency requests will be included in the departmental budget information in future years (i.e. Arts Center scholarships, Lawrence-Douglas County Health Department, eXplore Lawrence, Library).

Agency	2020 Adopted Budget	2021 Adopted Budget
<b>Downtown Lawrence, Inc.</b>	<b>49,000</b>	<b>49,000</b>
Transient Guest Tax	49,000	49,000
<b>Douglas County Historical Society</b>	<b>13,000</b>	<b>13,000</b>
Transient Guest Tax	13,000	13,000
<b>eXplore Lawrence</b>	<b>996,000</b>	<b>996,000</b>
Transient Guest Tax	996,000	996,000
<b>Lawrence Arts Center</b>	<b>30,000</b>	<b>30,000</b>
General Fund	30,000	30,000
<b>Lawrence-Douglas County Health Department</b>	<b>769,000</b>	<b>758,000</b>
General Fund	769,000	758,000
<b>Lawrence Public Library</b>	<b>4,782,000</b>	<b>4,978,000</b>
Library Fund	4,782,000	4,978,000
<b>Grand Total</b>	<b>\$6,639,000</b>	<b>\$6,824,000</b>



City of Lawrence



# 2021 - 2025 Capital Improvement Budget

2021 - 2024

# CAPITAL IMPROVEMENT PLAN

## INTRODUCTION

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

## CAPITAL PROJECT DEFINED

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

## CAPITAL IMPROVEMENT PROCESS

Each year, capital project lists are submitted by various City departments, agencies, and the public. Each project is given a score based on the CIP Prioritization Guidelines the City Commission adopted in 2020.

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, Plan 2040. The draft Capital Improvement Plan is then submitted to the City Commission for approval.

## CAPITAL IMPROVEMENT BUDGET

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

# CIP Prioritization Guidelines

For more information about the CIP Prioritization Guidelines, please visit: [www.lawrenceks.org/budget/cip](http://www.lawrenceks.org/budget/cip).

Categories	Category Score	Category Weight*	Weighted Score	Total Score
Long-Term Planning (0-5)		2	0	0
Health/Public Safety (0-5)		3	0	
Infrastructure (0-5)		2	0	
Regulatory Compliance (0-5)		4	0	
External Funding (0-5)		1	0	
Impact on Operational Budget (0-5)		2	0	
Quality of Life (0-5)		2	0	
Location/Timing (0-5)		2	0	
Equity (0-5)		1	0	
Sustainability (0-5)		1	0	

Department	Project #	2021	2022	2023	2024	2025	Total
<b>Citizen Input</b>							
Burroughs Creek Trail Extension downtown <i>Unfunded</i>	CI-21-0001	535,000 535,000	204,000 204,000				739,000 739,000
Green Pavement Intersection Crossings <i>Infrastructure Sales Tax</i>	CI-21-0002	382,000 382,000					382,000 382,000
Longleaf Division Street Repair & Replacement <i>Unfunded</i>	CI-21-0003	298,000 298,000					298,000 298,000
940 New Hampshire Street <i>Unfunded</i>	CI-21-0004	165,000 165,000					165,000 165,000
Naismith: 19th-23rd with Bicycle Track <i>Future General Obligation Debt Projects</i>	CI-22-0001		100,000 100,000				100,000 100,000
Citizen Request Wireless gate at 19th-O'Connell <i>Unfunded</i>	CI-22-0002		15,000 15,000				15,000 15,000
Naismith: 19th-23rd with Bicycle Track <i>Future General Obligation Debt Projects</i>	CI-23-0001			710,000 710,000			710,000 710,000
<b>Citizen Input Total</b>		<b>1,380,000</b>	<b>319,000</b>	<b>710,000</b>			<b>2,409,000</b>
<b>Facility Repair &amp; Maintenance</b>							
City Hall Reconfiguration <i>Future General Obligation Debt Projects</i>	CM-23-1905			2,043,000 2,043,000			2,043,000 2,043,000
City Hall Reconfiguration <i>Future General Obligation Debt Projects</i>	CM-24-1905				1,030,000 1,030,000		1,030,000 1,030,000
City Hall Reconfiguration <i>Future General Obligation Debt Projects</i>	CM-25-1905					1,581,000 1,581,000	1,581,000 1,581,000
Outdoor Aquatic Center - Pool Slide Replacements <i>Infrastructure Sales Tax</i>	PR-22-2426		130,000 130,000				130,000 130,000
Community Building - Security / ADA Improvements <i>Infrastructure Sales Tax</i>	PR-23-1930			900,000 900,000			900,000 900,000
Cemetery Maintenance Shop - Replacement <i>Infrastructure Sales Tax</i>	PR-23-2333			350,000 350,000			350,000 350,000
Outdoor Aquatic Center - Play Feature Renovation <i>Infrastructure Sales Tax</i>	PR-23-2400			250,000 250,000			250,000 250,000
Sports Pavilion- Install Acoustical Panels in Gyms <i>Infrastructure Sales Tax</i>	PR-24-2230				100,000 100,000		100,000 100,000
East Lawrence Center Gymnastics Expansion <i>Future General Obligation Debt Projects</i>	PR-25-8001					600,000 600,000	600,000 600,000
Holcom Park Recreation Center Expansion <i>Future General Obligation Debt Projects</i>	PR-25-8002					800,000 800,000	800,000 800,000
Prairie Park Nature Center - Classroom Expansion <i>Infrastructure Sales Tax</i>	PR-25-8003					275,000 275,000	275,000 275,000
Indoor Aquatic Center -- Add Swim Meet Event Space <i>Infrastructure Sales Tax</i>	PR-25-8004					750,000 750,000	750,000 750,000
Outdoor Aquatic Center - Major Renovation	PR-25-8005					4,000,000	4,000,000

Department	Project #	2021	2022	2023	2024	2025	Total
<i>Future General Obligation Debt Projects</i>						4,000,000	4,000,000
<b>Facility Repair &amp; Maintenance Total</b>			130,000	3,543,000	1,130,000	8,006,000	12,809,000
<b>Fire Medical</b>							
Fire Medical Station Number 6	FM-21-1811	1,000,000	397,000	5,665,000			7,062,000
<i>Unfunded</i>		1,000,000	397,000	5,665,000			7,062,000
<b>Fire Medical Total</b>		1,000,000	397,000	5,665,000			7,062,000
<b>Information Technology</b>							
IT Fiber Safety Improvement	IT-22-FIBSAF		110,000				110,000
<i>Infrastructure Sales Tax</i>			110,000				110,000
<b>Information Technology Total</b>			110,000				110,000
<b>MSO - Airport</b>							
Terminal Building Rehab and ADA Upgrades	MS-21-0051	120,000					120,000
<i>Future General Obligation Debt Projects</i>		120,000					120,000
<b>MSO - Airport Total</b>		120,000					120,000
<b>MSO - Stormwater</b>							
17th and Alabama Drainage Improvement	MS-21-0009	3,000,000					3,000,000
<i>Stormwater Fund- Debt</i>		3,000,000					3,000,000
9th and Mississippi	MS-21-0030	350,000					350,000
<i>Stormwater Fund- Debt</i>		350,000					350,000
Stormwater System Id, Assessment & Model Creation	MS-21-9804	2,400,000					2,400,000
<i>Stormwater Fund</i>		2,400,000					2,400,000
9th & Mississippi	MS-22-0030		1,950,000				1,950,000
<i>Stormwater Fund- Debt</i>			1,950,000				1,950,000
Stormwater System Id, Assessment & Model Creation	MS-22-9804		2,500,000				2,500,000
<i>Stormwater Fund</i>			2,500,000				2,500,000
Maple Lane - 19th - Brook St	MS-23-0027			2,000,000			2,000,000
<i>Stormwater Fund- Debt</i>				2,000,000			2,000,000
Stormwater Cap Improvement Construction Program	MS-23-9802			2,000,000			2,000,000
<i>Stormwater Fund- Debt</i>				2,000,000			2,000,000
Stormwater System Id, Assessment & Model Creation	MS-23-9804			1,300,000			1,300,000
<i>Stormwater Fund</i>				1,300,000			1,300,000
9th & Mississippi	MS-24-0030				4,000,000		4,000,000
<i>Stormwater Fund- Debt</i>					4,000,000		4,000,000
Property Acquisition	MS-25-0048					900,000	900,000
<i>Stormwater Fund</i>						900,000	900,000
Stormwater Cap Improvement Construction Program	MS-25-9802					2,400,000	2,400,000
<i>Stormwater Fund- Debt</i>						2,400,000	2,400,000
<b>MSO - Stormwater Total</b>		5,750,000	4,450,000	5,300,000	4,000,000	3,300,000	22,800,000
<b>MSO - Utilities</b>							
Kansas River WWTP Improvements and NR	MS-21-0013	1,000,000					1,000,000
<i>Utility - Debt</i>		1,000,000					1,000,000
Clinton WTP Plant Piping	MS-21-0014	3,230,000					3,230,000
<i>Utility - Debt</i>		3,230,000					3,230,000
SW Lawrence Conveyance Corridor Improvements	MS-21-0015	2,780,000					2,780,000
<i>Utility - Debt</i>		2,780,000					2,780,000

Department	Project #	2021	2022	2023	2024	2025	Total
Pump Station 16 Upstream Interceptor Rehab <i>Utility - Debt</i>	MS-21-0022	1,320,000 1,320,000					1,320,000 1,320,000
New York St 24" Transmission Water Main Rehab <i>Unfunded</i> <i>Utility - Debt</i>	MS-21-0043	10,000,000 6,500,000 3,500,000					10,000,000 6,500,000 3,500,000
Wakarusa WWTP Maintenance Building <i>Utility - Wastewater</i>	MS-21-0057	500,000 500,000					500,000 500,000
Private Lateral & Sewer Extension Cost Sharing <i>Utility - Debt</i>	MS-21-9909	250,000 250,000					250,000 250,000
Kansas River WWTP Improvements and NR <i>Utility - Debt</i>	MS-22-0013		7,900,000 7,900,000				7,900,000 7,900,000
SW Lawrence Conveyance Corridor Improvements <i>Utility - Debt</i>	MS-22-0015		6,080,000 6,080,000				6,080,000 6,080,000
2022 Kaw WTP Infrastructure Rehab <i>Utility - Debt</i> <i>Utility - Water</i>	MS-22-0032		5,270,000 1,710,000 3,560,000				5,270,000 1,710,000 3,560,000
Wakarusa WWTP Storage and Solids Handling <i>Utility - Debt</i>	MS-22-0049		1,000,000 1,000,000				1,000,000 1,000,000
Private Lateral & Sewer Extension Cost Sharing <i>Utility - Debt</i>	MS-22-9909		500,000 500,000				500,000 500,000
Kansas River WWTP Improvements and NR <i>Utility - Debt</i>	MS-23-0013			18,150,000 18,150,000			18,150,000 18,150,000
SW Lawrence Conveyance Corridor Improvements <i>Utility - Debt</i>	MS-23-0015			4,500,000 4,500,000			4,500,000 4,500,000
Private Lateral & Sewer Extension Cost Sharing <i>Utility - Wastewater</i>	MS-23-9909			750,000 750,000			750,000 750,000
Kansas River WWTP Improvements and NR <i>Utility - Debt</i>	MS-24-0013				18,870,000 18,870,000		18,870,000 18,870,000
SW Lawrence Conveyance Corridor Improvements <i>Utility - Debt</i>	MS-24-0015				4,680,000 4,680,000		4,680,000 4,680,000
Private Lateral & Sewer Extension Cost Sharing <i>Utility - Debt</i>	MS-24-9909				750,000 750,000		750,000 750,000
PS 25 Expansion <i>Utility - Debt</i>	MS-25-0046					260,000 260,000	260,000 260,000
Private Lateral & Sewer Extension Cost Sharing <i>Utility - Debt</i>	MS-25-9909					750,000 750,000	750,000 750,000
<b>MSO - Utilities Total</b>		<b>19,080,000</b>	<b>20,750,000</b>	<b>23,400,000</b>	<b>24,300,000</b>	<b>1,010,000</b>	<b>88,540,000</b>

### **Municipal Services & Operation**

19th Street Reconstruction - Harper to O'Connell <i>Future General Obligation Debt Projects</i>	MS-21-0002	2,200,000 2,200,000					2,200,000 2,200,000
Field Operations Facility <i>Solid Waste Fund</i> <i>Stormwater Fund- Debt</i> <i>Utility - Debt</i> <i>Utility - Debt</i>	MS-21-0004	14,430,000 4,500,000 3,900,000 3,015,000 3,015,000					14,430,000 4,500,000 3,900,000 3,015,000 3,015,000
23rd Street - Haskell Bridge to East City Limits <i>Future General Obligation Debt Projects</i> <i>Intergovernmental Federal Grant</i> <i>Intergovernmental State Grant</i> <i>Utility - Debt</i>	MS-21-0005	5,960,000 1,350,000 900,000 2,000,000 1,710,000					5,960,000 1,350,000 900,000 2,000,000 1,710,000
Wakarusa - Research Pkwy to 23rd Street <i>Future General Obligation Debt Projects</i>	MS-21-0017	400,000 400,000					400,000 400,000
Sidewalk/Bike/Ped Improvements	MS-21-8000	1,675,000					1,675,000

