



City of Lawrence

2022

budget

**ADOPTED OPERATING
BUDGET**

2022

**ADOPTED CAPITAL
IMPROVEMENT BUDGET**

2022-2026



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lawrence
Kansas**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

Mission

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

Vision

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

Organizational Values

Character

Competence

Courage

Collaboration

Commitment

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TRANSMITTAL MEMO

July 7, 2021



Craig Owens
City Manager

Honorable Mayor and City Commissioners,

I am honored to again propose the operating and capital budget for the City of Lawrence, Kansas. We continue to face ongoing impacts of the global pandemic even as locally we see reduced case counts and have begun as a community to fade the restrictions and safety precautions to allow a more socially and economically productive environment. Demand for services remains high and this budget assumes largely normal operations.

This is the first year we will work to operationalize the Strategic Plan adopted in 2020. This budget will return focus to the top priorities the community identified during a prolonged and extensive session of listening that culminated in the adoption of the Strategic Plan. Identified were 5 Outcomes: Unmistakable Identity, Strong, Welcoming Neighborhoods, Safe and Secure, Prosperity and Economic Security, and Connected City. These outcomes define what we are charged by the community to do.

Along with these priorities, we adopted a framework that also prescribes the standards we will meet as we deliver results. These are Community Engagement, Efficient and Effective Processes, Equity and Inclusion, Sound Fiscal Stewardship, Engaged and Empowered Teams, and Environmental Sustainability. When we deliver the outcomes, we will do so through a balance and commitment to these ways of doing our work together.

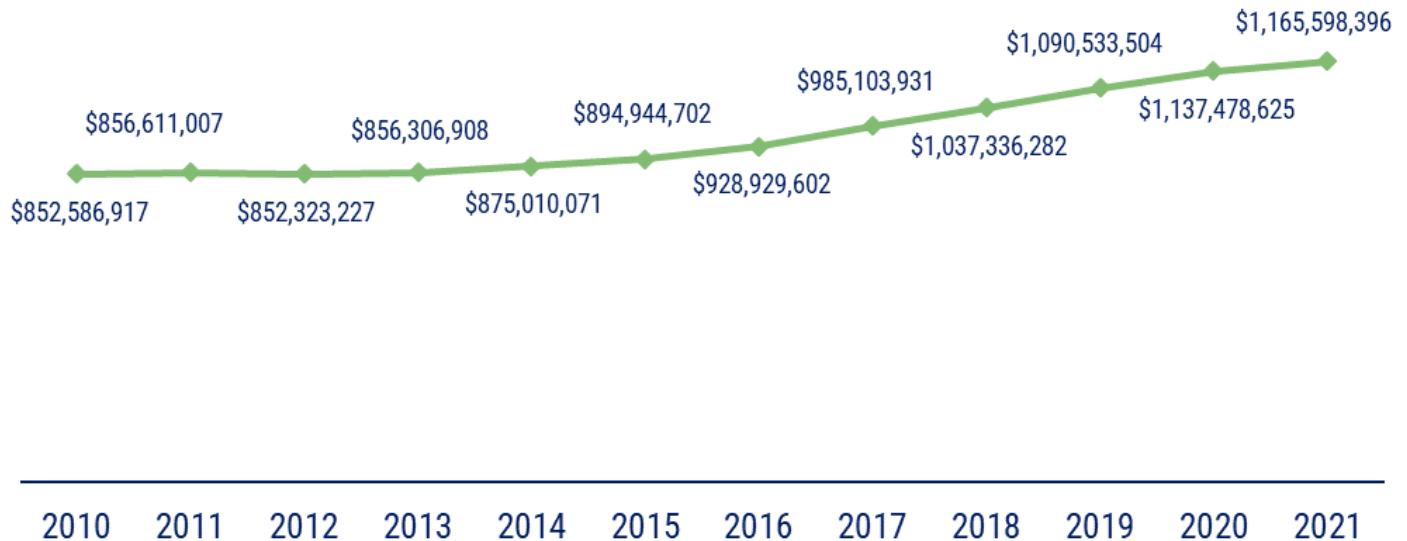
The Strategic Planning Framework drives the “what” and “how” of our work as a municipal organization. As we continue to align resources around this framework we will measure and report our progress. This reporting creates a feedback loop for community members, policy leaders and the professionals of the organization.

Revenues

The City continues to feel the impacts of COVID-19 but the FY2022 budget assumes growth in many of our key revenue streams. The chart below shows the historical trend in assessed valuation across the past 10 years. The FY2022 budget includes a 2.5% increase over the prior year.

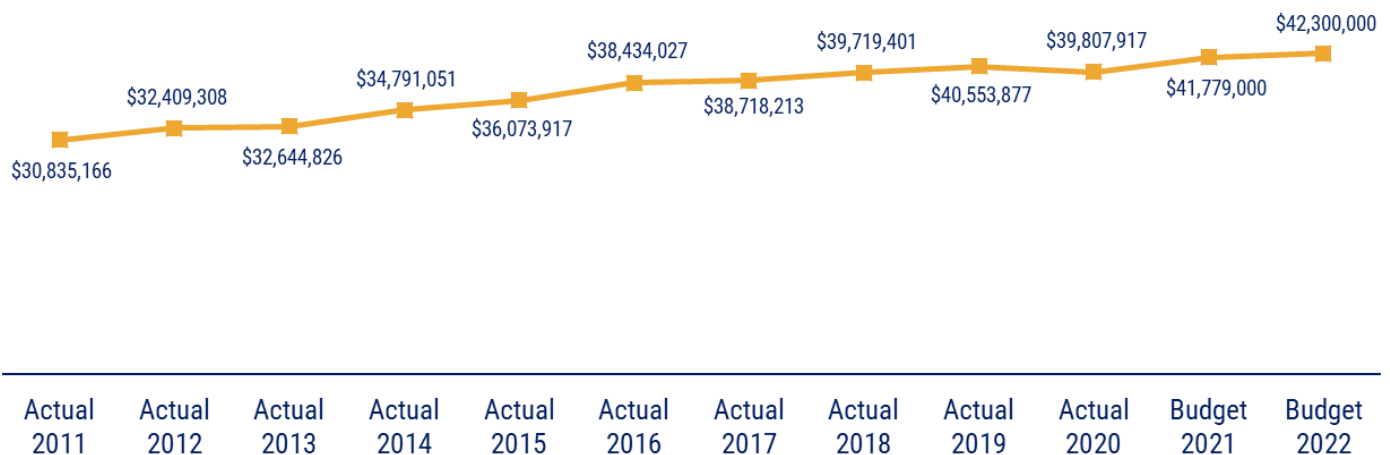
TRANSMITTAL MEMO

City of Lawrence Assessed Valuation 2010-2021



Another major revenue stream is sales tax, which was heavily impacted in 2020 but is starting to rebound. The budget assumes a 4.3% increase in sales tax in FY2022 over the 2019 actuals.

City of Lawrence Sales Tax 2011-2022

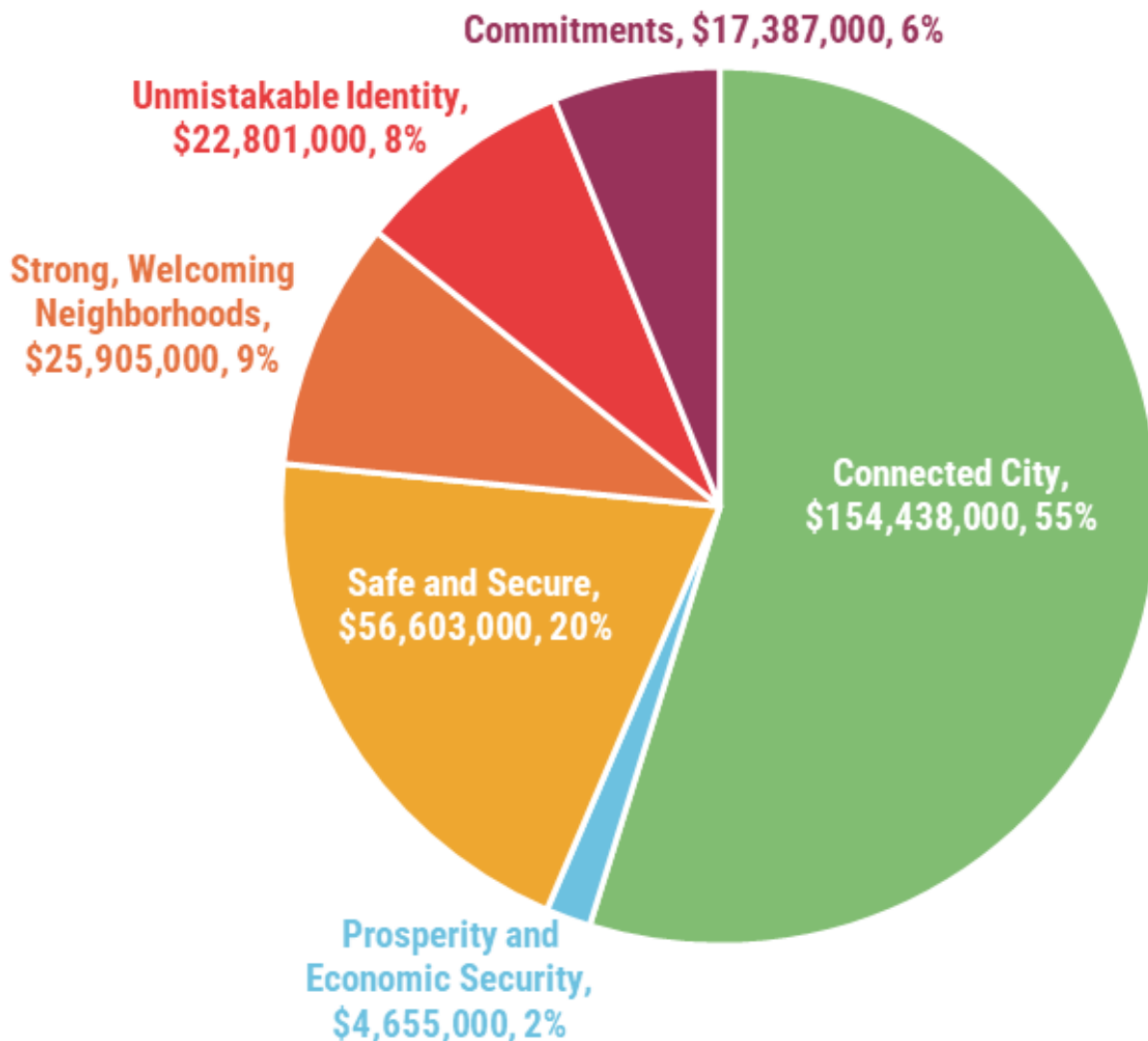


Finally, there are revenue increases that have been identified in City utilities (water/wastewater, solid waste, stormwater). However, the details of that will be presented later in 2021 with the update of the rate models. The rate models rely on the annual financial audit, which was recently completed.

TRANSMITTAL MEMO

Expenditures

The chart below shows the operating budget by strategic plan outcome area. This is the first year the strategic plan is being operationalized so further alignment will be made over the coming years.



Features of this Budget

This budget is presented with no property tax or sales tax rate increase.

This budget provides for no substantial reduction in any significant services provided by the city.

Though there are literally thousands of initiatives and programs in this budget that respond to the community's Strategic Plan priorities, three significant areas were prioritized.

TRANSMITTAL MEMO

Housing Initiatives

Homelessness and affordable housing are among the greatest challenges of our time. In 2017, Lawrence voters approved a dedicated sales tax to support affordable housing initiatives. As we continue our work on affordable housing needs through innovative projects and partnerships, we must also support the needs of people experiencing homelessness in our community.

The COVID-19 pandemic has worsened conditions and illuminated the urgent need to support those experiencing homelessness with safe, adequate housing and supportive human services. The City and County governing bodies recently adopted Joint Resolution No. 7373 which commits both organizations to collaborate on strategies to address homelessness. Recent efforts include the Built for Zero initiative to improve the system of services available to people experiencing homelessness. A complimentary effort includes an upcoming system needs assessment which will identify, at a community level, the investments needed in supportive services, sheltering and housing to eliminate chronic homelessness within the next three years. These initiatives position our community to pursue unprecedented Federal and State funding for solutions to homelessness made possible by pandemic relief legislation and the work of the United States Interagency Council on Homelessness.

The 2022 Proposed Budget expands our existing Community Development Division, within the Planning and Development Services Department, to support the City's engagement in strategies to reduce and end homelessness. The Community Development Division presently addresses Affordable Housing and federally funded homeowner and neighborhood assistance programs. The team will be rebranded as the Housing Initiatives Division with an expanded focus to include solutions to homelessness.

As we engage in this work, we advise focusing City resources on three specific outcomes: 1. Homeless Outreach, 2. Emergency Sheltering, and 3. Rapid Rehousing. To support this focus, the proposed budget consolidates previous outside agency funding (General Fund and Alcohol Funds) for programs that advance our goals in these three areas.

Infrastructure

The five-year Capital Improvement Plan adopted for the 2021 fiscal year comprehensively addressed the backlog of infrastructure maintenance and improvement that had accumulated from years of underfunding across multiple systems. We are now on a disciplined schedule of investment to assure system utility, reliability and lowest cost of ownership for the community. These are existing systems upon which all in our community depend and become more important for the most vulnerable in our population and for development of our economy.

TRANSMITTAL MEMO

Engaged and Empowered Teams

In 2018 the city hired McGrath and Associates, a national consulting firm specializing in public sector compensation, to take a comprehensive look at the compensation system for the city. They found general and specific lag in compensation compared to local and regional market pay for similar positions. They also studied internal equity of how positions were compensated in relation to different jobs within the organization. In 2021 many of these recommendations were still not addressed. This 2022 proposed budget makes substantial progress and prepares for final implementation in 2023 of these recommendations.

The commitment to keep up in a competitive market as we see significant labor shortages, particularly in the entry level and highly skilled classifications, recognizes the human infrastructure that must be maintained to do the critical work our community needs and demands.



Finding a Sustainable Balance

In approaching the significant public expectations in Lawrence I am reminded of a saying, "We can do anything, but we can't do everything." Over the past several years or even decades we have tried to do everything and have not fully embraced the idea that many of the things that we are "in business" to do as a city are not short term or simple.

We must be realistic about the full lifecycle cost of our infrastructure and understand delaying investment also makes that more expensive. Doing this year after year creates a balloon payment. We are paying off that balloon payment across several systems over the next five years. We do not recommend shorting necessary investment going forward and are not reflecting that here.

Like our physical infrastructure we must be disciplined and invest in our people consistently and to keep pace with other cities asking the same or even less of the people that serve their cities. The 2018 compensation study gave us the road map and this budget takes one of the final steps to closing those gaps. Many of those who work for the city are Lawrence and Douglas County residents. They understand the impact of all of our budget decisions on tax rates and fees. The management of our pay system should not only attract and retain strong, creative and compassionate public employees, but should manage these costs and hold them in line with

TRANSMITTAL MEMO

economic conditions in our region and in our community. This makes for predictable and manageable costs for the largest aspect of most any city's budget.

Through deep engagement with the public in 2019-20 we understand the necessity to prioritize the needs and expectations of our community and putting it in a framework that forces us to confront and balance competing perspectives. In all things we consider those we serve, those in our care in the organization, those who have been historically marginalized and underrepresented, the tax and financial burdens of our decisions, and the relationship we have with our planet and environment. There are no short-cuts if we are to continuously uphold all of our commitments and keep them perpetually in balance. The results, however, will characterize a high-performing government that reflects the values of the community.

Though we are offering a balanced budget with no property tax increase for FY 2022, there are looming challenges that must be addressed structurally and systematically over the next two years. The American Rescue Plan Act (ARPA) and other Federal assistance has helped us continue to provide the essential services our community needs to recover from the pandemic and continue our recovery from years of infrastructure underinvestment. However, these are temporary measures. *We face structural budget challenges if we are to deliver what this community says it needs in a responsible and sustainable way.* It is important that policy leaders and the community understand that some combination of service reductions, increased tax rates, or stronger growth in property values and sales tax or a combination of the above will be required to sustain direction. This is not a complicated reality, but it will be difficult and require difficult decisions and work as a community.

Economic Development and a Stronger Tax Base

The pandemic took a heavy toll on retail and on office and commercial space. The values were impacted and are returning to pre-pandemic levels at different paces but will return and continue to rise. We have seen manufacturing and light industrial expansion and new construction during the pandemic. Some of the vacant property at the east side of Lawrence seems to be rapidly filling and adding to the tax base and employment numbers. Retail has recently reignited and if it sustains will be a significant part of the solution to the structural imbalances.

Lawrence is unbalanced by not yet having the private sector job and commercial property tax base a city of our size would have. While housing is a priority, the growth of housing without commercial development to balance it will place a heavier burden on the city budget as residential development generally tends to consume more municipal services than it contributes as compared to commercial. The economic development strategic plan sets a course for the community to achieve a healthier local economy that achieves a very realistic potential to be seen on national radar.

Our strategic plan is built to guide this work, but it will take time to gain alignment and implement these strategies. Commitment from all parts of our community will be necessary to

TRANSMITTAL MEMO

build the economy that will support the needs and ambitions of the city-wide strategic plan and service expectations. The county, public school districts and the city all benefit from a stronger tax base.

Acknowledgement

I want to acknowledge the hundreds of hours of work invested by dozens of our team members to create this plan and make critical decisions to pull this together. We anchored it to the strategic plan, but it took a great deal of work to prioritize and balance this plan. In particular I recognize the work of Jeremy Willmoth, Finance Director, and Danielle Buschkoetter, Budget and Strategic Initiatives Manager who led this work.

Though proud of the work and the outcome, this is not the right budget for this community until the public engages with it and the City Commission makes the adjustments necessary. We look forward to answering questions and providing more detailed information on the strategies and ideas that have gone into it. We also look forward to working to make this the right plan for Lawrence through our meetings and discussions with the community in the weeks ahead.

Sincerely,



Craig S. Owens,
City Manager

ELECTED BODY

MAYOR

Brad Finkeldei



VICE MAYOR

Courtney Shipley



COMMISSIONER

Stuart Boley



COMMISSIONER

Lisa Larsen

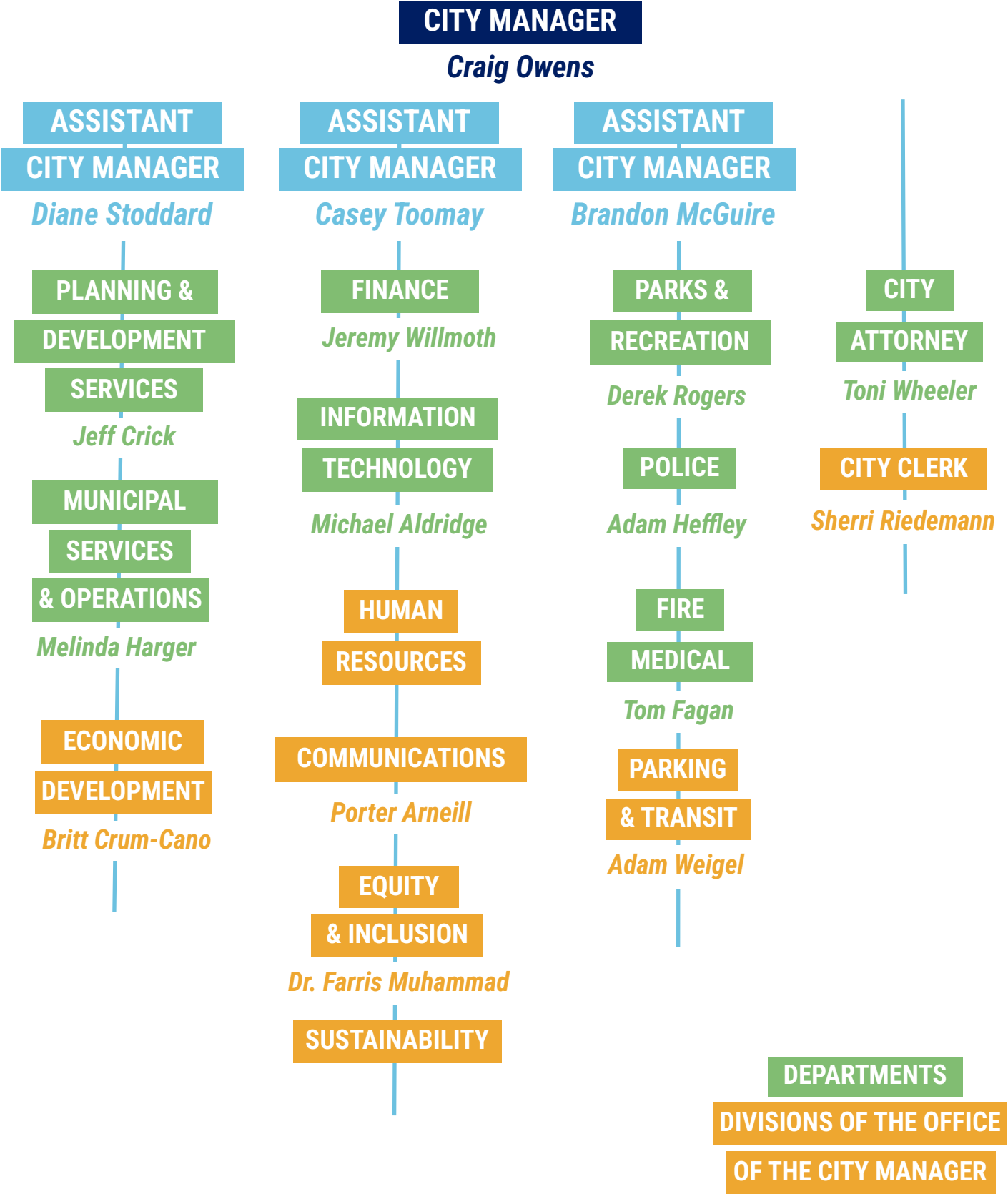


COMMISSIONER

Jennifer Ananda



ORGANIZATIONAL CHART



ABOUT LAWRENCE

history

1854

MAY 30

The Kansas territory opens for settlement per the Kansas-Nebraska act. Settlers would decide if the state would be a free state or a slave state. Before passage of the act, numerous tribal groups lived in the area, including those who had been here for centuries and those who more recently migrated to the area. The groups include the Kaw, Osage, Kickapoo, Sioux, and Shawnee people, among others.

1854

AUG 1

The first settlers from Vermont and Massachusetts reach Lawrence. Abolitionists from New England saw the new territory as an opportunity to settle with like-minded abolitionists.

1855

DEC 1

The Wakarusa War begins in Lawrence, first with attacks from a pro-slavery contingency and the killing of a Free State supporter. Fighting intensified between Free State Jayhawkers and pro-slavery Bushwhackers, with Kansas earning the name "Bleeding Kansas." This period in Kansas history would last until 1861.

1856

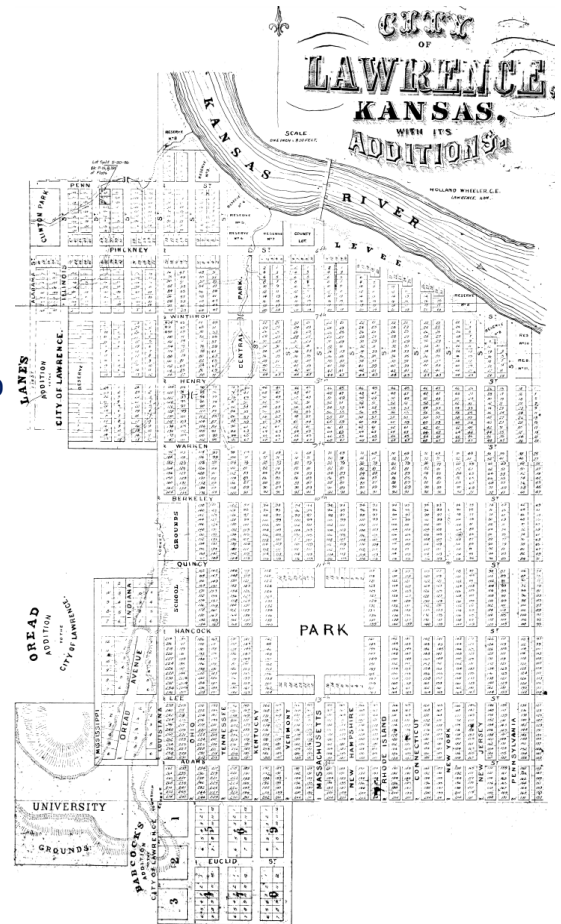
MAY 21

Following months of escalation, pro-slavery forces rode into town, ransacked two abolitionist newspapers and burnt down the Free State Hotel, in an event now known as the "Sacking of Lawrence."

1861

JAN 29

The U.S. Congress adopts the Wyandotte Constitution, establishing Kansas as a free state, and the state becomes immersed in the Civil War. Numerous homes, businesses and churches were demolished during the war. After the Civil War, Lawrence entered a rebuilding period and built many of the familiar sites in town today. While they went by different names when established, the University of Kansas, Haskell Indian Nations University, the Bowerstock Dam, and Elizabeth M. Watkins History Museum, were all constructed during the post-Civil War period.



ABOUT LAWRENCE *present day*

Today, Lawrence serves as the county seat for Douglas County and is the sixth largest city in Kansas. The City encompasses 34.3 square miles and is bordered by the Wakarusa and Kansas Rivers.

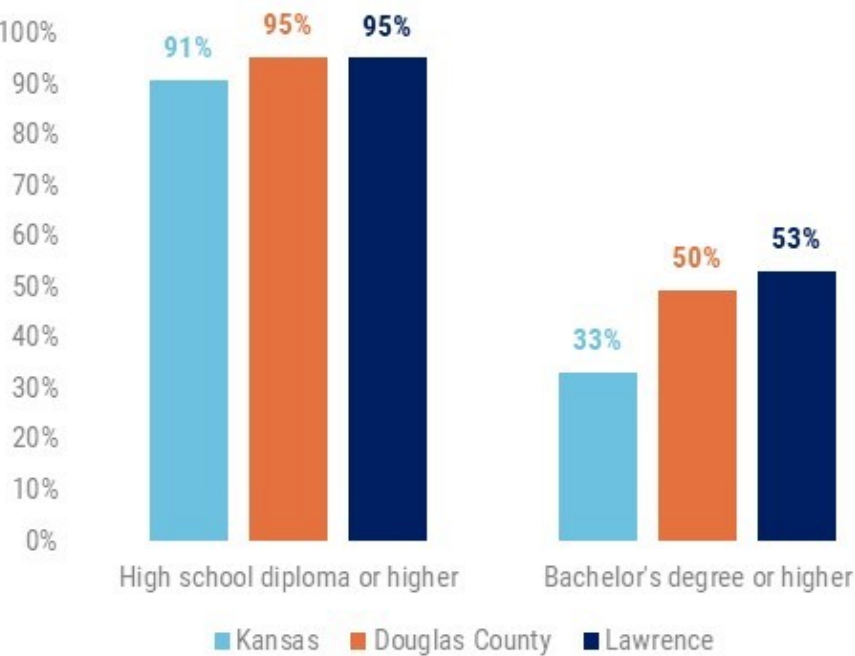
The City provides a full range of services, which include police and fire protection, construction and maintenance of infrastructure, community development and planning, and recreational and cultural activities. The City also operates water, wastewater, and stormwater utilities. In addition, the City provides both residential and commercial solid waste removal services to its residents.

Demographics

All demographic information for the City of Lawrence comes from the 2020 Census and the City’s Planning and Development Services Department, which collects population data. As of 2021, the population of Lawrence is 104,459.

EDUCATION

Percent of Residents with a high school diploma or higher and a bachelor’s degree or higher



Lawrence is a college town, home to the University of Kansas and Haskell Indian Nations University, the nation’s only inter-tribal university for Native Americans, representing more than 150 tribes from all across the country.

Unified School District No. 497 serves 11,000 Lawrence students attending 14 elementary schools, four middle school and two high schools.

ABOUT LAWRENCE

present day

ECONOMY

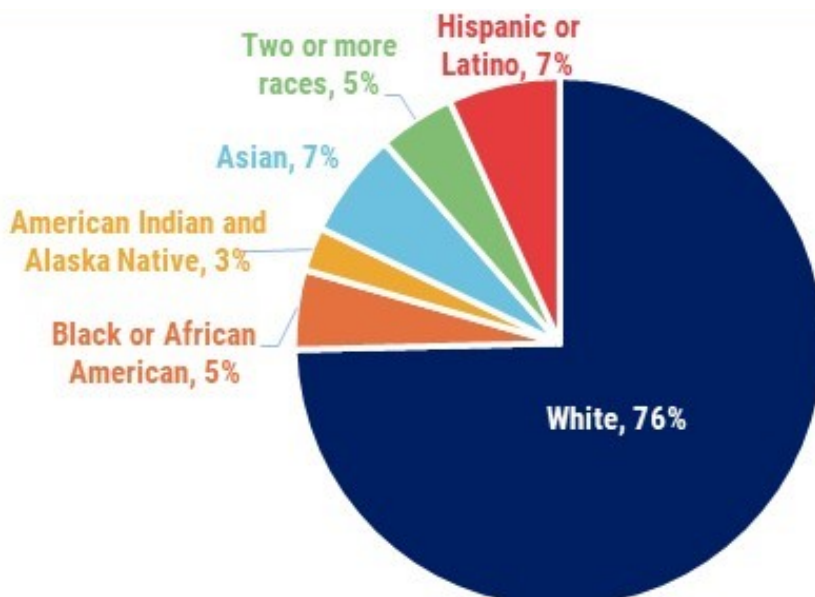
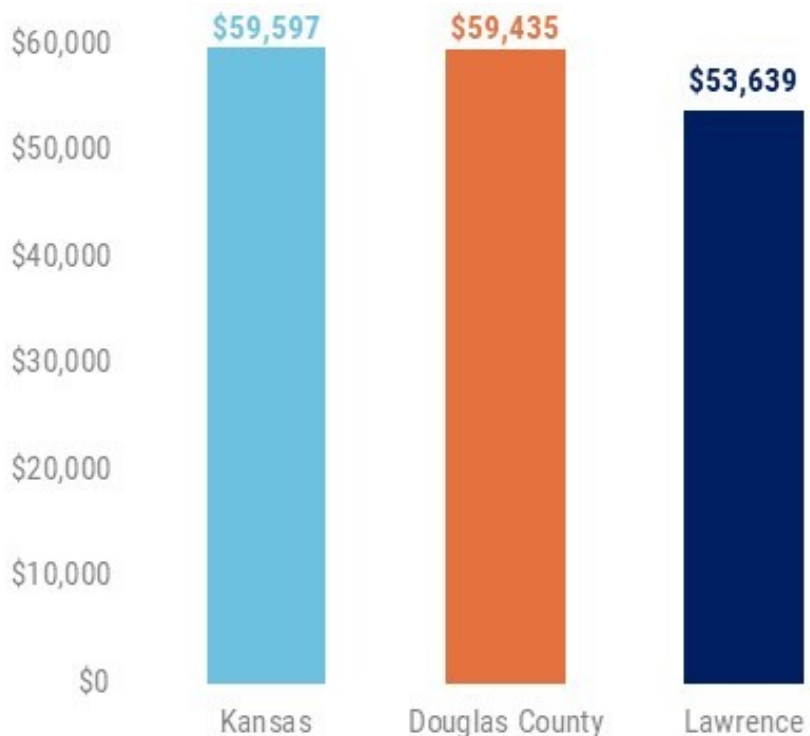
Lawrence has a diverse and varied economy with multiple retail and commercial hubs throughout the city.

The city has East Hills and Venture Park, both business parks located in the eastern part of the city.

At the end of 2020, the City's unemployment rate was 3.9% compared to 4.7% for the State of Kansas and the national rate of 6.7%.

Top employers in the city are the University of Kansas and Lawrence Public Schools, along with the City of Lawrence and Douglas County, and private employers, such as Berry Plastics and Hallmark Cards.

Median Household Income (2015-2019)

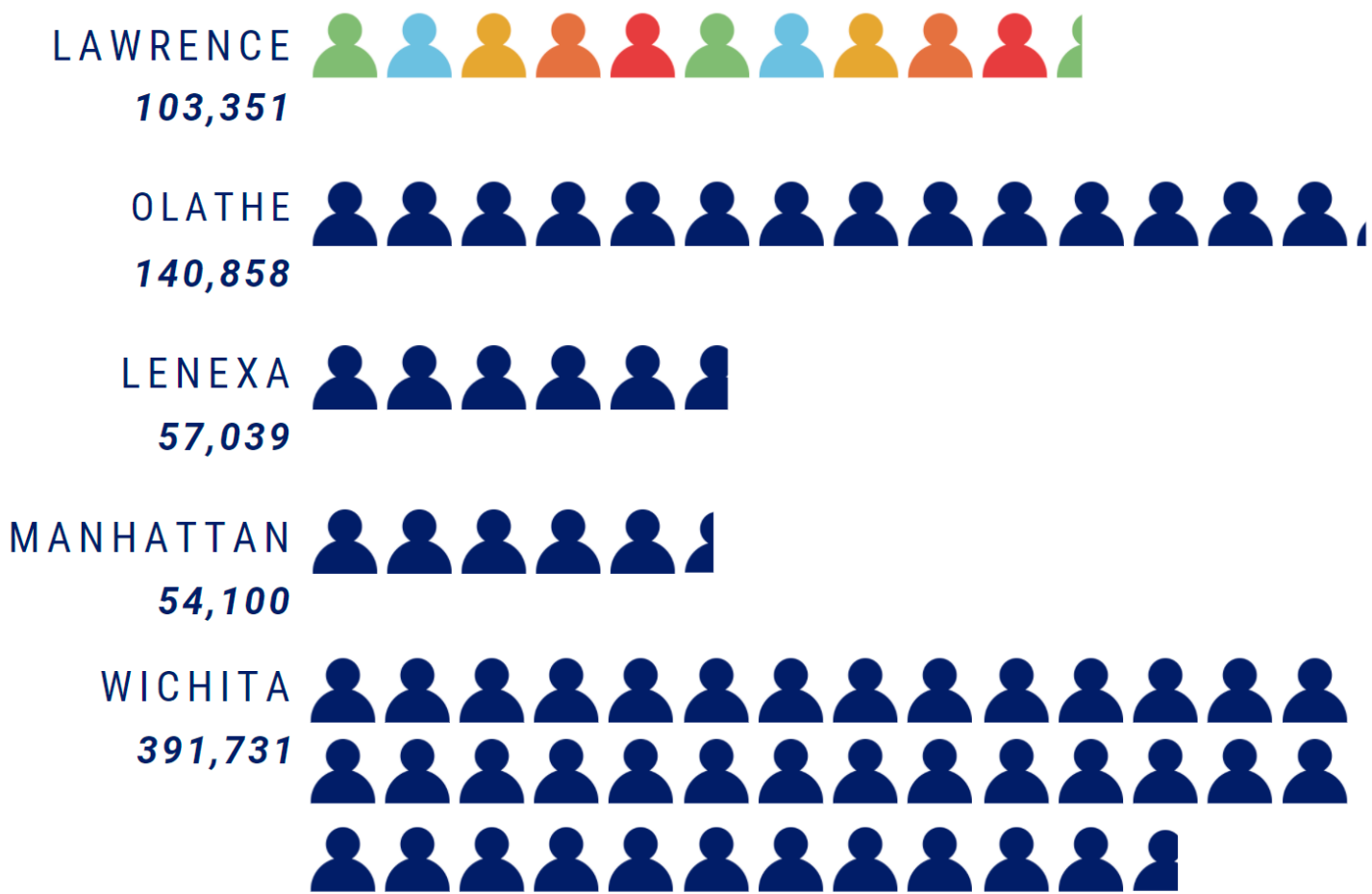


RACE & ETHNICITY DEMOGRAPHICS IN LAWRENCE

ABOUT LAWRENCE *peer comparison*

The City of Lawrence can be easily compared to peer cities on several demographic characteristics. Some of these peers include other Kansas cities: Olathe, Lenexa, Manhattan and Wichita.

POPULATION



ABOUT LAWRENCE *peer comparison*

PER CAPITA INCOME



The statistical information for each peer city can be found in their respective 2020 comprehensive annual financial reports, here:

Lawrence—assets.lawrenceks.org/finance/cafr/2020-CAFR.pdf,

Olathe—olatheks.org/home/showpublisheddocument/19251/637636845620500000,

Lenexa—lenexa.com/common/pages/DisplayFile.aspx?itemId=17715155,

Manhattan—cityofmhk.com/DocumentCenter/View/63765/2020-Financial-Report,

Wichita—[wichita.gov/Finance/FinancialDocuments/2020%20Comprehensive%20Annual%20Financial%20Report%20\(CAFR\).pdf](https://wichita.gov/Finance/FinancialDocuments/2020%20Comprehensive%20Annual%20Financial%20Report%20(CAFR).pdf)

ABOUT LAWRENCE

present day

WHAT MAKES LAWRENCE UNIQUE?

Today, Lawrence is known for its live music venues, vibrant art scene, and a walkable downtown known as “one the best destinations in Kansas.” Massachusetts Street, called Mass Street by locals, has locally owned restaurants, art galleries, unique shops, breweries and coffee shops.

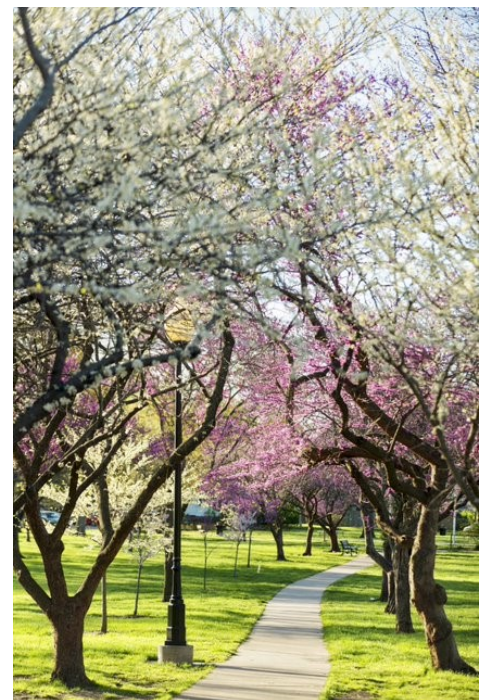


The town also boasts numerous outdoor and indoor recreation opportunities. Lawrence has 69 parks and green spaces, ranging from South Park, home of the iconic bandstand where community regularly gathers for concerts and festivals, to Riverfront Park, which residents can access for a scenic walk or bike ride along the 10-mile levee trail which overlooks the Kansas River.

In addition to the park system, the City has more than 70 miles of walking and biking trails. In fact, the city is working to complete the Lawrence Loop, a continuous 22-mile trail around the City. To-date more than 17 miles have been completed with additional sections to be added soon.

ABOUT LAWRENCE

present day



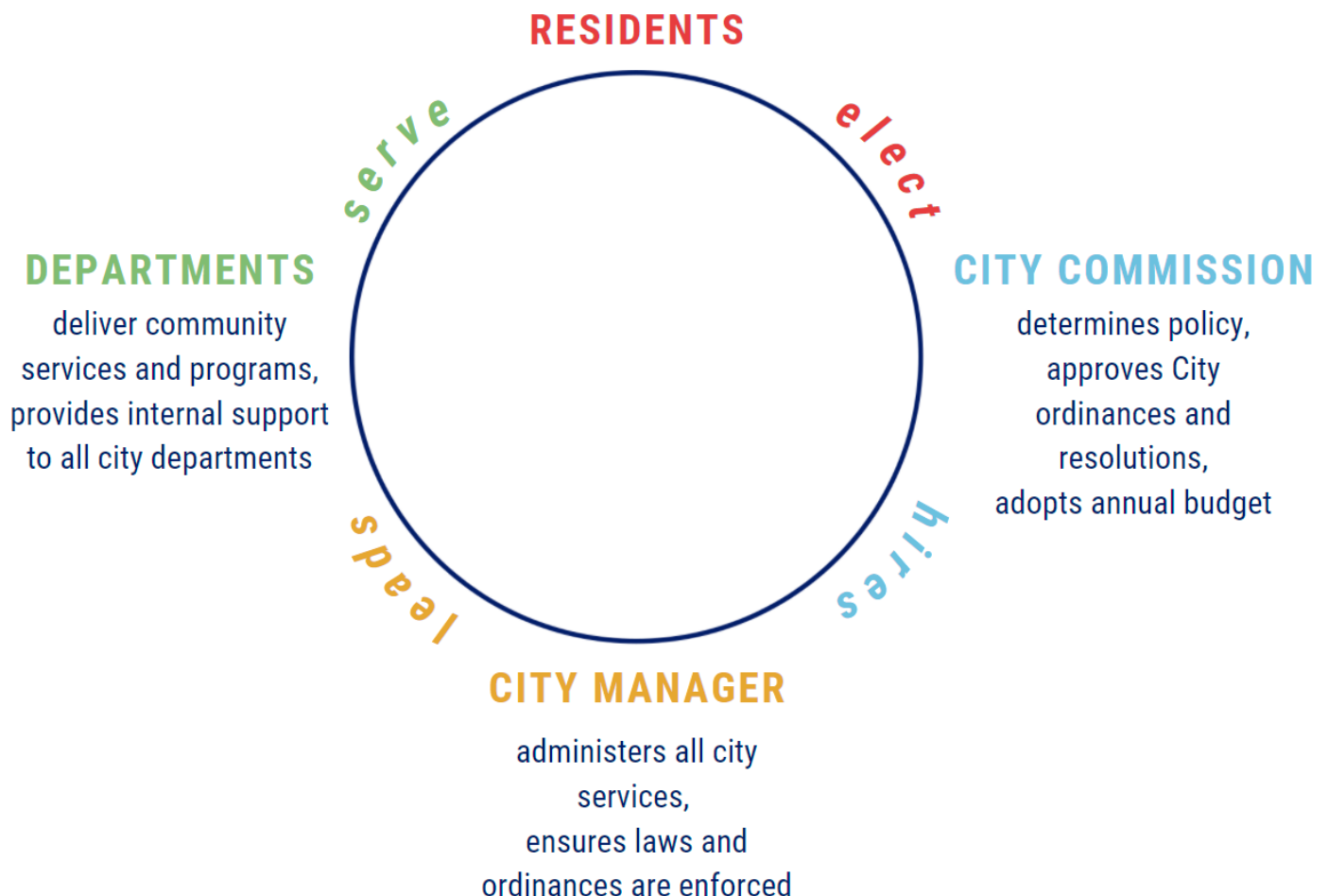
ABOUT LAWRENCE

form of government

The City of Lawrence has a council-manager form of government. The council is known as the City Commission, consisting of five commissioners elected at-large on a non-partisan basis.

Three commissioners are up for election every two years. Of the three commissioners up for election, the top two vote-getters are elected for a four-year term, and the third place finisher is elected for a two-year term. This ensures that every election has the potential to replace a majority of Commission.

The mayor serves a one-year, non-recurring term and traditionally, the top two vote-getters each serve as mayor for one year of their four-year term as commissioners.



BUDGET FACTS

PROJECTED FUND BALANCE (GENERAL FUND): 16%

Property Tax Mill Levy Rate

The 2022 Budget includes a flat mill levy rate of 33.318 mills. The budget assumes an assessed valuation of \$1,165,598,396. One mill of property tax generates \$1,165,598 of revenue.

Sales Tax Projections

The 2022 Budget assumes a 4.3% increase in sales tax collected over 2019 actuals. The City experienced a significant reduction in sales tax proceeds in 2020 but the trend in 2021 has started to show recovery. As such, the City anticipates an increase in sales tax collections in 2022.

Employee Compensation and Benefits

The 2022 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 2022 Budget also includes funding for a general wage adjustment equivalent to 2.5% 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 2022 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 2022 budget maintains 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 \$11.2M 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.

FUND HIGHLIGHTS

The fund highlights displays general trends for several of the City's major and non-major funds. Complete information on these and all appropriated funds can be found on pages 73-116.

GENERAL OPERATING FUND

MILL LEVY RATE: remained flat at 19.952 mills

ASSESSED VALUATION: increased 2.47%

TOTAL REVENUES: decreased \$1,975,000 or 2% over FY2021 Revised

TOTAL EXPENDITURES: increasing \$5,901,000 or 6% over FY2021 Revised

This is the second year the Recreation Fund, Special Recreation Fund, Golf Course Fund, Special Alcohol Fund, and Gas Tax Fund are shown in the General Fund. This lead to the significant increase in Charges for Service and Transfers.

PUBLIC LIBRARY FUND

MILL LEVY RATE: remained flat at 4.045 mills. Library mill is capped at 4.5 mills.

ASSESSED VALUATION: increased 2.47%

Expenditures are driven by employee salaries and benefits.

Increasing budget for books and materials such as digital content.

BOND AND INTEREST FUND

MILL LEVY RATE: remained flat at 9.321 mills

ASSESSED VALUATION: increased 2.47%

TOTAL REVENUES: increased \$22,429,000 or 160% over FY2021 Revised

TOTAL EXPENDITURES: increased \$23,472,000 or 174% over FY2021 Revised

Special Assessments are estimated to decrease based on current payment schedules.

Principal and Interest align with current debt service schedules.

PUBLIC TRANSPORTATION FUND

TOTAL REVENUES: increased \$96,000 or 2% over FY2021 Revised

TOTAL EXPENDITURES: increased \$4,497,000 or 48% over FY2021 Revised

This fund is supported by sales tax which was impacted by COVID-19 but is starting to show signs of recovery.

Multi-modal facility is anticipated to be constructed in FY2022 and is shown as a transfer to the Capital Projects Fund.

FUND HIGHLIGHTS

SPECIAL ALCOHOL FUND

TOTAL REVENUES: increased \$368,000 or 82% over FY2021 Revised

TOTAL EXPENDITURES: increased \$341,000 or 74% over FY2021 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 housing initiatives.

SPECIAL GAS TAX FUND

TOTAL REVENUES: decreased \$16,000 or 1% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$1,005,000 or 26% over FY2021 Revised

This fund is supported by gas tax which was impacted by COVID-19 and assumes that some rebound will continue in FY2022.

This is the second year Special Gas Tax funds will be transferred to the General Fund to consolidate funding for street maintenance in one place.

SPECIAL RECREATION FUND

TOTAL REVENUES: increased \$367,000 or 81% over FY2021 Revised

TOTAL EXPENDITURES: increased \$129,000 or 8% over FY2021 Revised

This is the second year Special Recreation funds will be transferred to the General Fund to consolidate funding for recreation in one place.

GUEST TAX FUND

TOTAL REVENUES: increased \$537,000 or 45% over FY2021 Revised

TOTAL EXPENDITURES: increased \$129,000 or 8% over FY2021 Revised

This was significantly impacted by COVID-19 and assumes that some rebound will continue in FY2022.

Includes level funding for eXplore Lawrence, Downtown Lawrence, Inc., Sister Cities, and Watkins Museum.

NOTE: All percentage changes are 2022 recommended over 2021 revised.

FUND HIGHLIGHTS

ADMINISTRATIVE SERVICES FUND

TOTAL EXPENDITURES: increased \$5,248,000 or 32% over FY2021 Revised

Increases are primarily driven by the implementation of the new Enterprise Resource Planning (ERP) system.

Revenues come from transfers from major operating funds based on estimated budget and total FTEs.

WATER AND WASTEWATER FUND

TOTAL REVENUES: increased \$4,885,000 or 9% over FY2021 Revised

TOTAL EXPENDITURES: increased \$5,023,000 or 9% over FY2021 Revised

This fund is supported by rates which were impacted by COVID-19 and assumes that some rebound will occur in FY2022.

Includes rate increase to keep up with ongoing operating and maintenance needs.

SOLID WASTE FUND

TOTAL REVENUES: increased \$1,618,000 or 11% over FY2021 Revised

TOTAL EXPENDITURES: increased \$804,000 or 5% over FY2021 Revised

Includes rate increase to keep up with ongoing operating and maintenance needs.

PUBLIC PARKING FUND

TOTAL REVENUES: increased \$265,000 or 19% over FY2021 Revised

TOTAL EXPENDITURES: increased \$37,000 or 2% over FY2021 Revised

FY2022 is anticipated to be the first full year of operations with the new parking system implemented.

STORM WATER UTILITY FUND

TOTAL REVENUES: increased \$153,000 or 3% over FY2021 Revised

TOTAL EXPENDITURES: increased \$655,000 or 10% over FY2021 Revised

Includes rate increase to keep up with ongoing operating and maintenance needs.

NOTE: All percentage changes are 2022 recommended over 2021 revised.

BUDGET PROCESS

calendar

FEBRUARY

Capital Improvement Plan (CIP) forms on website for public
Press release on public CIP process

MARCH

Public CIP Project Requests are Due

APRIL

Department Operating Budget Must be Completed in OpenGov
Outside agency requests due

MAY

Policy Guidance Presentation to City Commission

JUNE

Recommended CIP, Vehicle & Equipment Replacement Plan, and Maintenance
Plan presentation to Commission at Work Session

JULY

City Manager's Recommended Budget is Presented to the City Commission
Deadline to notify County Clerk of intent to levy above the Revenue Neutral
Rate Recommended
CIP presented to Planning Commission

AUGUST

Budget notice materials provided to Lawrence Journal World for publication
Hold Budget Hearing and Revenue Neutral Rate Hearing

SEPTEMBER

Budget Resolution

OCTOBER

Budget submitted to County

PERSONNEL SUMMARY

changes

SUMMARY OF PERSONNEL CHANGES

DEPARTMENT	2019 BUDGET	2020 BUDGET	2021 BUDGET*	2022 BUDGET	+/-
City Commission	5	5	5	5	0
Office of the City Manager	42.5	42.5	48.5	41	-7.5
Planning & Development Services	30	30	34	42	8
Finance	19.6	19.6	21.6	30.6	9
Information Technology	12	13	16.5	16.5	0
Office of the City Attorney	25.5	25.5	26.5	23.5	-3
Police	179	179	179	181	2
Fire Medical	153	156	156	156	0
Municipal Services & Operations**	306	306	316	315	-1
Parks & Recreation	77.3	77.3	77.3	78.3	1
TOTAL	849.9	853.9	880.4	888.9	8.5

*The table shows the revised budget FTE count, several positions were added mid-year

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

Note: Several positions were moved between departments with the 2022 budget (i.e. payroll)

2022 Personnel Changes

Added:

- 1.0 Sustainability Analyst (Administrative Services Fund)
- 1.0 Equity & Inclusion Coordinator (Administrative Services Fund)
- 1.0 Budget Analyst (Administrative Services Fund)
- 1.0 Economic Development Analyst (General Fund)
- 1.0 Grant Administrator (ARPA Fund)
- 1.0 Administrative Technician (Federal Grant Fund)
- 1.0 Mobility Planner (State Grant Fund)
- 1.0 Homeless Initiatives Coordinator (State Grant Fund)

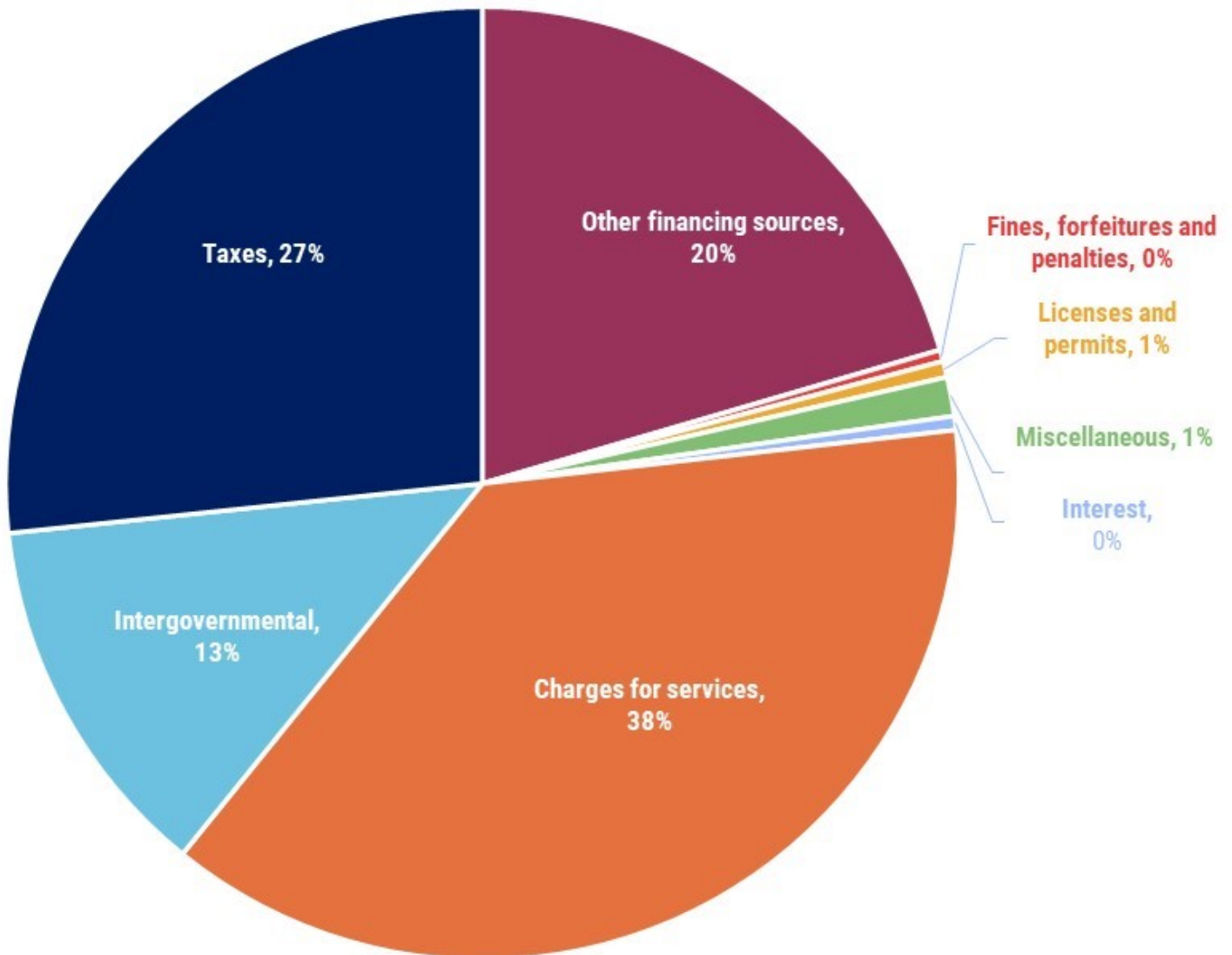
Reclassified vacant Patrol Officer Positions to:

- 1.0 Accreditation Analyst
- 1.0 Victim Witness Coordinator
- 4.0 non-sworn Response Unit
- 2.0 Housing Initiatives Division

REVENUE HIGHLIGHTS

by category

REVENUES BY CATEGORY



Taxes: Include sales tax, property tax, and franchise fees. Sales tax and property tax are explained further on pages 34-38. 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.

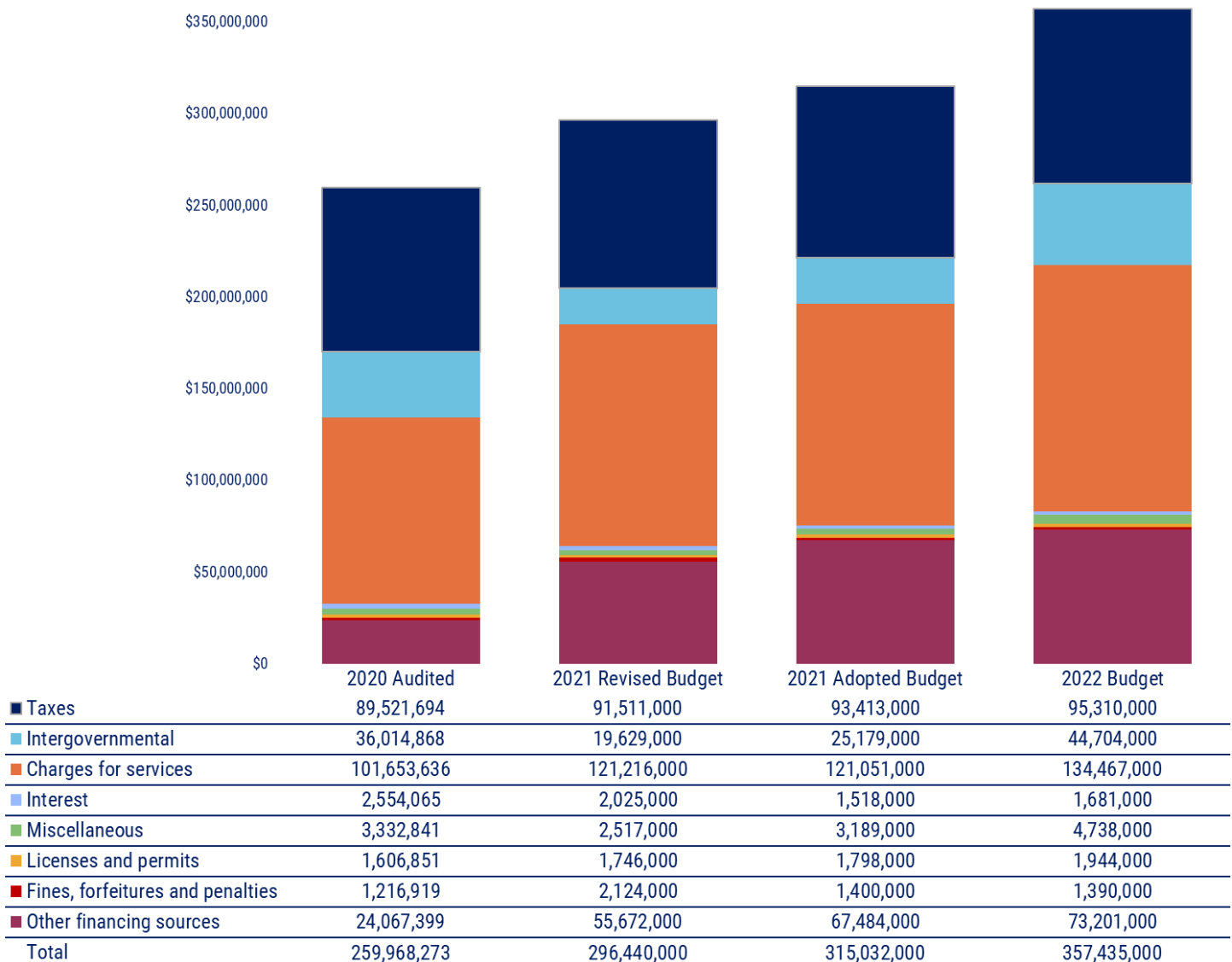
Intergovernmental: These revenues are grants or distributions received from other government entities.

Other financing sources: Transfers are used to move money from one fund to another.

REVENUE HIGHLIGHTS

history

REVENUE HISTORY



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

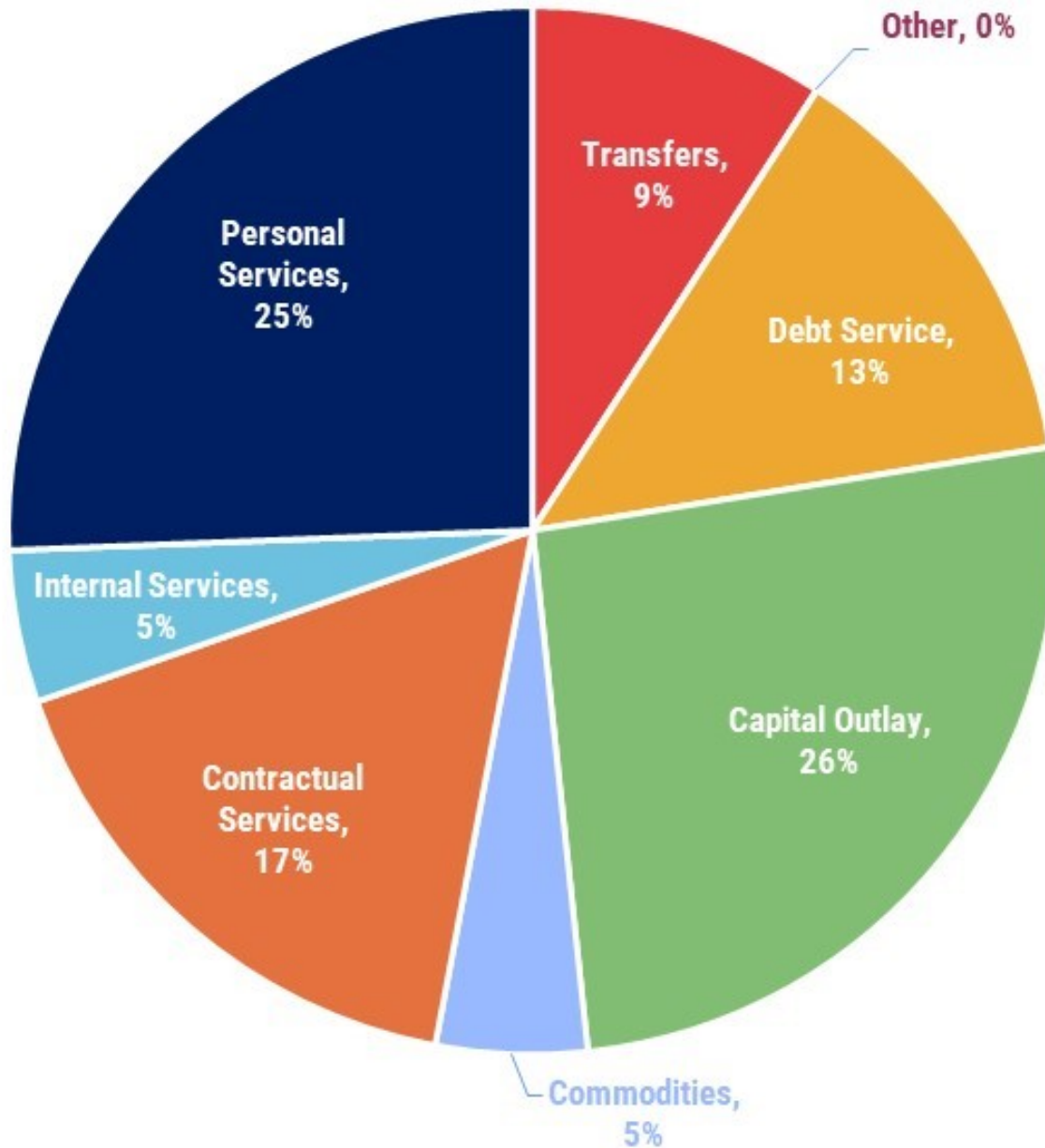
Licenses and Permits: This is where professional license fees, as well as animal permit fees, building permit fees, and parking permit fees are recorded.

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 191 of this document and the [online 2022 Budget report](#).

EXPENDITURE HIGHLIGHTS

EXPENDITURE BY CATEGORY



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

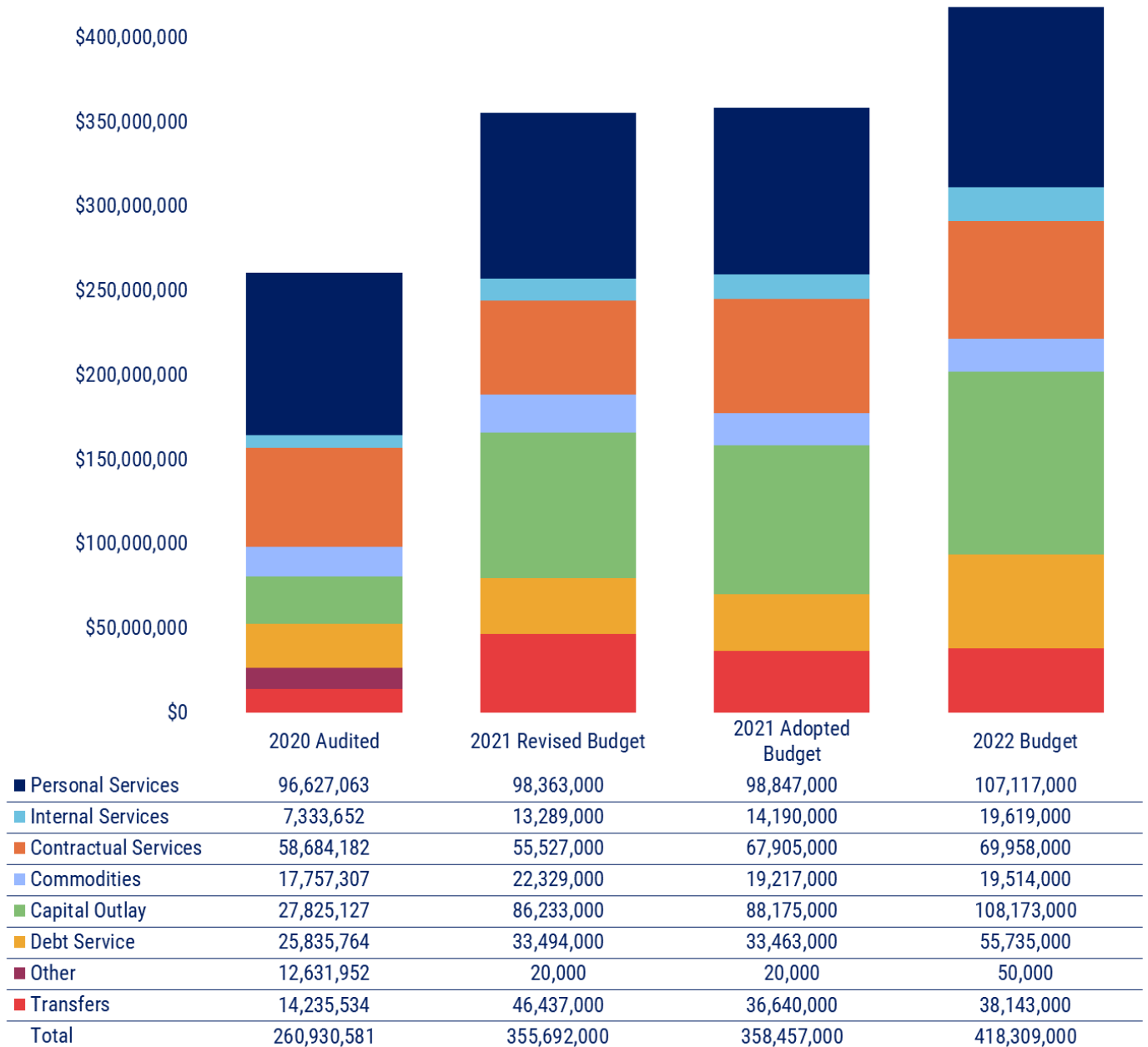
Contractual Services: Services rendered by private firms, individuals, or other government entities such as: utilities, maintenance agreements, and professional consulting services.

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

EXPENDITURE HIGHLIGHTS *history*

EXPENDITURE HISTORY



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.

For additional information on expenditures, please visit the [online 2022 Budget report](#).

FUND OVERVIEW

Fund	2020 Audited	2021 Adopted Budget	2021 Revised Budget	2022 Budget
(001) General	\$ 77,066,244	\$ 97,495,000	\$ 95,200,000	\$ 103,396,000
(201) Airport Improvement Fund	202,645	593,000	593,000	666,000
(202) Capital Improve Reserve	6,242,211	13,908,000	12,344,000	5,159,000
(205) Equipment Reserve Fund	2,657,941	7,476,000	10,253,000	8,935,000
(206) Guest Tax Fund	1,027,119	1,522,000	1,915,000	1,651,000
(209) Library Fund	4,782,000	4,952,000	4,978,000	5,023,000
(210) Transit Fund	3,461,095	9,462,000	9,244,000	13,959,000
(211) Recreation	4,996,965	-	-	-
(213) Special Alcohol Fund	884,417	459,000	970,000	800,000
(214) Special Gas Tax Fund	3,069,523	3,914,000	3,914,000	2,809,000
(216) Special Recreation Fund	799,626	606,000	1,050,000	818,000
Economic Development Funds	2,230,118	2,646,000	2,646,000	2,521,000
(601) City Parks Memorial Fund	10,903	16,000	16,000	35,000
(604) Farmland Remediation	158,145	1,155,000	1,155,000	1,242,000
(605) Cemetery Perp Care Fund	27	6,000	6,000	8,000
(607) Housing Trust Fund	1,179,417	1,236,000	1,236,000	1,661,000
(610) Misc. State Grants	-	4,112,000	-	1,474,000
(611) Misc. Federal Agency Grants	11,722,901	14,071,000	10,941,000	15,355,000
(612) Wee Folks Scholarship	8,610	36,000	36,000	35,000
(621) Fair Housing Grant	13,883	22,000	22,000	22,000
(631) Community Development	1,265,918	1,057,000	1,050,000	1,066,000
(633) Home Program Fund	323,607	645,000	499,000	464,000
(634) American Recovery Plan	-	-	-	19,301,000
(641) Transportation Planning	210,273	292,000	292,000	254,000
(652) Law Enforcement Trust Fund	202	51,000	51,000	51,000
(504) Central Maintenance Fund	4,309,761	-	-	-
(522) Health Insurance Fund	11,686,995	13,534,000	13,534,000	14,391,000
(523) Administrative Charge Fund	7,403,404	16,586,000	15,532,000	21,834,000
(524) Risk Management Fund	-	2,861,000	2,861,000	2,900,000
(301) Debt Service	19,632,335	13,475,000	13,475,000	36,847,000
(400) Capital Projects Fund	18,996,465	21,988,000	35,427,000	34,652,000
(501) Water & Sewer Fund	46,769,149	54,879,000	54,879,000	59,902,000
(502) Solid Waste Fund	14,337,703	17,451,000	21,936,000	18,255,000
(503) Public Parking System	1,129,587	1,590,000	1,790,000	1,627,000
(505) Storm Water Utility	3,943,959	6,367,000	6,367,000	7,022,000
(506) Golf Course	944,240	-	-	-
(552) Utilities Non-Bonded	7,316,631	39,225,000	27,413,000	23,683,000
(551) Utilities Bonded Construction	2,146,058	4,769,000	4,067,000	10,491,000
Total	\$ 260,930,077	\$358,457,000	\$ 355,692,000	\$ 418,309,000

PROPERTY TAX

overview

Computation of Ad Valorem Tax Requirements and Mill Levy

2021 Estimated Assessed Valuation for 2022 Budget: \$1,165,598,396

FUND NUMBER	FUND	2022 REQUIREMENTS	2% DELINQUENT TAXES	AD VALOREM TAX AMOUNT	MILL RATE
Property Tax Levy Funds					
001	General Operating	23,256,000	465,000	22,791,000	19.952
209	Library	4,715,000	94,000	4,621,000	4.045
	<i>Sub Total Property Tax Levy Funds</i>	<i>27,971,000</i>	<i>559,000</i>	<i>27,412,000</i>	<i>23.997</i>
Supplemental Tax Levy Funds					
301	Bond and Interest	10,866,000	217,000	10,649,000	9.322
	<i>Sub Total Supplemental Tax Levy Funds</i>	<i>10,866,000</i>	<i>217,000</i>	<i>10,649,000</i>	<i>9.322</i>
	GRAND TOTAL	38,837,000	776,000	38,061,000	33.319

City of Lawrence Assessed Valuation 2010-2021



PROPERTY TAX

overview

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%*:

Market Value of Home = \$200,000
x 11.50%
Assessed Valuation = \$23,000

2

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

Assessed Valuation \$23,000
x City Mill Rate X 33.319
\$766,337

3

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

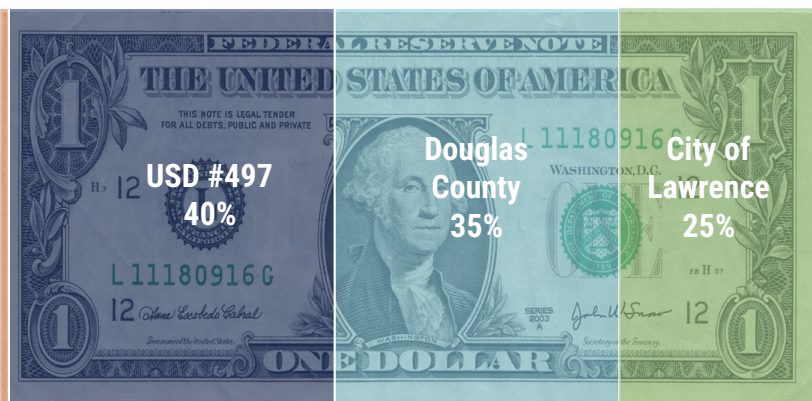
\$766,337 / 1,000 = \$766

Estimated 2022 City Property Tax Bill

Fair Market Value of Home	Assessed Valuation	Approximate 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 2022 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.