Department	Project #	2021	2022	2023	2024	2025	Total
<i>Infrastructure Sales Tax</i>		675,000					675,000
<i>Intergovernmental State Grant</i>		1,000,000					1,000,000
ADA Ramp Improvements	MS-21-8001	325,000					325,000
<i>Infrastructure Sales Tax</i>		325,000					325,000
CDBG Infrastructure Improvements	MS-21-8004	300,000					300,000
<i>Intergovernmental Federal Grant</i>		300,000					300,000
Asset Management Program	MS-21-8019	550,000					550,000
<i>Infrastructure Sales Tax</i>		220,000					220,000
<i>Solid Waste Fund</i>		110,000					110,000
<i>Stormwater Fund</i>		110,000					110,000
<i>Utility - Wastewater</i>		55,000					55,000
<i>Utility - Water</i>		55,000					55,000
Farmland Remedial Alternatives	MS-21-9700	1,500,000					1,500,000
<i>Future General Obligation Debt Projects</i>		1,500,000					1,500,000
23rd Street - Haskell Bridge to East City Limits	MS-22-0005		5,000,000				5,000,000
<i>Future General Obligation Debt Projects</i>			2,100,000				2,100,000
<i>Intergovernmental Federal Grant</i>			900,000				900,000
<i>Intergovernmental State Grant</i>			2,000,000				2,000,000
Wakarusa - Research Pkwy to 23rd Street	MS-22-0017		6,100,000				6,100,000
<i>Future General Obligation Debt Projects</i>			5,100,000				5,100,000
<i>Utility - Debt</i>			1,000,000				1,000,000
Wakarusa Extended - 27th St to CR458	MS-22-0029		1,000,000				1,000,000
<i>Future General Obligation Debt Projects</i>			1,000,000				1,000,000
Sidewalk/Bike/Ped Improvements	MS-22-8000		1,675,000				1,675,000
<i>Infrastructure Sales Tax</i>			675,000				675,000
<i>Intergovernmental State Grant</i>			1,000,000				1,000,000
ADA Ramp Improvements	MS-22-8001		325,000				325,000
<i>Infrastructure Sales Tax</i>			325,000				325,000
CDBG Infrastructure Improvements	MS-22-8004		300,000				300,000
<i>Intergovernmental Federal Grant</i>			300,000				300,000
Asset Management Program	MS-22-8019		550,000				550,000
<i>Infrastructure Sales Tax</i>			220,000				220,000
<i>Solid Waste Fund</i>			110,000				110,000
<i>Stormwater Fund</i>			110,000				110,000
<i>Utility - Wastewater</i>			55,000				55,000
<i>Utility - Water</i>			55,000				55,000
Farmland Remedial Alternatives	MS-22-9700		4,000,000				4,000,000
<i>Future General Obligation Debt Projects</i>			4,000,000				4,000,000
Wakarusa - Research Pkwy to 23rd Street	MS-23-0017			900,000			900,000
<i>Future General Obligation Debt Projects</i>				900,000			900,000
Wakarusa Extended - 27th St to CR458	MS-23-0029			12,970,000			12,970,000
<i>Future General Obligation Debt Projects</i>				12,970,000			12,970,000
27th St Bridge	MS-23-0034			850,000			850,000
<i>Future General Obligation Debt Projects</i>				850,000			850,000
Wakarusa - Harvard to 6th Street	MS-23-0037			200,000			200,000
<i>Future General Obligation Debt Projects</i>				200,000			200,000
Naismith - 19th to 23rd	MS-23-0038			300,000			300,000
<i>Future General Obligation Debt Projects</i>				300,000			300,000
Sidewalk/Bike/Ped Improvements	MS-23-8000			1,675,000			1,675,000
<i>Infrastructure Sales Tax</i>				675,000			675,000
<i>Intergovernmental State Grant</i>				1,000,000			1,000,000
ADA Ramp Improvements	MS-23-8001			325,000			325,000
<i>Infrastructure Sales Tax</i>				325,000			325,000
CDBG Infrastructure Improvements	MS-23-8004			300,000			300,000
<i>Intergovernmental Federal Grant</i>				300,000			300,000
Asset Management Program	MS-23-8019			375,000			375,000



Department	Project #	2021	2022	2023	2024	2025	Total
Infrastructure Sales Tax				150,000			150,000
Solid Waste Fund				75,000			75,000
Stormwater Fund				75,000			75,000
Utility - Wastewater				37,000			37,000
Utility - Water				38,000			38,000
Farmland Remedial Alternatives	MS-23-9700			4,000,000			4,000,000
Future General Obligation Debt Projects				4,000,000			4,000,000
Iowa - Irving Hill Road to 23rd Street	MS-24-0003				400,000		400,000
Future General Obligation Debt Projects					400,000		400,000
Field Operations Facility	MS-24-0004				14,520,000		14,520,000
Future General Obligation Debt Projects					14,520,000		14,520,000
Wakarusa - Harvard to 6th Street	MS-24-0037				3,000,000		3,000,000
Future General Obligation Debt Projects					3,000,000		3,000,000
Naismith - 19th to 23rd	MS-24-0038				4,000,000		4,000,000
Future General Obligation Debt Projects					3,100,000		3,100,000
Intergovernmental State Grant					900,000		900,000
Sidewalk/Bike/Ped Improvements	MS-24-8000				1,675,000		1,675,000
Infrastructure Sales Tax					675,000		675,000
Intergovernmental State Grant					1,000,000		1,000,000
ADA Ramp Improvements	MS-24-8001				325,000		325,000
Infrastructure Sales Tax					325,000		325,000
CDBG Infrastructure Improvements	MS-24-8004				300,000		300,000
Intergovernmental Federal Grant					300,000		300,000
Asset Management Program	MS-24-8019				325,000		325,000
Infrastructure Sales Tax					220,000		220,000
Solid Waste Fund					35,000		35,000
Stormwater Fund					35,000		35,000
Utility - Wastewater					18,000		18,000
Utility - Water					17,000		17,000
Farmland Remedial Alternatives	MS-24-9700				2,000,000		2,000,000
Future General Obligation Debt Projects					2,000,000		2,000,000
Iowa - Irving Hill Road to 23rd Street	MS-25-0003					5,000,000	5,000,000
Future General Obligation Debt Projects						5,000,000	5,000,000
Sidewalk/Bike/Ped Improvements	MS-25-8000					1,702,000	1,702,000
Infrastructure Sales Tax						702,000	702,000
Intergovernmental State Grant						1,000,000	1,000,000
ADA Ramp Improvements	MS-25-8001					325,000	325,000
Infrastructure Sales Tax						325,000	325,000
CDBG Infrastructure Improvements	MS-25-8004					300,000	300,000
Intergovernmental Federal Grant						300,000	300,000
Asset Management Program	MS-25-8019					175,000	175,000
Infrastructure Sales Tax						70,000	70,000
Solid Waste Fund						35,000	35,000
Stormwater Fund						35,000	35,000
Utility - Wastewater						18,000	18,000
Utility - Water						17,000	17,000
Farmland Remedial Alternatives	MS-25-9700					2,000,000	2,000,000
Future General Obligation Debt Projects						2,000,000	2,000,000
<b>Municipal Services &amp; Operation Total</b>		<b>27,340,000</b>	<b>18,950,000</b>	<b>21,895,000</b>	<b>26,545,000</b>	<b>9,502,000</b>	<b>104,232,000</b>
<b>Parks and Recreation</b>							
Lawrence Loop Trail - Routing and Design	PR-21-2130	150,000					150,000
Future General Obligation Debt Projects		150,000					150,000
Sports Complex and Golf Irrigation Upgrades	PR-21-2141	350,000					350,000
Infrastructure Sales Tax		350,000					350,000



Department	Project #	2021	2022	2023	2024	2025	Total
Water Spray Park - Burroughs Creek Park	PR-21-2329	200,000					200,000
<i>Future General Obligation Debt Projects</i>		200,000					200,000
Youth Sports Complex Exit - 27th street extension	PR-21-2407	1,250,000					1,250,000
<i>Infrastructure Sales Tax</i>		250,000					250,000
<i>Intergovernmental State Grant</i>		1,000,000					1,000,000
Broken Arrow Park - Restroom Replacement	PR-22-2027		130,000				130,000
<i>Infrastructure Sales Tax</i>			130,000				130,000
Broken Arrow Park - Shelter ( ADA Compliance)	PR-22-2028		250,000				250,000
<i>Infrastructure Sales Tax</i>			250,000				250,000
Youth Sports Complex - ADA sidewalks and parking	PR-22-2135		200,000				200,000
<i>Infrastructure Sales Tax</i>			200,000				200,000
Eisenhower Dr. Park - Trail / Play Development	PR-22-2475		100,000				100,000
<i>Infrastructure Sales Tax</i>			100,000				100,000
Lawrence Loop Trail - Peterson Rd to Hospital	PR-22-2520		1,670,000				1,670,000
<i>Future General Obligation Debt Projects</i>			600,000				600,000
<i>Intergovernmental State Grant</i>			1,070,000				1,070,000
South Park Wading Pool Renovation	PR-23-2001			175,000			175,000
<i>Infrastructure Sales Tax</i>				175,000			175,000
Lyons Park Shelter Replacement	PR-24-2006				120,000		120,000
<i>Infrastructure Sales Tax</i>					120,000		120,000
YSC - Install Asphalt on Parking Lots (ADA access)	PR-24-3032				300,000		300,000
<i>Infrastructure Sales Tax</i>					300,000		300,000
Water Spray Park	PR-25-2501					250,000	250,000
<i>Future General Obligation Debt Projects</i>						250,000	250,000
Youth Sports Complex Light Upgrade	PR-25-3017					900,000	900,000
<i>Future General Obligation Debt Projects</i>						900,000	900,000
Park Property Acquisition - Central	PR-25-3049					200,000	200,000
<i>Infrastructure Sales Tax</i>						200,000	200,000
<b>Parks and Recreation Total</b>		<b>1,950,000</b>	<b>2,350,000</b>	<b>175,000</b>	<b>420,000</b>	<b>1,350,000</b>	<b>6,245,000</b>
<b>Police</b>							
Police Outbuilding Completion	PD-21-0003		250,000				250,000
<i>Future General Obligation Debt Projects</i>			250,000				250,000
Vehicle Canopy & Weather Protection	PD-21-0004			300,000			300,000
<i>Future General Obligation Debt Projects</i>				300,000			300,000
Training Center Design & Professional Services	PD-22-0002		500,000				500,000
<i>Future General Obligation Debt Projects</i>			500,000				500,000
Vehicle Canopy & Weather Protection	PD-22-0004		300,000				300,000
<i>Future General Obligation Debt Projects</i>			300,000				300,000
Training Center Construction	PD-23-0002			5,000,000			5,000,000
<i>Future General Obligation Debt Projects</i>				5,000,000			5,000,000
<b>Police Total</b>			<b>1,050,000</b>	<b>5,300,000</b>			<b>6,350,000</b>
<b>Public Transit</b>							
Multi Modal Facility	TR-21-01	3,500,000					3,500,000
<i>Public Transit Fund</i>		3,500,000					3,500,000
<b>Public Transit Total</b>		<b>3,500,000</b>					<b>3,500,000</b>
<b>GRAND TOTAL</b>		<b>60,120,000</b>	<b>48,506,000</b>	<b>65,988,000</b>	<b>56,395,000</b>	<b>23,168,000</b>	<b>254,177,000</b>

# 2021 CIP Budget Impact on City's Operating Budget

Project	Funding Source(s)	Total 2021 Cost	Annual Operating Impact	Operating/Maintenance Budget
<b>Citizen Input</b>		<i>subtotal: \$</i>	<i>382,000</i>	
Green Pavement Intersection Crossing	\$382,000 Infrastructure Sales Tax Fund	382,000	Increase Operational Costs	General Fund, Municipal Services & Operations
<b>Municipal Services &amp; Operations</b>		<i>subtotal: \$</i>	<i>40,790,000</i>	
Terminal Building Rehab & ADA Upgrades	\$120,000 Future General Obligation Debt Projects	120,000	No Impact	Airport Fund, Municipal Services & Operations
17th & Alabama Drainage Improvement	\$3,000,000 Stormwater Fund-Debt	3,000,000	No Impact	Stormwater Fund, Municipal Services & Operations
9th & Mississippi	\$350,000 Stormwater Fund-Debt	350,000	No Impact	Stormwater Fund, Municipal Services & Operations
Stormwater System Id, Assessment & Model Creation	\$2,400,000 Stormwater Fund-Debt	2,400,000	Increase Operational Costs	Stormwater Fund, Municipal Services & Operations
Kansas River WWTP Improvements and NR	\$1,000,000 Utility-Debt	1,000,000	No Impact	Water & Wastewater Fund, Municipal Services & Operations
Clinton WTP Plant-Piping	\$3,230,000 Utility- Debt	3,230,000	No Impact	Water & Wastewater Fund, Municipal Services & Operations
SW Lawrence Conveyance Corridor Improvements	\$2,780,000 Utility-Debt	2,780,000	No Impact	Water & Wastewater Fund, Municipal Services & Operations
Pump Station 16 Upstream Interceptor Rehab	\$1,320,000 Utility-Debt	1,320,000	No Impact	Water & Wastewater Fund, Municipal Services & Operations
Wakarusa WWTP Maintenance Building	\$500,000 Utility-Wastewater	500,000	No Impact	Water & Wastewater Fund, Municipal Services & Operations
Private Lateral & Sewer Extension Cost Sharing	\$250,000 Utility-Debt	250,000	No Impact	Water & Wastewater Fund, Municipal Services & Operations
19th Street Reconstruction– Harper to O'Connell	\$2,200,000 Future General Obligation Debt Projects	2,200,000	No Impact	General Fund, Municipal Services & Operations
Field Operations Facility	\$14,430,000 Solid Waste Fund, Stormwater Fund-Debt, Utility-Debt	14,430,000	No Impact	Solid Waste Fund/Stormwater Fund/ Water & Wastewater Fund, Municipal Services & Operations
23rd Street—Haskell Bridge to East City Limits	\$5,960,000 Future General Obligation Debt Projects, Intergovernmental Federal Grant, Intergovernmental State Grant, Utility-Debt	5,960,000	No Impact	General Fund, Municipal Services & Operations
Wakarusa—Research Pkwy to 23rd St	\$400,000 Future General Obligation Debt Projects	400,000	No Impact	General Fund, Municipal Services & Operations
Sidewalk/Bike/Ped Improvements	\$1,675,000 Infrastructure Sales Tax, Intergovernmental State Grant	1,675,000	No Impact	General Fund, Municipal Services & Operations
ADA Ramp Improvements	\$325,000 Infrastructure Sales Tax	325,000	No Impact	General Fund, Municipal Services & Operations
CDBG Infrastructure Improvements	\$300,000 Intergovernmental Federal Grant	300,000	No Impact	General Fund, Municipal Services & Operations

Project	Funding Source(s)	Total 2021 Cost	Annual Operating Impact	Operating/Maintenance Budget
<b>Municipal Services &amp; Operations</b>		<i>subtotal: \$ 1,500,000</i>		
Asset Management Program	\$550,000 Infrastructure Tax, Solid Waste Fund, Stormwater Fund, Utility-Wastewater, Utility-Water	550,000	Increase Operational Costs	General Fund/Solid Waste Fund/Stormwater Fund/Water & Wastewater Fund, Municipal Services & Operations
Farmland Remedial Alternatives	\$1,500,000 Future General Obligation Debt	1,500,000	Increase Operational Costs	Farmland Fund, Municipal Services & Operations
<b>Parks &amp; Recreation</b>		<i>subtotal: \$ 1,450,000</i>		
Lawrence Loop Trail—Routing & Design	\$150,000 Future General Obligation Debt Projects	150,000	No Impact	General Fund, Parks & Recreation
Sports Complex & Golf Irrigation Upgrades	\$350,000 Infrastructure Sales Tax	350,000	Increase Operational Costs	General Fund, Parks & Recreation
Water Spray Park—Burroughs Creek Park	\$200,000 Future General Obligation Debt Projects	200,000	Increase Operational Costs	General Fund, Parks & Recreation
Youth Sports Complex Exit—27th street extension	\$1,250,000 Infrastructure Sales Tax, Intergovernmental State Grant	1,250,000	Increase Operational Costs	General Fund, Parks & Recreation
<b>Public Transit</b>		<i>subtotal: \$ 3,500,000</i>		
Multi Modal Facility	\$3,500,000 Public Transit Fund	3,500,000	No Impact	Public Transit Fund, Office of the City Manager



*City of Lawrence*

## Budget Policies

# Budgetary Policies and Procedures

## The Budget Development Process

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

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

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

## State Statutes Related to the Budget

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

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

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

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

# Budgetary Policies and Procedures

## Budget Calendar

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

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

In addition to state statutes, an annual budget calendar is developed according to an administrative policy. The budget calendar can be found on page 10 of this document.