*Commercial Property is assessed at 25%



The City of Lawrence receives approximately 25% of the property taxes paid by a Lawrence resident.

Douglas County receives approximately 35%.

Approximately 40% goes to the School District (USD #497).

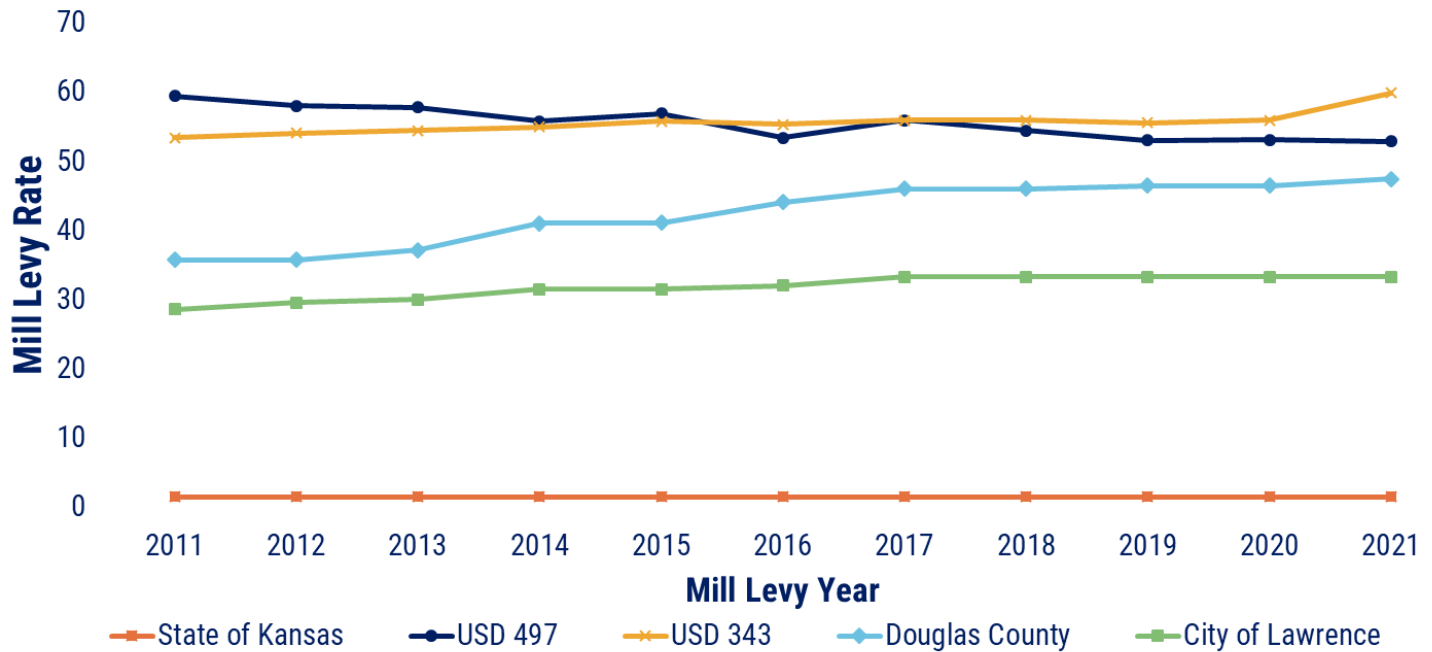
State of Kansas receives one percent.

STATE OF KANSAS: 1%

PROPERTY TAX

overview

COMPARISON OF LOCAL MILL LEVY RATES 2011-2021



Total Mills Levied by All Units

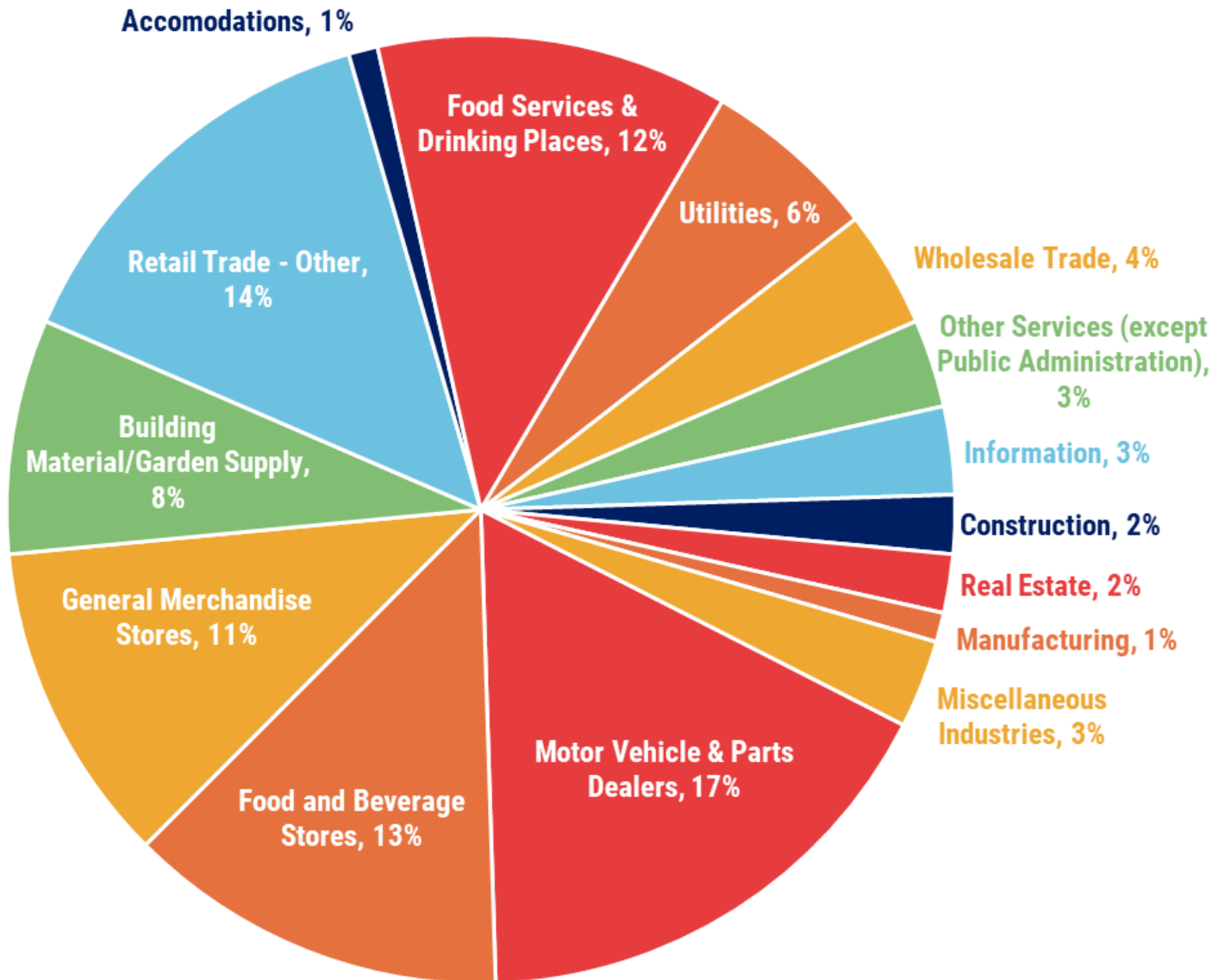
Levy Year	State of Kansas	USD 497	Douglas County	City of Lawrence	Total
2008	1.500	57.399	32.820	26.647	118.366
2009	1.500	57.894	32.803	26.693	118.890
2010	1.500	59.646	35.748	26.697	123.591
2011	1.500	59.438	35.773	28.612	125.323
2012	1.500	58.005	35.769	29.534	124.808
2013	1.500	57.788	37.152	30.042	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	33.278	135.220
2019	1.500	52.984	46.430	33.319	134.233
2020	1.500	53.122	46.430	33.318	134.370

City of Lawrence Mill Levy

TAX LEVY	2017	2018	2019	2020	2021
General Operating Fund	19.48	19.93	19.95	19.95	19.95
Debt Service	9.757	9.310	9.322	9.321	9.321
Library	4.040	4.040	4.045	4.045	4.045
TOTAL	33.28	33.28	33.32	33.32	33.32

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 2021 (levy year) is used for the 2022 budget.

SALES TAX BY INDUSTRY



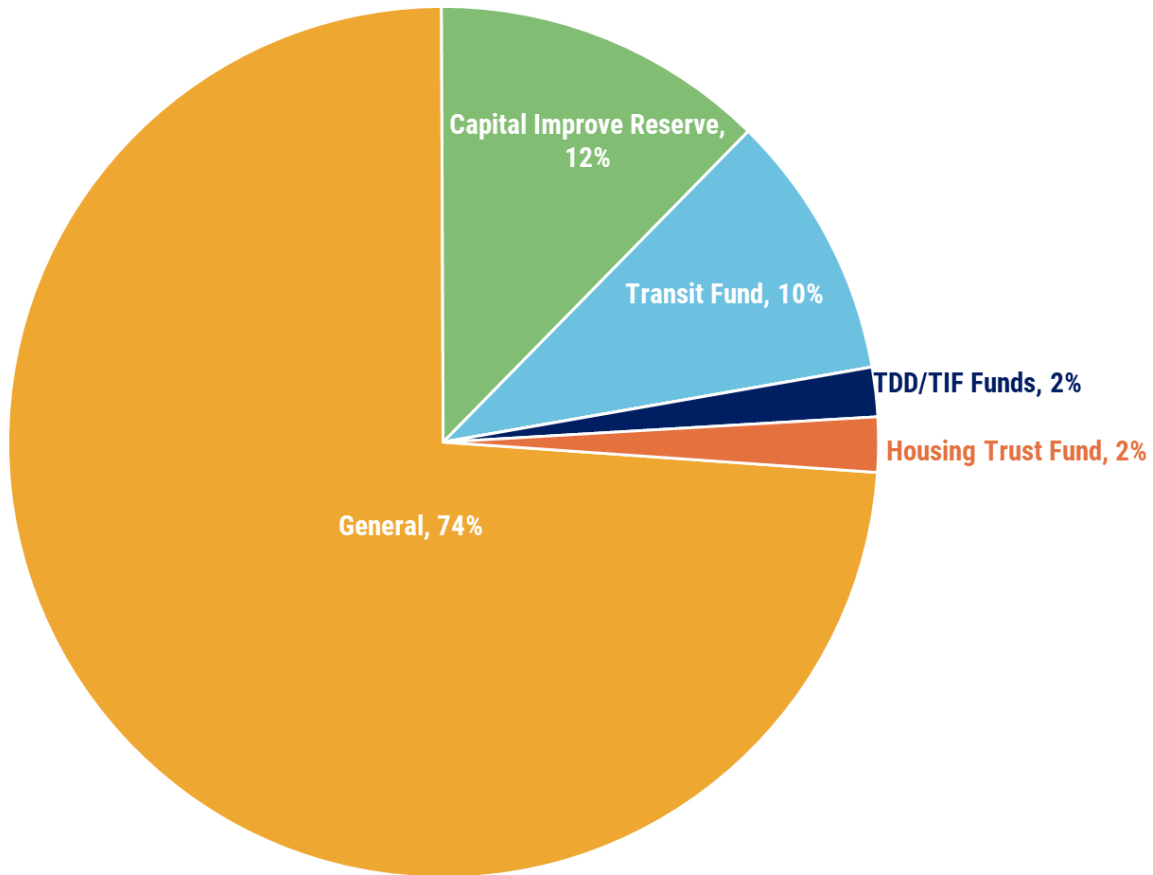
Where do sales tax revenues come from? The chart above shows the retail sales tax distribution by industry type. These percentages are year-to-date figures through October 2021.

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

SALES TAX

distribution

SALES TAX BY FUND

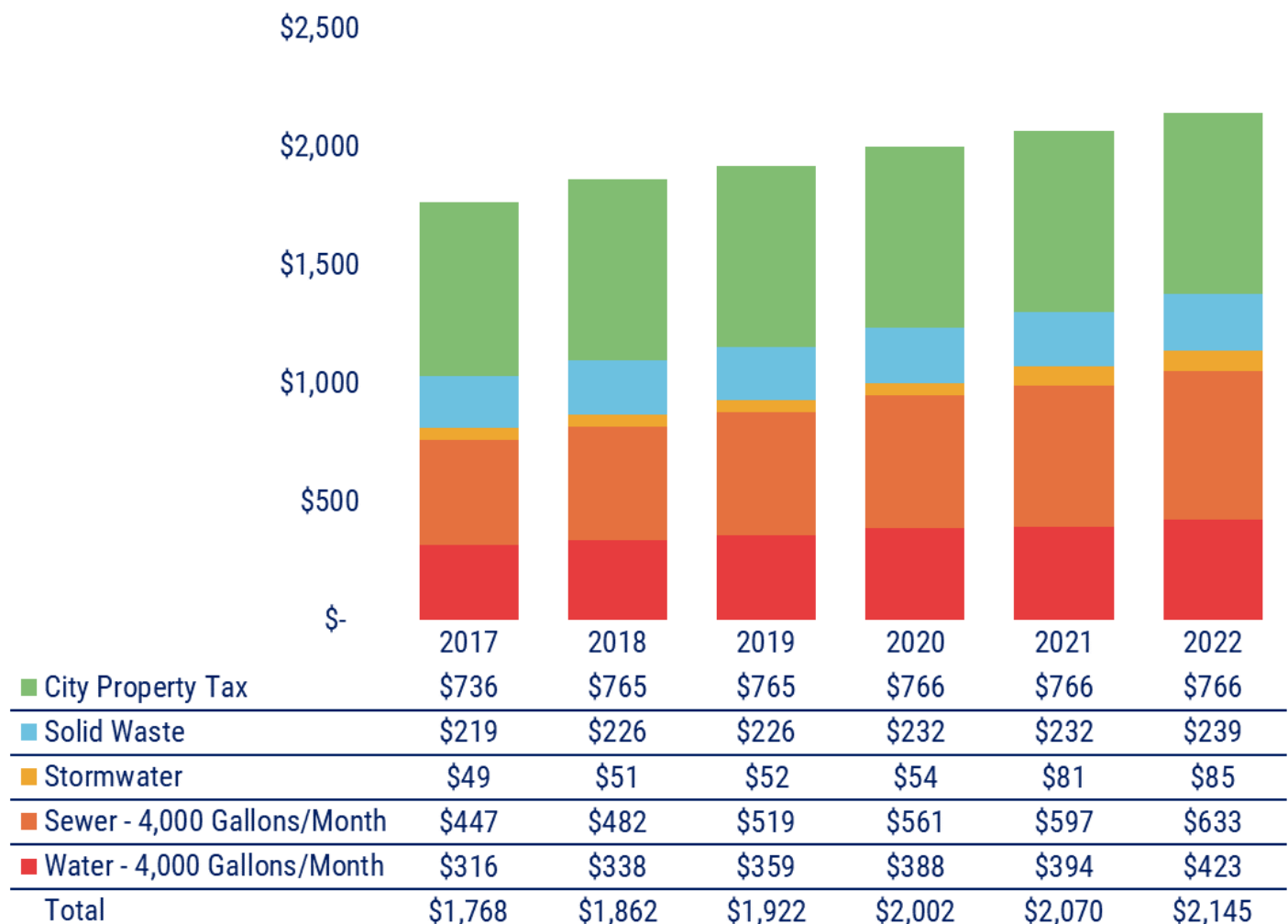


Where do sales tax revenues go? The 2022 budget estimates sales tax revenues of \$42,254,000 as shown above. The chart indicates the funds the revenues will be distributed into.

FUND	2020 UNAUDITED	2021 ADOPTED	2021 REVISED	2022 RECOMMENDED
General	\$ 27,466,614	\$ 28,922,000	\$ 31,399,000	\$ 31,790,000
Capital Improve Reserve	5,093,997	5,128,000	4,330,000	5,347,000
Transit Fund	3,939,784	4,482,000	3,349,000	4,258,000
Recreation Fund	2,403,000	0	0	0
Equipment Reserve Fund	500,000	500,000	500,000	0
TDD/TIF Funds	663,399	777,000	777,000	788,000
Housing Trust Fund	721,880	924,000	614,000	878,000
Total	\$ 40,788,674	\$ 40,733,000	\$ 40,969,000	\$ 43,061,000

HOUSEHOLD FINANCIAL IMPACT

ANNUAL FINANCIAL IMPACT TO RESIDENTIAL HOUSEHOLDS



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 \$75 more for City services in 2022 based on the approved rate increases. This is an increase of 3.6%.

TAX PAYER EQUITY

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.

Examples of City/County Funding Agreements

Fire Medical Annual Operations - *the agreement has been renegotiated for 2022 and will reflect a different cost share than displayed below*

CITY 74.36%

COUNTY 25.64%

Health Department Facility Maintenance

CITY 50%

COUNTY 50%

Planning Department Annual Operations

CITY 83.33%

COUNTY 16.67%

Jail Rate

CITY \$119.33 per day

Emergency Communication Center

CITY 83.33%

COUNTY 16.67%



strategic plan

OVERVIEW

OUTCOMES

COMMITMENTS

UNMISTAKABLE IDENTITY

STRONG, WELCOMING NEIGHBORHOODS

SAFE AND SECURE

PROSPERITY AND ECONOMIC SECURITY

CONNECTED CITY

CITY-WIDE

METRICS

STRATEGIC PLAN

overview

In March of 2017, the City adopted its first strategic plan. That plan included seven Critical Success Factors and eight 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, the city conducted significant public outreach in late 2019 and early 2020.

The City 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 fiscal year 2021 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. performance indicators and work plans). The pages that follow outline 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.



The adopted Strategic Plan effectively ties existing city expenditure to long-term, entity- and community-wide goals. It will also shape new initiatives, capital improvements and internal processes over the next five years. While city staff are working in late 2021 to finalize key activities to achieve these strategies in each outcome and commitment area, the following page outlines some of the strategies and progress indicators being undertaken. Subsequently, city performance will be measured against these targets in upcoming years to ensure that progress towards the goals is being met and to adjust resource allocation and programming as necessary.

STRATEGIC PLAN

outcomes

To realize our vision for Lawrence, our strategic plan is centered on achieving these outcomes. The outcomes represent what our City is “in business to do” and what we plan to accomplish for our community.



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.



CONNECTED CITY

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.

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

STRATEGIC PLAN

commitments

The way in which we accomplish the work set out in this plan is as important as the outcomes. This is why our commitments are essential. With these six commitments to how we do our work, the City will ensure we're following through on our strategic plan in the right way and with excellence.



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.



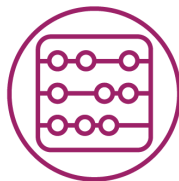
Efficient and Effective Processes: Intentional and consistent delivery of city services.

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.

STRATEGIC PLAN

how to use

The following pages display each outcome areas’ strategies and performance indicators by commitment area. As the City strives to achieve each outcome, this must be done through the commitments the City has made. Additionally, this mirrors the internal teams responsible for developing strategies, performance indicators and the in-progress key activities. Each outcome area has several pages.

Unmistakable Identity p. 46-48	Strong, Welcoming Neighborhoods p. 49-50
Safe and Secure p. 51-55	Prosperity and Economic Security p. 56-58
Connected City p. 59-62	City-Wide p. 63-65

In each Outcome page there is a table for each commitment area: Community Engagement, Efficient and Effective Processes, Equity and Inclusion, Sound Fiscal Stewardship, Engaged and Empowered Teams and Environmental Sustainability.

COMMITMENT

STRATEGIES

Each commitment area may have several strategies.	These strategies are the guiding force for the work the City will be doing in the coming years.	They will guide future budgets, hiring choices and City-wide decisions to ensure we have the resources available to bring our vision for Lawrence to life.
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PROGRESS INDICATORS

Each strategies' progress indicators will be listed directly beneath the corresponding strategy.	The alpha-numeric codes listed with each progress indicator associate it to the Outcome area and match the structure of the Strategic Plan, which is available here:	The progress indicators are specific measures that will show if our work is making a difference by moving the needle in a positive direction.
A strategy may have several progress indicators.	https://assets.lawrenceks.org/assets/cmo/strategic-plan/strategic-plan-report.pdf	

STRATEGIC PLAN

unmistakable identity

Unmistakable Identity activities are being taken on by both City departments and community partners. City of Lawrence Parks & Recreation, Communications, Library, Fire Medical, Planning & Development Services, Equity and Inclusion, Municipal Services & Operations departments and offices are engaged in this work, alongside the Watkins Museum of History, eXplore Lawrence, Downtown Lawrence, Lawrence Arts Center, Theatre Lawrence, the Granada, Sister Cities, and other community partners.

COMMUNITY ENGAGEMENT

STRATEGIES

Market Lawrence as a destination for parks and recreation as well as community and cultural events.

Enhance parks, park amenities and recreational opportunities to meet the needs of a growing city.

Invest in green infrastructure to provide attractive entrances to the City, a sustainable urban forest and an inviting downtown business district.

PROGRESS INDICATORS

UI-1: Percent of residents who are satisfied or very satisfied with the Parks & Recreation system

UI-2: Percent of residents who are satisfied or very satisfied with the amount of arts, diverse culture and events

UI-1: Percent of residents who are satisfied or very satisfied with the Parks & Recreation system

UI-1: Percent of residents who are satisfied or very satisfied with the Parks & Recreation system

UI-14: Number of trees planted, removed and maintained to create a healthy tree canopy

EFFICIENT AND EFFECTIVE PROCESSES

STRATEGIES

Strengthen the network linking cultural organizations and events to increase resident awareness and participation in cultural opportunities.

PROGRESS INDICATORS

UI-3: Number of people who have visited or utilized a City park/trail, City recreation facility, City recreation program, Theatre Lawrence, Watkins Museum of History, Lawrence Arts Center, the eXplore Lawrence Tourism Center and/or Lawrence Public Library

UI-4: Percent of residents who have attended an event in the past year

STRATEGIC PLAN

*unmistakable
identity*

EQUITY AND INCLUSION

STRATEGIES

Develop and support initiatives that engage underserved and under-represented communities.

Provide accessible, diverse and inclusive parks and recreation programs and amenities for all ages and abilities, with a specific focus on historically marginalized communities

PROGRESS INDICATORS

UI-5: Percent of black, indigenous, and people of color (BIPOC) residents rating the community as welcoming

UI-5: Percent of black, indigenous, and people of color (BIPOC) residents rating the community as welcoming

UI-6: Percent of residents who believe their culture is celebrated in the community (i.e. festivals, parades, events, etc.)

UI-6: Percent of residents who believe their culture is celebrated in the community (i.e. festivals, parades, events, etc.)

UI-7: Percent of scholarship need that is met for recreation programs

UI-7: Percent of scholarship need that is met for recreation programs



STRATEGIC PLAN

*unmistakable
identity*

SOUND FISCAL STEWARDSHIP

STRATEGIES

Establish a system to evaluate the impact of cultural activities on community engagement and inclusion.

Ensure cost recovery targets meet the goals set in the cost recovery pyramid, and that they allow individuals at all income levels to have access to recreational services provided by the City.

PROGRESS INDICATORS

UI-8: Net City cost per visitor attending each event

UI-9: Percent of Parks & Recreation programming that is meeting the cost recovery target

UI-9: Percent of Parks & Recreation programming that is meeting the cost recovery target

UI-10: Retail sales in Downtown Lawrence

See the City-wide Engaged and Empowered Teams table (pg. 63-65) for Unmistakable Identity indicators.

ENVIRONMENTAL SUSTAINABILITY

STRATEGIES

Acquire, identify and develop park properties to assure adequate open space and recreational opportunities are available in all areas of the City.

Increase educational classes, public events and celebrations that emphasize preservation of the environment.

Manage natural resources in the community to assure trees are planted and maintained in accordance with the Street Tree Program.

PROGRESS INDICATORS

UI-12: Acres of park green space per resident

UI-13: Number of events that celebrate and enhance area environmental sustainability

UI-14: Number of trees planted, removed and maintained to create a healthy tree canopy

STRATEGIC PLAN

strong, welcoming neighborhoods

Strong, Welcoming Neighborhoods activities are being taken on primarily by City staff, including Planning & Development Services, Municipal Services & Operations, Police, Communications, Parks & Recreation, Sustainability, Transit departments and offices, along with representatives from Douglas County.

COMMUNITY ENGAGEMENT

STRATEGIES

Improve the relationship of the Planning & Development Services department and the community at-large.

PROGRESS INDICATORS

SWN-1: Percent of residents who perceive the City as a good or very good place to live

There are no Efficient and Effective Processes strategies for this outcome.

EQUITY AND INCLUSION

STRATEGIES

Ensure equitable access and continue to improve parks, recreation opportunities, open spaces and trails within the community.

Identify new and unused residential zoning areas for new housing units within one-half mile of schools or libraries.

Create more ownership options for low- and moderate income renters who want to become owners by increasing the supply of affordable housing options.

Create lasting solutions to connect people to housing to make homelessness a rare, brief and one-time experience.

PROGRESS INDICATORS

SWN-2: Percent of residential units within a half mile of City green space

SWN-3: Percent of residential units within a half mile of a walking/ biking trail

SWN-4: Percent of residential units within a half mile of a school or library

SWN-5: Percent of households that are experiencing housing stress (spending more than 30% of their income on housing)

SWN-6: Point-in-time count of people experiencing homelessness

STRATEGIC PLAN

strong, welcoming neighborhoods

SOUND FISCAL STEWARDSHIP

STRATEGIES

- Increase affordable housing opportunities by investing in underutilized properties, developing innovative partnerships and identifying additional funding sources.
- Review and improve subdivision regulations and encourage larger developments to foster greater economies of scale.
- Review and benchmark solid waste routes and service levels to improve system efficiencies.

PROGRESS INDICATORS

- SWN-7: Affordable Housing Sales Tax dollars invested divided by unit investments
- SWN-8: Infrastructure cost per new residential unit
- SWN-9: Cost per capita of solid waste collected

See the City-wide Engaged and Empowered Teams table (pg. 63-65) for Strong, Welcoming Neighborhood indicators.

ENVIRONMENTAL SUSTAINABILITY

STRATEGIES

- Use public land following available best practices for food production, urban forestry, native landscaping and pollinator habitats.
- Integrate green infrastructure best practices into public projects.
- Improve multimodal transportation options when traveling to priority destinations.
- Identify energy efficiency opportunities for residential, industrial and commercial buildings.

PROGRESS INDICATORS

- SWN-12: Acres per resident of public land used for environmentally sustainable uses (food production, native landscaping, monarch waystations, green infrastructure, etc.)
- SWN-12: Acres per resident of public land used for environmentally sustainable uses (food production, native landscaping, monarch waystations, green infrastructure, etc.)
- SWN-13: Connectivity of healthy food providers by transit, bike routes or sidewalks
- SWN-14: Percent of residential, commercial and industrial units (all construction) above or at energy code

STRATEGIC PLAN

safe and secure

Safe and Secure activities are being taken on primarily by City staff, including Fire Medical, Police, the City Attorney, Communications, Planning & Development Services, Equity and Inclusion and the Library departments and offices, as well as representatives from the Lawrence-Douglas County Health Department.

COMMUNITY ENGAGEMENT

STRATEGIES

- Use community empowerment and education to eliminate, reduce and respond to events, trends and activities that pose the greatest threat to safety and security.

Enhance partnerships and programs community wide to protect and enhance public health, including physical, behavioral and mental health.

Provide community education and engagement on support services before, during and after traumatic events.

Enhance our partnerships with community organizations and governmental agencies to 1) reduce instances of sexual and domestic violent incidents and 2) respond to and assist victims through their recovery.

PROGRESS INDICATORS

- SaS-2: Part 1 crimes per 1,000 residents

SaS-3: Percent of fires contained to their room of origin

SaS-4: Percent of cardiac arrest patients with pulsatile rhythms upon arrival to a hospital

SaS-9: Sexual and domestic violence per 1,000 residents

SaS-2: Part 1 crimes per 1,000 residents

SaS-5: Number of responses to a mental health crisis per 1,000 residents

SaS-1: Percent of residents who perceive Lawrence as safe or very safe

SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied

SaS-2: Part 1 crimes per 1,000 residents

SaS-9: Sexual and domestic violence per 1,000 residents

STRATEGIC PLAN

safe and secure

EFFICIENT AND EFFECTIVE PROCESSES

STRATEGIES

Promote prevention information and provide rapid and skilled emergency response to control the spread of fire.

Provide rapid and skilled emergency response to cardiac arrest events.

Provide rapid, skilled and appropriate response to Part 1 offenses, domestic violence and other serious, time-critical incidents.

PROGRESS INDICATORS

SaS-3: Percent of fires contained to their room of origin

SaS-4: Percent of cardiac arrest patients with pulsatile rhythms upon arrival to a hospital

SaS-5: Number of responses to a mental health crisis per 1,000 residents

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

SaS-9: Sexual and domestic violence per 1,000 residents

SaS-14: Percent of Firefighters meeting or exceeding 228 hours of firefighter training

SaS-14: Percent of Firefighters meeting or exceeding 228 hours of firefighter training

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

SaS-14: Percent of Firefighters meeting or exceeding 228 hours of firefighter training



EQUITY AND INCLUSION

STRATEGIES

Establish a baseline, identify gaps and develop activities to improve health impacts to all marginalized identities within the community. Prepare and provide community-based education and solutions based upon the gathered data.

Enhance or establish partnerships and collaboration with existing community organizations, governmental agencies, healthcare providers and schools with a focus on increasing awareness of and access to resources that will impact trends and reduce repeated incidents.

Train and equip personnel to effectively respond to and support the investigation of incidents involving a child in need of care (CINC) or other incidents falling under the jurisdiction of the Kansas Department for Children and Families.

PROGRESS INDICATORS

SaS-6: Variance of satisfaction with perceptions of safety by race, gender, education and income

SaS-7: Number of Child Protective Services reported incidents to the Kansas Department for Children and Families for Douglas County per 1,000 residents

SaS-9: Sexual and domestic violence per 1,000 residents

SaS-5: Number of responses to a mental health crisis per 1,000 residents

SaS-6: Variance of satisfaction with perceptions of safety by race, gender, education and income

SaS-7: Number of Child Protective Services reported incidents to the Kansas Department for Children and Families for Douglas County per 1,000 residents

SaS-9: Sexual and domestic violence per 1,000 residents

SaS-7: Number of Child Protective Services reported incidents to the Kansas Department for Children and Families for Douglas County per 1,000 residents

SaS-9: Sexual and domestic violence per 1,000 residents

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

STRATEGIC PLAN

safe and secure



SOUND FISCAL STEWARDSHIP

STRATEGIES

Develop a strong, reliable and integrated system of volunteer and community resources.

Reduce redundancy with other safety agencies, City departments and community resources.

Maximize use of civilian capabilities to make deployment of specialized and highly technical personnel more efficient.

PROGRESS INDICATORS

SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied

SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied

SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied

SaS-10: Expenditure per 1,000 residents for Police and Fire/Emergency Medical Services

SaS-10: Expenditure per 1,000 residents for Police and Fire/Emergency Medical Services

SaS-11: Employee Engagement Index for Police

SaS-12: Employee Engagement Index for Fire Medical

STRATEGIC PLAN

safe and secure

ENGAGED AND EMPOWERED TEAMS

STRATEGIES

Train and equip personnel to skillfully support mental, behavioral, and physical well-being of community members.

Train and equip personnel to effectively respond to and investigate incidents related to Part I offenses.

Train and equip personnel to effectively respond to and investigate incidents involving sexual and domestic violence.

PROGRESS INDICATORS

SaS-5: Number of responses to a mental health crisis per 1,000 residents

SaS-2: Part 1 crimes per 1,000 residents

SaS-2: Part 1 crimes per 1,000 residents

SaS-9: Sexual and domestic violence per 1,000 residents

SaS-9: Sexual and domestic violence per 1,000 residents

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

SaS-11: Employee Engagement Index for Police

SaS-11: Employee Engagement Index for Police

SaS-12: Employee Engagement Index for Fire Medical

SaS-12: Employee Engagement Index for Fire Medical

SaS-14: Percent of Firefighters meeting or exceeding 228 hours of firefighter training

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

ENVIRONMENTAL SUSTAINABILITY

STRATEGIES

Evaluate public safety processes for opportunities to enhance environmental management practices.

PROGRESS INDICATORS

SaS-1: Percent of residents who perceive Lawrence as safe or very safe

SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied

SaS-10: Expenditure per 1,000 residents for Police and Fire/Emergency Medical Services

STRATEGIC PLAN

prosperity and economic security

Prosperity and Economic Security activities are being taken on by City staff and community partners. City departments and offices involved include Economic Development, Planning & Development Services, Finance, the City Attorney, Municipal Services & Operations, Communications, Equity and Inclusion, and Information Technology. The University of Kansas, Lawrence Chamber of Commerce, Peaslee Technical Center, KU Innovation Park, and Douglas County are also involved.

COMMUNITY ENGAGEMENT

STRATEGIES

Establish Lawrence as the most business friendly community in the region.	Make existing businesses a priority, providing robust support for business retention and expansion	Provide resources and support for small and medium-sized businesses to grow and expand.	Create programs that recover, sustain and grow the arts and entertainment community.	Enhance childcare options at all price levels.	Increase and focus resources to generate entrepreneurial and tech-related company growth.
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PROGRESS INDICATORS

PES-1: Percent of businesses rating Lawrence as a good or excellent place to do business		PES-1: Percent of businesses rating Lawrence as a good or excellent place to do business	PES-1: Percent of businesses rating Lawrence as a good or excellent place to do business		PES-2: Percent of residents rating Lawrence as a good or excellent place to work
		PES-3: Target industry employment growth (target industries: creative and professional services; research and biomedical; computers, electronics and information technology; advanced materials and green manufacturing)			PES-3: Target industry employment growth (target industries: creative and professional services; research and biomedical; computers, electronics and information technology; advanced materials and green manufacturing)
PES-4: Average calendar days from application to issuance for development permits for commercial development	PES-1: Percent of businesses rating Lawrence as a good or excellent place to do business		PES-2: Percent of residents rating Lawrence as a good or excellent place to work	PES-2: Percent of residents rating Lawrence as a good or excellent place to work	
		PES-5: Women/minority business ownership rate	PES-6: Variance of median income by race		PES-7: Area median income

STRATEGIC PLAN

*prosperity and
economic security*

EFFICIENT AND EFFECTIVE PROCESSES

STRATEGIES

Enhance and streamline permitting processes and development codes.

PROGRESS INDICATORS

PES-4: Average calendar days from application to issuance for development permits for commercial development

EQUITY AND INCLUSION

STRATEGIES

Ensure greater economic opportunities amongst historically marginalized populations, communities and businesses.

PROGRESS INDICATORS

PES-5: Women/minority business ownership rate

PES-6: Variance of median income by race

PES-7: Area median income



STRATEGIC PLAN

*prosperity and
economic security*

SOUND FISCAL STEWARDSHIP

STRATEGIES

Attract private development partners based on community plan objectives and goals.

Create new incentives that are targeted at businesses and industries that provide pathways to economic success for the employees, the company and the community.

PROGRESS INDICATORS

PES-3: Target industry employment growth (target industries: creative and professional services; research and biomedical; computers, electronics and information technology; advanced materials and green manufacturing)

PES-1: Percent of businesses rating Lawrence as a good or excellent place to do business

PES-2: Percent of residents rating Lawrence as a good or excellent place to work

PES-8: Five-year rolling average of the total commercial building permit value

PES-3: Target industry employment growth (target industries: creative and professional services; research and biomedical; computers, electronics and information technology; advanced materials and green manufacturing)

PES-9: Percent of private dollars leveraged to City dollars

PES-5: Women/minority business ownership rate

PES-9: Percent of private dollars leveraged to City dollars

There are no Engaged and Empowered Teams strategies for this outcome.

ENVIRONMENTAL SUSTAINABILITY

STRATEGIES

Utilize infill development to enhance the local food system and related businesses.

Establish sustainability initiatives for infill development and explore related research and technology partnerships, including smart investments.

PROGRESS INDICATORS

PES-10: Percent of development that is infill

PES-10: Percent of development that is infill

STRATEGIC PLAN

connected city

Connected City activities are being taken on by City staff from the following departments and offices: Municipal Services & Operations, Planning & Development Services, Information Technology, Parks & Recreation, Parking & Transit, Fire Medical and Police.

COMMUNITY ENGAGEMENT

STRATEGIES

Invest in multimodal infrastructure and services to improve mobility, safety and connectivity.

PROGRESS INDICATORS

CC-1: Percent of residents satisfied or very satisfied with the condition of major city streets

CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/ wheeling, biking, riding the bus, etc.)

CC-5: Percent of sidewalks and shared use paths in compliance with the Americans with Disabilities Act (ADA) and deflection minimum standards

CC-6: Percent of residential units in the Environmental Justice Zone within a quarter mile of a transit stop or on-demand transit zone

CC-13: Miles of trails

SWN-3: Percent of residential units within a half mile of a walking/biking trail

SWN-13: Connectivity of healthy food providers by transit, bike routes or sidewalks



STRATEGIC PLAN

connected city

EFFICIENT AND EFFECTIVE PROCESSES

STRATEGIES

Enhance the City's performance management system to track accountability, improve transparency and streamline operations.

Prioritize and enhance timely, accurate, reliable, accessible and transparent information, processes and services to ensure a Connected City.

Establish a technology strategy and support connectivity through interdepartmental and external stakeholder collaboration.

PROGRESS INDICATORS

CC-3: Months per year the City is in compliance with minimum water and wastewater discharge standards

CC-4: Percent of goals met for reliability of water, wastewater, transit, fleet, traffic signals, information technology systems, the Pavement Condition Index and the Fire Medical and Police departments

CC-7: Cost per gallon of clean and wastewater treated

CC-8: Cost per lane mile (including street maintenance and reconstruction costs)

CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/wheeling, biking, riding the bus, etc.)

CC-4: Percent of goals met for reliability of water, wastewater, transit, fleet, traffic signals, information technology systems, the Pavement Condition Index and the Fire Medical and Police departments

CC-4: Percent of goals met for reliability of water, wastewater, transit, fleet, traffic signals, information technology systems, the Pavement Condition Index and the Fire Medical and Police departments

CC-12: Percent of City-used energy (electric, natural gas, fuel) that is renewable

EQUITY AND INCLUSION

STRATEGIES

Update and implement the American with Disabilities Act (ADA) Transition Plan to reduce barriers to access.

Improve multimodal connectivity with an emphasis on pedestrian and bicycle demand and transportation for disadvantaged populations.

PROGRESS INDICATORS

CC-5: Percent of sidewalks and shared use paths in compliance with the Americans with Disabilities Act (ADA) and deflection minimum standards

CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/wheeling, biking, riding the bus, etc.)

CC-5: Percent of sidewalks and shared use paths in compliance with the Americans with Disabilities Act (ADA) and deflection minimum standards

CC-6: Percent of residential units in the Environmental Justice Zone within a quarter mile of a transit stop or on-demand transit zone

CC-13: Miles of trails

SOUND FISCAL STEWARDSHIP

STRATEGIES

Institute an asset management framework to achieve the desired level of service expectations for infrastructure and services.	Follow the implementation schedule for infrastructure improvements identified in the City's Integrated Plan to achieve clean water and human health goals while addressing aging infrastructure, climate change and competing priorities for funding.	Maximize ridership through Lawrence Transit route redesign and improved access, comfort and convenience for all riders.
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PROGRESS INDICATORS

CC-4: Percent of goals met for reliability of water, wastewater, transit, fleet, traffic signals, information technology systems, the Pavement Condition Index and the Fire Medical and Police departments	CC-3: Months per year the City is in compliance with minimum water and wastewater discharge standards	CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/wheeling, biking, riding the bus, etc.)
CC-7: Cost per gallon of clean and wastewater treated	CC-4: Percent of goals met for reliability of water, wastewater, transit, fleet, traffic signals, information technology systems, the Pavement Condition Index and the Fire Medical and Police departments	CC-6: Percent of residential units in the Environmental Justice Zone within a quarter mile of a transit stop or on-demand transit zone
CC-8: Cost per lane mile (including street maintenance and reconstruction costs)	CC-7: Cost per gallon of clean and wastewater treated	CC-9: Cost per passenger trip on Lawrence Transit
	CC-14: Number of public infrastructure projects that account for climate adaptation	CC-11: Percent of trips not taken in automobile (driven-alone)

See the City-wide Engaged and Empowered Teams table (pg. 63-65) for Connected City indicators.

STRATEGIC PLAN

connected city

ENVIRONMENTAL SUSTAINABILITY

STRATEGIES

Reduce energy consumption by the City of Lawrence.

Utilize a green rating system for infrastructure projects.

Enhance transportation options and choices to minimize adverse social, economic and environmental impacts created by transportation.

Establish land use policies and codes that minimize the need to walk or bike more than 15 minutes for basic needs such as groceries, medicine, general merchandise, schools and transit.

PROGRESS INDICATORS

CC-12: Percent of City-used energy (electric, natural gas, fuel) that is renewable

CC-14: Number of public infrastructure projects that account for climate adaptation

CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/wheeling, biking, riding the bus, etc.)

CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/wheeling, biking, riding the bus, etc.)

CC-6: Percent of residential units in the Environmental Justice Zone within a quarter mile of a transit stop or on-demand transit zone

CC-11: Percent of trips not taken in automobile (driven-alone)

CC-11: Percent of trips not taken in automobile (driven-alone)

CC-13: Miles of trails

CC-13: Miles of trails



STRATEGIC PLAN

city-wide

These City-Wide progress indicators and strategies are designed to generate progress throughout the entire organization and all outcome areas (rather than addressing a specific outcome).

COMMUNITY ENGAGEMENT

STRATEGIES

Create and implement a City-Wide community engagement plan.

Implement a City-Wide customer relations management software system

PROGRESS INDICATORS

CW-1: Percent of residents who are satisfied or very satisfied with the access, availability and timeliness of information

CW-2: Of residents who have engaged with a City department in the past year, the percent who were satisfied with the overall quality of service provided

CW-2: Of residents who have engaged with a City department in the past year, the percent who were satisfied with the overall quality of service provided

CW-3: Percent of City projects that follow the community engagement plan



STRATEGIC PLAN

city-wide

EFFICIENT AND EFFECTIVE PROCESSES

STRATEGIES

Develop and implement performance improvement capacity to enhance processes and reduce frustration

PROGRESS INDICATORS

CW-4: Number of processes that are evaluated and improved every year

There are no City-Wide Sound Fiscal Stewardship progress indicators.

EQUITY AND INCLUSION

STRATEGIES

- Improve diversity-focused hiring, recruitment, promotion and outreach efforts so that the City workforce reflects the community we serve.

Utilize the Human Rights Campaign Municipal Equality Index (MEI) scorecard as guidance to advance equity.

Identify and implement best practices for advancing diversity, equity and inclusion throughout City government and with external stakeholders.

PROGRESS INDICATORS

- CW-5: Overall Municipal Equality Index score

CW-5: Overall Municipal Equality Index score

CW-5: Overall Municipal Equality Index score
- CW-6: Overall Employee Engagement Index

ENGAGED AND EMPOWERED TEAMS

STRATEGIES

Develop, refine and promote activities related to employee career development and succession planning.

Provide safe environments and programs that promote and encourage the physical, mental and emotional wellbeing of City employees.

Compensate and reward employees so they can focus on complex and long-term outcomes that serve our community.

Build trust throughout all levels of the organization by encouraging feedback and creating open, two-way communication.

Recognize our successes through open appreciation.

Create a welcoming environment with space for autonomy, innovation and continuous improvement where all members of the organization can discover their purpose.

KEY PERFORMANCE INDICATORS

CW-6: Overall Employee Engagement Index

CW-7: Employee Engagement Index for internal service departments

CW-8: Percent of employees who are satisfied with their jobs

UI-11: Employee Engagement Index for Parks & Recreation

SWN-10: Employee Engagement Index for Planning & Development Services

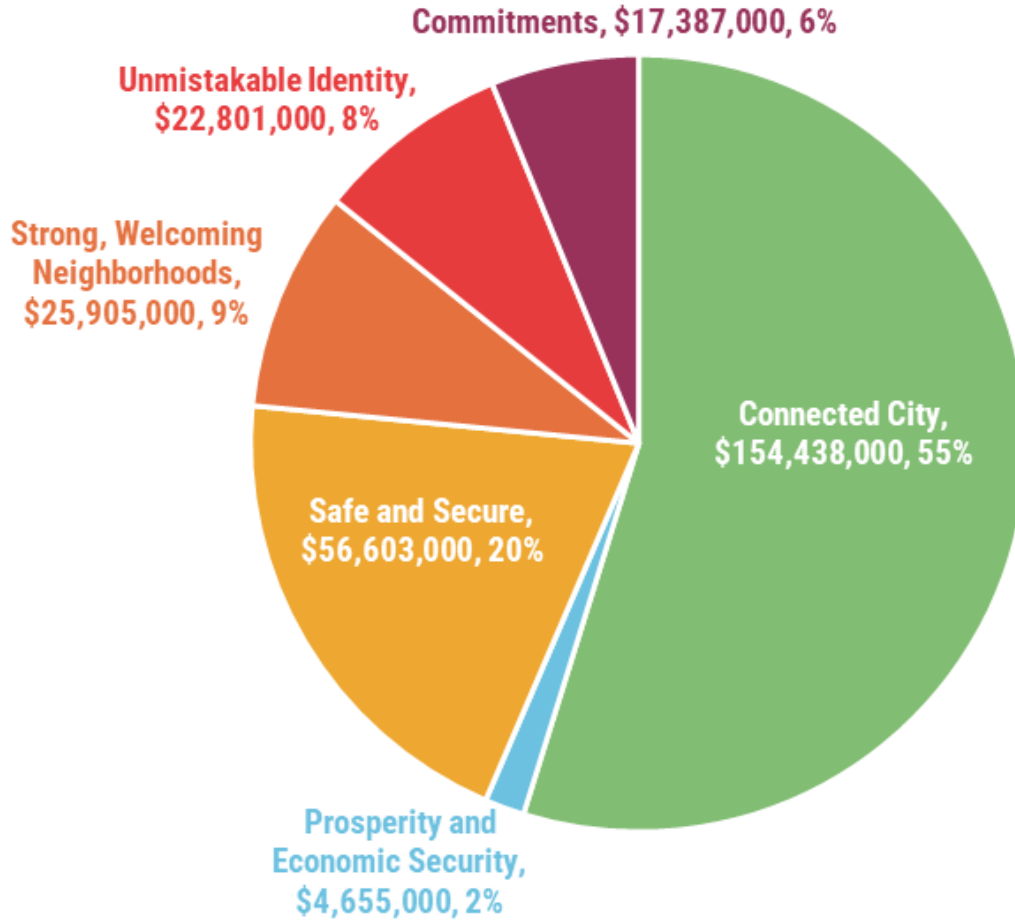
SWN-11: Employee Engagement Index for Solid Waste

SaS-11: Employee Engagement Index for Police

SaS-12: Employee Engagement Index for Fire Medical

CC-10: Employee Engagement Index for Municipal Services & Operations (except Solid Waste)

There are no City-Wide Environmental Sustainability progress indicators.



The previous pages listed each of the progress indicators for the associated commitment and outcome. City staff is establishing baseline data on where the city is now for each indicator and targets for the next year. In many cases the baseline data is already collected by the city and targets can be set for these goals. As some of the progress indicators require new information to be collected, baseline data for these indicators is not currently available. As city staff continues to collect data and establish targets, this information will be updated at: <https://lawrenceks.org/strategic-plan/>.

Where baseline data is available, targets for 2022 were established by examining what peers and leaders in each field aim for, as well as community-specific targets. The following pages display several of the targets for each outcome area where data is available on the 2020 baseline data and the 2022 target.

In the following years, departments will utilize these progress indicators to help determine departmental priorities. There are some progress indicators that are city-wide.

It should be noted that not all progress indicators are listed here. However, it should provide a good overview of the types of progress indicators being tracked and a number of progress indicators that have current data available.

STRATEGIC PLAN

metrics

UNMISTAKABLE IDENTITY

COMMUNITY ENGAGEMENT

UI-1: Percent of residents who are satisfied or very satisfied with the Parks & Recreation system

BASELINE 2020

84%

TARGET 2022

84%

STATUS: ON TARGET

SOUND FISCAL STEWARDSHIP

UI-10: Retail sales in Downtown Lawrence

BASELINE 2018*

8.7%

STATUS: BELOW TARGET

TARGET 2022

9.5%

**FY 2018 was used as the baseline*

EQUITY AND INCLUSION

UI-7: Percent of scholarship need that is met for recreation programs

BASELINE 2020

100%

TARGET 2022

100%

STATUS: ON TARGET

ENGAGED AND EMPOWERED TEAMS

UI-10: Employee Engagement Index* for Parks & Recreation

BASELINE 2020

3.55

STATUS: BELOW TARGET

TARGET 2022

4.00

*The Employee Engagement Index is a 14-question survey posed to all full-time employees to assess engagement within the organization. The highest score is a

ENVIRONMENTAL SUSTAINABILITY

UI-12: Acres of park green space per resident

BASELINE 2020

0.04

STATUS: BELOW TARGET

TARGET 2022

0.045

STRATEGIC PLAN

metrics

STRONG, WELCOMING NEIGHBORHOODS

E Q U I T Y A N D I N C L U S I O N

SWN-2: Percent of residential units within a half mile of City green space

STATUS: *BELOW TARGET*

BASELINE 2020

32.1%

TARGET 2022

50%

SWN-5: Percent of households that are experiencing housing stress (spending more than 30% of their income on housing)*

STATUS: *BELOW TARGET*

BASELINE 2020

51%

TARGET 2022

15%

**The target and baseline are for rental. The 2020 baseline for homeowners is 18%. The 2020 target is 15%.*

SWN-6: Point-in-time count of people experiencing homelessness

STATUS: *BELOW TARGET*

BASELINE 2020

408

TARGET 2022

250

S O U N D F I S C A L S T E W A R D S H I P

SWN-7: Affordable Housing Sales Tax dollars invested divided by unit investments

STATUS: *ON TARGET*

BASELINE 2020

10.7:1

TARGET 2022

10:1

SWN-8: Infrastructure cost per new residential unit (Multi-family and Single-family*)

STATUS: *ON TARGET*

BASELINE 2020

\$23,536

TARGET 2022

\$25,000

**The target and baseline are for single family residential units. The 2020 baseline for multi-family residential units is \$11,304.*

STRATEGIC PLAN

metrics

SAFE AND SECURE

COMMUNITY ENGAGEMENT

SaS-1: Percent of residents who perceive Lawrence as safe or very safe	BASELINE 2020	82%
STATUS: <i>BELOW TARGET</i>	TARGET 2022	90%

EFFICIENT AND EFFECTIVE PROCESSES

SaS-3: Percent of fires contained to their room of origin	BASELINE 2020	56%
STATUS: <i>BELOW TARGET</i>	TARGET 2022	90%

EQUITY AND INCLUSION

SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied (Police)	BASELINE 2020	81%
STATUS: <i>BELOW TARGET</i>	TARGET 2022	85%

ENGAGED AND EMPOWERED TEAMS

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training	BASELINE 2020	22.5%
STATUS: <i>BELOW TARGET</i>	TARGET 2022	70%
SaS-14: Percent of Firefighters meeting or exceeding 228 hours of firefighter training	BASELINE 2020	56%
STATUS: <i>BELOW TARGET</i>	TARGET 2022	90%

STRATEGIC PLAN

metrics

PROSPERITY AND ECONOMIC SECURITY

COMMUNITY ENGAGEMENT

PES-2: Percent of residents rating Lawrence as a good or excellent place to work

BASELINE 2020

59%

STATUS: *BELOW TARGET*

TARGET 2022

62%

EFFICIENT AND EFFECTIVE PROCESSES

PES-4: Average calendar days from application to issuance for development permits for commercial development

BASELINE 2020

40

STATUS: *BELOW TARGET*

TARGET 2022

35

EQUITY AND INCLUSION

PES-7: Area median income

BASELINE 2020

\$53,639

STATUS: *BELOW TARGET*

TARGET 2022

\$54,712

SOUND FISCAL STEWARDSHIP

PES-9: Percent of private dollars leveraged to public dollars

BASELINE 2020

\$6.09

STATUS: *ON TARGET*

TARGET 2022

\$1.25

ENVIRONMENTAL SUSTAINABILITY

PES-10: Percent of development that is infill

BASELINE 2020

96.91%

STATUS: *ON TARGET*

TARGET 2022

96.00%

STRATEGIC PLAN

metrics

CONNECTED CITY

COMMUNITY ENGAGEMENT

CC-1: Percent of residents satisfied or very satisfied with the condition of major city streets

BASELINE 2020

45%

TARGET 2022

50%

STATUS: *BELOW TARGET*

EQUITY AND INCLUSION

CC-5: Percent of sidewalks and shared use paths in compliance with the Americans with Disabilities Act (ADA) and deflection minimum standards

BASELINE 2020

20%

TARGET 2022

25%

STATUS: *BELOW TARGET*

SOUND FISCAL STEWARDSHIP

CC-9: Cost per passenger trip on Lawrence Transit

BASELINE 2020

\$10.09

TARGET 2022

\$5.00

STATUS: *BELOW TARGET*

ENVIRONMENTAL SUSTAINABILITY

CC-12: Percent of City-used energy (electric, natural gas, fuel) that is renewable (City Facilities/Electric)

BASELINE 2020

98%

TARGET 2022

99%

STATUS: *BELOW TARGET*

CC-13: Miles of trails

BASELINE 2020

72.44

TARGET 2022

82.00

STATUS: *BELOW TARGET*

STRATEGIC PLAN

metrics

CITY-WIDE

COMMUNITY ENGAGEMENT

CW-1: Percent of residents who are satisfied or very satisfied with the access, availability and timeliness of information STATUS: BELOW TARGET	BASELINE 2020	61%
	TARGET 2022	70%
CW-2: Of residents who have engaged with a City department in the past year, the percent who were satisfied with the overall quality of service provided STATUS: BELOW TARGET	BASELINE 2020	67%
	TARGET 2022	77%

EQUITY AND INCLUSION

CW-5: Overall Municipal Equality Index score STATUS: BELOW TARGET	BASELINE 2020	98%
	TARGET 2022	100%

ENGAGED AND EMPOWERED TEAMS

CW-7: Employee Engagement Index for internal service departments (City Manager's Office/Information Technology/Finance/City Attorney's Office) STATUS: BELOW TARGET	BASELINE 2020	3.91
	TARGET 2022	4.00
CW-8: Percent of employees who are satisfied with their jobs STATUS: BELOW TARGET	BASELINE 2020	57%
	TARGET 2022	60%

fund summaries & financial forecasts

OVERVIEW

MAJOR FUNDS

MINOR FUNDS

CHANGES IN FUND BALANCES

FUNDS

overview

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. Major funds are those with an appropriation greater than \$10 million. Within each section, the fund summaries are organized in accordance with generally accepted accounting principles (GAAP).

MAJOR OPERATING FUNDS

GENERAL FUND (001) p. 76-77	PUBLIC TRANSPORTATION FUND (210) p. 78
BOND AND INTEREST FUND (301) p. 79	CAPITAL PROJECTS FUND (400) p. 80
WATER AND WASTEWATER FUND (501) p. 81	SOLID WASTE FUND (502) p. 82
HEALTHCARE FUND (522) p. 83	ADMINISTRATIVE CHARGE FUND (523) p. 84
UTILITIES BONDED CONSTRUCTION FUND (551) p. 85	
UTILITIES NON-BONDED CONSTRUCTION FUND (552) p. 86	
OUTSIDE AGENCY FUND (611) p. 87	AMERICAN RECOVERY PLAN FUND (634) p. 88

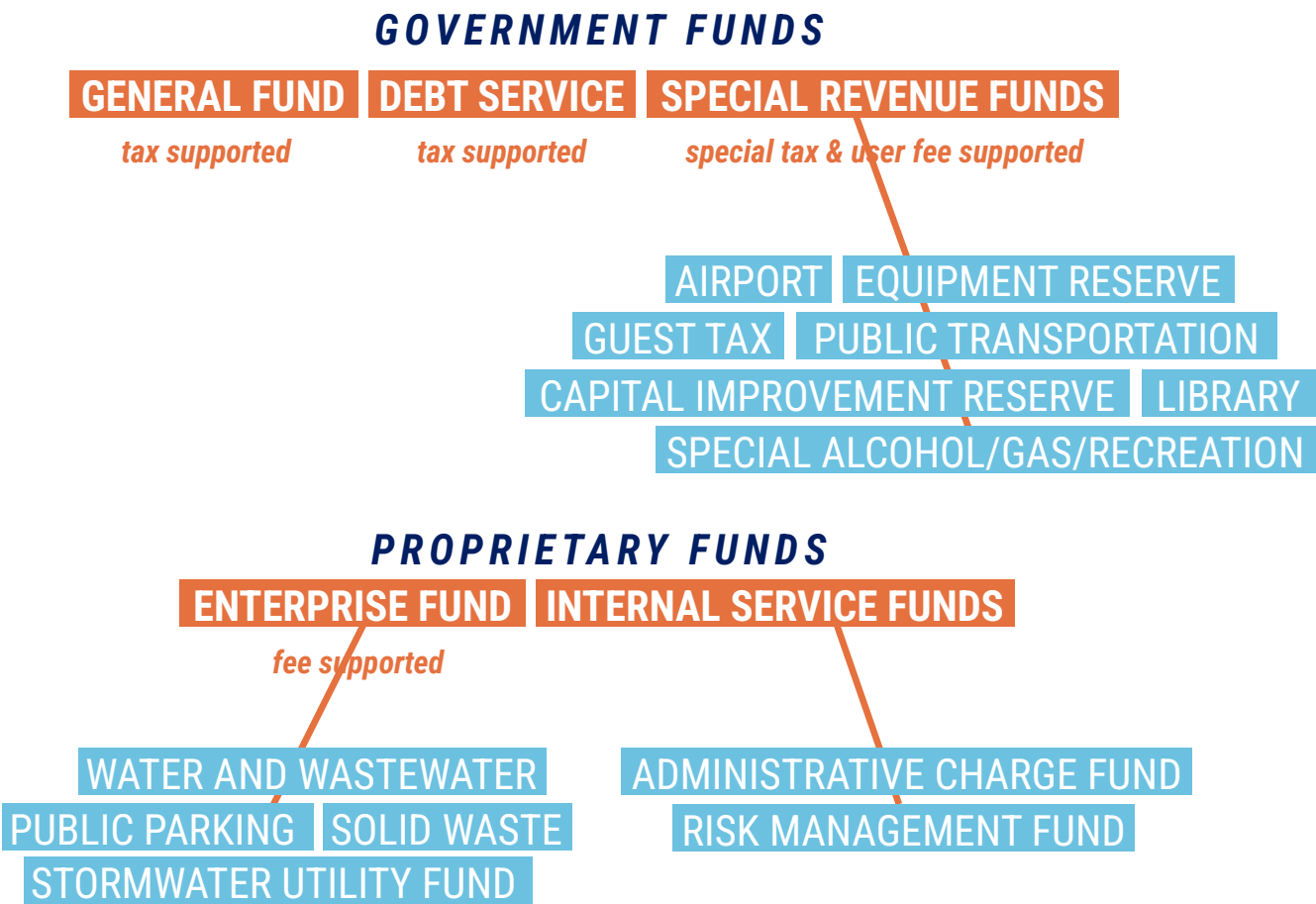
MINOR OPERATING FUNDS

AIRPORT FUND (201) p. 89	CAPITAL IMPROVEMENT RESERVE (202) p. 90
EQUIPMENT RESERVE FUND (205) p. 91	GUEST TAX FUND (206) p. 92
LIBRARY FUND (209) p. 93	RECREATION FUND (211) p. 94
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FUNDS

overview

There are two broad categories: Governmental Funds and Proprietary Funds. Governmental Funds include the General Fund (tax supported), Special Revenue Funds (special tax & user fee supported), and the Debt Service Fund (tax supported). Proprietary Funds include Enterprise Funds (fee-supported) and Internal Service Funds. Below are charts with some examples of each type of fund.



FUND TYPE
FUND SUB-TYPE
INDIVIDUAL FUND

GENERAL FUND

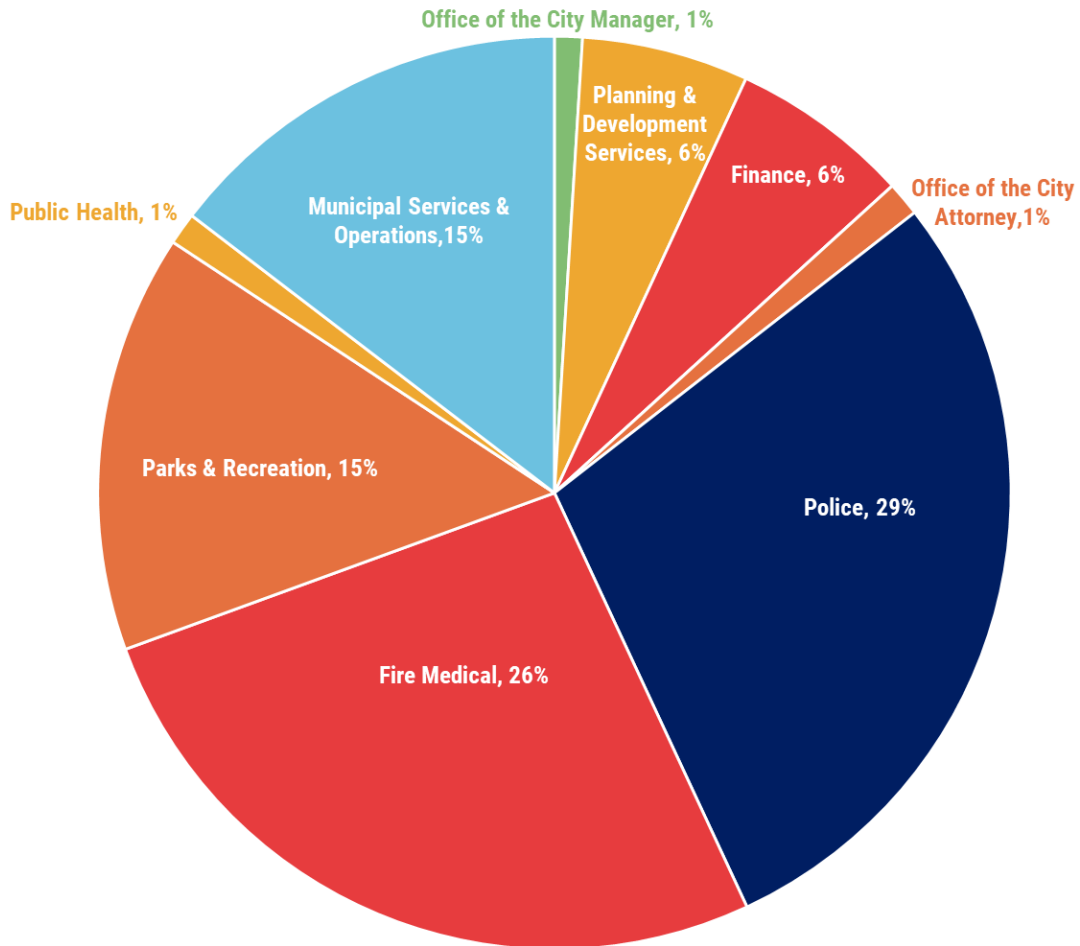
001

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Property	\$ 23,444,591	\$ 24,350,000	\$ 24,295,000	\$ 24,826,000
Sales Tax	27,433,315	28,922,000	31,399,000	31,790,000
Franchise Fees	6,893,125	7,751,000	7,314,000	7,935,000
Licenses and permits	1,489,221	1,446,000	1,534,000	1,577,000
Intergovernmental	789,569	919,000	551,000	919,000
Charges for services	8,590,019	12,982,000	12,679,000	14,613,000
Fines, forfeitures and penalties	964,988	1,400,000	850,000	800,000
Interest	447,695	250,000	350,000	350,000
Miscellaneous	659,957	963,000	963,000	1,051,000
Operating Transfers	4,373,345	17,518,000	17,518,000	11,617,000
Total	\$ 75,085,825	\$ 96,501,000	\$ 97,453,000	\$ 95,478,000
EXPENDITURES				
Personal Services	\$ 51,072,328	\$ 55,761,000	\$ 56,040,000	\$ 59,632,000
Internal Services	4,299,589	8,395,000	9,156,000	11,197,000
Contractual Services	12,683,305	14,888,000	15,782,000	17,892,000
Commodities	5,751,711	9,917,000	9,931,000	8,190,000
Capital Outlay	1,366,083	3,343,000	3,690,000	2,881,000
Other	2,910	-	-	30,000
Transfers	1,890,318	2,896,000	2,896,000	3,574,000
Total	\$ 77,066,244	\$ 95,200,000	\$ 97,495,000	\$ 103,396,000
Revenue over/(under)				
Expenditure	(1,980,419)	1,301,000	(42,000)	(7,918,000)
Beginning Balance	26,997,596	19,406,096	25,017,177	24,975,177
Less: Reserve by Policy	19,266,561	20,707,096	24,042,267	25,497,454
Available for Use	5,750,616	-	932,910	(8,440,277)
Total Fund Balance	\$ 25,017,177	\$ 20,707,096	\$ 24,975,177	\$ 17,057,177

The gap in the General Fund will be augmented using Federal Funding in FY2022 to allow us to continue to provide essential services while we recover from the impacts of COVID-19. This will not be sustainable long-term and some combination of service reductions, increased tax rates, or stronger growth in property values and sales tax will be required to sustain our current direction.

GENERAL FUND EXPENDITURE BY DEPARTMENT 2022



MILL LEVY RATE: remained flat at 19.952 mills.

ASSESSED VALUATION: increased 2.47%

TOTAL REVENUES: decreased \$1,975,000 or 2% over FY2021 Revised

TOTAL EXPENDITURES: increasing \$5,901,000 or 6% over FY2021 Revised

This is the second year the Recreation Fund, Special Recreation Fund, Golf Course Fund, Special Alcohol Fund, and Gas Tax Fund are shown in the General Fund. This lead to the significant increase in Charges for Service and Transfers.

Includes \$1,497,000 for housing initiatives in the general 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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Sales Tax	\$ 3,648,856	\$ 4,258,000	\$ 4,117,000	\$ 4,168,000
Charges for services	270,145	400,000	265,000	310,000
Interest	266,888	300,000	200,000	200,000
Miscellaneous	4,100	-	-	-
Operating Transfers	10,000	-	-	-
Total	\$ 4,199,989	\$ 4,958,000	\$ 4,582,000	\$ 4,678,000

EXPENDITURES				
Personal Services	\$ 104,671	\$ 92,000	\$ 92,000	\$ 99,000
Internal Services	134,964	202,000	232,000	189,000
Contractual Services	2,620,557	2,411,000	2,650,000	1,997,000
Commodities	600,902	800,000	832,000	793,000
Capital Outlay	-	1,000	1,000	31,000
Transfers	-	5,738,000	5,655,000	10,850,000
Total	\$ 3,461,094	\$ 9,244,000	\$ 9,462,000	\$ 13,959,000

Revenue over/(under)				
Expenditure	738,895	(4,286,000)	(4,880,000)	(9,281,000)
Beginning Balance	16,538,788	15,428,264	17,277,683	12,397,683
Less: Reserve by Policy	553,775	-	1,513,920	2,233,440
Available for Use	16,723,908	11,142,264	10,883,763	883,243

Ending Fund Balance	\$ 17,277,683	\$ 11,142,264	\$ 12,397,683	\$ 3,116,683
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TOTAL REVENUES: increased \$96,000 or 2% over FY2021 Revised

TOTAL EXPENDITURES: increased \$4,497,000 or 48% over FY2021 Revised

This fund is supported by sales tax which was impacted by COVID-19 but is starting to show signs of recovery. Multi-modal facility is anticipated to be constructed in FY2022 and is shown as a transfer to the Capital Projects Fund.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Property Taxes	\$ 11,005,554	\$ 11,368,000	\$ 11,368,000	\$ 11,589,000
Special Assessments	1,259,162	1,116,000	1,116,000	1,116,000
Intergovernmental	100,000	-	-	-
Interest	162,695	300,000	215,000	220,000
Miscellaneous	142,659	325,000	240,000	240,000
Bond Proceeds	8,374,819	-	-	22,605,000
Operating Transfers	51,000	1,069,000	1,069,000	667,000
Total	\$ 21,095,889	\$ 14,178,000	\$ 14,008,000	\$ 36,437,000
EXPENDITURES				
Contractual Services	\$ 16,085	\$ 12,000	\$ 13,000	\$ 18,000
Interest & Other Charge	9,958,250	4,555,000	4,555,000	4,639,000
Principal	9,658,000	8,908,000	8,907,000	32,190,000
Total	\$ 19,632,335	\$ 13,475,000	\$ 13,475,000	\$ 36,847,000
Revenue over/(under)				
Expenditure	1,463,554	703,000	533,000	(410,000)
Beginning Balance	12,471,538	13,970,540	13,935,092	14,468,092
Ending Fund Balance	\$ 13,935,092	\$ 14,673,540	\$ 14,468,092	\$ 14,058,092

ASSESSED VALUATION: increased 2.47%

TOTAL REVENUES: increased \$22,199,000 or 158% over FY2021 Revised

TOTAL EXPENDITURES: increased \$23,472,000 or 174% over FY2021 Revised

Special Assessments are estimated to decrease based on current payment schedules.

Principal and Interest align with current debt service schedules.