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

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

## Budget Policies

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

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

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

## Basis of Accounting

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

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

# Budgetary Policies and Procedures

## Basis of Budgeting

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

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

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

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

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

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

## Plans Used to Develop the Budget

Plan 2040 is the City's Long Range Comprehensive Plan. It is used, along with other long range and strategic plans by the various city departments to forecast future staffing, equipment, and facility needs and the costs associated with them based on growth and population projections. This allows city staff to estimate the revenue that will be needed to meet these needs, to what amount the issuance of debt will be necessary, if fee and rate increases will be required, etc.

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



# Investment & Cash Management Policy

## Scope

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

## Authority

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

## Objectives

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

## Prudence

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

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

## Legal Authority and Limitations on Investment Instruments

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

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

# Investment & Cash Management Policy

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

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

## Contracts with Financial Institutions

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

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

## Investment Liquidity

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

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

# Investment & Cash Management Policy

## **Investment Return Objectives**

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

## **Bidding Procedures**

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

## **Investment Limitation Per Institution**

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

## **Investment Review Committee**

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

## **Daily Cash Management Practices and Policies**

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

## **Separate Provisions of Policy and Conflicts with Kansas Laws**

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

# Governmental Accounting Policy

## Policy

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

### Accounting and Reporting Capabilities:

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

## Fund Accounting System

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

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

### 1. Governmental Funds

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

### 2. Proprietary Funds

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

# Governmental Accounting Policy

## **Basis of Accounting**

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

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

## **General Long-Term Account Group**

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

## **General Fixed Assets Account Group**

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

# Mid-Year Funding Request Policy

## **Policy**

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

## **Guidelines:**

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

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

## **Assessment Methods:**

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

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

# Debt Management Policy

## Purpose

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

## Policy:

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

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

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

## Procedure

### 1. RESPONSIBILITY FOR DEBT MANAGEMENT

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

# Debt Management Policy

- Other factors as deemed appropriate.

## 2. USE OF DEBT FINANCING

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

## 3. STRUCTURE AND TERM OF DEBT FINANCING

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



# Debt Management Policy

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

# Debt Management Policy

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

## 4. DEBT ADMINISTRATION AND FINANCING

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

# Debt Management Policy

- *Bond Council*
  - The City will utilize external bond counsel for all debt issues. All debt issued by the City will include a written opinion by Bond Counsel affirming that the City is authorized to issue the debt, stating that the City has met all Federal and State constitutional and statutory requirements necessary for issuance, and determining the debt's federal income tax status. The City's Bond Counsel will be selected on a competitive basis.
- Underwriter's Council
  - City payments for Underwriters Counsel will be authorized for negotiated sales by the Department of Finance on a case-by-case basis depending on the nature and complexity of the transaction and the needs expressed by the underwriters.
- Financial Advisor
  - The City may utilize an external financial advisor. The utilization of the financial advisor for debt issuance will be at the discretion of the Director of Finance on a case-by-case basis. For each City bond sale, the financial advisor will provide the City with information on structure, pricing and underwriting fees for comparable sales by other issuers. The Financial Advisor will be selected on a competitive basis for a period not to exceed five years.
- Temporary Notes
  - Use of short-term borrowing, such as temporary notes, will be undertaken until the final cost of the project is known or can be accurately projected. In some cases, projects might be funded with internal funds that will be reimbursed with bond funds at a future date.
- Credit Enhancements
  - Credit enhancement (letters of credit, bond insurance, etc.) may be used if the costs of such enhancements will reduce the debt service payments on the bonds or if such an enhancement is necessary to market the bonds.
- Competitive Sale of Debt
  - Credit enhancement (letters of credit, bond insurance, etc.) may be used if the costs of such enhancements will reduce the debt service payments on the bonds or if such an enhancement is necessary to market the bonds.
- Competitive Sale of Debt
  - The City, as a matter of policy, shall seek to issue its temporary notes, general and revenue bond obligations through a competitive sale. In such instances where the City, through a competitive bidding for its bonds, deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the City Commission, enter into negotiation for sale of the bonds. In cases where the circumstances of the bond issuance are complex or out of the ordinary, a negotiated sale may be recommended if allowed by State statute.

# Debt Management Policy

## 5. REFUNDING OF DEBT

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

## 6. CONDUIT FINANCINGS

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

## 7. ARBITRAGE LIABILITY MANAGEMENT

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

## 8. CREDIT RATINGS

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

# Debt Management Policy

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

## 9. STANDARDS

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

### Debt Management Policy Appendix

#### Terminology

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

# Debt Issuance Guidelines

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

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

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

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

# General Fund Balance Policy

## **Purpose**

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

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

## **Policy**

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

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

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

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

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



City of Lawrence



# Appendix A: Revenue Summary

## Appendix A

# REVENUE SUMMARY

## INTRODUCTION

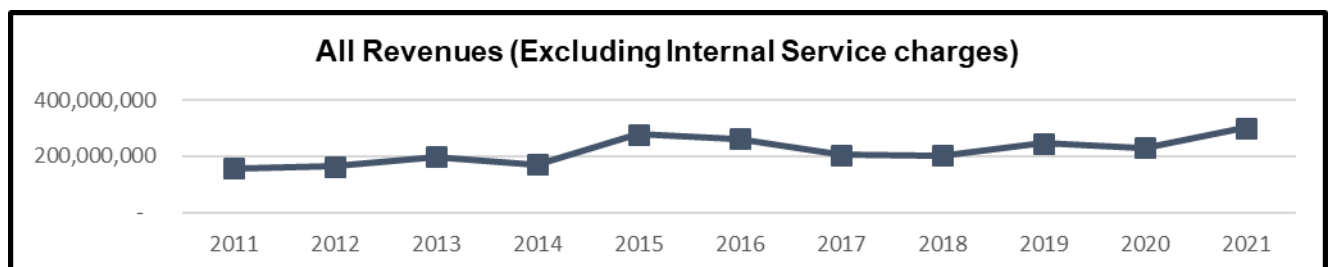
The purpose of this section is to describe the major revenue sources for the City, and to explain the trend and projections for each. Lawrence has 133 different types of revenue sources ranging from as large as property taxes (\$37,155,000) which comprises 12.38% of all revenues collected to Prairie Park Nature Center Donations (\$1,000) which accounts for less than 0.003%.

Special emphasis is given to the thirty-three revenue sources that generate more than \$278 million annually and comprise about 92.85% of all revenue sources. Summary information is provided for all remaining revenues. Revenues are budgeted conservatively to help with the budgeting process.

## ALL REVENUES BY CATEGORY

The following table provides a breakdown of all of the revenues projected for this budget year (excluding carry over funds and internal service fees). The largest category, Taxes account for 30.50% of all revenues collected. Revenues are projected to be \$300 million which is 31% above the current fiscal year, primarily due to structural change of our budget that created the need for additional internal transfers, as well as the projections assuming that the level of decline felt in 2020 due to the Coronavirus will not continue at the same level as FY 2021. .

Revenue Category	FY 2019 Actual	FY 2020 Revised	FY 2021 Recommended	% Change
Taxes	\$ 88,991,034	\$ 85,145,000	\$ 91,511,000	7.48%
Licenses & Permits	1,716,750	1,704,000	1,631,000	-4.28%
Intergovernmental	22,238,601	22,180,000	32,344,000	45.83%
Charges for Services	69,026,130	65,722,000	81,544,000	24.07%
Fines	2,470,594	1,807,000	2,124,000	17.54%
Interest Earned	4,692,559	2,321,000	2,025,000	-12.75%
Miscellaneous	3,819,314	8,050,000	2,139,000	-73.43%
Bond Proceeds	42,035,809	31,438,000	40,310,000	28.22%
Transfer In	11,485,817	10,684,000	46,437,000	334.64%
<b>Total</b>	<b>\$ 246,476,607</b>	<b>\$ 229,051,000</b>	<b>\$ 300,065,000</b>	<b>31.00%</b>



Revenues described in this section are those funds which the City has budgeted to collect in FY 2021. These revenues exclude the use of any carryover funds or internal service charges. The revenues are categorized as follows:

**Taxes** – This group is comprised of property taxes, sales taxes and franchise fees. Property taxes contain both real and personal property as well as motor vehicle taxes, and special assessments. The City has three sales taxes: 1% general purpose; 0.3% for streets, infrastructure, and equipment; 0.2% for public transportation; and, 0.05% for public housing. The franchise fees paid to the City are from electric, natural gas, and telecommunications utilities. The City also charges a franchise fee on the utilities it provides by way of a payment in lieu of taxes (PILOT).

**Licenses and Permit Fees** – This group is where professional license fees, as well as animal permit fees, building permit fees, and parking permit fees are recorded.

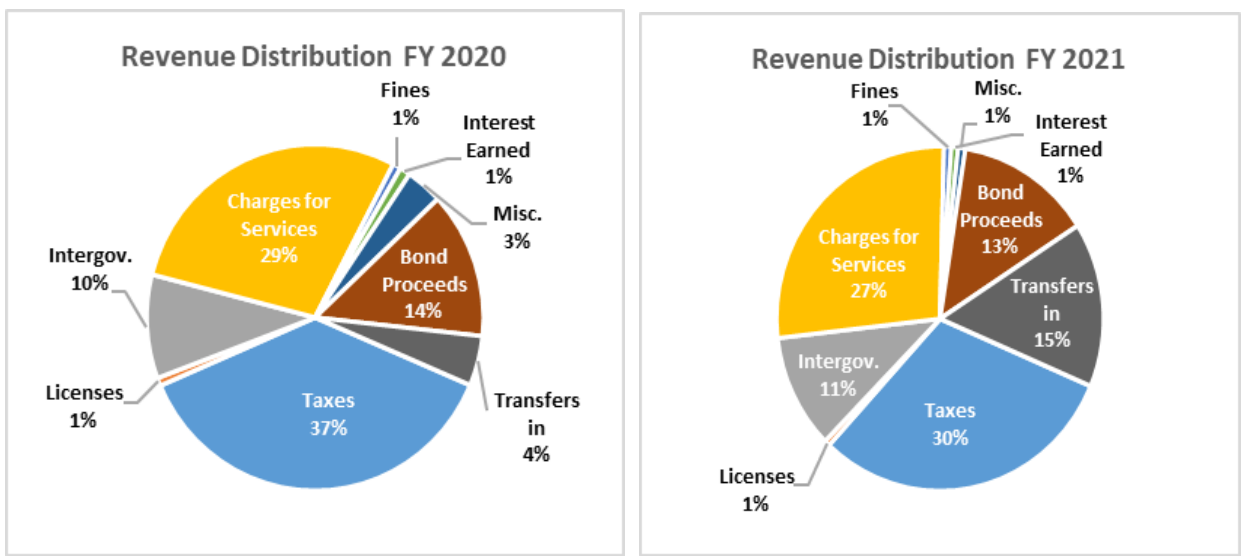
**Federal and State Grants** - The City receives several grants to assist with operations. Some of the major grants are Federal Transit Administration (FTA), transit, Community Development Block Grant (CDBG), and HOME grants. There are also other grants such as the bullet proof vest and the Justice Assistance Grant (JAG) grant recorded here. Along with grants, State shared revenue such as the Transient Guest Tax, the state liquor and fuel taxes, and federal fund exchange dollars are all recorded here. Finally, revenues from other governments (such as Douglas County paying a portion of the Fire/EMS budget to cover County EMS expenditures) are recorded here.

**Charges for Services** – This group includes all fees charged for a specific service provided by the City and not primarily supported by taxes. Examples of these fees would include: utility fees, parking fees, recreation fees, cemetery fees, airport fees, bus fares, etc.

**Fines** – This group includes all fines and charges levied by the municipal court.

**Miscellaneous** - This group is comprised of all other revenues not identified in another category. Examples of these are: interest earned, reimbursements, rentals, sales of assets, donations, recycling fees, and general obligation or revenue bond proceeds.

**Interfund Transfers** – This group includes all revenues received by our various utilities that pay a PILOT equal to a franchise fee for use of the City’s right of way, and all other transfers from one fund to another.



# MAJOR REVENUE SOURCES

The following table provides a summary for the 33 major revenue sources:

Revenue Source	FY 2021			
	FY 2019 Actual	FY 2020 Revised	Recommended	% Change
Ad Valorem/Current	\$ 33,854,125	\$ 35,645,000	\$ 37,155,000	4.24%
Sewer Charges	23,180,117	22,717,000	27,987,000	23.20%
Water Charges	20,213,904	20,060,000	25,366,000	26.45%
Local Sales Tax	25,628,694	21,859,000	25,072,000	14.70%
Revenue Bonds	-	23,000,000	23,000,000	0.00%
Temp Note Proceeds	42,035,809	8,400,000	17,310,000	106.07%
Transfer From Capital Impr. Sales Tax	259,782	-	12,335,000	100.00%
Solid Waste Charges	11,465,699	11,453,000	11,797,000	3.00%
County-Wide Sales Tax	10,924,602	9,286,000	10,070,000	8.44%
FTA Grants	2,829,526	3,292,000	8,453,000	156.77%
Transfer From Solid Waste	1,815,333	943,000	7,927,000	740.62%
County Charges	6,853,573	7,000,000	7,364,000	5.20%
Federal Grants	2,510,133	4,514,000	6,575,000	45.66%
Transfer From Water Fund	4,104,675	4,398,000	6,369,000	44.82%
Electric Franchise Fees	5,684,285	5,835,000	5,986,000	2.59%
Transfer from Transportation Sales Tax	-	-	5,738,000	100.00%
Storm Water Charges	3,491,435	3,386,000	5,383,000	58.98%
Transfer from the Special Gasoline Tax	-	-	3,914,000	100.00%
Transfer From Storm Water	401,000	204,000	3,486,000	1608.82%
Motor Vehicle Tax	3,185,973	3,207,000	3,226,000	0.59%
Compensating Use	2,531,778	2,152,000	2,971,000	38.06%
Transfer From General	4,355,553	5,088,000	2,896,000	-43.08%
Gasoline Tax State Share	2,681,901	1,450,000	2,680,000	84.83%
Liquor Tax	2,389,485	2,349,000	2,454,000	4.47%
Roll-Off Disposal	2,177,595	2,272,000	2,340,000	2.99%
Interest Earned	4,692,559	2,321,000	2,025,000	-12.75%
Guest Tax	1,766,738	850,000	1,600,000	88.24%
Transit Grants	755,190	1,000,000	1,321,000	32.10%
Municipal Court	1,558,324	1,300,000	1,300,000	0.00%
Compensating Use / County	1,468,804	1,248,000	1,292,000	3.53%
Special District Property Taxes	1,608,542	1,198,000	1,121,000	-6.43%
Transfer from Special Recreation	-	-	1,050,000	100.00%
TIF Property Tax	1,189,272	1,262,000	1,045,000	-17.19%
<b>Total</b>	<b>\$ 225,614,403</b>	<b>\$ 207,689,000</b>	<b>\$ 278,608,000</b>	<b>34.15%</b>

## Ad Valorem Taxes

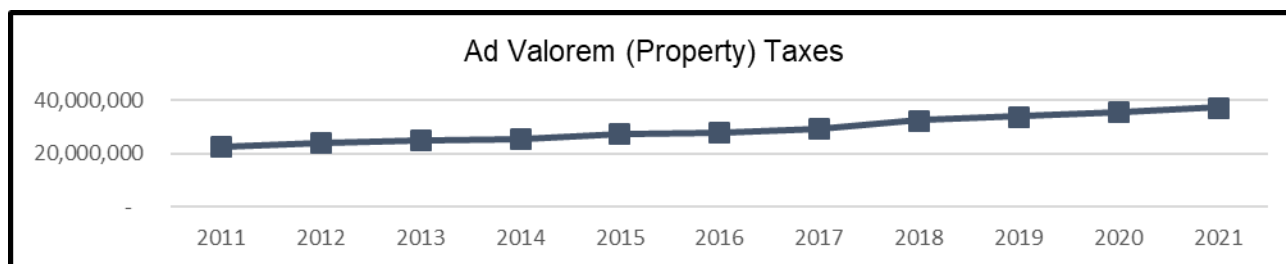
These revenues are derived from current property taxes levied on real property, personal property, and state assessed utilities. The County Appraiser values real and personal properties, while the State of Kansas assigns value to state assessed utilities.