General Obligation Bond Rating: Aa1

CAPITAL PROJECTS FUND

400

This governmental fund is used to account for financial resources designated for the acquisition or construction of major capital projects other than those financed by proprietary funds.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 343,107	\$ 4,900,000	\$ 3,000,000	\$ -
Interest	-	-	-	15,000
Miscellaneous	2,951	-	-	-
Bond Proceeds	2,485,465	17,310,000	55,383,000	23,407,000
Operating Transfers	-	13,765,000	6,766,000	11,230,000
Total	\$ 2,831,523	\$ 35,975,000	\$ 65,149,000	\$ 34,652,000
EXPENDITURES				
Contractual Services	\$ -	\$ -	\$ 1,077,000	\$ 415,000
Capital Outlay	19,161,686	35,427,000	23,550,000	34,237,000
Transfer Out	-	-	-	-
Debt Services	19,552	-	40,674,000	-
Total	\$ 19,181,238	\$ 35,427,000	\$ 65,301,000	\$ 34,652,000
Revenue over/(under) Expenditure	(16,349,715)	548,000	(152,000)	-
Beginning Balance	31,305,186	23,059,720	14,955,471	14,803,471
Ending Fund Balance	\$ 14,955,471	\$ 23,607,720	\$ 14,803,471	\$ 14,803,471

TOTAL REVENUES: increased \$66,000 or 1% over FY2021 Revised

TOTAL EXPENDITURES: increased \$8,749,000 or 63% over FY2021 Revised

Beginning in 2021, this fund accounts for all CIP projects that are not tied to the Enterprise Funds.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 48,265,742	\$ 55,043,000	\$ 55,043,000	\$ 59,824,000
Interest	452,508	500,000	400,000	400,000
Miscellaneous	219,000	-	220,000	220,000
Transfer In	5,636,982	349,000	349,000	453,000
Total	\$ 54,574,232	\$ 55,892,000	\$ 56,012,000	\$ 60,897,000
EXPENDITURES				
Personal Services	\$ 10,965,826	\$ 12,452,000	\$ 12,452,000	\$ 12,654,000
Internal Services	1,375,945	2,773,000	2,883,000	5,370,000
Contractual Services	7,000,987	7,914,000	9,576,000	8,919,000
Commodities	4,713,635	5,477,000	3,737,000	3,836,000
Capital Outlay	-	324,000	808,000	679,000
Debt Service &	17,913,589	19,570,000	19,550,000	17,804,000
Transfers	4,799,167	6,369,000	5,873,000	10,640,000
Total	\$ 46,769,149	\$ 54,879,000	\$ 54,879,000	\$ 59,902,000
Revenue over/(under) Expenditure	7,805,083	1,013,000	1,133,000	995,000
Beginning Balance	20,815,509	32,126,931	28,620,592	29,753,592
Less: Reserve by Policy	21,492,798	18,500,000	27,022,470	28,195,470
Available for use	7,127,794	14,639,931	2,731,122	2,553,122
Total Fund Balance	\$ 28,620,592	\$ 33,139,931	\$ 29,753,592	\$ 30,748,592

TOTAL REVENUES: increased \$4,885,000 or 9% over FY2021 Revised

TOTAL EXPENDITURES: increased \$5,023,000 or 9% over FY2021 Revised

This fund is supported by rates which were impacted by COVID-19 and assumes that some rebound will occur in FY2022.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 45,002	\$ 35,000	\$ 45,000	\$ 35,000
Charges for services	14,532,388	14,683,000	14,303,000	15,536,000
Interest	167,089	250,000	100,000	100,000
Miscellaneous	394,154	244,000	244,000	639,000
Operating Transfer	-	-	-	-
Total	\$ 15,138,633	\$ 15,212,000	\$ 14,692,000	\$ 16,310,000
EXPENDITURES				
Personal Services	\$ 6,684,406	\$ 6,057,000	\$ 6,057,000	\$ 6,445,000
Internal Services	768,717	1,412,000	1,412,000	2,086,000
Contractual Services	4,378,907	4,786,000	4,858,000	5,126,000
Commodities	751,745	1,133,000	1,061,000	1,175,000
Capital Outlay	-	285,000	2,427,000	1,640,000
Debt Service	(135,204)	336,000	336,000	336,000
Other	1,082,464	-	-	-
Transfers	806,667	7,927,000	1,300,000	1,447,000
Total	\$ 14,337,702	\$ 21,936,000	\$ 17,451,000	\$ 18,255,000
Revenue over/(under) Expenditure	800,931	(6,724,000)	(2,759,000)	(1,945,000)
Beginning Balance	8,911,491	8,851,124	9,712,422	6,953,422
Less: Reserve by Policy	4,108,028	-	5,329,830	5,546,640
Available for use	5,604,394	2,127,124	1,623,592	(538,218)
Ending Fund Balance	\$ 9,712,422	\$ 2,127,124	\$ 6,953,422	\$ 5,008,422

TOTAL REVENUES: increased \$1,618,000 or 11% over FY2021 Revised

TOTAL EXPENDITURES: increased \$804,000 or 5% over FY2021 Revised

Includes rate increase to keep up with ongoing operating and maintenance needs.

The Fund Balance Policy reserve target is 120 days of operating expenditures. The minimum operating balance is 90 days. In FY2023, this would trigger a restoration plan. The adopted budget maintains the 90 day minimum but does not hit the 120 day target.

HEALTHCARE FUND

522

This internal service fund is used to account for the payment of health insurance claims.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 13,212,443	\$ 13,571,000	\$ 13,571,000	\$ 13,329,000
Interest	157,296	-	-	125,000
Miscellaneous	474,868	375,000	375,000	620,000
Total	\$ 13,844,607	\$ 13,946,000	\$ 13,946,000	\$ 14,074,000
EXPENDITURES				
Insurance/Claims	\$ 11,380,140	\$ 13,117,000	\$ 13,117,000	\$ 13,952,000
Contractual Services	306,855	417,000	417,000	439,000
Commodities	-	-	-	-
Transfers	-	-	-	-
Total	\$ 11,686,995	\$ 13,534,000	\$ 13,534,000	\$ 14,391,000
Revenue over/(under) Expenditure	2,157,612	412,000	412,000	(317,000)
Beginning Balance	11,372,213	-	13,529,825	13,941,825
Ending Fund Balance	\$ 13,529,825	\$ 412,000	\$ 13,941,825	\$ 13,624,825

TOTAL REVENUES: increased \$128,000 or 1% over FY2021 Revised

TOTAL EXPENDITURES: increased \$857,000 or 6% over FY2021 Revised

ADMINISTRATIVE SERVICES

523

This internal service fund is used to account for the repairs and maintenance of the City's fleet as well as 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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 7,333,652	\$ 15,414,000	\$ 16,350,000	\$ 21,679,000
Licenses and permits	-	115,000	115,000	118,000
Interest	10,875	-	-	10,000
Miscellaneous	58,878	3,000	3,000	3,000
Operating Transfers	468,878	-	-	-
Total	\$ 7,872,283	\$ 15,532,000	\$ 16,468,000	\$ 21,810,000
EXPENDITURES				
Personal Services	\$ 5,795,638	\$ 8,066,000	\$ 8,354,000	\$ 11,035,000
Internal Services	-	73,000	73,000	-
Contractual Services	1,328,556	2,691,000	3,888,000	6,118,000
Commodities	244,548	3,757,000	3,215,000	3,477,000
Capital Outlay	34,662	55,000	166,000	25,000
Other	-	-	-	20,000
Transfers	-	890,000	890,000	1,159,000
Total	\$ 7,403,404	\$ 15,532,000	\$ 16,586,000	\$ 21,834,000
Revenue over/(under) Expenditure	468,879	-	(118,000)	(24,000)
Beginning Balance	(147)	(147)	668,732	550,732
Ending Fund Balance	\$ 468,732	\$ (147)	\$ 550,732	\$ 526,732

TOTAL EXPENDITURES: increased \$5,248,000 or 32% over FY2021 Revised

Increases are primarily driven by the implementation of the new Enterprise Resource Planning (ERP) system.

Revenues come from transfers from major operating funds based on estimated budget and total FTEs.

Risk Management was moved to Fund 524 in 2021.

UTILITIES BONDED CONSTRUCTION FUND

551

This enterprise fund is used to account for the bonded construction projects for the City's water and wastewater system.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Interest	\$ 284,086	\$ -	\$ -	\$ -
Other	(2,843)	-	-	-
Revenue Bonds	-	-	-	23,683,000
Total	\$ 281,243	\$ -	\$ -	\$ 23,683,000
EXPENDITURES				
Contractual Services	\$ 2,757,978	\$ -	\$ -	\$ 23,000
Capital Outlay	4,890	-	-	23,660,000
Debt Service	(1,083,219)	-	-	-
Transfer	5,636,982	-	-	-
Total	\$ 7,316,631	\$ -	\$ -	\$ 23,683,000
Revenue over/(under) Expenditure	(7,035,388)	-	-	-
Beginning Balance	12,491,641	-	-	5,456,253
Ending Fund Balance	\$ 5,456,253	\$ -	\$ -	\$ 5,456,253

Fund 551 has not traditionally been shown as part of the budget process as bond projects are authorized separately. In our effort to improve our commitment to Sound Fiscal Stewardship, we are now including this as part of our annual budget.

UTILITIES 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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Interest	\$ 120,878	\$ 90,000	\$ 90,000	\$ 90,000
Other	225,000	-	-	-
Operating Transfers	1,600,000	3,021,000	3,021,000	7,550,000
Total	\$ 1,945,878	\$ 3,111,000	\$ 3,111,000	\$ 7,640,000
EXPENDITURES				
Contractual Services	\$ 2,146,058	\$ 7,000	\$ 634,000	\$ 10,000
Commodities	-	-	3,000	-
Capital Outlay	-	4,060,000	4,132,000	10,481,000
Total	\$ 2,146,058	\$ 4,067,000	\$ 4,769,000	\$ 10,491,000
Revenue over/(under) Expenditure	(200,180)	(956,000)	(1,658,000)	(2,851,000)
Beginning Balance	7,772,121	2,079,789	7,571,941	5,913,941
Ending Fund Balance	\$ 7,571,941	\$ 1,123,789	\$ 5,913,941	\$ 3,062,941

TOTAL REVENUES: increased \$4,529,000 or 146% over FY2021 Revised

TOTAL EXPENDITURES: increased \$5,722,000 or 120% over FY2021 Revised

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

MISCELLANEOUS FEDERAL AGENCY GRANTS FUND

611

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Federal Grants	\$ 12,060,937	\$ 10,973,000	\$ 14,071,000	\$ 15,355,000
State Grants	-	-	-	-
Interest	-	-	-	-
Miscellaneous	(2,500)	-	-	-
Transfer In	-	-	-	-
Total	\$ 12,058,437	\$ 10,973,000	\$ 14,071,000	\$ 15,355,000
EXPENDITURES				
Personal Services	\$ 323,169	\$ 333,000	\$ 309,000	\$ 386,000
Contractual Services	4,502,203	5,626,000	7,154,000	5,544,000
Commodities	602,062	26,000	172,000	945,000
Capital Outlay	6,280,457	4,956,000	6,436,000	8,480,000
Transfer	15,010	-	-	-
Total	\$ 11,722,901	\$ 10,941,000	\$ 14,071,000	\$ 15,355,000
Revenue over/(under) Expenditure	335,536	32,000	-	-
Beginning Balance	1,788	590,594	337,324	337,324
Ending Fund Balance	\$ 337,324	\$ 622,594	\$ 337,324	\$ 337,324

TOTAL REVENUES: increased \$1,284,000 or 9% over FY2021 Revised

TOTAL EXPENDITURES: increased \$1,284,000 or 9% over FY2021 Revised

AMERICAN RECOVERY PLAN FUND

634

This special revenue fund is used to account for federal grants from the American Recovery Plan.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Federal Grants	\$ -	\$ -	\$ -	\$ 19,301,000
Total	\$ -	\$ -	\$ -	\$ 19,301,000
EXPENDITURES				
Personal Services	\$ -	\$ -	\$ -	\$ 93,000
Contractual Services	-	-	-	-
Commodities	-	-	-	-
Capital Outlay	-	-	-	19,208,000
Total	\$ -	\$ -	\$ -	\$ 19,301,000
Revenue over/(under) Expenditure	-	-	-	-
Beginning Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

This is a new fund in 2022.

Approximately \$7,900,000 of these funds will be used to help augment the General Fund in FY2022. A placeholder has been noted here until the funds are actually received.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 14,336	\$ -	\$ 5,000	\$ 10,000
Intergovernmental	-	-	-	-
Interest	10,968	7,000	7,000	7,000
Building Rentals	167,737	146,000	165,000	190,000
Operating Transfers	367,500	252,000	252,000	168,000
Total	\$ 560,541	\$ 405,000	\$ 429,000	\$ 375,000
EXPENDITURES				
Personal Services	79,291	84,000	84,000	88,000
Internal Services	-	7,000	7,000	13,000
Contractual Services	96,798	197,000	198,000	232,000
Commodities	23,952	20,000	19,000	33,000
Capital Outlay	2,500	-	-	300,000
Other	103	-	-	-
Transfers	-	285,000	285,000	-
Total	\$ 202,644	\$ 593,000	\$ 593,000	\$ 666,000
Revenue over/(under)				
Expenditure	357,897	(188,000)	(164,000)	(291,000)
Beginning Balance	219,998	373,999	577,895	413,895
Less: Reserve by Policy	32,423	-	94,880	106,560
Available for Use	545,472	185,999	319,015	16,335
Ending Fund Balance	\$ 577,895	\$ 185,999	\$ 413,895	\$ 122,895

TOTAL REVENUES: decreased \$54,000 or 13% over FY2021 Revised

TOTAL EXPENDITURES: increased \$73,000 or 12% over FY2021 Revised

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Taxes	\$ 4,973,283	\$ 5,347,000	\$ 5,339,000	\$ 5,405,000
Intergovernmental	1,648,326	-	-	-
Interest	163,686	20,000	35,000	35,000
Miscellaneous	575,331	-	500,000	500,000
Operating Transfers	-	-	-	-
Total	\$ 7,360,626	\$ 5,367,000	\$ 5,874,000	\$ 5,940,000
EXPENDITURES				
Contractual Services	\$ 4,782,754	\$ 9,000	\$ 9,000	\$ 14,000
Capital Outlay	1,208,834	-	-	-
Debt Service	50,624	-	-	-
Transfer Out	200,000	12,335,000	13,899,000	5,145,000
Total	\$ 6,242,212	\$ 12,344,000	\$ 13,908,000	\$ 5,159,000
Revenue over/(under) Expenditure	1,118,414	(6,977,000)	(8,034,000)	781,000
Beginning Balance	9,651,771	7,236,771	10,770,185	2,736,185
Less: Reserve by Policy Available for Use	998,754 9,771,431	- 259,771	2,225,280 510,905	825,440 2,691,745
Ending Fund Balance	\$ 10,770,185	\$ 259,771	\$ 2,736,185	\$ 3,517,185

TOTAL REVENUES: increased \$66,000 or 1% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$8,749,000 or 62.91% over FY2021 Revised

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Taxes	\$ 500,000	\$ -	\$ -	\$ -
Interest	43,757	75,000	25,000	25,000
Intergovernmental	-	-	-	-
Reimbursement	-	-	-	824,000
Fines, forfeitures and penalties	28,397	65,000	15,000	15,000
Operating Transfers	460,000	10,113,000	10,113,000	6,108,000
Total	\$ 1,032,154	\$ 10,253,000	\$ 10,153,000	\$ 6,972,000
EXPENDITURES				
Contractual Services	\$ 151,755	\$ 2,000	\$ 1,020,000	\$ 3,054,000
Commodities	1,226,550	500,000	-	233,000
Capital Outlay	1,279,636	9,751,000	6,456,000	5,648,000
Total	\$ 2,657,941	\$ 10,253,000	\$ 7,476,000	\$ 8,935,000
Revenue over/(under) Expenditure	(1,625,787)	-	2,677,000	(1,963,000)
Beginning Balance	2,660,573	1,729,570	1,034,786	3,711,786
Reserve for Municipal Court	1,575,002	1,700,688	1,590,002	1,605,002
Available for VERP	(540,216)	28,882	2,121,784	143,784
Total Fund Balance	\$ 1,034,786	\$ 1,729,570	\$ 3,711,786	\$ 1,748,786

TOTAL REVENUES: decreased \$3,181,000 or 31% over FY2021 Revised

TOTAL EXPENDITURES: increased \$1,459,000 or 20% over FY2021 Revised

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Guest Tax	\$ 923,627	\$ 1,600,000	\$ 1,191,000	\$ 1,728,000
Interest	17,270	2,000	2,000	2,000
Reimbursements	-	-	-	-
Total	\$ 940,897	\$ 1,602,000	\$ 1,193,000	\$ 1,730,000
EXPENDITURES				
Personal Services	\$ 272,393	\$ 32,000	\$ 32,000	\$ 35,000
Internal Services	63,895	136,000	136,000	77,000
Contractual Services	663,383	1,343,000	1,160,000	1,333,000
Commodities	25,167	27,000	27,000	39,000
Capital Outlay	-	-	-	-
Debt Service	2,280	-	-	-
Transfers	-	377,000	167,000	167,000
Total	\$ 1,027,118	\$ 1,915,000	\$ 1,522,000	\$ 1,651,000
Revenue over/(under) Expenditure	(86,221)	(313,000)	(329,000)	79,000
Beginning Balance	671,620	470,621	585,399	256,399
Less: Reserve by Policy	164,339	-	243,520	264,160
Available for Use	421,060	157,621	12,879	71,239
Ending Fund Balance	\$ 585,399	\$ 157,621	\$ 256,399	\$ 335,399

TOTAL REVENUES: increased \$537,000 or 45% over FY2021 Revised

TOTAL EXPENDITURES: increased \$129,000 or 8% over FY2021 Revised

This was significantly impacted by COVID-19 and assumes that some rebound will continue in FY2022.

Includes level funding for eXplore Lawrence, Downtown Lawrence, Inc., Sister Cities, and Watkins Museum.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Property Taxes	\$ 4,734,141	\$ 4,903,000	\$ 4,923,000	\$ 5,023,000
Interest	1,637	-	-	-
Total	\$ 4,735,778	\$ 4,903,000	\$ 4,923,000	\$ 5,023,000
EXPENDITURES				
Contractual Services	4,782,000	\$ 4,978,000	\$ 4,952,000	5,023,000
Total	\$ 4,782,000	\$ 4,978,000	\$ 4,952,000	\$ 5,023,000
Revenue over/(under) Expenditure	(46,222)	(75,000)	(29,000)	-
Beginning Balance	75,546	75,547	29,324	324
Ending Fund Balance	\$ 29,324	\$ 547	\$ 324	\$ 324

MILL LEVY RATE: remained flat at 4.045 mills. Library mill is capped at 4.5 mills.

ASSESSED VALUATION: increased 2.47%

Expenditures are driven by employee salaries and benefits.

Increasing budget for books and materials such as digital content.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Sales Tax	\$ 2,340,250	\$ -	\$ -	\$ -
Charges for services	734,965	-	-	-
Interest	11,996	-	-	-
Building Rental	42,534	-	-	-
Lease Of Property	51,456	-	-	-
Miscellaneous	29,208	-	-	-
Donations	346	-	-	-
Licenses and permits	-	-	-	-
Operating Transfers	807,388	-	-	-
Total	\$ 4,018,143	\$ -	\$ -	\$ -
EXPENDITURES				
Personal Services	\$ 3,825,608	\$ -	\$ -	\$ -
Internal Services	255,750	-	-	-
Contractual Services	532,446	-	-	-
Commodities	291,842	-	-	-
Capital	78,177	-	-	-
Other	13,142	-	-	-
Transfers	-	-	-	-
Total	\$ 4,996,965	\$ -	\$ -	\$ -
Revenue over/(under)				
Expenditure	(978,822)	-	-	-
Beginning Balance	978,822	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

The Recreation Fund has been consolidated into the General Fund beginning in FY 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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Liquor Tax	\$ 535,544	\$ 818,000	\$ 450,000	\$ 818,000
Interest	6,335	-	-	-
Building Rental	9,092	-	-	-
Transfer In	-	-	-	-
Total	\$ 550,971	\$ 818,000	\$ 450,000	\$ 818,000
EXPENDITURES				
Contractual Services	816,741	-	-	-
Commodities	-	-	-	-
Transfer Out	-	970,000	459,000	800,000
Total	\$ 816,741	\$ 970,000	\$ 459,000	\$ 800,000
Revenue over/(under) Expenditure	(265,770)	(152,000)	(9,000)	18,000
Beginning Balance	274,997	233,996	9,227	227
Less: Reserve by Policy	130,679	-	73,440	128,000
Available for Use	(121,452)	81,996	(73,213)	(109,773)
Ending Fund Balance	\$ 9,227	\$ 81,996	\$ 227	\$ 18,227

TOTAL REVENUES: increased \$368,000 or 82% over FY2021 Revised

TOTAL EXPENDITURES: increased \$341,000 or 74% over FY2021 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 housing initiatives.

The Fund Balance Policy reserve target is 60 days of operating expenditures. The minimum operating balance for special revenue funds is 30 days. In FY2023, this would trigger a restoration plan if this fund is not excluded from the Fund Balance Policy now that this fund only captures a transfer to the General Fund.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Gasoline Tax	\$ 2,715,965	\$ 2,899,000	\$ 2,742,000	\$ 2,728,000
Interest	26,256	40,000	8,000	6,000
Sale Of Assets	-	-	-	-
Operating Transfer	-	-	-	-
Total	\$ 2,742,221	\$ 2,939,000	\$ 2,750,000	\$ 2,734,000
EXPENDITURES				
Personal Services	\$ 1,877,996	\$ -	\$ -	\$ -
Internal Services	190,076	-	-	-
Contractual Services	277,583	-	-	3,000
Commodities	674,483	-	-	-
Capital Outlay	49,384	-	-	-
Transfer Out	-	3,914,000	3,914,000	2,806,000
Total	\$ 3,069,522	\$ 3,914,000	\$ 3,914,000	\$ 2,809,000
Revenue over/(under)				
Expenditure	(327,301)	(975,000)	(1,164,000)	(75,000)
Beginning Balance	2,779,251	1,301,245	2,451,950	1,287,950
Less: Reserve by Policy	491,124	-	626,240	449,440
Available for Use	1,960,826	326,245	661,710	763,510
Ending Fund Balance	\$ 2,451,950	\$ 326,245	\$ 1,287,950	\$ 1,212,950

TOTAL REVENUES: decreased \$16,000 or 1% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$1,005,000 or 26% over FY2021 Revised

This fund is supported by gas tax which was impacted by COVID-19 and assumes that some rebound will continue in FY2022.

This is the second year 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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Liquor Tax	\$ 535,544	\$ 818,000	\$ 450,000	\$ 818,000
Interest	4,731	-	1,000	-
Reimbursements	-	-	-	-
Total	\$ 540,275	\$ 818,000	\$ 451,000	\$ 818,000
EXPENDITURES				
Personal Services	\$ 116,734	\$ -	\$ -	\$ -
Internal Services	20,720	-	-	-
Contractual Services	530,601	-	-	-
Commodities	127,018	-	-	-
Capital Outlay	4,554	-	-	-
Transfer Out	-	1,050,000	606,000	818,000
Total	\$ 799,627	\$ 1,050,000	\$ 606,000	\$ 818,000
Revenue over/(under)				
Expenditure	(259,352)	(232,000)	(155,000)	-
Beginning Balance	414,398	317,040	155,046	46
Less: Reserve by Policy	127,940	-	96,960	130,880
Available for Use	27,106	85,040	(96,914)	(130,834)
Ending Fund Balance	\$ 155,046	\$ 85,040	\$ 46	\$ 46

TOTAL REVENUES: increased \$367,000 or 81% over FY2021 Revised

TOTAL EXPENDITURES: increased \$129,000 or 8% over FY2021 Revised

This is the second year Special Recreation funds will be transferred to the General Fund to consolidate funding for recreation in one place.

The Fund Balance Policy reserve target is 60 days of operating expenditures. The minimum operating balance for special revenue funds is 30 days. In FY2023, this would trigger a restoration plan if this fund is not excluded from the Fund Balance Policy now that this fund only captures a transfer to the General Fund.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 294,958	\$ 863,000	\$ 575,000	\$ 715,000
Interest	17,347	15,000	8,000	10,000
Miscellaneous	106,167	100,000	123,000	106,000
Licenses and permits	117,630	185,000	149,000	249,000
Fines, forfeitures and penalties	223,535	659,000	535,000	575,000
Operating Transfer	42,167	-	-	-
Total	\$ 801,804	\$ 1,822,000	\$ 1,390,000	\$ 1,655,000
EXPENDITURES				
Personal Services	\$ 665,917	\$ 701,000	\$ 701,000	\$ 736,000
Internal Services	87,049	135,000	135,000	205,000
Contractual Services	267,980	459,000	450,000	462,000
Commodities	19,843	46,000	85,000	79,000
Capital Outlay	-	104,000	104,000	-
Debt Service	-	145,000	115,000	145,000
Other	38,799	-	-	-
Transfers	50,000	200,000	-	-
Total	\$ 1,129,588	\$ 1,790,000	\$ 1,590,000	\$ 1,627,000
Revenue over/(under) Expenditure	(327,784)	32,000	(200,000)	28,000
Beginning Balance	589,785	105,264	262,001	62,001
Less: Reserve by Policy	166,526	-	254,400	260,320
Available for use	95,475	137,264	(192,399)	(170,319)
Ending Fund Balance	\$ 262,001	\$ 137,264	\$ 62,001	\$ 90,001

TOTAL REVENUES: increased \$265,000 or 19% over FY2021 Revised

TOTAL EXPENDITURES: increased \$37,000 or 2% over FY2021 Revised

The Fund Balance Policy reserve target is 60 days of operating expenditures. The minimum operating balance is 30 days. In FY2023, this would trigger a restoration plan. However, it is anticipated that in FY23 better revenue projections will be available with the transition to the new parking system and modifications will be made to the fund as needed.

CENTRAL MAINTENANCE

504

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 3,944,491	\$ -	\$ -	\$ -
Interest	21,988	-	-	-
Miscellaneous	5,167	-	-	-
Total	\$ 3,971,646	\$ -	\$ -	\$ -
EXPENDITURES				
Personal Services	\$ 1,518,133	\$ -	\$ -	\$ -
Contractual Services	379,026	-	-	-
Commodities	1,904,845	-	-	-
Capital Outlay	-	-	-	-
Other	38,879	-	-	-
Transfers	468,879	-	-	-
Total	\$ 4,309,762	\$ -	\$ -	\$ -
Revenue over/(under)				
Expenditure	(338,116)	-	-	-
Beginning Balance	338,116	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 3,707,752	\$ 5,383,000	\$ 5,383,000	\$ 5,536,000
Interest	90,198	125,000	50,000	50,000
Miscellaneous	(90,947)	-	-	-
Total	\$ 3,707,003	\$ 5,508,000	\$ 5,433,000	\$ 5,586,000
EXPENDITURES				
Personal Services	\$ 929,319	\$ 1,159,000	\$ 1,100,000	\$ 1,086,000
Internal Services	97,530	156,000	156,000	482,000
Contractual Services	1,372,040	661,000	3,077,000	3,377,000
Commodities	558,038	457,000	392,000	382,000
Capital Outlay	-	448,000	926,000	337,000
Debt Service	-	-	-	621,000
Other	619,367	-	-	-
Transfers	367,667	3,486,000	716,000	737,000
Total	\$ 3,943,961	\$ 6,367,000	\$ 6,367,000	\$ 7,022,000
Revenue over/(under) Expenditure	(236,958)	(859,000)	(934,000)	(1,436,000)
Beginning Balance	8,911,491	4,823,177	8,674,533	7,740,533
Less: Reserve by Policy	473,108	-	904,160	1,005,600
Available for use	8,201,425	3,964,177	6,836,373	5,298,933
Ending Fund Balance	\$ 8,674,533	\$ 3,964,177	\$ 7,740,533	\$ 6,304,533

TOTAL REVENUES: Increased \$153,000 or 3% over FY2021 Revised

TOTAL EXPENDITURES: increased \$655,000 or 10% over FY2021 Revised

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 751,649	\$ -	\$ -	\$ -
Interest	5,562	-	-	-
Miscellaneous	15,034	-	-	-
Credit Card Fees	-	-	-	-
Operating Transfer	171,995	-	-	-
Total	\$ 944,240	\$ -	\$ -	\$ -
EXPENDITURES				
Personal Services	\$ 562,215	\$ -	\$ -	\$ -
Internal Services	39,417	-	-	-
Contractual Services	168,138	-	-	-
Commodities	159,173	-	-	-
Capital Outlay	-	-	-	-
Other	15,297	-	-	-
Transfers	-	-	-	-
Total	\$ 944,240	\$ -	\$ -	\$ -
Revenue over/(under)				
Expenditure	-	-	-	-
Beginning Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

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

RISK MANAGEMENT FUND

524

This internal service fund is used to account for auto and general liability claims, as well as workers' compensation claims, insurance premiums and other administrative expenses.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ -	\$ 2,872,000	\$ 2,872,000	\$ 2,907,000
Interest	-	-	-	25,000
Operating Transfers	1,298,306	-	-	-
Total	\$ 1,298,306	\$ 2,872,000	\$ 2,872,000	\$ 2,932,000
EXPENDITURES				
Personal Services	\$ -	\$ 93,000	\$ 93,000	\$ 100,000
Contractual Services	-	2,764,000	2,764,000	2,797,000
Commodities	-	4,000	4,000	3,000
Transfers	-	-	-	-
Total	\$ -	\$ 2,861,000	\$ 2,861,000	\$ 2,900,000
Revenue over/(under)				
Expenditure	1,298,306	11,000	11,000	32,000
Beginning Balance	-	-	1,298,306	1,309,306
Ending Fund Balance	\$ 1,298,306	\$ 11,000	\$ 1,309,306	\$ 1,341,306

TOTAL REVENUES: increased \$60,000 or 2% over FY2021 Revised

TOTAL EXPENDITURES: increased \$39,000 or 1% over FY2021 Revised

Risk Management activities were consolidated into Fund 524 in 2021. The revenues in FY2020 reflect the closure of the General Liability and the Worker's Compensation Reserve Funds.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Interest	\$ 1,999	\$ -	\$ -	\$ -
Miscellaneous	162	-	-	-
Donations	12,274	15,000	10,000	20,000
Total	\$ 14,435	\$ 15,000	\$ 10,000	\$ 20,000
EXPENDITURES				
Contractual Services	\$ 10,058	\$ 13,000	\$ 9,000	\$ 20,000
Commodities	-	3,000	7,000	15,000
Transfers	845	-	-	-
Total	\$ 10,903	\$ 16,000	\$ 16,000	\$ 35,000
Revenue over/(under) Expenditure	3,532	(1,000)	(6,000)	(15,000)
Beginning Balance	86,037	86,036	89,569	83,569
Ending Fund Balance	\$ 89,569	\$ 85,036	\$ 83,569	\$ 68,569

TOTAL REVENUES: increased \$10,000 or 100% over FY2021 Revised

TOTAL EXPENDITURES: increased \$19,000 or 119% over FY2021 Revised

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Interest	\$ 20,700	\$ 30,000	\$ 15,000	\$ 10,000
Miscellaneous	125	-	-	-
Total	\$ 20,825	\$ 30,000	\$ 15,000	\$ 10,000
EXPENDITURES				
Personal Services	\$ 44,356	\$ 1,000	\$ 1,000	\$ 103,000
Contractual Services	73,090	927,000	927,000	937,000
Commodities	6,788	138,000	138,000	136,000
Capital Outlay	33,911	89,000	89,000	66,000
Total	\$ 158,145	\$ 1,155,000	\$ 1,155,000	\$ 1,242,000
Revenue over/(under) Expenditure	(137,320)	(1,125,000)	(1,140,000)	(1,232,000)
Beginning Balance	2,584,219	1,159,341	2,446,899	1,306,899
Ending Fund Balance	\$ 2,446,899	\$ 34,341	\$ 1,306,899	\$ 74,899

TOTAL REVENUES: decreased \$5,000 or 33% over FY2021 Revised

TOTAL EXPENDITURES: increased \$87,000 or 8% over FY2021 Revised

The City is continuing to evaluate the long term remediation plan costs and will develop a sustainable funding plan in the future.

CEMETERY PERPETUAL CARE FUND

605

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 11,600	\$ 5,000	\$ 5,000	\$ 8,000
Total	\$ 11,600	\$ 5,000	\$ 5,000	\$ 8,000
EXPENDITURES				
Contractual Services	\$ 27	\$ 6,000	\$ 6,000	\$ 8,000
Total	\$ 27	\$ 6,000	\$ 6,000	\$ 8,000
Revenue over/(under) Expenditure	11,573	(1,000)	(1,000)	-
Beginning Balance	3,644	1,645	15,217	14,217
Ending Fund Balance	\$ 15,217	\$ 645	\$ 14,217	\$ 14,217

TOTAL REVENUES: increased \$3,000 or 60% over FY2021 Revised

TOTAL EXPENDITURES: increased \$2,000 or 33% over FY2021 Revised

HOUSING TRUST FUND

607

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Sales Tax	\$ 912,214	\$ 878,000	\$ 924,000	\$ 937,000
Interest	18,482	15,000	10,000	12,000
Miscellaneous	-	-	-	-
Operating Transfer	350,000	350,000	350,000	350,000
Total	\$ 1,280,696	\$ 1,243,000	\$ 1,284,000	\$ 1,299,000
EXPENDITURES				
Contractual Services	\$ 1,179,417	\$ 1,236,000	\$ 1,236,000	\$ 1,661,000
Total	\$ 1,179,417	\$ 1,236,000	\$ 1,236,000	\$ 1,661,000
Revenue over/(under) Expenditure	101,279	7,000	48,000	(362,000)
Beginning Balance	1,090,471	693,562	1,191,750	1,239,750
Less: Reserve by Policy	188,707	-	197,760	265,760
Less: Awarded Projects	575,000		575,000	575,000
Available for Use	428,043	700,562	466,990	36,990
Ending Fund Balance	\$ 1,191,750	\$ 700,562	\$ 1,239,750	\$ 877,750

TOTAL REVENUES: increased \$15,000 or 1% over FY2021 Revised

TOTAL EXPENDITURES: increased \$425,000 or 34% over FY2021 Revised

MISC. STATE AGENCY FUND

610

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
State Grants	\$ -	\$ -	\$ 4,112,000	\$ 1,474,000
Miscellaneous	-	-	-	-
Transfer In	-	-	-	-
Total	\$ -	\$ -	\$ 4,112,000	\$ 1,474,000
EXPENDITURES				
Personal Services	\$ -	\$ -	\$ -	\$ 186,000
Contractual Services	-	-	1,112,000	623,000
Commodities	-	-	-	165,000
Capital Outlay	-	-	3,000,000	500,000
Total	\$ -	\$ -	\$ 4,112,000	\$ 1,474,000
Revenue over/(under)				
Expenditure	-	-	-	-
Beginning Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

TOTAL REVENUES: decreased \$2,638,000 or 64% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$2,638,000 or 64% over FY2021 Revised

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Interest	\$ 1,896	\$ 2,000	\$ -	\$ -
Donations	1,039	1,000	1,000	5,000
Total	\$ 2,935	\$ 3,000	\$ 1,000	\$ 5,000
EXPENDITURES				
Contractual Services	\$ 8,610	\$ 36,000	\$ 36,000	\$ 35,000
Total	\$ 8,610	\$ 36,000	\$ 36,000	\$ 35,000
Revenue over/(under) Expenditure	(5,675)	(33,000)	(35,000)	(30,000)
Beginning Balance	125,081	88,082	119,406	84,406
Ending Fund Balance	\$ 119,406	\$ 55,082	\$ 84,406	\$ 54,406

TOTAL REVENUES: increased \$4,000 or 400% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$1,000 or 3% over FY2021 Revised

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Federal Grants	\$ 24,587	\$ -	\$ -	\$ -
Interest	1,093	2,000	-	2,000
Miscellaneous	-	-	-	-
Total	\$ 25,680	\$ 2,000	\$ -	\$ 2,000
EXPENDITURES				
Personal Services	\$ 12,733	\$ 13,000	\$ 13,000	\$ 13,000
Contractual Services	1,150	8,000	8,000	8,000
Commodities	-	1,000	1,000	1,000
Total	\$ 13,883	\$ 22,000	\$ 22,000	\$ 22,000
Revenue over/(under)				
Expenditure	11,797	(20,000)	(22,000)	(20,000)
Beginning Balance	201,628	157,627	213,425	191,425
Ending Fund Balance	\$ 213,425	\$ 137,627	\$ 191,425	\$ 171,425

TOTAL REVENUES: No significant changes

TOTAL EXPENDITURES: No change

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Federal Grants	\$ 935,886	\$ 760,000	\$ 760,000	\$ 790,000
Miscellaneous	6,311	250,000	250,000	250,000
Loan Repayments	94,008	50,000	50,000	50,000
Operating Transfer	2,510	-	-	-
Total	\$ 1,038,715	\$ 1,060,000	\$ 1,060,000	\$ 1,090,000
EXPENDITURES				
Personal Services	\$ 187,845	\$ 221,000	\$ 221,000	\$ 224,000
Contractual Services	1,077,647	829,000	836,000	842,000
Commodities	426	-	-	-
Total	\$ 1,265,918	\$ 1,050,000	\$ 1,057,000	\$ 1,066,000
Revenue over/(under) Expenditure	(227,203)	10,000	3,000	24,000
Beginning Balance	256,716	(545,285)	29,513	32,513
Ending Fund Balance	\$ 29,513	\$ (535,285)	\$ 32,513	\$ 56,513

TOTAL REVENUES: increased \$30,000 or 3% over FY2021 Revised

TOTAL EXPENDITURES: increased \$9,000 or 0.85% over FY2021 Revised

HOME PROGRAM FUND

633

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Federal Grants	\$ 314,521	\$ 475,000	\$ 475,000	\$ 468,000
Loan Repayments	10,071	25,000	25,000	-
Total	\$ 324,592	\$ 500,000	\$ 500,000	\$ 468,000
EXPENDITURES				
Personal Services	\$ 38,839	\$ 39,000	\$ 39,000	\$ 40,000
Contractual Services	284,768	460,000	606,000	424,000
Total	\$ 323,607	\$ 499,000	\$ 645,000	\$ 464,000
Revenue over/(under) Expenditure	985	1,000	(145,000)	4,000
Beginning Balance	7,604	(371,397)	8,589	(136,411)
Ending Fund Balance	\$ 8,589	\$ (370,397)	\$ (136,411)	\$ (132,411)

TOTAL REVENUES: decreased \$32,000 or 6% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$181,000 or 28% over FY2021 Revised

TRANSPORTATION & PLANNING FUND

641

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

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Federal Grants	\$ 220,039	\$ 304,000	\$ 304,000	\$ 270,000
Total	\$ 220,039	\$ 304,000	\$ 304,000	\$ 270,000
EXPENDITURES				
Personal Services	\$ 169,506	\$ 142,000	\$ 142,000	\$ 210,000
Contractual Services	33,866	137,000	137,000	42,000
Commodities	6,901	13,000	13,000	2,000
Capital Outlay	-	-	-	-
Total	\$ 210,273	\$ 292,000	\$ 292,000	\$ 254,000
Revenue over/(under) Expenditure	9,766	12,000	12,000	16,000
Beginning Balance	(29,863)	28,137	(20,097)	(8,097)
Ending Fund Balance	\$ (20,097)	\$ 40,137	\$ (8,097)	\$ 7,903

TOTAL REVENUES: decreased \$34,000 or 11% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$38,000 or 13% over FY2021 Revised

LAW ENFORCEMENT TRUST FUND

651

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Interest	\$ 2,264	\$ 2,000	\$ 2,000	\$ 2,000
Confiscated Property	60,906	20,000	20,000	20,000
Total	\$ 63,170	\$ 22,000	\$ 22,000	\$ 22,000
EXPENDITURES				
Contractual Services	\$ 202	\$ 41,000	\$ 41,000	\$ 41,000
Commodities	-	10,000	10,000	10,000
Total	\$ 202	\$ 51,000	\$ 51,000	\$ 51,000
Revenue over/(under) Expenditure	62,968	(29,000)	(29,000)	(29,000)
Beginning Balance	152,315	104,315	215,283	186,283
Ending Fund Balance	\$ 215,283	\$ 75,315	\$ 186,283	\$ 157,283

TOTAL REVENUES: No significant change.

TOTAL EXPENDITURES: No significant change.

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.

	2020 AUDITED	2021 ADOPTED BUDGET	2021 REVISED BUDGET	2022 ADOPTED BUDGET
REVENUES				
Property	\$ 1,808,952	\$ 1,830,000	\$ 1,830,000	\$ 1,842,000
Sales Tax	557,844	788,000	788,000	679,000
Douglas County	31,458	28,000	28,000	-
Interest	2,192	-	-	-
Total	\$ 2,400,446	\$ 2,646,000	\$ 2,646,000	\$ 2,521,000
EXPENDITURES				
Contractual Services	\$ 2,230,118	\$ 2,646,000	\$ 2,646,000	\$ 2,521,000
Total	\$ 2,230,118	\$ 2,646,000	\$ 2,646,000	\$ 2,521,000
Revenue over/(under) Expenditure	170,328	-	-	-
Beginning Balance	587,816	504,905	758,144	758,144
Ending Fund Balance	\$ 758,144	\$ 504,905	\$ 758,144	\$ 758,144

TOTAL REVENUES: decreased \$125,000 or 5% over FY2021 Revised

TOTAL EXPENDITURES: decreased \$125,000 or 5% over FY2021 Revised

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 12 following major funds (appropriation greater than \$10 million):

GENERAL OPERATING FUND The General Fund Balance is anticipated to decrease 32% in FY2022 due to operating increases and continued revenue impacts of COVID-19. This will be augmented using Federal Funding in FY2022.

PUBLIC TRANSPORTATION FUND The Public Transportation Fund is anticipated to decrease 75% due to the construction of a new multi-modal facility being constructed in 2022. This project will utilize fund balance that has been accumulating for the project for the last 12 years.

BOND & INTEREST FUND No significant change in fund balance.

CAPITAL PROJECTS FUND No significant change in fund balance.

WATER & WASTEWATER FUND No significant change in fund balance.

SOLID WASTE FUND The Solid Waste Fund Balance is anticipated to decrease 28% in FY2022 due to operating increases. A multi-year rate model will be presented in early 2022 for future years.

HEALTHCARE FUND No significant change in fund balance.

ADMINISTRATIVE CHARGE FUND No significant change in fund balance.

UTILITIES BONDED CONSTRUCTION FUND No significant change in fund balance.

UTILITIES NON-BONDED CONSTRUCTION FUND The Utilities Non-Bonded Construction Fund is anticipated to decrease 48% for planned capital improvements.

MISCELLANEOUS FEDERAL AGENCY GRANT FUND No significant change in fund balance.

AMERICAN RECOVERY PLAN FUND No significant change in fund balance.

SIGNIFICANT CHANGES IN FUND BALANCE

NON-MAJOR FUNDS

The City has the **29** following non-major funds:

- Airport Improvement Fund
- Capital Improvement Reserve Fund
- Equipment Reserve Fund, Guest Tax Fund
- Library 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
- Risk Management
- City Parks Memorial Fund
- Farmland Remediation Fund
- Cemetery Perpetual Care Fund
- Housing Trust Fund
- Wee Folks Scholarships
- Fair Housing Grant
- Community Development Grant
- Home Program Fund
- Transportation Planning Fund
- Law Enforcement Trust Fund
- Stormwater Fund
- Public Parking System Fund.

All Non-Major Funds: In aggregate, there was a 21% decrease in fund balance for 2022. This is primarily attributed to three non-major funds: Equipment Reserve Fund, Farmland Remediation Fund and Stormwater 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.

department budgets

CITY COMMISSION

OFFICE OF THE CITY MANAGER

OFFICE OF THE CITY ATTORNEY

PLANNING & DEVELOPMENT SERVICES

FINANCE

INFORMATION TECHNOLOGY

POLICE

FIRE MEDICAL

MUNICIPAL SERVICES & OPERATIONS

PARKS & RECREATION

EXPENDITURES BY DEPARTMENT

EXPENDITURE BY DEPARTMENT ALL FUNDS

Department	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget
City Commission	2,947,931	2,399,000	1,888,000	2,658,000
Office of the City Manager	28,429,367	49,710,000	51,969,000	63,435,000
Planning & Development Services	4,917,531	5,292,000	5,605,000	8,740,000
Finance	26,843,904	36,104,000	38,800,000	75,506,000
Information Technology	2,009,767	3,123,000	3,123,000	4,109,000
Office of the City Attorney	2,725,185	2,633,000	2,633,000	2,851,000
Police	41,456,404	28,648,000	28,593,000	30,557,000
Fire Medical	25,804,056	27,430,000	27,433,000	30,487,000
Municipal Services & Operations	99,842,634	174,426,000	121,267,000	173,455,000
Parks & Recreation	12,534,344	16,815,000	16,612,000	19,034,000
Public Library	4,804,511	4,978,000	4,952,000	5,023,000
Public Health	1,379,369	2,646,000	4,384,000	1,175,000
Tourism	703,370	1,488,000	1,160,000	1,279,000
Total	\$ 254,398,372	\$ 355,692,000	\$ 308,419,000	\$ 418,309,000

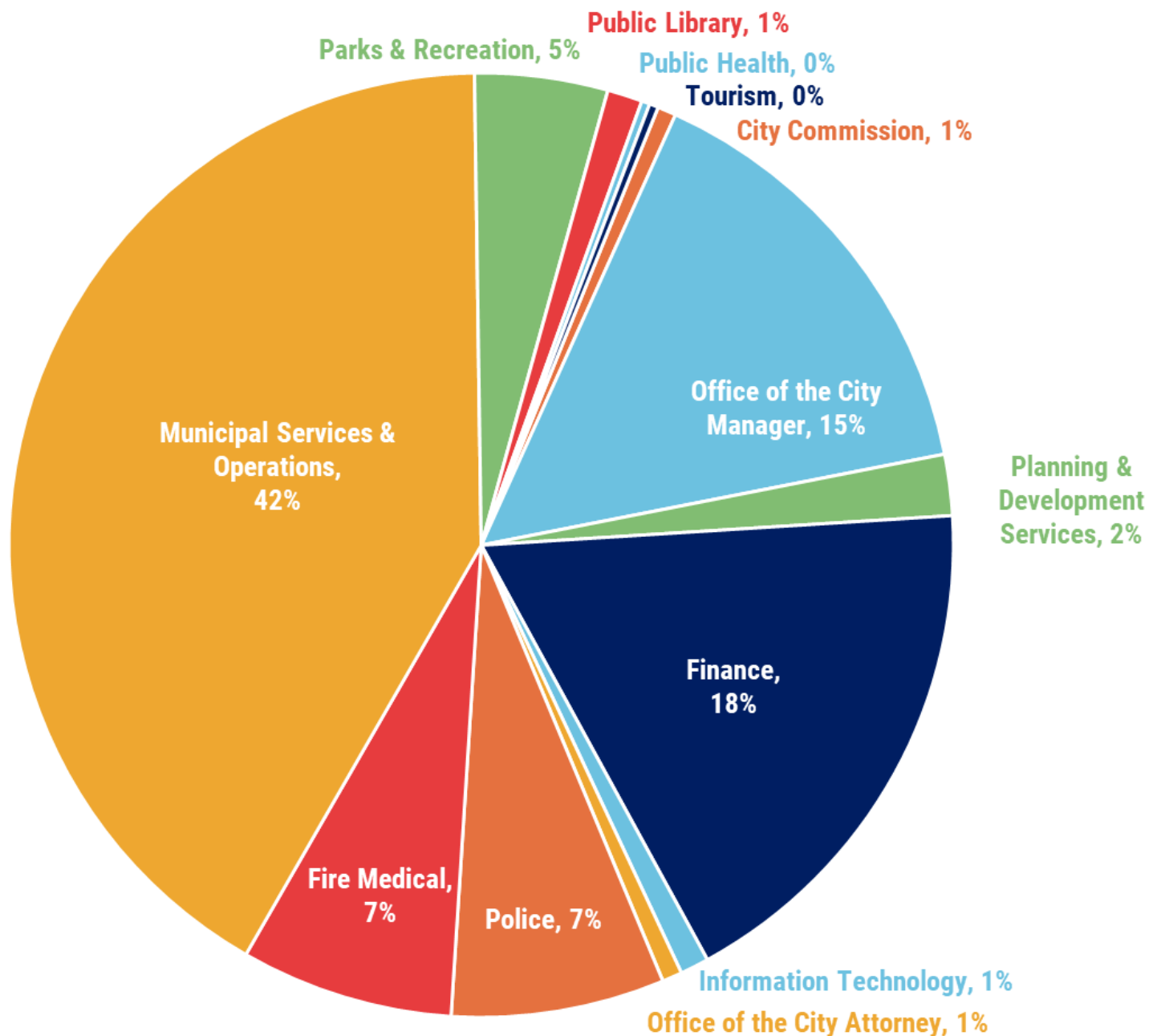
Key priorities for the City in FY2022 are: Housing Initiatives, Infrastructure and Engaged and Empowered Teams. The City is committed to strategies to reduce and end homelessness through Homeless Outreach, Emergency Sheltering, and Rapid Rehousing. Strategic plan progress indicators which directly impact Housing Initiatives are SWN-5, SWN-6, SWN-7 (pages 49-50).

Infrastructure will be taken on by numerous departments, including but not limited to Municipal Services & Operations (MSO), Planning & Development Services (PDS), City Manager's Office, and Parks and Recreation, which will measure their progress toward city-wide infrastructure needs of utility, reliability, and lowest cost of ownership to the community against these indicators: UI-12, SWN-8, SWN-12, SWN-13, CC-3, CC-4, CC-5, CC-7, CC-8, CC-13, CC-14 (pages 46-62).

Engaged and Empowered Teams prioritizes equitable compensation and policies to attract and retain skilled, motivated individuals to work for the City of Lawrence. All departments are involved in this process. Strategic plan progress indicators which directly impact Engaged and Empowered Teams are UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10, CW-6, CW-7, CW-8 (pages

EXPENDITURES BY DEPARTMENT

EXPENDITURE BY DEPARTMENT ALL FUNDS



CITY COMMISSION

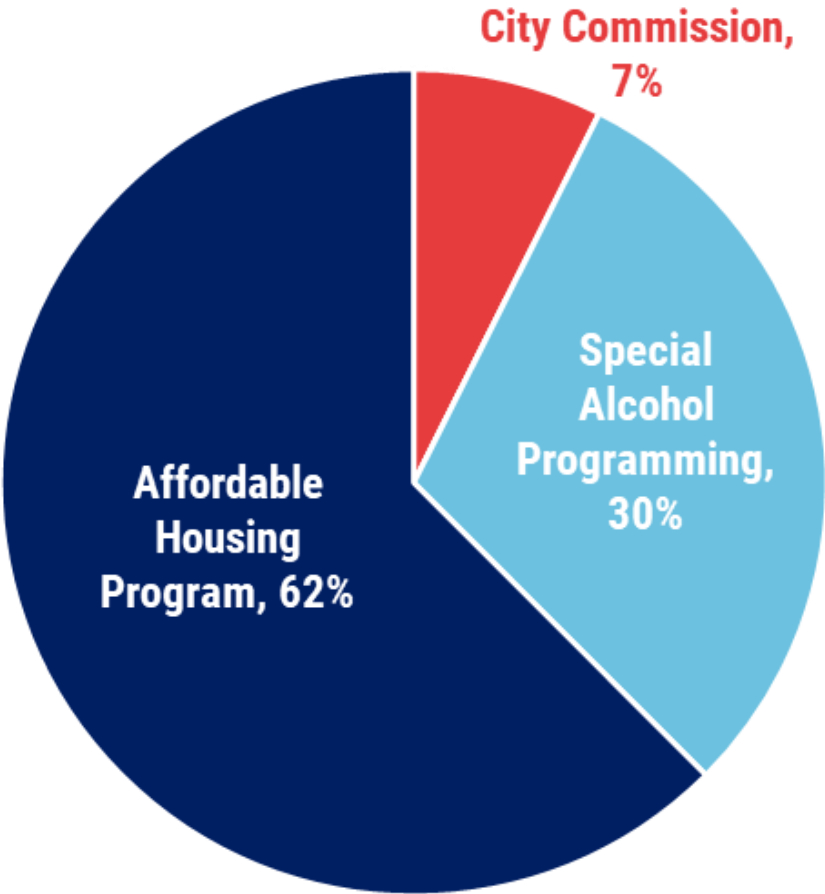
DEPARTMENT BUDGET BY DIVISION

\$2,658,000

2022 adopted budget

1%

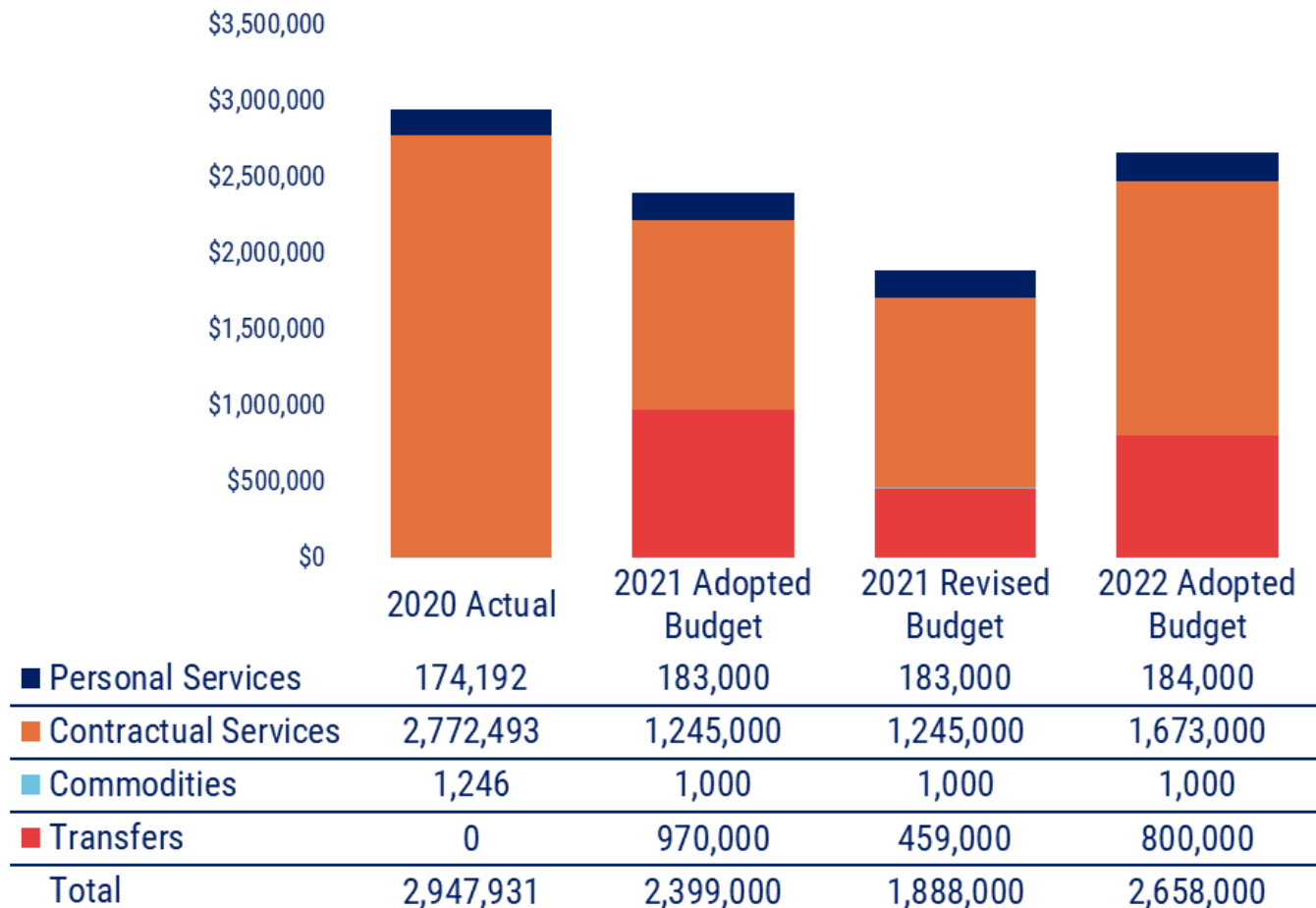
of city budget



The City Commission is a five-member body which performs the legislative and policymaking functions of the City. As representatives of the people, the Commission determines goals and objectives and policies to attain those goals and objectives. The Commission appoints a City Manager responsible for carrying out established policies and the efficient administration of City services and programs.

CITY COMMISSION

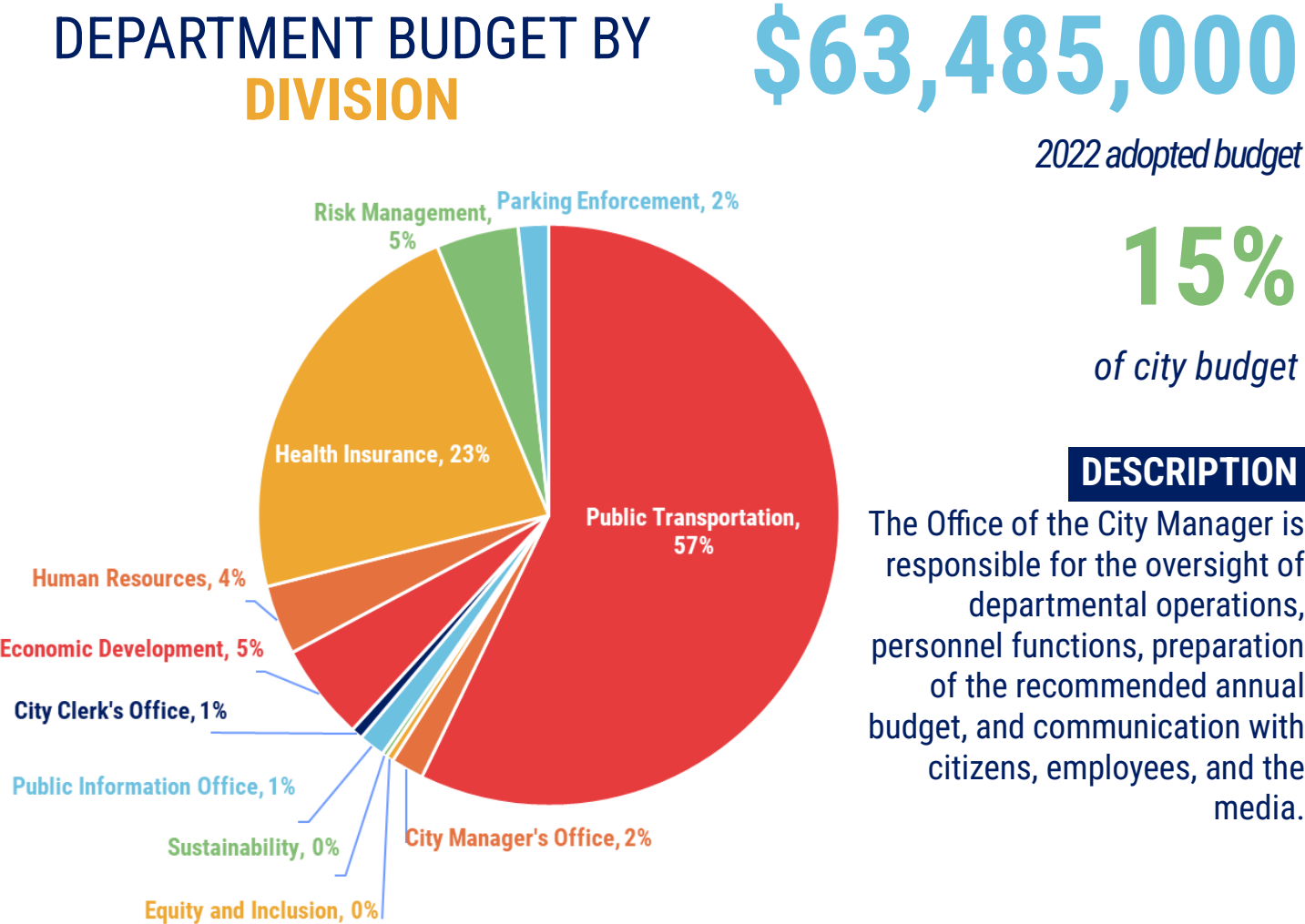
DEPARTMENT BUDGET BY CATEGORY



CITY COMMISSION DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 951,772	\$ -	\$ -	\$ -	\$ -
Special Alcohol Fund	816,741	970,000	459,000	800,000	\$ 341,000
Housing Trust Fund	1,179,417	1,236,000	1,236,000	1,661,000	\$ 425,000
Administrative Charge Fund	0	193,000	193,000	197,000	\$ 4,000
Total	\$ 2,947,930	\$ 2,399,000	\$ 1,888,000	\$ 2,658,000	\$ 770,000

OFFICE OF THE CITY MANAGER



PRIOR YEAR KEY ACTIVITIES

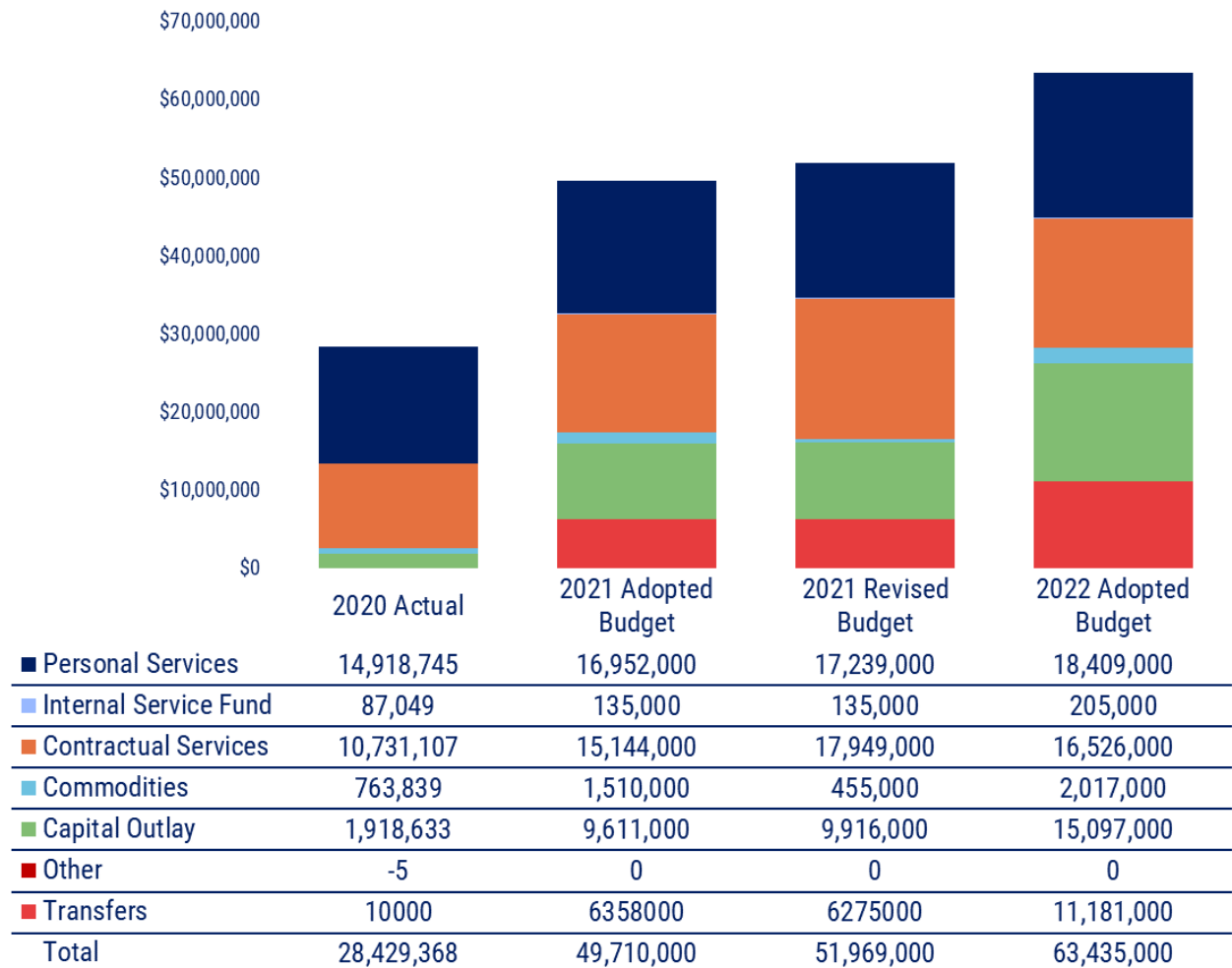
The Parking Division implemented mobile payment applications for customers to pay for public parking in downtown Lawrence. Since the launch of mobile payments in April, the Lawrence community and visitors made 66,557 mobile payments.

Lawrence Transit improved 23 bus stops with a mix of accessible boarding pads, benches, shelters, and bike racks, and added custom artwork to 7 additional existing shelters. 8 community partners contributed to make the bus stops more functional and reflect Lawrence.

Following the lead of our Strategic Plan commitment to Community Engagement, the Communications & Creative Resources Division added 2 team members, an administrative specialist and a media/creative specialist, enhancing the ability of the team to develop video and engage with the community.

OFFICE OF THE CITY MANAGER

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General Fund	\$ 2,879,043	\$ 1,002,000	\$ 1,002,000	\$ 1,016,000	\$ 14,000
Equipment Reserve Fund	0	2,854,000	2,354,000	2,231,000	(123,000)
Transit Fund	3,326,130	9,042,000	9,230,000	13,748,000	4,518,000
Economic Development Funds	2,230,118	2,646,000	2,646,000	2,521,000	(125,000)
Outside Agency Grants	0	0	2,112,000	1,288,000	(824,000)
Misc. Federal Agency Grants	5,634,245	9,473,000	9,333,000	10,276,000	943,000
Health Insurance Fund	11,686,995	13,534,000	13,534,000	14,391,000	857,000
Administrative Charge Fund	2097745	3,851,000	4,420,000	5,042,000	622,000
Risk Management Fund	0	2861000	2861000	2,900,000	39,000
Capital Projects Fund	0	3500000	3500000	8,950,000	5,450,000
Public Parking System Fund	575,090	947,000	977,000	1,072,000	95,000
Total	\$ 28,429,366	\$ 49,710,000	\$ 51,969,000	\$ 63,435,000	\$ 11,466,000

OFFICE OF THE CITY ATTORNEY

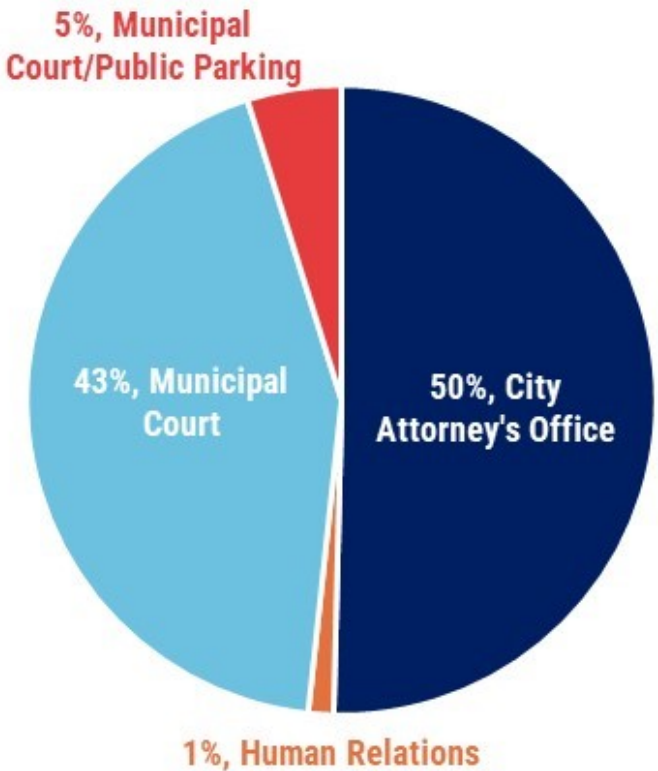
DEPARTMENT BUDGET BY DIVISION

\$2,851,000

2022 adopted budget

1%

of city budget



DESCRIPTION

The Office of the City Attorney provides legal advice and support to the City Commission, City departments and City advisory boards.

The Municipal Court handles violations of city ordinances including traffic and parking violations within the city limits.

The City Prosecutor's office prosecutes municipal ordinance violations in the Municipal Court and represents the City in Municipal Court appeals to appellate courts.

PRIOR YEAR KEY ACTIVITIES

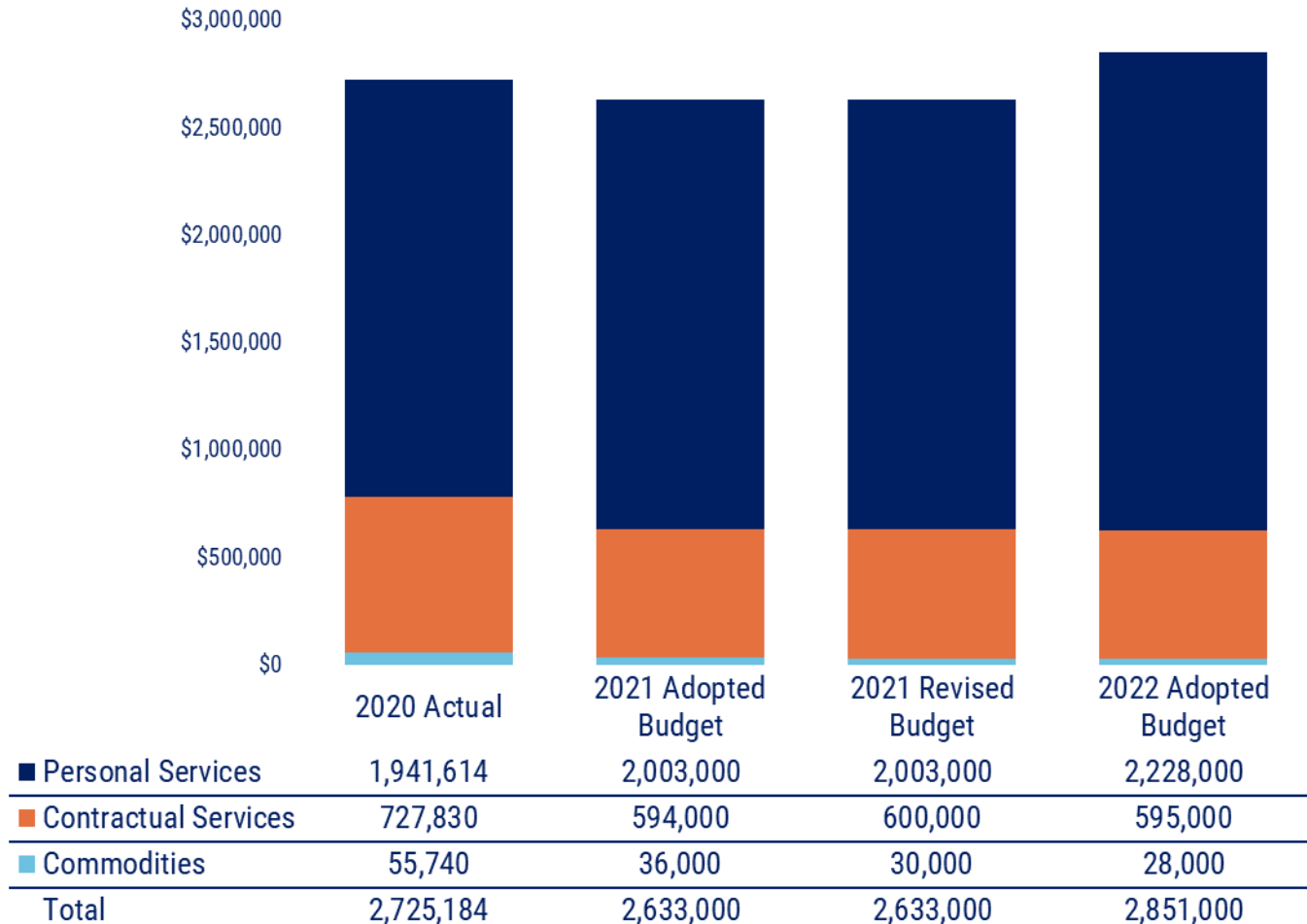
Municipal Court published an Online Court Access and Fairness survey in order to align the division with the Strategic Plan's commitment to Community Engagement.

Text notifications for Municipal Court became fully functional. Municipal Court defendants may opt-in and receive notifications of upcoming court dates via text.

The City Attorney's Office reviewed more than 50 ordinances and 100 contract agreements. The passage of these ordinances and execution of agreements led to updates to the City Code, new special events and construction within the City.