This revenue generates approximately \$37.16 million, which represents an increase of 4.24% over the prior year. This increase is primarily attributable to a projected increase to the City's Assessed Valuation, which is projected to be \$1.14 billion for the FY 2021 budget year, which is an increase of 4.3% from the prior year.

Below is a table of changes in Assessed Valuation from 2015 to 2020.

Assessed Valuation as of:	Real Estate	Personal Property	State Assessed
November, 2015	850,079,403	16,950,709	27,914,590
November, 2016	885,273,456	16,001,791	27,654,355
November, 2017	944,118,547	13,968,253	27,374,301
November, 2018	995,458,493	13,545,997	28,331,792

The chart below provides a ten year history.

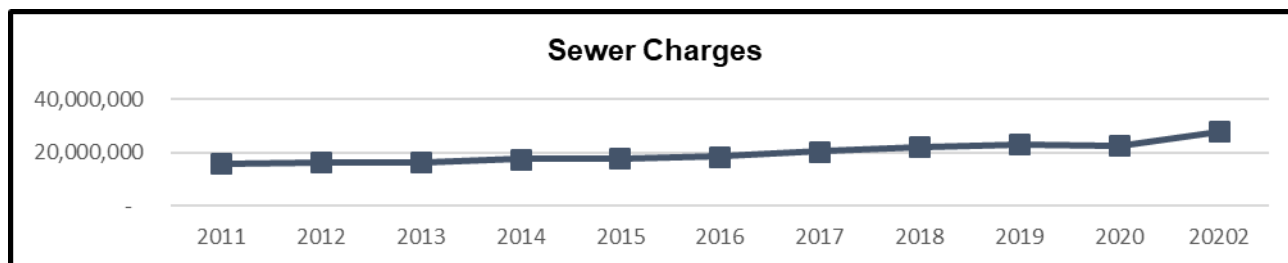


### Sewer Charges

These revenues are derived from the usage of water. The rates are set by the City Commission and can be found here: <https://lawrenceks.org/utility-billing/rates/>. For residential customers, the water used during the months of December, January, February, and March are averaged and used for consumption based billing. For commercial customers, the actual water used each month is used.

This revenue generates approximately \$27.99 million, which represents a 23.20% increase over the revised 2020 budget, but only a 5.82% increase over the adopted budget. The rates are based on a model which takes into account current cash flow needs, capital needs, and operating expenses.

The chart below provides a ten year history.



### Water Charges

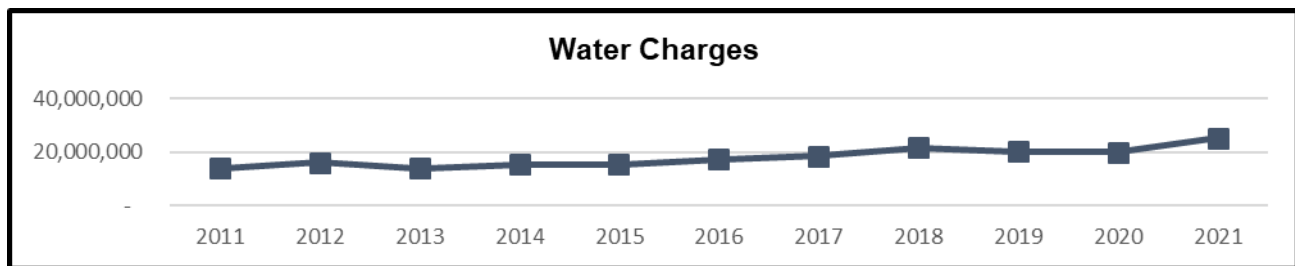
These revenues are derived from the sale of water. The rates are set by the City Commission and can be found here: <https://lawrenceks.org/utility-billing/rates/>.

This revenue generates \$25.37 million, which represents a 26.457% increase over the revised 2020 projection, but only a 7.12% increase over the 2020 adopted budget. These revenues are tied to gallons sold. Weather fluctuations are the greatest variable in water sales as it can effect consumer behavior. The budget reflects a rate increased based upon the rate model which takes into account current cash flow needs, capital needs, and operating expenses.

A schedule of gallons sold is reflected below:

Year	2016	2017	2018	2019	2020 Proj.	2021 Proj.
Gallons Sold (in millions)	3.56	3.34	3.74	3.74	3.42	3.43
% Change		-6.23%	11.83 %	11.83 %	-8.37%	0.30%

The chart below provides a ten year history.

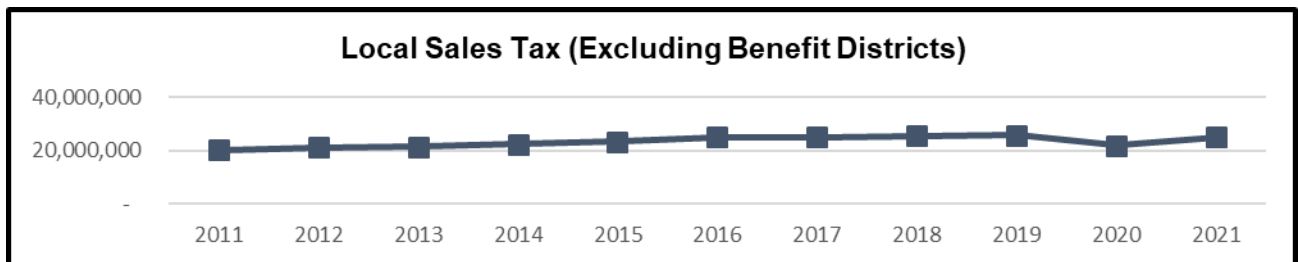


### Local Sales Tax

The City has a 1% general sales tax. The City also has three special sales taxes that all expire March 31, 2029. 0.3% for streets, infrastructure, and equipment; 0.2% for public transportation, and 0.05% for public housing.

This revenue generates \$25.07 million, which represents a 14.70% increase over the prior year. Due to the Coronavirus, and the slowing down of our economy, the City is projecting a decrease in FY 2020 of 15% compared to collections in FY 2019. We are projecting an increase over the revised 2020 estimate which puts us closer to our historical sales tax growth projection, while still recognizing a lag in the local economy.

The chart below provides a ten year history.



### Revenue Bond Proceeds

Revenue Bonds are debt issuances that provide long-term capital financing for capital projects for Enterprise Funds. The maturity usually ranges from 15-30 years. This is a new revenue to the City as prior to the 2021 budget, the Capital Projects Funds was not a budgeted fund.

The revenue generates \$23 million. This revenue is projected based upon the needs outlined in the City's 2021-2025 Capital Improvement Plan.

### Temporary Note Proceeds

Temporary Notes are debt issuances that provide short-term capital financing for capital projects. The maturity usually ranges from 1-3 years and only interest is owed on the note until it fully matures. At which time, the City can either issue long-term debt, generally General Obligation Bonds, or pay the notes off with cash. This is a new revenue to the City as prior to the 2021 budget, the Capital Projects Fund was not a budgeted fund.

This revenue generates \$17.3 million. This revenue is projected based upon the needs outlined in the City's 2021-2025 Capital Improvement Plan.

### Transfer from the Capital Infrastructure Sales Tax

The Capital Sales Tax is special purpose city sales tax equivalent to three-tenths of one percent (0.3%) for the purposes of constructing, improving, and maintaining public streets, sidewalks, storm water facilities, and recreational trails, bikeways, and paths including residential traffic calming devices, residential curb and gutter replacement, improvements to crosswalks and accessible ramps, reconstruction of roads and intersections, and purchasing fire apparatus and related fire equipment.

The City is transferring \$12.3 million from the sales tax fund to support the Capital Improvement Plan (\$2.75 million), the Vehicle and Equipment Replacement Plan [for Fire Equipment] (\$2.4 million), and the Maintenance plan for maintaining public Streets (\$7.19 million). This is a change in budgeting philosophy that we believe will assist the public in better understanding where the funds are being spent, and the purpose for those expenditures.

A table of those transfers are listed below:

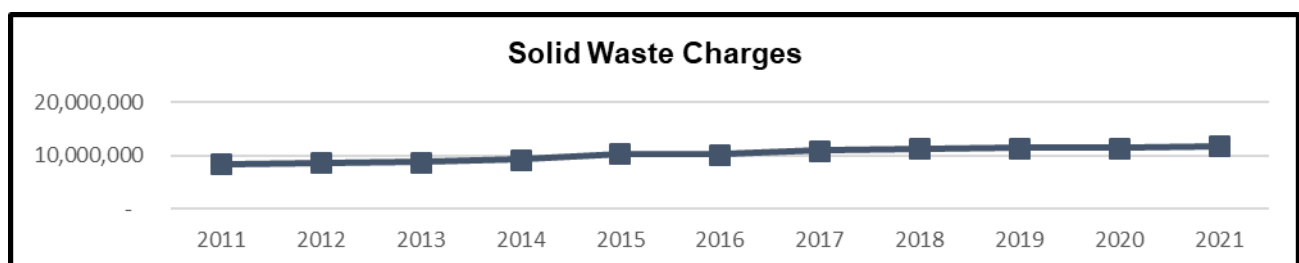
Fund Transfer to:	Fy 2019 Actual	FY 2020	FY 2021	% Change
		Revised	Recommended	
General	\$ -	\$ -	\$ 7,185,000	100.00%
Capital Improvement	-	-	2,750,000	100.00%
Grant	259,782	-	-	0.00%
Vehicle & Equipment	-	-	2,400,000	100.00%
Total	\$ 259,782	\$ -	\$ 12,335,000	100.00%

### Solid Waste Charges

These revenues are derived from the fees charged for the collection of solid waste and recycling. The rates are set by the City Commission and can be found here: <https://lawrenceks.org/utility-billing/rates/>.

This revenue generates \$11.8 million, which represents a 3% increase over the prior year. The increase is projected based on the rate model used to project current cash flow needs, and ongoing capital and operating expenses.

The graph below provides a ten-year history.

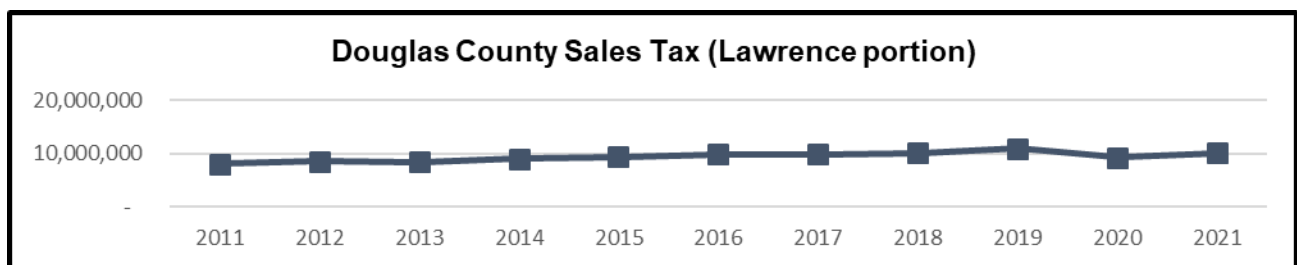


### Douglas County Sales Tax

Douglas County has a 1% general sales tax. Based on State Law, half of the revenue is distributed among the county and incorporated cities in the county based on the total tangible property tax levies in each jurisdiction for the previous year. The other half of the revenue is distributed among the county and incorporated cities in the county based on the population in each jurisdiction.

This revenue generates \$10.07 million, which represents an 8.44% increase over the prior year. Due to the Coronavirus, and the slowing down of our economy, the City is projecting a decrease in FY 2020 of 15% compared to collections in FY 2019. We are projecting an increase over the revised 2020 estimate which puts us closer to our historical sales tax growth projection, while still recognizing a lag in the local economy.

The graph below provides a ten-year history.

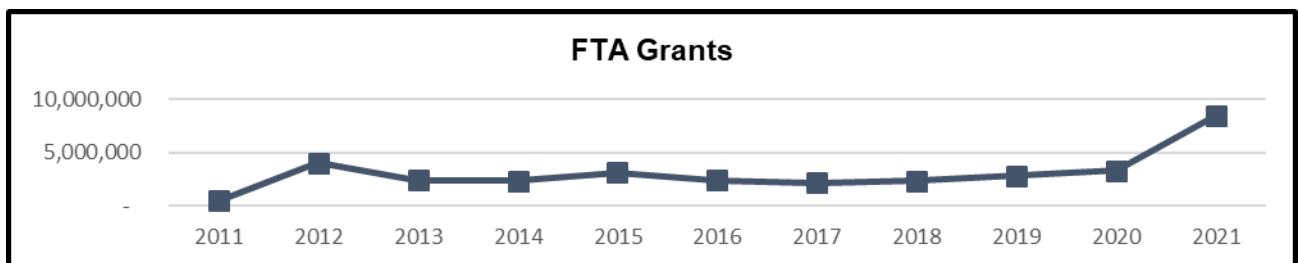


### Federal Transit Administration (FTA) Grant

The City applies for and receives money through the FTA for the Urbanized Area Formula Funding program. This program makes federal resources available to urbanized areas for transit capital and operating assistance in urbanized areas and for transportation-related planning. An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the U.S. Department of Commerce, Bureau of the Census.