OFFICE OF THE CITY ATTORNEY

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General Fund	\$ 2,538,562	\$ 1,214,000	\$ 1,214,000	\$ 1,254,000	\$ 40,000
Equipment Reserve Fund	24,065	0	0	0	-
Fair Housing Grant Fund	13,883	22,000	22,000	22,000	-
Central Maintenance	20,356	0	0	0	-
Administrative Charge Fund	0	1,265,000	1,265,000	1,437,000	172,000
Public Parking System Fund	128,319	132,000	132,000	138,000	6,000
Total	\$ 2,725,185	\$ 2,633,000	\$ 2,633,000	\$ 2,851,000	\$ 218,000

PLANNING & DEVELOPMENT SERVICES

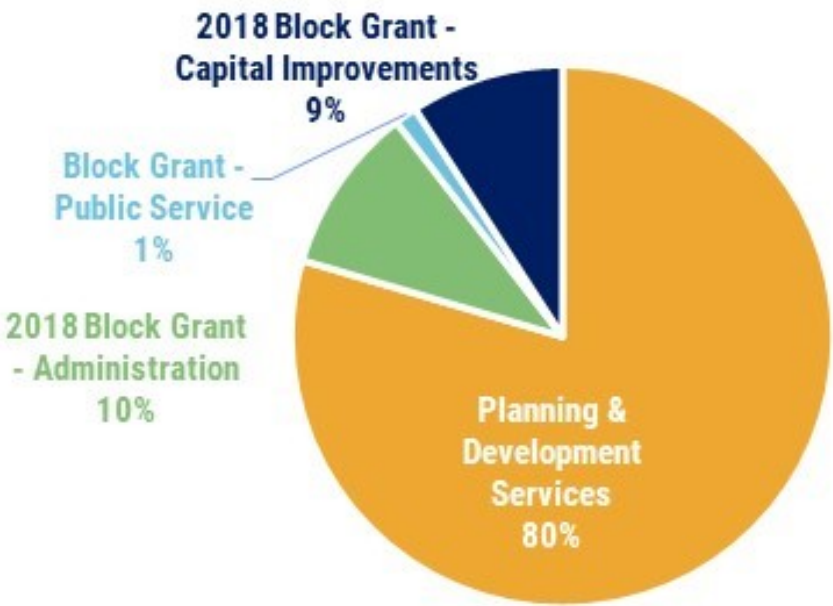
DEPARTMENT BUDGET BY DIVISION

\$8,740,000

2022 adopted budget

2%

of city budget



DESCRIPTION

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.

PRIOR YEAR KEY ACTIVITIES

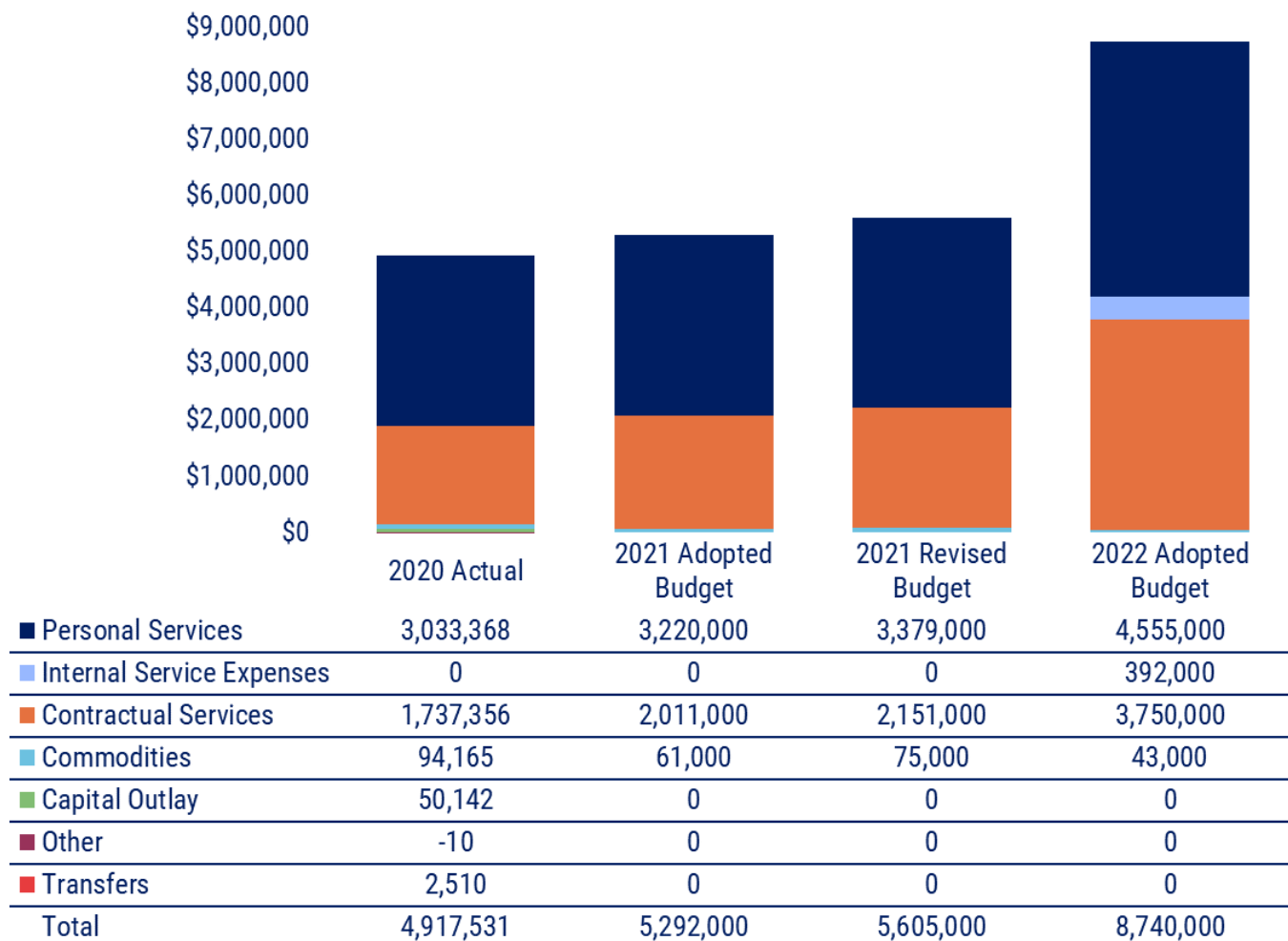
Continued the Remote Virtual Inspection program for specific types of building safety inspections, resulting in 924 virtual inspections as of November 2021, accounting for 10.7% of all inspections performed

The Department began recruitment for a Homeless Programs Coordinator and Project Specialist to fully staff the Housing Initiatives Division and increase capacity to address homelessness and affordable housing issues in Lawrence.

Department staff utilized their Lean Six Sigma Yellow Belt training to identify process improvements to the Residential Building Permit process and reduce residential permit review times. The Department began implementing these improvements in late 2021 and will continue throughout 2022.

PLANNING & DEVELOPMENT SERVICES

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 3,065,081	\$ 3,238,000	\$ 3,398,000	\$ 6,110,000	\$ 2,712,000
Capital Sales Tax Fund	50,142	0	0	0	-
Outside Agency Grants	0	0	0	186,000	186,000
Misc. Federal Agency Grants	2,510	213,000	213,000	260,000	47,000
Community Development	1,265,918	1,050,000	1,057,000	1,066,000	9,000
Home Program Fund	323,607	499,000	645,000	464,000	(181,000)
Transportation Planning	210,273	292,000	292,000	254,000	(38,000)
Capital Improvement	0	0	0	400,000	400,000
Total	\$ 4,917,531	\$ 5,292,000	\$ 5,605,000	\$ 8,740,000	\$ 3,135,000

FINANCE

DEPARTMENT BUDGET BY DIVISION

\$75,506,000

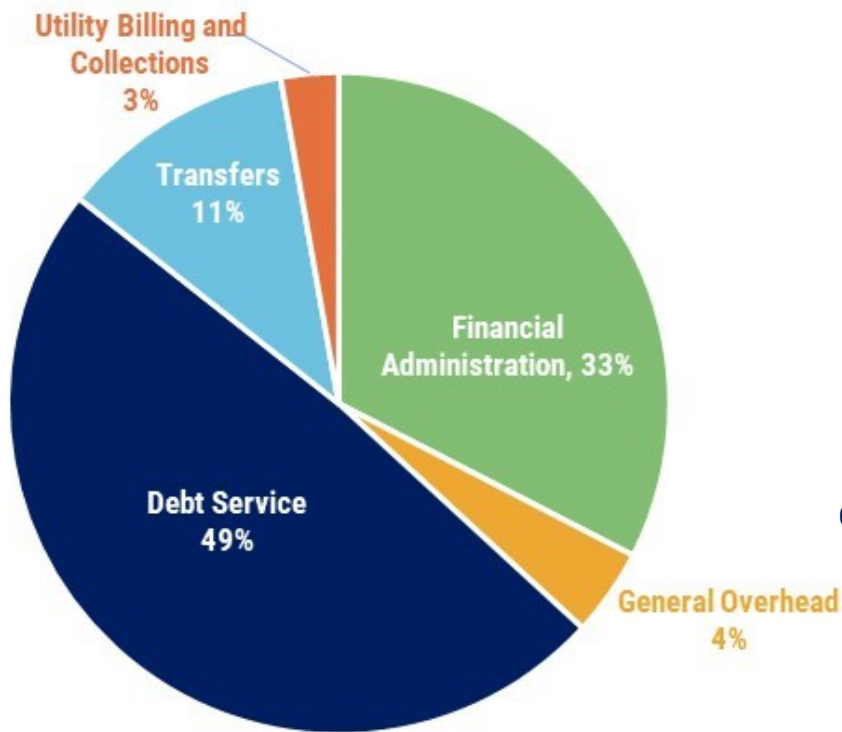
2022 adopted budget

18%

of city budget

DESCRIPTION

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.



PRIOR YEAR KEY ACTIVITIES

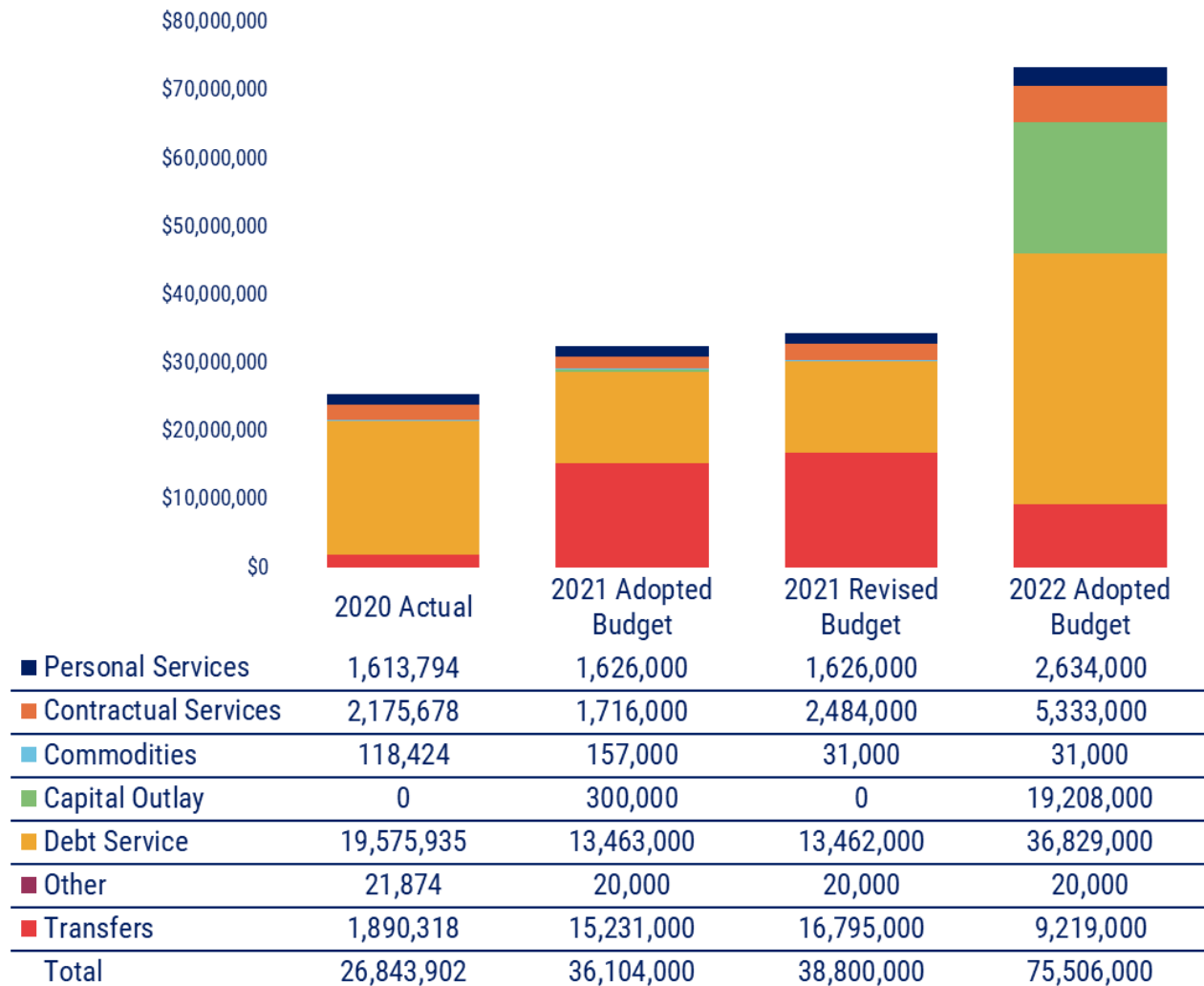
The City established a new Utility Assistance Program to help community members behind on utility payments. The program is the first of its kind for Lawrence and is entirely community funded.

The Government Finance Officers Association (GFOA) awarded the city with 3 annual awards for excellence in financial reporting, known as the "Triple Crown." The Department played an integral role in preparing and publishing the reports awarded: Certificate of Achievement for Excellence in Financial Reporting, Distinguished Budget Presentation, and Popular Annual Financial Report for the 2019 reporting period.

The Department brought forward a Capital Improvement Plan (CIP) Policy for City Commission approval, to increase clarity and consistency of responsibilities. It also established a CIP Committee to provide guidance on CIP development.

FINANCE

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 3,962,664	\$ 6,986,000	\$ 8,033,000	\$ 6,583,000	\$ (1,450,000)
Capital Sales Tax Fund	0	12,335,000	13,899,000	5,159,000	(8,740,000)
Equipment Reserve Fund	101,300	300,000	300,000	2,503,000	2,203,000
Transit Fund	134,964	202,000	232,000	211,000	(21,000)
Misc. Federal Agency Grants	258,000	0	0	0	-
American Recovery Plan Fund	0	0	0	19,301,000	19,301,000
Administrative Charge Fund	1,142,503	1,082,000	1,122,000	4,887,000	3,765,000
Debt Service Fund	19,592,020	13,475,000	13,475,000	36,847,000	23,372,000
Capital Projects Fund	36,525	0	15,000	15,000	-
Water & Sewer Fund	1,615,927	1,724,000	1,724,000	0	(1,724,000)
Total	\$ 26,843,903	\$ 36,104,000	\$ 38,800,000	\$ 75,506,000	\$ 36,706,000

INFORMATION TECHNOLOGY

DEPARTMENT BUDGET BY DIVISION

\$4,109,000

2022 adopted budget

1%

of city budget

DESCRIPTION

**100%, Information
Technology**

The Information Technology Department promotes and optimizes the delivery of information technology services to all City departments in support of Lawrence citizens. The department's employees provide technology support in: 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.

PRIOR YEAR KEY ACTIVITIES

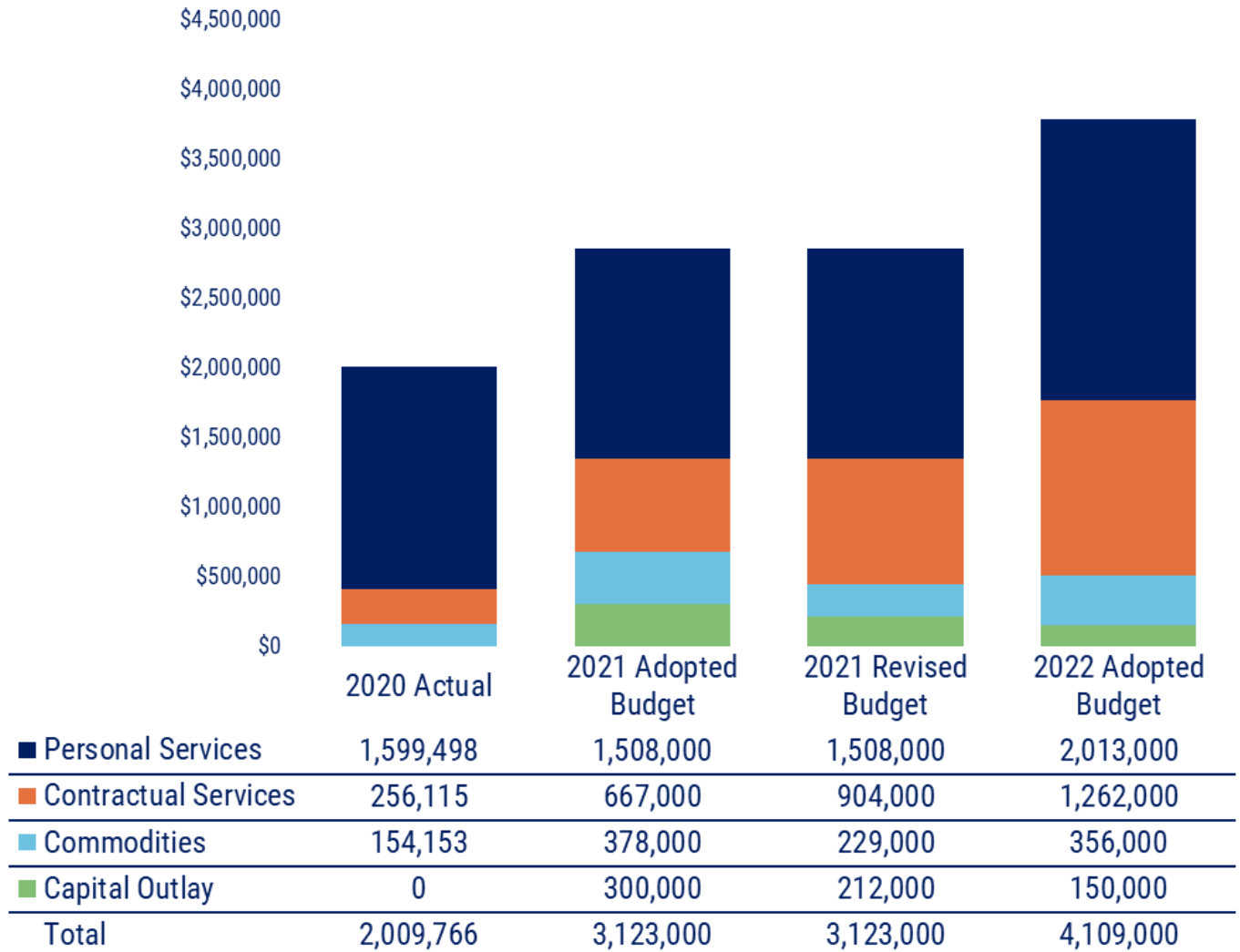
The IT department significantly expanded fiber across the city and county, including connections between Lawrence Memorial Hospital, Lawrence Douglas County Health Department, Bert Nash, KanRen, and the new Crisis & Recovery Center mental health facilities, as well as connections to city facilities, Eudora Public Safety, and several traffic signals.

From the 2021 GIS Report, the Department eliminated several quarterly workflow steps for 3 IT employees, through coordination with Douglas County.

The Department expanded and enhanced the City's Microsoft Productivity environment through complete migration of mailboxes to the cloud environment. The Department enhanced security through increased utilization of two-factor authentication.

INFORMATION TECHNOLOGY

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General Fund	\$ 5,326	\$ -	\$ -	\$ -	\$ -
Equipment Reserve Fund	102,653	272,000	272,000	328,000	56,000
Administrative Charge Fund	1,901,788	2,851,000	2,851,000	3,781,000	930,000
Total	\$ 2,009,767	\$ 3,123,000	\$ 3,123,000	\$ 4,109,000	\$ 986,000

POLICE

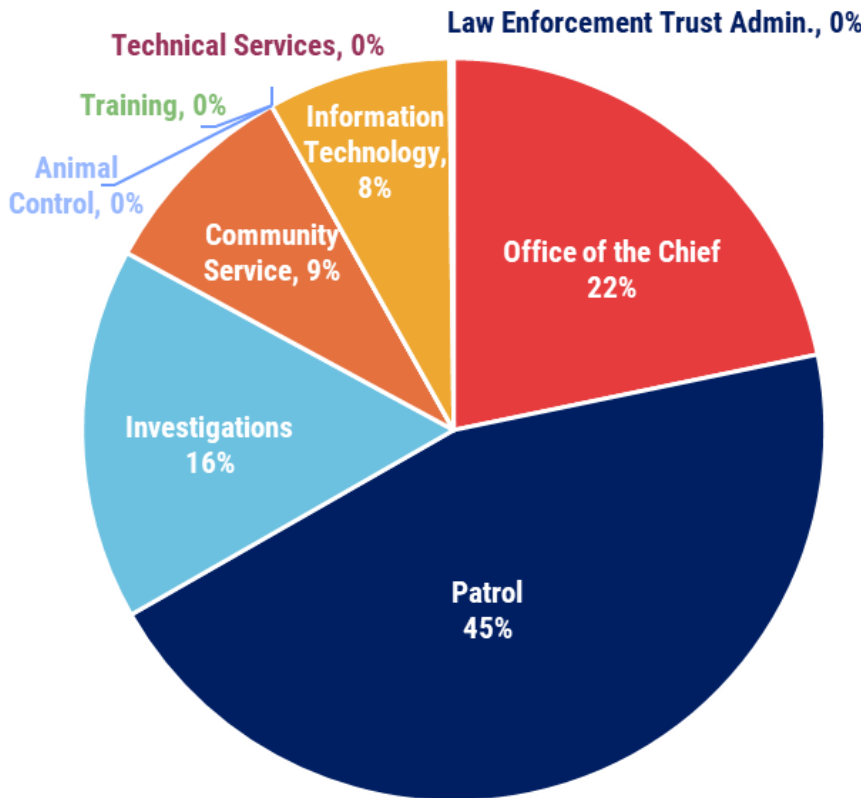
DEPARTMENT BUDGET BY DIVISION

\$30,557,000

2022 adopted budget

7%

of city budget



DESCRIPTION

The Lawrence Police Department currently operates with an authorized strength of 154 commissioned police officers and a 25 member civilian support staff.

PRIOR YEAR KEY **ACTIVITIES**

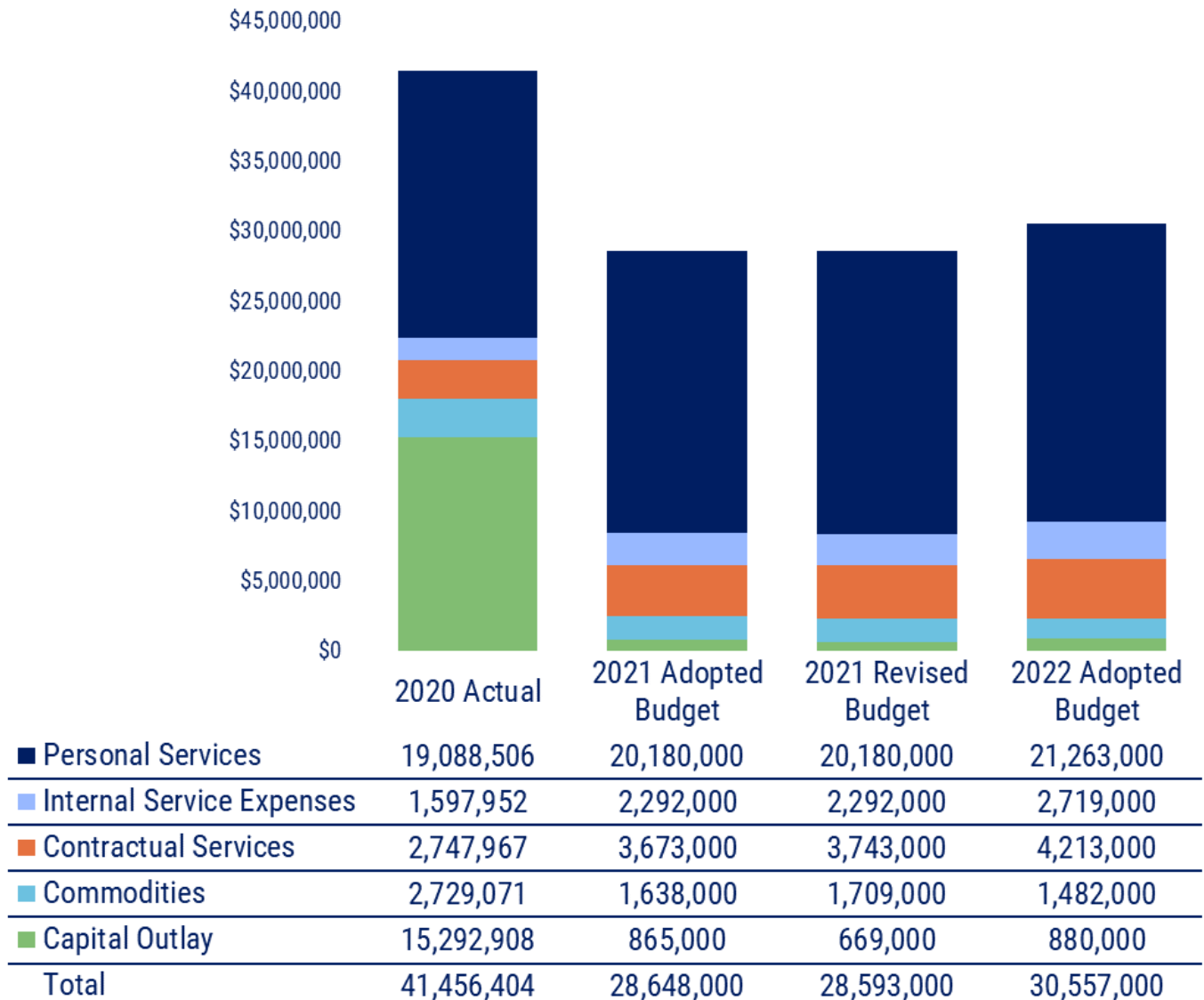
The Department created a Special Victim's Unit, which investigated 133 cases from January to September 1st and is committing additional resources to this new unit through the addition of a Victim/Witness Advocate position in 2022.

The Police Department increased Patrol Sergeants', or front-line supervisors, presence by 300% at calls for service, or calls from the public which officers respond to.

Following a thorough, outside review of the Department, Department leadership is working with the City to act on the recommendations of the review and is tracking these findings, recommendations, actions and progress on a public website to increase transparency and engagement.

POLICE

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 26,395,317	\$ 27,677,000	\$ 27,770,000	\$ 29,571,000	\$ 1,801,000
Equipment Reserve Fund	1,000,513	865,000	465,000	880,000	415,000
Special Alcohol Fund	67,676	0	0	0	-
Misc. Federal Agency Grants	65,534	55,000	96,000	55,000	(41,000)
Law Enforcement Trust Fund	202	51,000	51,000	51,000	-
Capital Projects Fund	13,927,162	0	211,000	0	(211,000)
Total	\$ 41,456,404	\$ 28,648,000	\$ 28,593,000	\$ 30,557,000	\$ 1,964,000

FIRE MEDICAL

DEPARTMENT BUDGET BY DIVISION

\$30,487,000

2022 adopted budget

7%

of city budget

DESCRIPTION

Fire Medical
100%

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, hazardous materials, and technical rescue responses are provided for all Douglas County residents. This department is partially funded through Douglas County.

PRIOR YEAR KEY **ACTIVITIES**

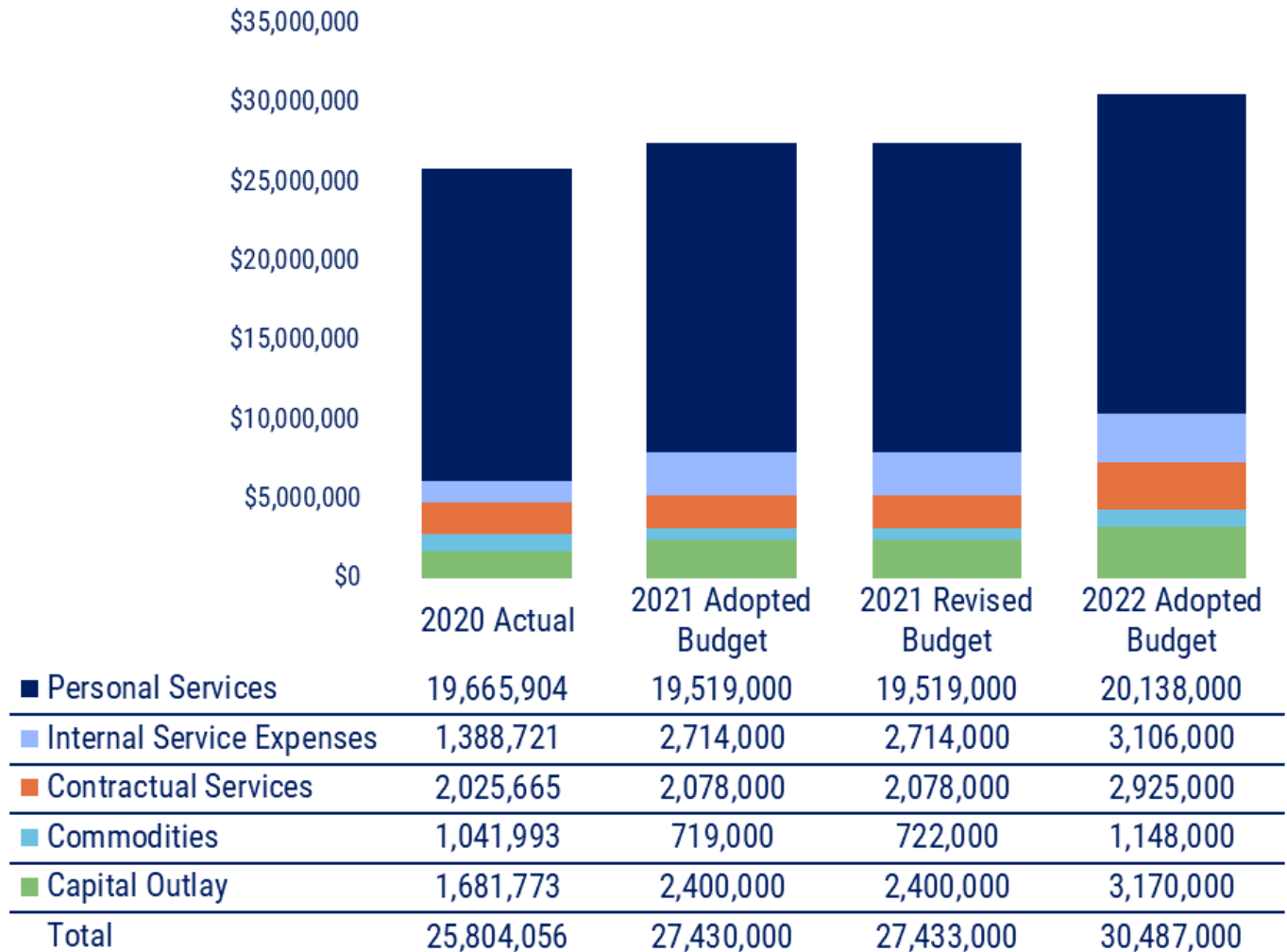
The department completed a community-driven strategic plan which aligned with the City of Lawrence Strategic plan. The process was facilitated by the Center for Public Safety Excellence and included both internal and external stakeholder input.

The department implemented the PulsePoint Respond mobile application to provide notifications of cardiac arrest events in public locations. Citizens can subscribe to the app and receive alerts to provide bystander CPR. Bystander CPR can increase the chances of survival by up to three times of a sudden cardiac arrest event.

The department retained its internationally accredited status with the Commission on Fire Accreditation International after the review of its Annual Compliance Report.

FIRE MEDICAL

DEPARTMENT BUDGET BY CATEGORY



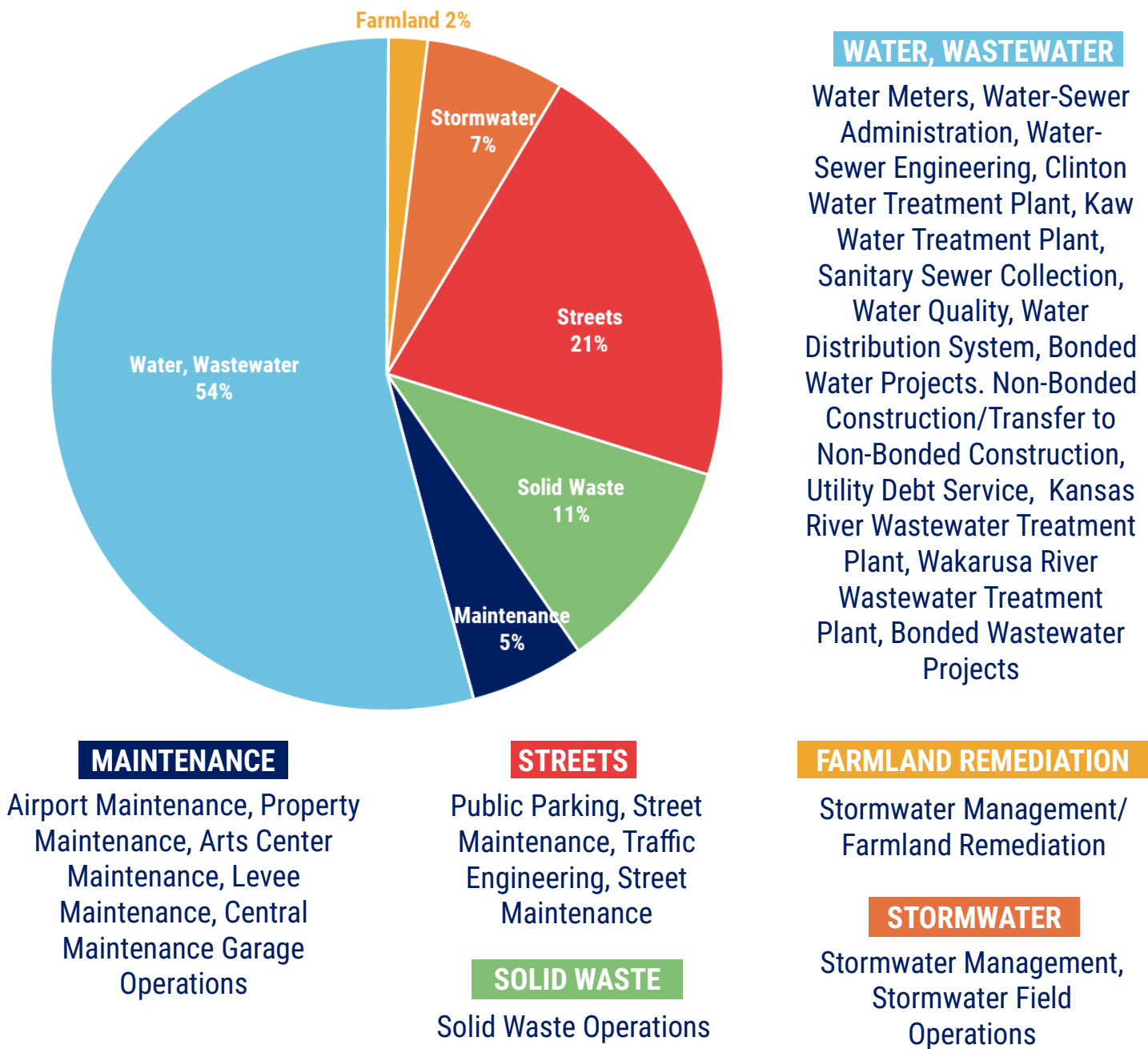
DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 23,583,466	\$ 25,030,000	\$ 25,030,000	\$ 27,262,000	\$ 2,232,000
Capital Sales Tax Fund	32,955	0	0	0	-
Equipment Reserve Fund	1,283,622	2,400,000	2,400,000	1,725,000	(675,000)
Misc. Federal Agency Grants	197,956	0	3,000	0	-
Capital Projects Fund	706,056	0	0	1,500,000	1,500,000
Total	\$ 25,804,055	\$ 27,430,000	\$ 27,433,000	\$ 30,487,000	\$ 3,057,000

MUNICIPAL SERVICES & OPERATIONS

DEPARTMENT BUDGET BY DIVISION

Municipal Services & Operations (MSO) has numerous divisions. They are grouped in the graph displayed, and the full divisions for each group displayed are as follows:



MUNICIPAL SERVICES & OPERATIONS

PRIOR YEAR KEY **ACTIVITIES**

Following the 2019 flooding on the Kansas River, the Municipal Services and Operations (MSO) Department designed and constructed a new retaining wall. This project was not funded through the Capital Improvement Plan, rather the Department leveraged FEMA reimbursement for the project and will continue work on it through the Kansas Riverbank recreational trail project.