This revenue generates \$8.45 million, which represents an increase of 156.77% from the prior year. The revenue is projected based on the transportation department's grant requests. The large increase is due to the FTA grant award issued during the Coronavirus pandemic that the City is using to purchase electric busses.

The graph below provides a ten-year history.





### Transfers from the Solid Waste Fund

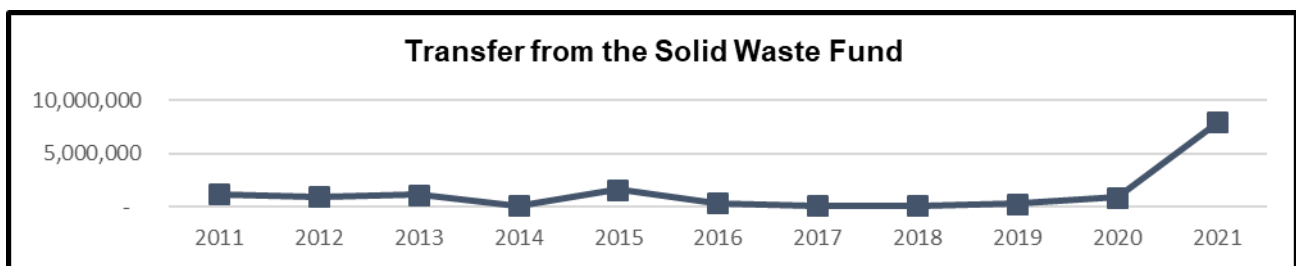
The Solid Waste Fund transfers moneys to several funds to support operations and maintain capital equipment. The fund also transfers 6% of revenues as a Payment in Lieu of a Franchise Tax to help support the road maintenance plan for the City (\$880 thousand projected in 2021). 2019 was the last year for this fund to transfer money to the debt service fund to pay for vehicles purchased in 2014. In FY 2020 and FY 2021, the debt is recorded in the Solid Waste Fund. In FY 2021, the City is planning on transferring funds from the Solid Waste Fund to the Vehicle and Equipment Replacement Plan (\$2.03 million), the Water/Waste Water Fund for shared employee expenses (\$325 thousand), and the Capital Improvement Project Fund to provide funding for a shared campus for the Municipal Services and Operations staff (\$4.61 million).

A chart of those transfers is listed below:

Fund Transfer to:	FY 2019 Actual	FY 2020	FY 2021	% Change
		Revised	Recommended	
General	\$ 164,000	\$ 943,000	\$ 964,000	2.23%
Bond & Interest	153,000	-	-	0.00%
Vehicle & Equipment	-	-	2,028,000	100.00%
Water/Sewer	-	-	325,000	100.00%
Capital Improvement	1,498,333	-	4,610,000	100.00%
Total	\$ 1,815,333	\$ 943,000	\$ 7,927,000	740.62%

This revenue generates \$7.92 million, which represents an increase over the prior year. The largest increase is a plan to transfer funds to the 2021-2025 Capital Improvement Plan (CIP).

The graph below provides a ten-year history.

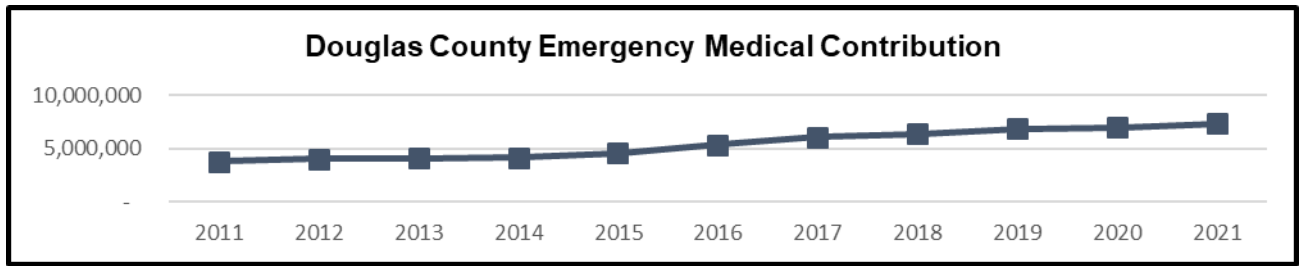


### Douglas County Emergency Medical Contribution

In 1996, the County emergency medical services and the City fire department were combined with the City paying 73.36% and the County paying 25.64% of the operating costs of the combined operations. The County pays all the cost of buildings and equipment of the ambulance services and the City pays all the cost of buildings and equipment of the fire department. As of the effective date of the 1996 agreement all buildings, equipment, and furniture were transferred to the ownership of the City. This agreement was later modified in 1998, and 2000.

This revenue generates \$7.36 million, which represents a 5.20% increase over the prior year. This revenue is projected to increase based upon increases to the EMS budget.

The graph below provides a ten-year history.



## Federal Grants

The City applies for and receives money from the Federal government for several different programs. These funds are not guaranteed, so the City is very conservative in our estimation of grants. Some projects are funded with the understanding that if the grant is not awarded, the project will not be completed.

Examples of some federal grants:

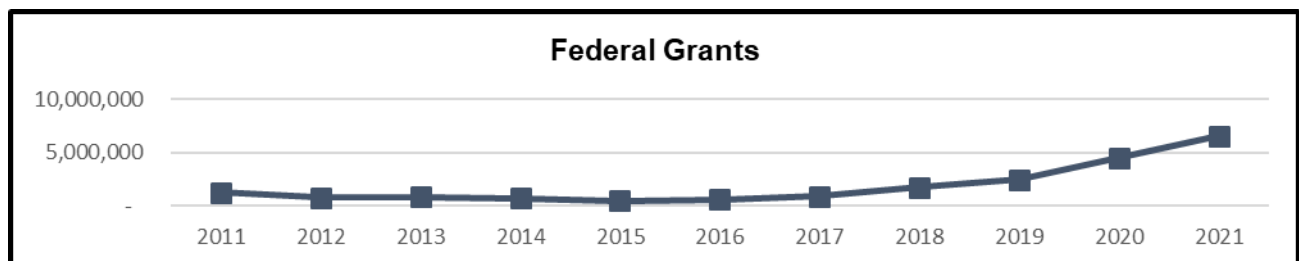
- KDOT grant to assist with the rehabilitation of 23<sup>rd</sup> Street from Haskell Bridge to the East City Limits.
- KDOT grant to assist with sidewalk/bike/pedestrian improvement projects.
- KDOT grant to assist with the extension of 27<sup>th</sup> Street at the Youth Sports Complex
- Federal Aviation Administration (FAA) Airport Improvement Program (AIP) awarded to assist with maintenance of the airport.
- Various law enforcement overtime grants such as seatbelt enforcement, DWI checkpoints etc.
- Department of Housing and Urban Development (HUD) to assist with housing discrimination complaints.
- Community Development Block Grants (CDBG) awarded to assist low income residents with the purchase of a home.

A listing of these federal grants by fund is included below:

Federal Grants by Fund:	FY 2019 Actual	FY 2020 Revised	FY 2021 Recommended	% Change
General	\$ 59,266	\$ -	\$ -	0.00%
Capital Improvement	1,184,587	3,953,000	4,900,000	23.96%
Grants	838,131	-	1,200,000	100.00%
HOME Program	428,149	561,000	475,000	-15.33%
<b>Total</b>	<b>\$ 2,510,133</b>	<b>\$ 4,514,000</b>	<b>\$ 6,575,000</b>	<b>45.66%</b>

This revenue generates \$6.58 million, which represents an increase over the prior year. The revenue is projected to increase based on grant approvals received.

The graph below provides a ten-year history.



### Transfer from Water/Wastewater Fund

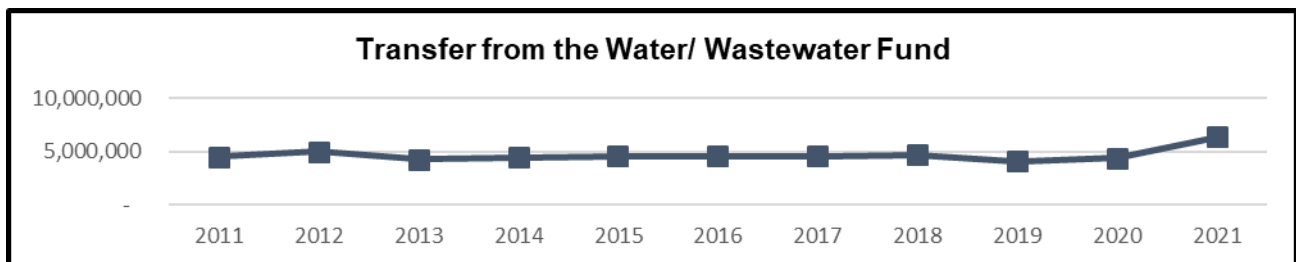
The Water/Wastewater Fund transfers moneys to several funds to support operations and maintain capital equipment. The fund also transfers 6% of revenues as a Payment in Lieu of a Franchise Tax to help support the road maintenance plan for the City (\$880 thousand projected in 2021). 2019 was the last year for this fund to transfer money to the debt service fund to pay for vehicles purchased in 2014. In FY 2020 and FY 2021, the debt is recorded in the Solid Waste Fund. In FY 2021, the City is planning on transferring funds from the Solid Waste Fund to the Vehicle and Equipment Replacement Plan (\$2.03 million), the Water/Waste Water Fund for shared employee expenses (\$325 thousand), and the Capital Improvement Project Fund to provide funding for a shared campus for the Municipal Services and Operations staff (\$4.61 million).

A graph of those transfers is listed below:

<b>Fund Transfer to:</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Revised</b>	<b>FY 2021 Recommended</b>	<b>% Change</b>
General	\$ 3,085,000	\$ 2,659,000	\$ 2,837,000	6.69%
Vehicle & Equipment	-	-	401,000	100.00%
Capital Improvements	-	-	110,000	100.00%
Non-Bonded Construction	1,019,675	1,739,000	3,021,000	73.72%
<b>Total</b>	<b>\$ 4,104,675</b>	<b>\$ 4,398,000</b>	<b>\$ 6,369,000</b>	<b>44.82%</b>

This revenue generates \$6.37 million, which represents an increase over the prior year. The largest increase is a plan to cash fund more projects in the 2020-2024 Capital Improvement Plan (CIP).

The graph below provides a ten-year history.

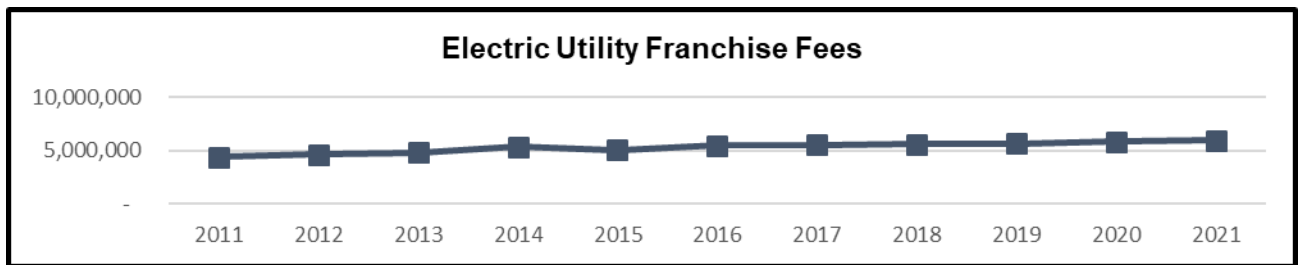


### Electrical Franchise Fees

The City charges a license fee of five percent on the gross receipts derived from the sale of electricity for domestic and commercial consumption in the City. The tax is collected by the utility company and remitted to the City the following month.

This revenue generates \$5.99 million, which represents a 2.59% increase over the prior year. This revenue is projected based upon historical trend analysis.

The graph below provides a ten-year history.



### Transfers from the Transportation Sales Tax Fund

In FY 2021, the City is planning on transferring funds to the Vehicle and Equipment Replacement Plan (\$2.24 million), and the Capital Improvement Project Fund (\$3.50 million).

A chart of those transfers is listed below:

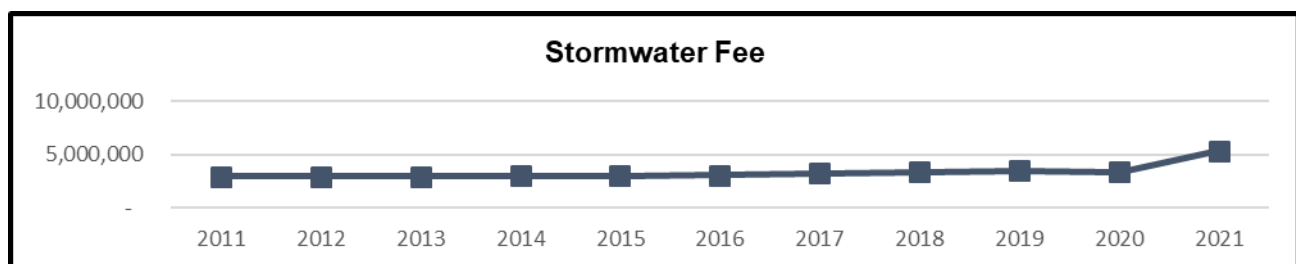
Fund Transfer to:	FY 2020		FY 2021		% Change
	Fy 2019 Actual	Revised	Recommended		
Vehicle & Equipment	\$ -	\$ -	\$ 2,238,000		100.00%
Capital Improvement	-	-	3,500,000		100.00%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,738,000</b>		<b>100.00%</b>

### Storm Water Charges

These revenues are based on the area of impervious surface on the property. The amount charged is determined by multiplying the number of Equivalent Residential Unit (ERU's) by the current rate. An ERU is 2,366 square feet. The rates are set by the City Commission and can be found here: <https://lawrenceks.org/utility-billing/rates/>.

This revenue generates \$5.39 million, which represents a 58.98% increase over the prior year, assuming the projected rate model is adopted. The budget reflects a rate increased based upon the rate model which considers current cash flow needs, and ongoing capital and operating expenses.

The graph below provides a ten-year history.



### Transfers from the Special Gasoline Tax Fund

In FY 2021, the City is planning on transferring funds to the General Fund (\$3.91 million) to consolidate where road maintenance expenditures are budgeted. Prior to FY 2021, the road maintenance expenses were captured in several different funds making the total investment in road infrastructure difficult for the public to determine.

## Transfer from the Storm Water Fee

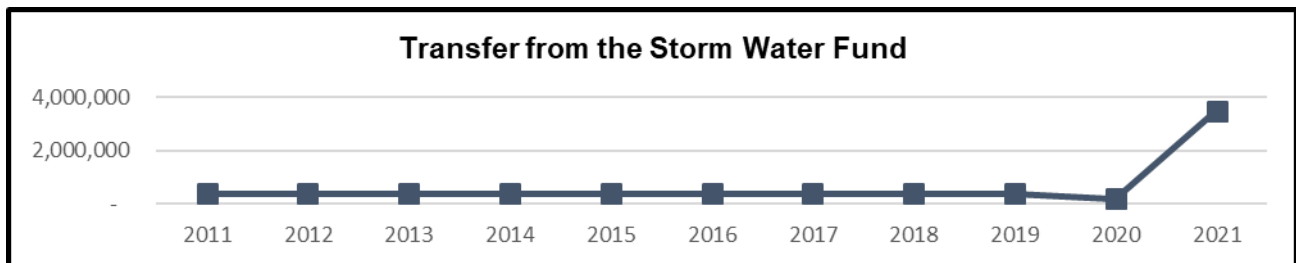
The Storm Water Fund transfers moneys to several funds to support operations and maintain capital equipment. The fund also transfers 6% of revenues as a Payment in Lieu of a Franchise Tax (\$431 thousand) to help support the road maintenance plan for the City. The Fund transfer funds to the Bond and Interest Fund to support bond funded storm water projects (\$261 thousand). The Fund also transfers to the Vehicle and Equipment Replacement Plan (\$260 thousand), the Water/Wastewater Fund for shared employee expenses (\$24 thousand), and the Capital Improvement Project Fund (\$2.51 million).

A chart of those transfers is listed below:

Fund Transfer to:	FY 2021			
	FY 2019 Actual	FY 2020 Revised	Recommended	% Change
General	\$ 400,000	\$ 203,000	\$ 431,000	112.32%
Bond & Interest	1,000	1,000	261,000	26000.00%
Vehicle & Equipment	-	-	260,000	100.00%
Water/Wastewater	-	-	24,000	100.00%
Capital Improvement	-	-	2,510,000	100.00%
<b>Total</b>	<b>\$ 401,000</b>	<b>\$ 204,000</b>	<b>\$ 3,486,000</b>	<b>1608.82%</b>

This revenue generates \$3.49 million, which represents an increase over the prior year. The largest increase is a plan to transfer funds to the 2021-2025 Capital Improvement Plan (CIP).

The graph below provides a ten-year history.

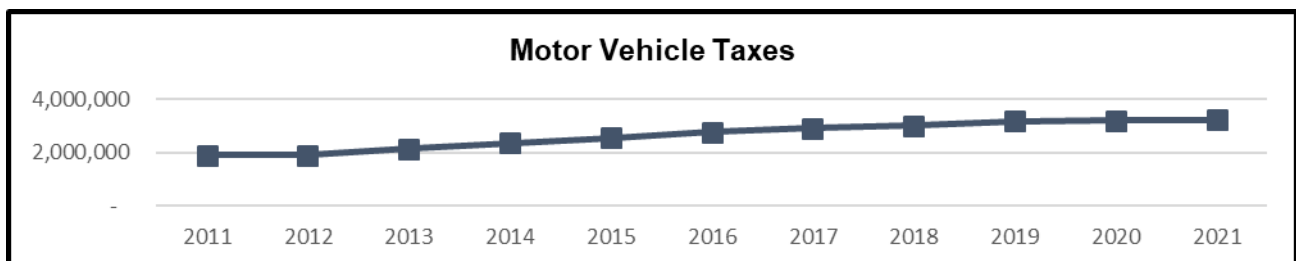


## Motor Vehicle Taxes

This tax is applied to all vehicles registered in the City of Lawrence. The County Treasurer collects and distributes this tax to all taxing jurisdictions according to a state-mandated formula.

This revenue generates \$3.23 million, which represents a 0.59% increase over the prior year. The revenue is projected based on the State's formula.

The graph below provides a ten-year history.

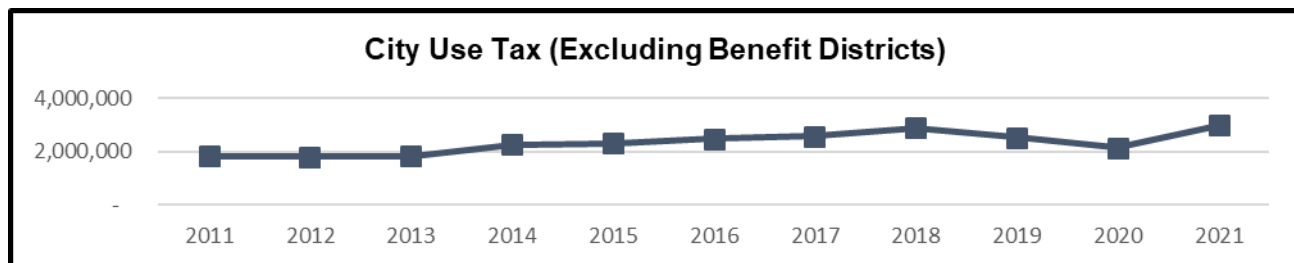


## Compensating Use Tax

Compensating use tax is a tax paid to out-of-state retailers on goods and merchandise purchased from other states and used, stored, or consumed in Kansas on which no sales tax was paid. The rate is equivalent to the sales tax rates. The City has a 1% general sales tax. The City also has three special sales taxes that all expire March 31, 2029. 0.3% for streets, infrastructure, and equipment; 0.2% for public transportation, and 0.05% for public housing.

This revenue generates \$2.97 million, which represents a 38.06% increase over the prior year. Due to the Coronavirus, and the slowing down of our economy, the City is projecting a decrease in FY 2020 of 15% compared to collections in FY 2019. We are projecting an increase over the revised 2020 estimate which puts us closer to our historical sales tax growth projection, while still recognizing a lag in the local economy.

The graph below provides a ten-year history.



## Transfer from the General Fund

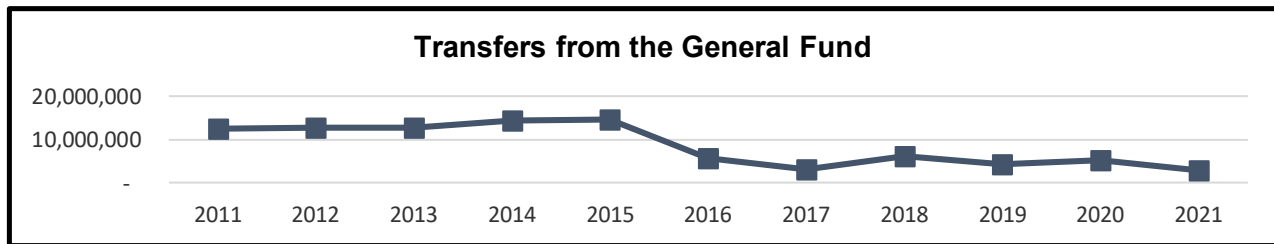
The General Fund transfers moneys to various funds to support a variety of activities. Most notably, in 2021 the City is transferring \$1.9 million from the General Fund to support the Vehicle and Equipment Replacement Plan.

A chart of those transfers is listed below:

Fund Transfer to:	FY 2019 Actual	FY 2020 Revised	FY 2021 Recommended	% Change
Recreation	\$ -	\$ 3,382,000	\$ -	-100.00%
Capital Improvements	2,173,926	-	-	0.00%
Housing Trust	350,000	350,000	350,000	0.00%
Vehicle & Equipment	1,309,000	460,000	1,896,000	312.17%
Special Alcohol	124,627	-	-	0.00%
Bond & Interest	398,000	-	398,000	100.00%
Sanitation	-	-	-	0.00%
Airport	-	165,000	252,000	52.73%
Public Parking	-	46,000	-	-100.00%
Golf Course	-	685,000	-	-100.00%
Total	\$ 4,355,553	\$ 5,088,000	\$ 2,896,000	-43.08%

This revenue generates \$2.9 million, which represents a decrease over the prior year, primarily from consolidating the General Fund and the Recreation Fund.

The graph below provides a ten-year history.



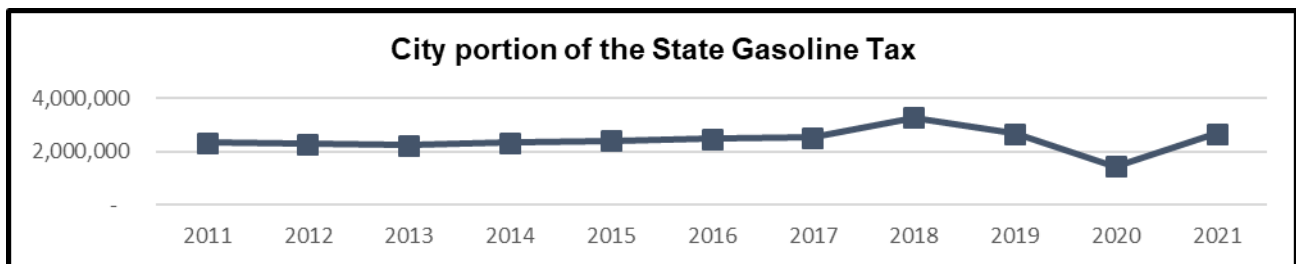
Note: Before 2016, the City budgeted all sales taxes in the General Fund, and then transferred them to the special revenue funds.

### City portion of the state Gasoline Tax

The City receives funds from the state gasoline tax for use on our public roadway network. These funds are allocated to the City based upon our percentage of the State population.

This revenue generates \$2.67 million, which is an 84.83% increase over the prior year, due to COVID-19 related drops from the historical trendline. The 2021 budget assumes that travel will resume to pre-covid levels.

The graph below provides a ten-year history.

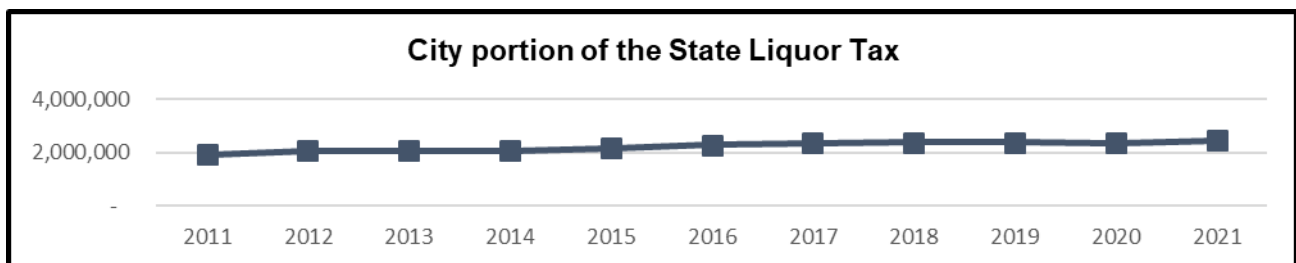


### City portion of the State Liquor Tax

Kansas imposes a 10 percent liquor drink tax on the sale of drinks containing alcoholic liquor by clubs, caterers, or drinking establishments. The 10 percent liquor drink tax is also imposed on the acquisition cost of alcoholic liquor used in free samples offered by clubs and drinking establishments. The City receives 70% of these funds and distributes 1/3 to the general fund, 1/3 to the special parks and recreation fund, and 1/3 to the special alcohol fund.

This revenue generates \$2.45 million, which represents a 4.47% increase over the prior year. This revenue is projected based upon historical trends.

The graph below provides a ten-year history.

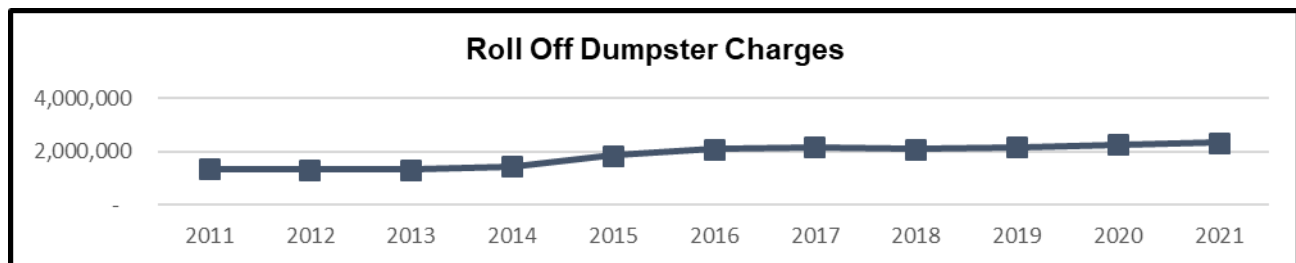


### Roll-off disposal charges

Roll-off services are available for high volume waste generators. Roll-off containers are ideal for commercial, industrial, and construction-demolition sites, and for peak volume generation events (such as move-in and move-out for residential complexes). The rates are set by the City Commission and can be found here: <https://lawrenceks.org/swm/rolloffservices/>.

This revenue generates \$2.34 million, which is 2.99% higher than the prior year. This revenue is not currently tied to a rate model, but the City is working on a model for the future.

The graph below provides a ten-year history.

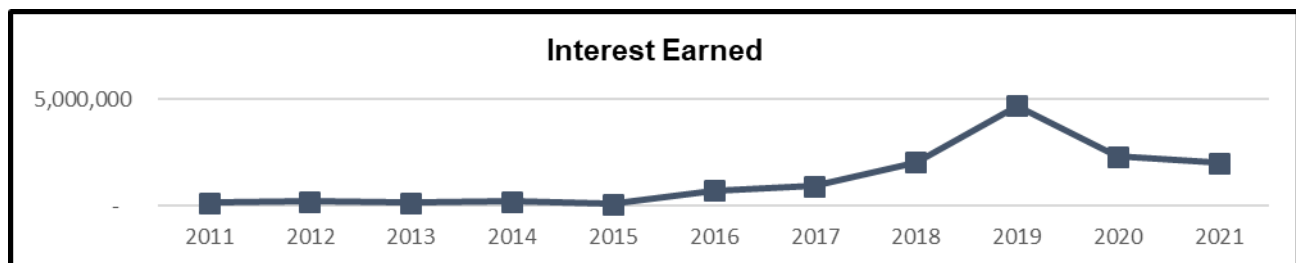


### Interest Earned

Revenues earned on the investments currently held by the City.

This revenue generates \$2 million, which is 12.75% lower than the prior year, due to the cash reserve spenddown caused by the revenue decline due to the Coronavirus. This revenue is based on cash projections and traditional spending patterns.

The graph below provides a ten-year history.

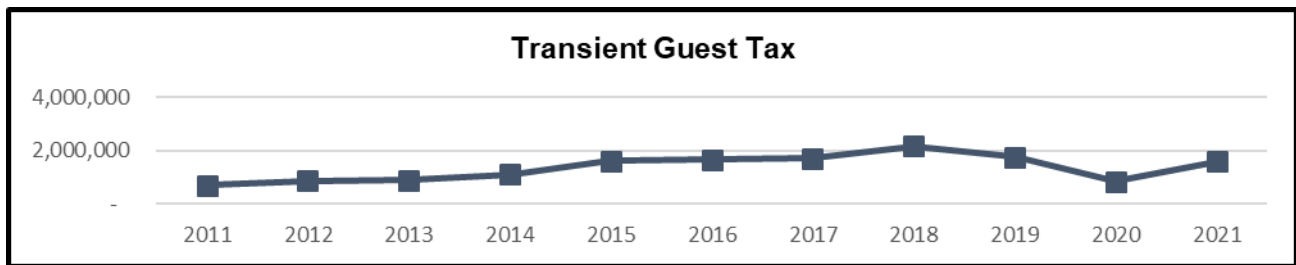


### Transient Guest Tax

The Transient Guest Tax is a tax imposed on guests of hotels or other lodging facilities. This tax is commonly referred to as a "bed tax," "hotel occupancy tax," or "motel tax." The rate is set by the City Commission and is currently 6%.

This revenue generates \$1.6 million, which is higher than the prior year. This revenue was one of the hardest hit in FY 2020 due to the Coronavirus. This projection is predicated on the economy bouncing back and the events that were cancelled in 2020 not being cancelled in 2021. If the virus is still causing restrictions to group gatherings, and the type of events cancelled in 2020 are again cancelled in 2021, this revenue will have to be revised.



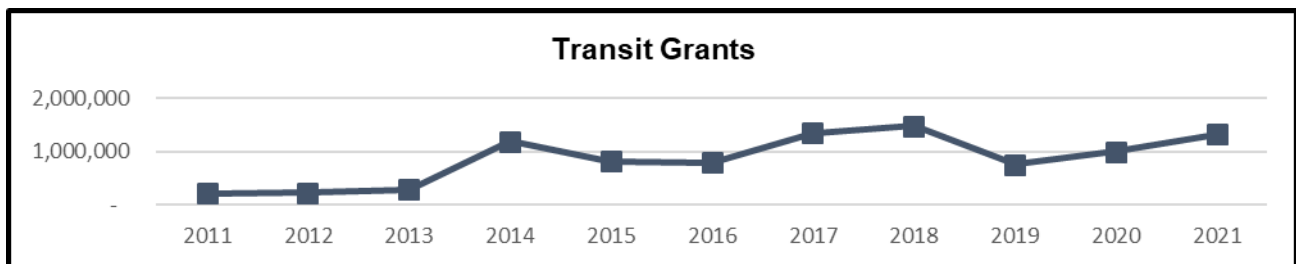


### Federal Transit Grants

The City applies for and receives money through the Kansas Department of Transportation (KDOT) for the Comprehensive Transportation program. This program helps support our public transit system with about 40% of the grant going toward capital and the remaining 60% going towards operations.

This revenue generates \$1.3 million, which is higher than the prior year. The revenue is projected based on the transportation department's grant requests.

The graph below provides a ten-year history.

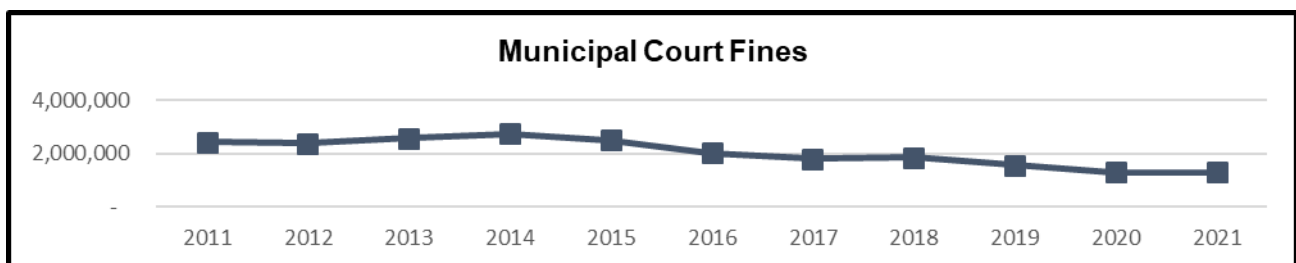


### Municipal Court Fines

These revenues derive from the fines assessed by the municipal court judge for violation of City Ordinances.

This revenue generates \$1.3 million, which is flat with the revised prior year. This revenue has been trending down since 2014 with a slight increase in 2018. Based on historical trends, we are recommending leaving this revenue flat.

The graph below provides a ten-year history.

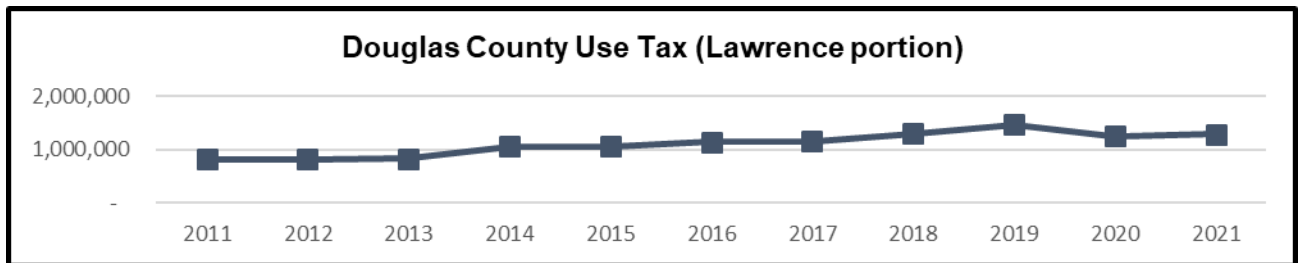


### Douglas County Compensating Use Sales Tax

Compensating use tax is a tax paid to out-of-state retailers on goods and merchandise purchased from other states and used, stored, or consumed in Kansas on which no sales tax was paid. The rate is equivalent to the sales tax rates. Douglas County has a 1% general sales tax. Based on State Law, half of the revenue is distributed among the county and incorporated cities in the county based on the total tangible property tax levies in each jurisdiction for the previous year. The other half of the revenue is distributed among the county and incorporated cities in the county based on the population in each jurisdiction.

This revenue generates \$1.29 million, which represents a 3.53% increase over the prior year. Due to the Coronavirus, and the slowing down of our economy, the City is projecting a decrease in FY 2020 of 15% compared to collections in FY 2019. We are projecting an increase over the revised 2020 estimate which puts us closer to our historical sales tax growth projection, while still recognizing a lag in the local economy.

The graph below provides a ten-year history.

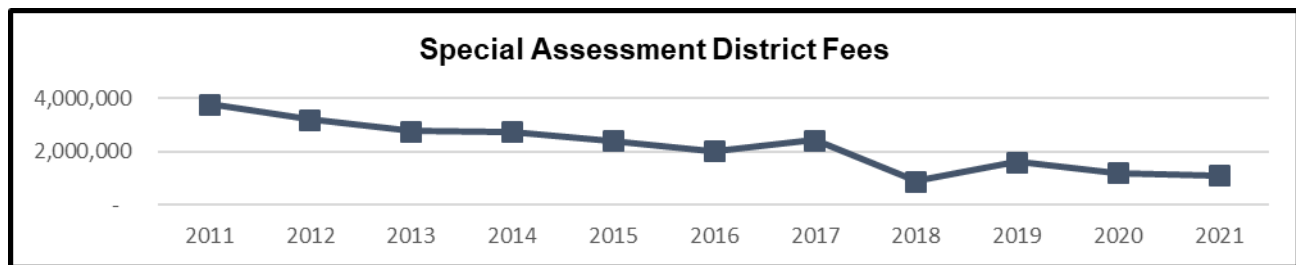


### Special Assessment District Fees

Whenever a development, or neighborhood goes through the process to develop a Special Assessment District, those revenues are recorded here. Most Special Assessment Districts are developed for neighborhoods to share in the development expenses of improved infrastructure such as road/sidewalk improvements, traffic signalization improvements, etc.

This revenue generates \$1.12 million, which is 6.43% lower than the prior year. This revenue is projected based on current debt service requirements for the Special Assessment Districts.

The graph below provides a ten-year history.



### Transfer from the Special Recreation Fund

In FY 2021, the City is planning on transferring funds to the General Fund (\$1.05 million) to consolidate where recreation expenditures are budgeted. Prior to FY 2021, the recreation expenses were captured in several different funds making the total investment in recreation difficult for the public to determine.

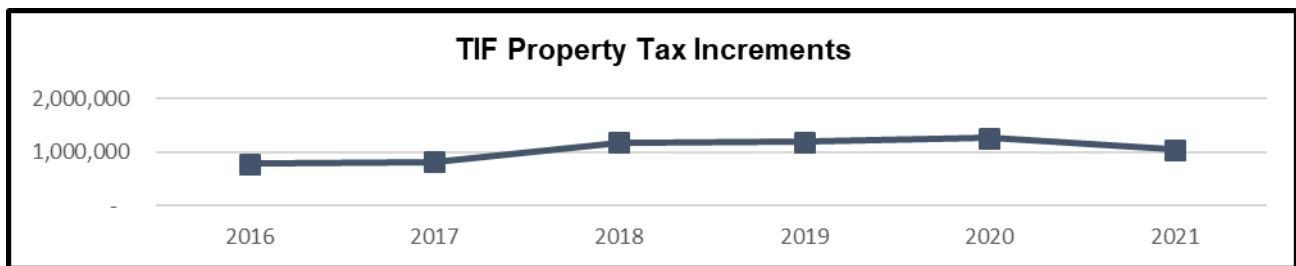
### Tax Increment Finance (TIF) Property Taxes

These revenues are used to account for property taxes that are captured by the TIF and paid to the developer as an economic development incentive for the project. The City has four active TIF districts with property tax abatements.

TIF Districts:	FY 2019 Actual	FY 2020 Revised	FY 2021 Recommended	% Change
Oread	\$ 369,804	\$ 397,000	\$ 368,000	-7.30%
9th & New Hampshire (North)	470,068	460,000	301,000	-34.57%
9th & New Hampshire (South)	321,315	376,000	347,000	-7.71%
901 New Hampshire	28,241	29,000	29,000	0.00%
<b>Total</b>	<b>\$ 1,189,428</b>	<b>\$ 1,262,000</b>	<b>\$ 1,045,000</b>	<b>-17.19%</b>

This revenue generates \$1.04 million, which is 17% lower than the prior year. This revenue is projected based on historical trends.

The graph below provides a five-year history.



Note: The City did not have any active TIF projects from 2011-2015.



City of Lawrence

## Appendix B: Personnel Summary

2021

# Personnel Summary

## INTRODUCTION

This appendix is intended to help outline the authorized number of full-time equivalents (FTEs) that were included in the adopted budget. The charts below summarize FTEs by both department and fund. In the following pages, the positions approved are included and organized by department.

Department	2021 Budget
City Commission	5.0
City Auditor	-
Office of the City Manager	44.5
Planning & Development Services	30.0
Finance	19.6
Information Technology	13.0
Office of the City Attorney	25.5
Police	179.0
Fire Medical	156.0
Municipal Services & Operations	309.0
Parks & Recreation	77.3
TOTAL	858.9

Fund	2021 Budget
Administrative Services	29.50
Airport Improvement	1.00
Central Maintenance	17.00
Community Development	2.25
Fair Housing Grant	0.10
Farmland Remediation	0.70
General	481.93
Golf Course	5.50
Grants	3.03
Guest Tax	3.00
Home Program Fund	0.35
Public Parking	10.00
Recreation	37.25
Solid Waste	90.60
Special Gas Tax	25.70
Storm Water	14.60
Transit Sales Tax	0.97
Transportation Planning	1.60
Water/Sewer	133.83
TOTAL	858.9

## City Attorney's Office

Position Title	Number of FTEs
Administrative Specialist	5.00
Assistant City Attorney	1.00
City Attorney	1.00
City Prosecutor	1.00
Court Clerk	6.00
Court Security Guard	1.50
Deputy City Attorney	1.00
Legal Analyst	1.00
Legal Assistant	3.00
Municipal Court Manager	1.00
Municipal Judge	1.00
Probation Officer	1.00
Supervising Prosecutor	1.00
Warrant and Probation Specialist	1.00
<b>TOTAL</b>	<b>25.50</b>

Fund	Number of FTEs
General	13.50
Administrative Services	9.90
Fair Housing Grant	0.10
Public Parking	2.00
<b>TOTAL</b>	<b>25.50</b>

## City Commission

Position Title	Number of FTEs
City Commissioner	5.00
<b>TOTAL</b>	<b>5.00</b>

Fund	Number of FTEs
General	5.00
<b>TOTAL</b>	<b>5.00</b>

## City Manager's Office

Position Title	Number of FTEs
Administrative Technician	8.00
Assistant City Manager	3.00
City Clerk	1.00
City Manager	1.00
Communications and Creative Resources Manager	1.00
Deputy City Clerk	1.00
Economic Development Administrator	1.00
Human Resources Advisor	3.00
Human Resources Analyst	3.00
Human Resources Manager	1.00
Human Resources Technician	0.50
Marketing Specialist	2.00
Parking Control Officer	4.00
Parking Control Technician	1.00
Parking Supervisor	1.00
Payroll Specialist	1.00
Public Transit Manger	1.00
Risk Management Analyst	1.00
Senior Administrative Specialist	5.00
Senior Parking Control Officer	1.00
Transportation Planner	1.00
Transportation Specialist	1.00
Video Production Specialist	1.00
Web Content Administrator	1.00
<b>TOTAL</b>	<b>44.50</b>

Fund	Number of FTEs
General	10.00
Administrative Services	22.50
Grants	3.03
Guest Tax	1.00
Public Parking	7.00
Transit Sales Tax	0.97
<b>TOTAL</b>	<b>44.50</b>

## Finance Department

Position Title	Number of FTEs
Accountant	2.00
Budget and Strategic Initiatives Administrator	1.00
Director	1.00
Financial Specialist	4.00
Financial Supervisor	1.00
Financial Technician	6.63
Senior Accountant	1.00
Senior Financial Specialist	3.00
<b>TOTAL</b>	<b>19.63</b>
Fund	Number of FTEs
Administrative Services	7.00
Water/Sewer	12.63
<b>TOTAL</b>	<b>19.63</b>

## Fire Medical

Position Title	Number of FTEs
Fire Battalion Chief	3.00
Fire Captain	17.00
Fire Chief	1.00
Fire Division Chief	7.00
Fire Engineer	1.00
Fire Engineer/AEMT	47.00
Fire Engineer/Paramedic	14.00
Fire Lieutenant/AEMT	16.00
Fire Lieutenant/Paramedic	10.00
Fire Medical Analyst	1.00
Firefighter (Extraboard)	12.00
Firefighter/AEMT	9.00
Firefighter/Paramedic	15.00
Medical Billing Technician	2.00
Medical Claims Supervisor	1.00
<b>TOTAL</b>	<b>156.00</b>

## Fire Medical Cont.

Fund	Number of FTEs
General	156.00
<b>TOTAL</b>	<b>156.00</b>

## Information Technology

Position Title	Number of FTEs
Director	1.00
Technical Services Manager	1.00
Business Systems Analyst	3.00
Database Administrator	1.00
Network Architect	1.00
Network Technician	1.00
System Administrator	1.00
GIS Analyst	1.00
GIS Manager	1.00
Helpdesk Supervisor	1.00
Security Administrator	1.00
<b>TOTAL</b>	<b>13.00</b>
Fund	Number of FTEs
Administrative Services	13.00
<b>TOTAL</b>	<b>13.00</b>

## Municipal Services & Operations

Position Title	Number of FTEs
ADA Compliance Manager	1.00
Administrative Technician	5.00
Assistant MSO Director	2.00
Building Manager	9.00
Business Analyst	4.00
City Engineer	1.00
City Surveyor	1.00
Custodial Technician	1.00
Deputy MSO Director	1.00
Director	1.00



## Municipal Services & Operations Cont.

Position Title	Number of FTEs
Division Manager	2.00
Electrician	2.00
Engineering Program Manager	4.00
Engineering Technician	1.00
Field Technician Specialist	2.00
Field Technologist	7.00
Fleet Application Specialist	1.00
General Manager	4.00
GIS Analyst	5.00
HVAC Technician	2.00
Inventory Administrator	3.00
Inventory Assistant	1.00
Maintenance Technician	9.00
Mechanic I	1.00
Mechanic II	9.00
Operational Technician Specialist	4.00
Operations Specialist	4.00
Operations Supervisor	20.00
Operations Technician	17.00
Program Administrator	3.00
Project Engineer I	1.00
Project Engineer II	1.00
Project Inspector	7.00
Senior Project Engineer	4.00
Solid Waste Loader	30.00
Solid Waste Operator	38.00
Street Maintenance Lead Operator	1.00
Street Maintenance Operator	33.00
Technologist	2.00
Tire Technician	1.00
Traffic Control Technician	2.00
Traffic Signal Technician	3.00
Utility Field Representative	6.00
Utility Operator	44.00
Water Quality Lab Technician	5.00
<b>TOTAL</b>	<b>309.00</b>

## Municipal Services & Operations Cont.

Fund	Number of FTEs
General	37.20
Airport Improvement	1.00
Central Maintenance	17.00
Farmland Remediation	0.70
Public Parking	1.00
Solid Waste	90.60
Special Gas Tax	25.70
Storm Water	14.60
Water/Sewer	121.20
<b>TOTAL</b>	<b>309.00</b>
Function	Number of FTEs
Administration	6.70
Airport Maintenance	1.00
Central Maintenance	17.00
Clinton Water Treatment Plant	68.00
Engineering	28.70
Health	1.00
Kansas River Wastewater Treatment Plant	6.00
Kaw Water Treatment Plant	8.50
Meters	7.00
Property Maintenance	7.10
Public Parking	1.00
Sanitary Sewer Collection	3.50
Solid Waste Operations	90.60
Storm Water Field Operations	9.00
Stormwater Management	6.30
Street Maintenance	33.70
Traffic Engineering	7.30
Water Quality	6.60
<b>TOTAL</b>	<b>309.00</b>

Parks & Recreation	
Position Title	Number of FTEs
Administrative Assistant	0.63
Administrative Technician	3.00
Assistant Aquatics Supervisor	1.00
Assistant Director	1.00
Assistant Golf Course Professional	1.00
Assistant Nature Programmer	0.65
Business Analyst	1.00
Director	1.00
District Supervisor	1.00
Facility Maintenance Supervisor	6.00
Facility Maintenance Technician	17.00
Forester	4.00
Forestry Supervisor	1.00
Golf Course Professional	1.00
Golf Course Supervisor	1.00
Horticulture Manager	1.00
Horticulturist	6.00
Horticulturist Supervisor	1.00
Marketing Specialist	1.00
Nature Center Supervisor	1.00
Nature Programmer	1.00
Operations Programmer	4.00
Operations Supervisor	3.00
Park Operations Manager	3.00
Recreation Operations Manager	1.00
Recreation Program Manager	4.00
Recreation Programmer	5.00
Senior Administrative Specialist	2.00
Senior Facility Maintenance Technician	2.00
Street Maintenance Operator	2.00
<b>TOTAL</b>	<b>77.28</b>

Parks & Recreation Cont.	
Fund	Number of FTEs
General	32.53
Guest Tax	2.00
Recreation	37.25
Golf Course	5.50
<b>TOTAL</b>	<b>77.28</b>
Function	Number of FTEs
Administration	32.00
Aquatic Center	5.63
District #1	13.00
District #2	10.00
District #3	3.00
Golf Course	5.50
Nature Center	2.65
Sports Pavilion	5.50
<b>TOTAL</b>	<b>77.28</b>

Planning & Development Services	
Position Title	Number of FTEs
Assistant Director	1.00
Building Codes Manager	1.00
Building Inspector	3.00
Building Inspector Specialist	1.00
Code Enforcement Manager	1.00
Code Enforcement Officer	4.00
Community Development Analyst	1.00
Community Development Manager	1.00
Director	1.00
Housing Administrator	1.00
Permit Technician	1.00
Planner I	7.20
Planner II	0.80
Planning and Development Analyst	1.00
Planning Manager	1.00

## Planning & Development Services Cont.

Position Title	Number of FTEs
Plans Examiner	1.00
Senior Plans Examiner	1.00
Senior Project Specialist	1.00
Transportation Planning Manager	1.00
<b>TOTAL</b>	<b>30.00</b>

Fund	Number of FTEs
General	25.80
Community Development	2.25
Home Program Fund	0.35
Transportation Planning	1.60
<b>TOTAL</b>	<b>30.00</b>

## Police

Fund	Number of FTEs
Animal Control Officer	3.00
Crime Analyst	2.00
Crime Scene Technician	2.00
Detective	17.00
Evidence Technician	2.00
Information Technology Technician	1.00
Network Administrator	1.00
Network Manager	1.00
Business Analyst	1.00
Captain	7.00
Chief	1.00
Officer	111.00
Records Clerk	6.00
Records Manager	1.00
Sergeant	19.00
Teleservice Technician	2.00
Public Affairs Specialist	1.00
System Administrator	1.00
<b>TOTAL</b>	<b>179.00</b>

## Police Cont.

Fund	Number of FTEs
General	179.00
<b>TOTAL</b>	<b>179.00</b>

# 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



**Incorporated:** 1854

**Form of Government:** Council-Manager

**Number of City Commissioners:** 5

**County Seat:** Douglas County

**City Population:** 103,812

**Land Area:** 34.9

**Bachelor's Degree or Higher:** 53.3% 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:** 11,879

**City Residents' Median Household Income:** \$53,639

**Median Age:** 26.7

**Unemployment Rate:** 2.6%

**Hospital:** Lawrence Memorial Hospital

**Fire Medical Calls for Service:** 8,972

**Police Calls for Service:** 91,658

**Miles of Sanitary Sewer:** 461

**Miles of Water Mains:** 568

**Number of Parks:** 56

**Park Acreage:** 3,800

**Approximate Number of Volumes at the Lawrence Public Library:** 203,403





# Lawrence at a Glance

## Building Permits

Single Family	153
Commercial/Industrial	13
Total Value	\$213,984,111

## Fire/Medical

Stations	5
Firefighters/Officers	146
Number of Inspections	7,332
Fire Insurance Rating	1

## Police

Stations	2
Commissioned Officers	1539
Marked Units (vehicles)	36

## Water System

Plants	2
Service Connections	34,146
City Owned Fire Hydrants	3,690

## Sanitary Sewer

Plants	2
Service Connections	34,146
Average Daily Treatment	10 Million Gallons
Pump Stations	34

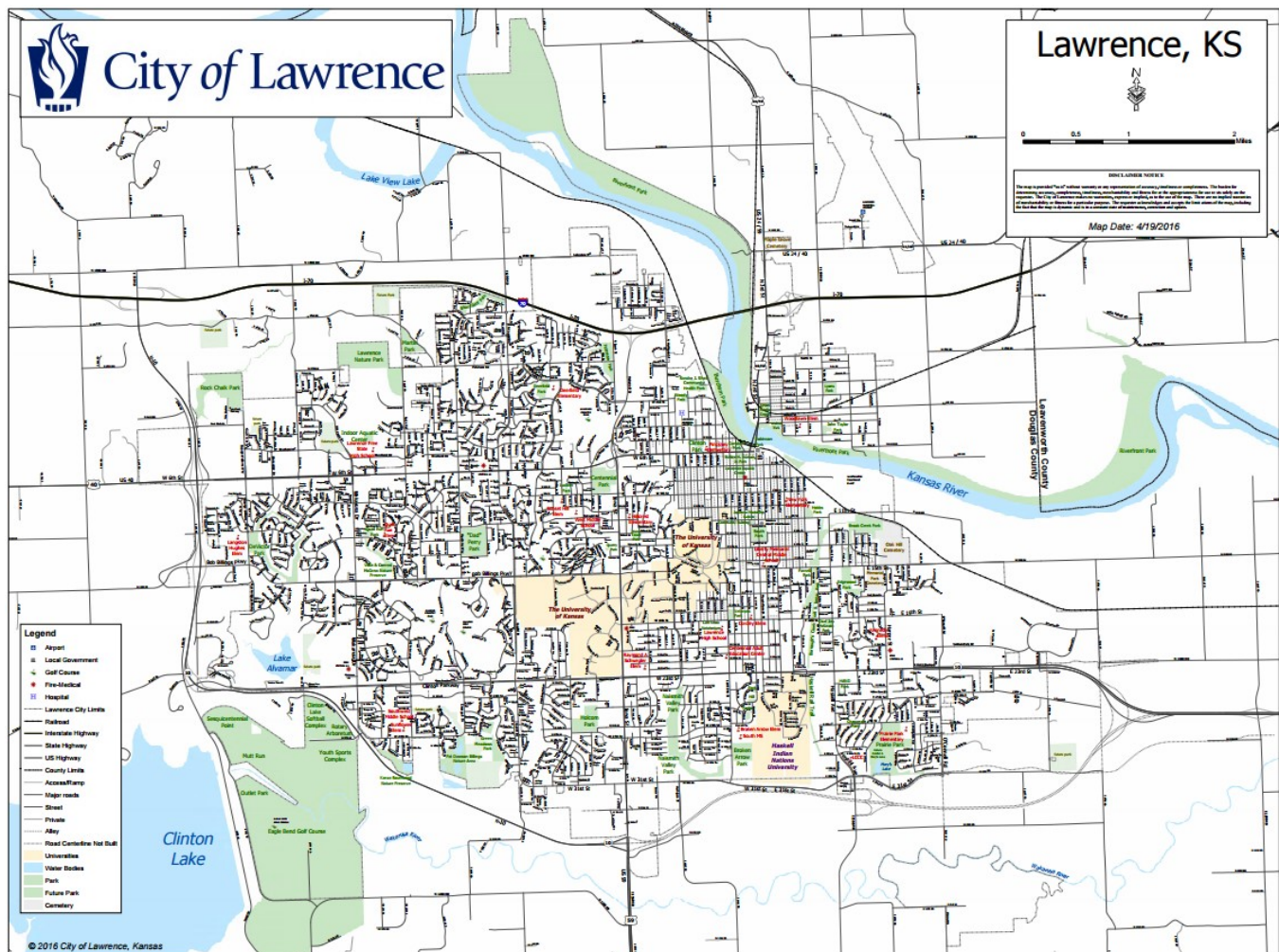
## Parks & Recreation

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



# Form of Government

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



# Legal Debt Margin

The Bond and Interest Fund is used to account for the resources dedicated to the payment of the principal and interest on the City's general obligation bonds. Revenues come from ad valorem property taxes, special assessments, interest earnings and transfers of surplus funds from capital projects. By December 31, 2020, the City's total general obligation debt was \$124,322,207. The City is limited by State law in the amount of general obligation debt it can incur (for more information regarding debt, please refer to our budget policy section). This limit is set at 30% of the total assessed valuation, including motor vehicle assessments. The legal debt margin as of December 31, 2020 is computed as follows:

Real & Personal Property Assessed Valuation - July 1, 2020	\$ 1,101,253,008	
Motor Vehicle Property Valuation - July 1, 2020	94,337,645	
Total Equalized Assessed Tangible Valuation	<u>1,195,590,653</u>	
Debt Limitation (30% of assessed valuation)		358,677,196
Total General Obligation Bonds	86,292,207	
Total General Obligation Notes	37,650,791	
Total General Obligation Debt	<u>123,942,998</u>	
Legal Debt Margin		<u>\$ 234,734,198</u>

\*For more information related to debt, see the Debt Management Policy and Debt Issuance Guidelines on pages 169-176.

# Future General Obligation Debt

The future annual requirements for general obligation bonds outstanding as of December 31, 2019, are as follows:

Year ending:	Governmental Activities		Business-Type Activities		Total Due
	Principal	Interest	Principal	Interest	
2020	\$ 7,378,000	\$ 2,983,654	\$ 3,565,000	\$ 358,937	\$ 14,285,591
2021	6,304,000	2,694,421	3,715,000	207,387	12,920,808
2022	6,535,000	2,470,075	725,000	37,500	9,767,575
2023	5,936,000	2,224,717	525,000	15,750	8,701,467
2024	5,767,000	2,009,825	-	-	7,776,825
2025-2029	24,398,000	7,280,987	-	-	31,678,987
2030-2034	21,565,000	3,351,103	-	-	24,916,103
2035-2039	6,995,000	662,794	-	-	7,657,794
	<u>\$ 84,878,000</u>	<u>\$ 23,677,576</u>	<u>\$ 8,530,000</u>	<u>\$ 619,574</u>	<u>\$ 117,705,150</u>





*City of* Lawrence

# Glossary

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

**Accrual:** Accounting for the expenditure at the time in which the transaction occurred rather than when the payment is made.

**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.

**Internal Service Fund:** Account for activities that provide goods and services to other departments or agencies on a cost-reimbursement basis. Some examples include: financial services, human resources, information systems, risk management, etc.

**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.

**Priority Based Budgeting:** A budgeting tool to review the budget by program or service area and determine a prioritization.

**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 103,812 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*

[www.lawrenceks.org](http://www.lawrenceks.org) | 6. E 6th Street, Lawrence, KS 66044 | 785.832.3400