The Department completed Phase 1 of the Traffic Signal Coordination and Timing Study, including optimizing traffic signal timings for 51 intersections along priority corridors.

Following an extensive public engagement focused on safety and multimodal mobility, the East 19th Street Reconstruction projected completed design in 2021 and was advertised for bids in November 2021, with construction anticipated in early 2022. The approved design option includes a 27-foot-wide collector street with a 10-foot shared-use path on the South side and a 5-foot sidewalk on the North side between O'Connell Road and Harper Street and a sidewalk gap on the South side of East 19th Street between Harper Street and Haskell Avenue.

FEE CHANGES

7.5% water & wastewater increase	4.5% stormwater increase	9.5% solid waste increase
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MUNICIPAL SERVICES & OPERATIONS

DESCRIPTION

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.

\$173,455,000

2022 adopted budget

42%

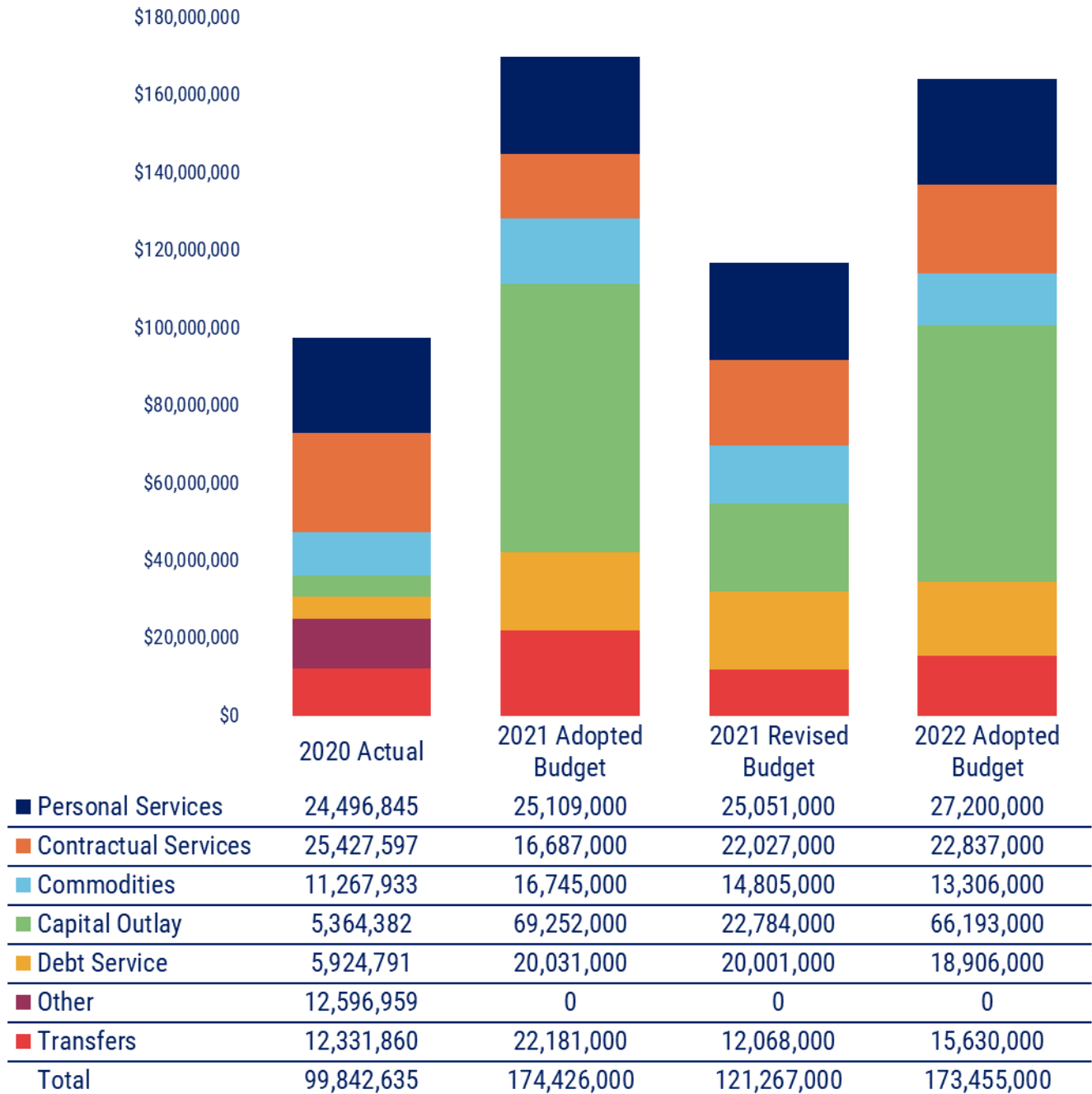
of city budget

DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 7,790,842	\$ 14,457,000	\$ 14,804,000	\$ 15,103,000	\$ 299,000
Airport Improvement Fund	202,645	593,000	593,000	666,000	73,000
Capital Sales Tax Fund	6,056,657	9,000	9,000	0	(9,000)
Equipment Reserve Fund	0	3,182,000	1,305,000	1,268,000	(37,000)
Special Gas Tax Fund	3,069,523	3,914,000	3,914,000	2,809,000	(1,105,000)
Farmland Remediation	158,145	1,155,000	1,155,000	1,242,000	87,000
Outside Agency Grants	0	0	2,000,000	0	(2,000,000)
Misc. Federal Agency Grants	4,585,615	1,200,000	2,680,000	4,200,000	1,520,000
Central Maintenance Fund	4,250,526	0	0	0	-
Administrative Charge Fund	38879	6,290,000	6,735,000	6,490,000	(245,000)
Capital Improvement	366,051	29,977,000	2,448,000	21,907,000	19,459,000
Water & Sewer Fund	45,153,222	53,155,000	53,155,000	59,902,000	6,747,000
Solid Waste Fund	14,337,703	21,936,000	17,451,000	18,255,000	804,000
Public Parking System	426,178	711,000	481,000	417,000	(64,000)
Storm Water Utility	3,943,959	6,367,000	6,367,000	7,022,000	655,000
Utilities-Bonded Construction	7,316,631	27,413,000	3,401,000	23,683,000	20,282,000
Utilities-NonBonded Construction	2,146,058	4,067,000	4,769,000	10,491,000	5,722,000
Total	\$ 99,842,634	\$ 174,426,000	\$ 121,267,000	\$ 173,455,000	\$ 52,188,000

MUNICIPAL SERVICES & OPERATIONS

DEPARTMENT BUDGET BY CATEGORY



PARKS & RECREATION

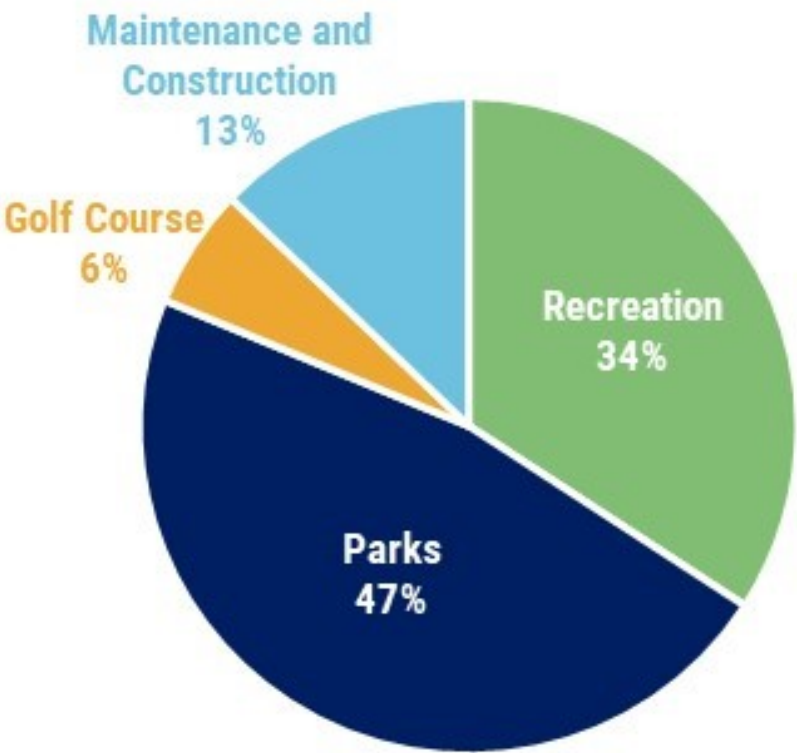
DEPARTMENT BUDGET BY
DIVISION

\$19,041,000

2022 adopted budget

5%

of city budget



DESCRIPTION

The Parks & 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.

PRIOR YEAR KEY ACTIVITIES

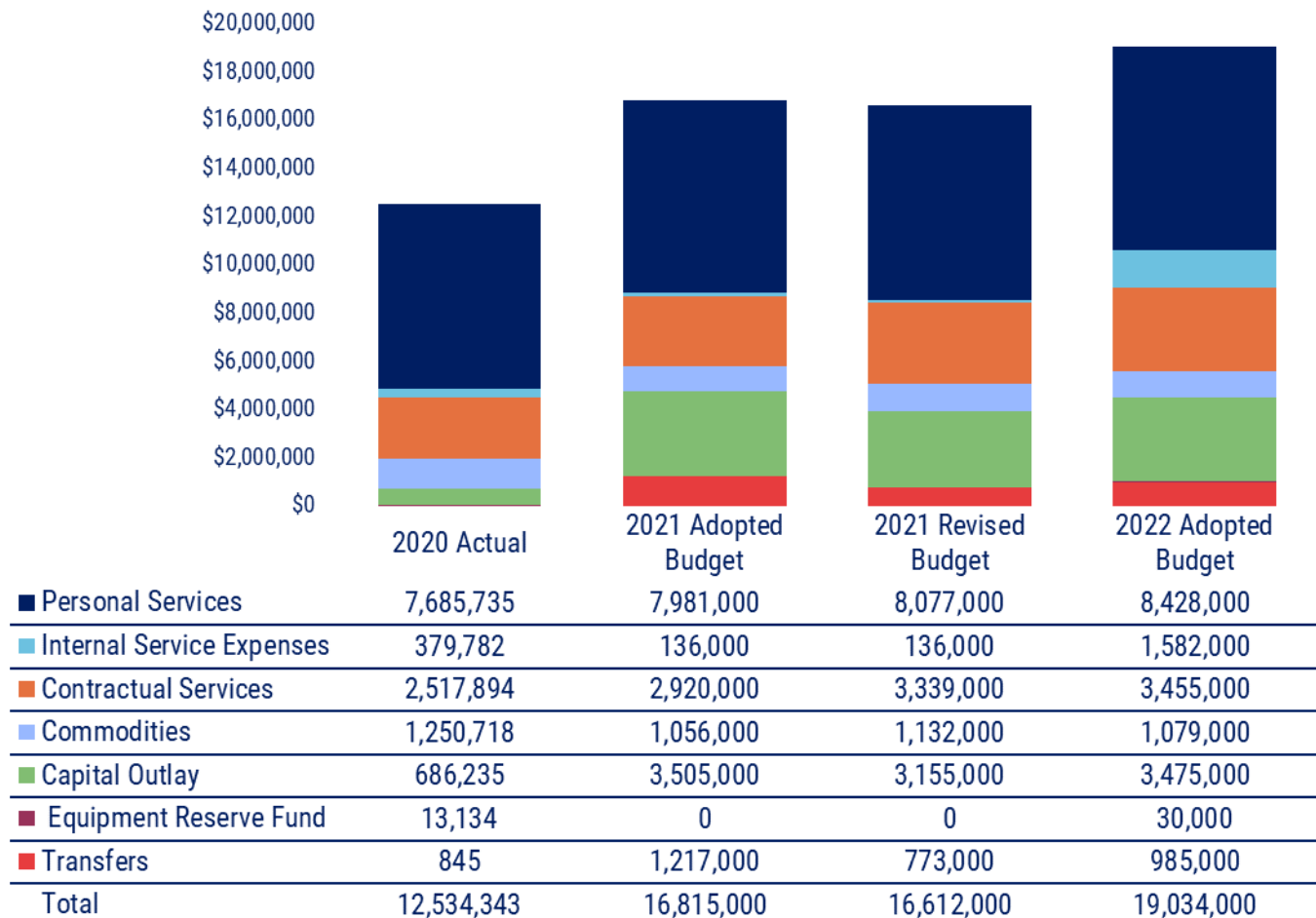
The Department implemented access cards at recreation facilities to improve safety and gather demographic information for future program improvement.

When local schools were not in-person due to COVID19, the Department provided safe, in-person learning opportunities for employees' children and children with special needs.

Lawrence was declared a Tree City USA city for the 43rd consecutive year for sustainably providing an urban forest.

PARKS & RECREATION

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 4,781,722	\$ 12,950,000	\$ 13,558,000	\$ 15,322,000	\$ 1,764,000
Capital Sales Tax Fund	102,457	0	0	0	-
Equipment Reserve Fund	140,000	380,000	380,000	0	(380,000)
Guest Tax Fund	323,749	427,000	362,000	372,000	10,000
Recreation	4,996,965	0	0	0	-
Special Recreation Fund	799,626	1,050,000	606,000	818,000	212,000
City Parks Memorial Fund	10,903	16,000	16,000	35,000	19,000
Lawrence Parks & Rec Endowment Fund	504	0	0	0	-
Cemetery Perp Care Fund	27	6,000	6,000	8,000	2,000
Misc. Federal Agency Grants	442,554	0	48,000	564,000	516,000
Wee Folks Scholarship	8,610	36,000	36,000	35,000	(1,000)
Capital Projects Fund	-1,716	1,950,000	1,600,000	1,880,000	280,000
Golf Course	928,943	0	0	0	-
Total	\$ 12,534,344	\$ 16,815,000	\$ 16,612,000	\$ 19,034,000	\$ 2,422,000

PUBLIC HEALTH

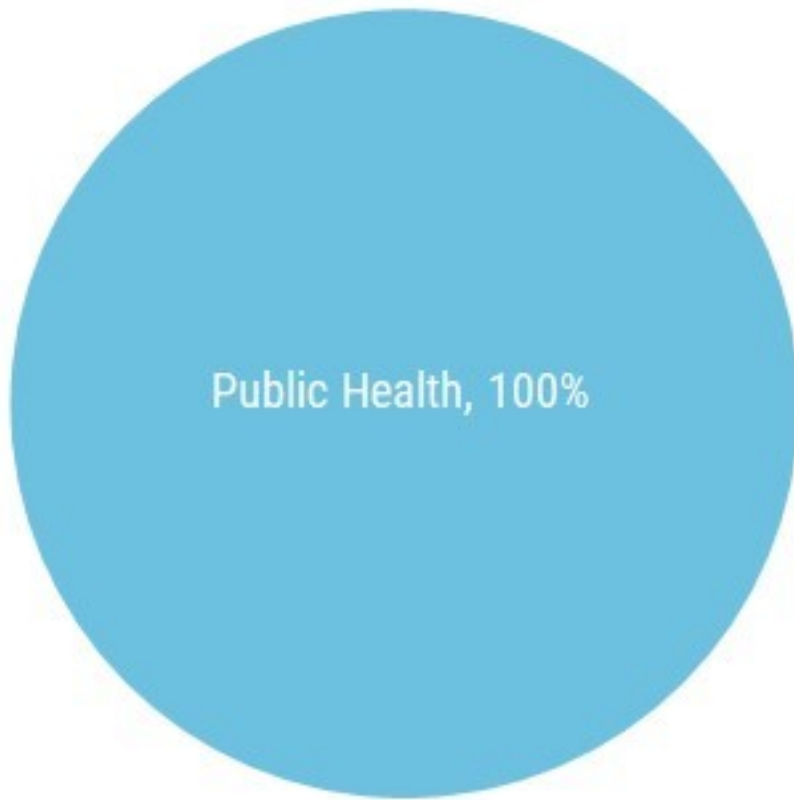
DEPARTMENT BUDGET BY DIVISION

\$1,175,000

2022 adopted budget

0.3%

of city budget

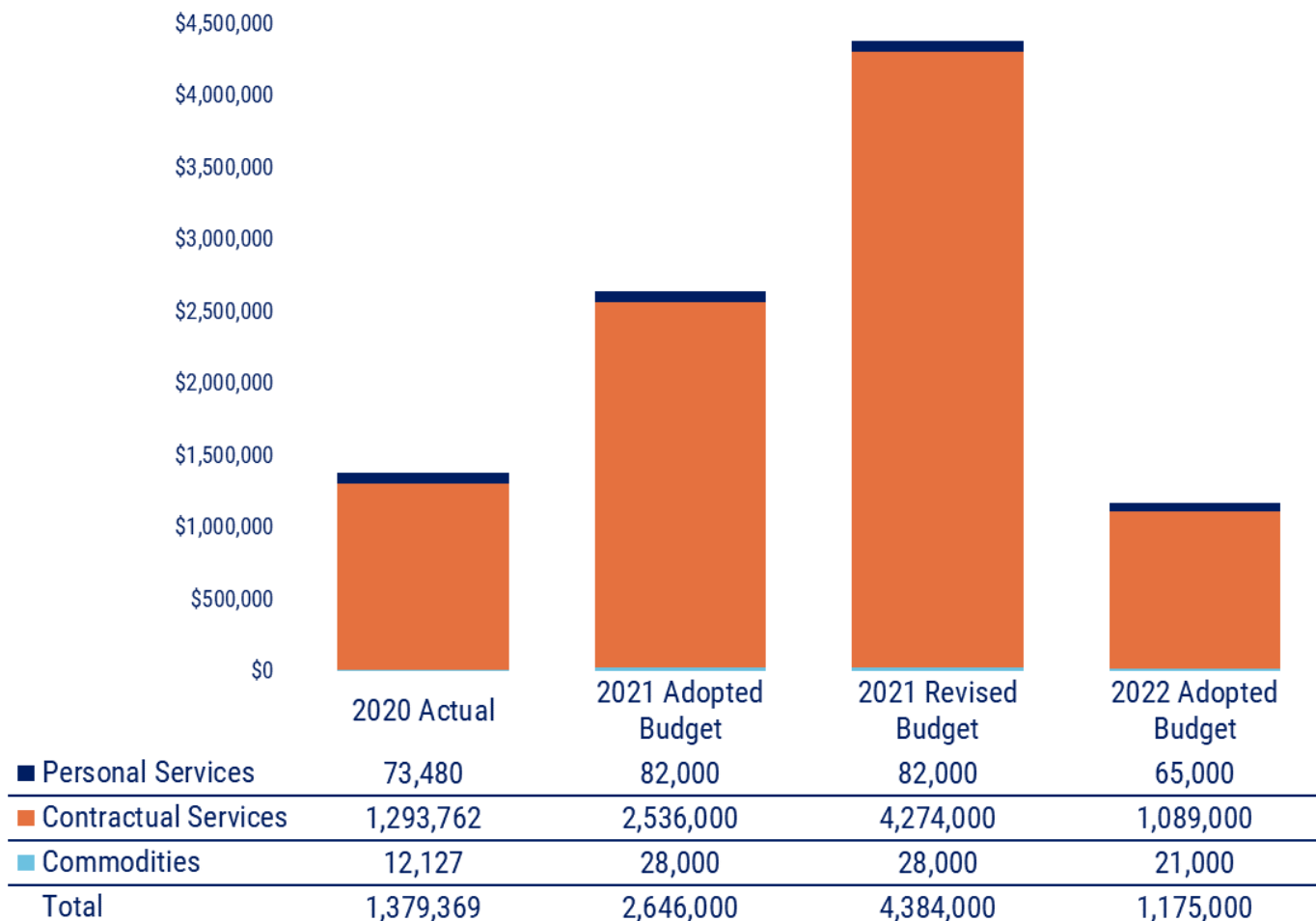


The Mission of the Lawrence-Douglas County Health Department is to advance policies, practices and programs that promote health for all, prevent disease and protect the environment.

The Lawrence-Douglas County Health Department is jointly funded by the City and the County. This budget represents the costs associated with the City portion of operations and maintenance of the facility.

PUBLIC HEALTH

DEPARTMENT BUDGET BY CATEGORY

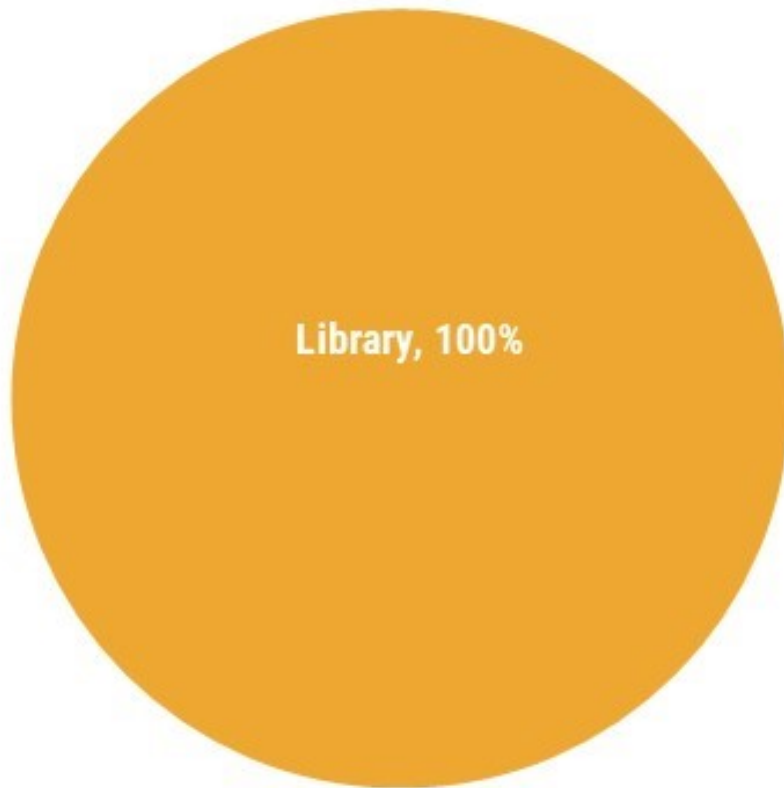


DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
General	\$ 1,127,745	\$ 2,646,000	\$ 2,686,000	\$ 1,175,000	\$ (1,511,000)
Misc. Federal Agency Grants	251,624	0	1,698,000	0	-
Total	\$ 1,379,369	\$ 2,646,000	\$ 4,384,000	\$ 1,175,000	\$ (1,511,000)

PUBLIC LIBRARY

DEPARTMENT BUDGET BY DIVISION



\$5,023,000

2022 adopted budget

1%

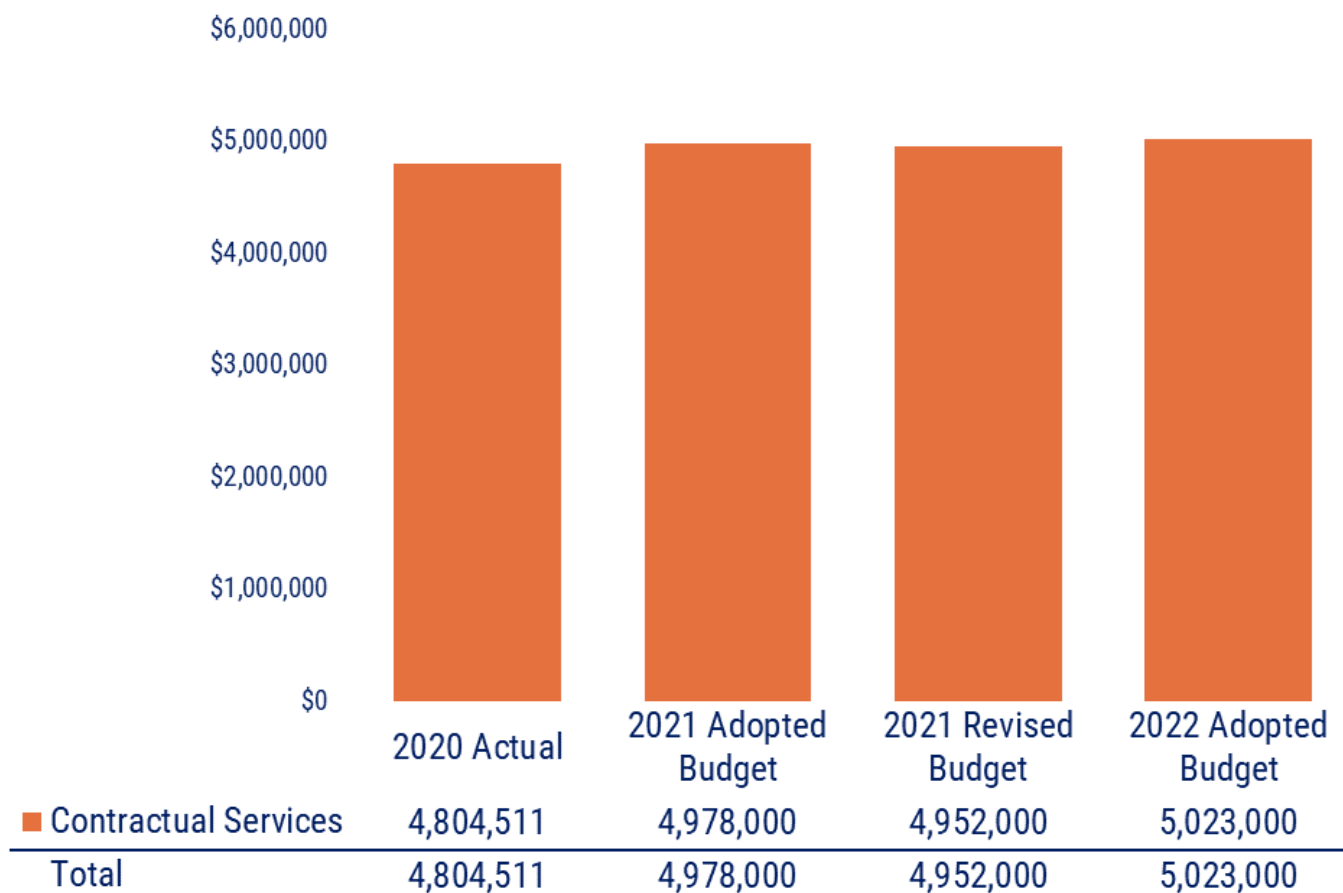
of city budget

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

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
Library Fund	\$ 4,782,000	\$ 4,978,000	\$ 4,952,000	\$ 5,023,000	\$ 71,000
Misc. Federal Agency Grants	22,511	0	0	0	-
Total	\$ 4,804,511	\$ 4,978,000	\$ 4,952,000	\$ 5,023,000	\$ 71,000

TOURISM

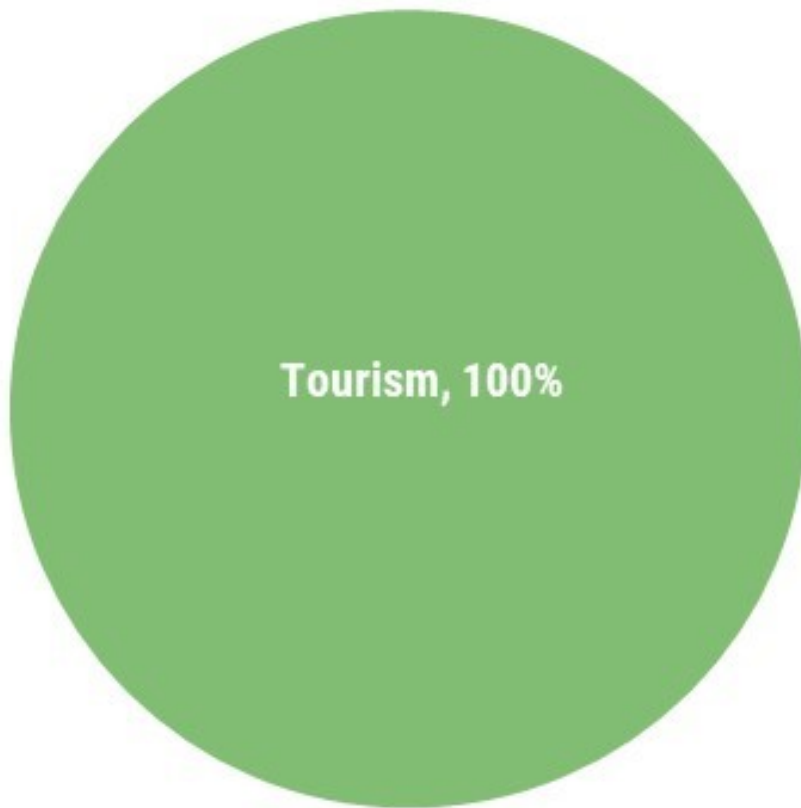
DEPARTMENT BUDGET BY DIVISION

\$1,279,000

2022 adopted budget

0.3%

of city budget

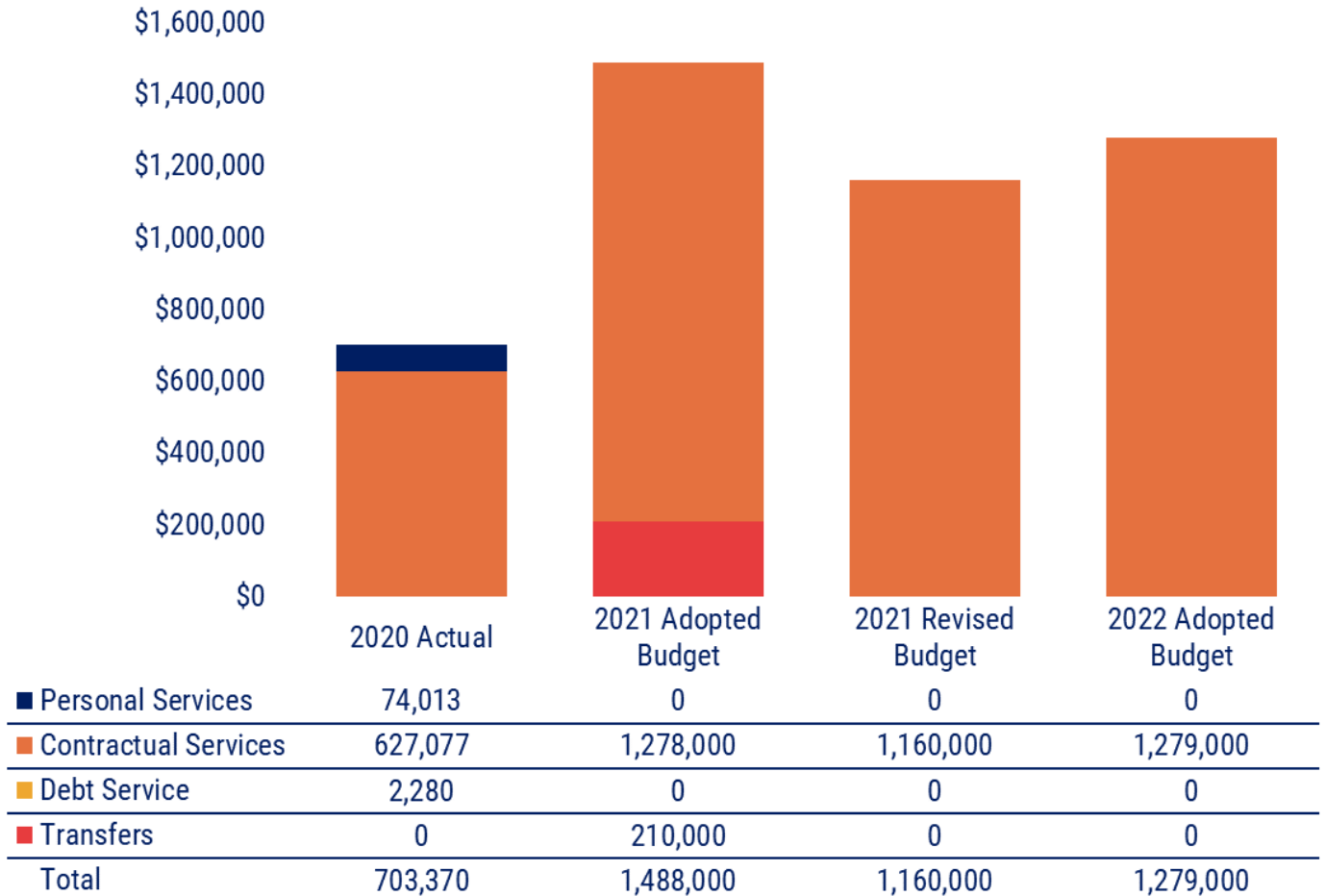


The City of Lawrence collects a 6% Transient Guest Tax on the rental of rooms, lodging, or other sleeping accommodations. This revenue is used to support tourism through specific outside agencies as well as specific parks programs designed to provide beautification to downtown.

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

DEPARTMENT BUDGET BY CATEGORY



DEPARTMENT BUDGET BY FUND

Fund	2020 Actual	2021 Adopted Budget	2021 Revised Budget	2022 Adopted Budget	Difference
Guest Tax Fund	\$ 703,370	\$ 1,488,000	\$ 1,160,000	\$ 1,279,000	\$ 119,000
Total	\$ 703,370	\$ 1,488,000	\$ 1,160,000	\$ 1,279,000	\$ 119,000

OUTSIDE AGENCY REQUESTS

The 2022 budget included funding to a number of outside agencies including economic development agencies, social service agencies, and other governmental agencies that help the City meet established goals outlined in the strategic plan. With the 2022 budget, there was additional emphasis placed on providing funding for housing initiatives. The list below outlines the funding provided to Economic Development Agencies, Governmental Agencies, and Other agencies that receive Transient Guest Tax Funds.

Additional funds were set aside in the General Fund for housing initiatives, but the recipients of those funds is not known at the point of publication.

The requests received for 2022 from economic development agencies are shown below. The table also shows the amount, if any, the agency was allocated in 2021. The economic development agency applications were reviewed by the Public Incentives Review Committee which recommended full funding.

ECONOMIC DEVELOPMENT AGENCIES

AGENCY	2021 ADOPTED BUDGET	2022 ADOPTED BUDGET
Bioscience and Technology Business Center, Inc.*	\$ 300,000	\$ 295,000
<i>General Fund</i>	<i>300,000</i>	<i>295,000</i>
Lawrence Chamber of Commerce	220,000	220,000
<i>General Fund</i>	<i>220,000</i>	<i>220,000</i>
The Dwayne Peaslee Technical Training Center, Inc	200,000	130,000
<i>General Fund</i>	<i>200,000</i>	<i>130,000</i>
Grand Total	\$ 720,000	\$ 645,000

*2022 includes \$75,000 for phase III facility expansion, \$200,000 for operations, and \$20,000 for an incentive fund.

OUTSIDE AGENCY REQUESTS

The list below outlines the known agencies that were awarded funding in FY 2022. Several of these agency requests will be included in the departmental budget information in future years (i.e. Lawrence-Douglas County Health Department, eXplore Lawrence, Library).

OTHER AGENCIES

AGENCY	2021 ADOPTED BUDGET	2022 ADOPTED BUDGET
Downtown Lawrence, Inc.	\$ 49,000	\$ 49,000
<i>Transient Guest Tax</i>	<i>49,000</i>	<i>49,000</i>
Douglas County Historical Society	13,000	13,000
<i>Transient Guest Tax</i>	<i>13,000</i>	<i>13,000</i>
eXplore Lawrence	996,000	996,000
<i>Transient Guest Tax</i>	<i>996,000</i>	<i>996,000</i>
Sister Cities	8,000	8,000
<i>Transient Guest Tax</i>	<i>8,000</i>	<i>8,000</i>
Lawrence-Douglas County Health Department	758,000	748,000
<i>General Fund</i>	<i>758,000</i>	<i>758,000</i>
Lawrence Public Library	4,978,000	4,978,000
<i>Library Fund</i>	<i>4,978,000</i>	<i>5,023,000</i>
Grand Total	\$ 6,824,000	\$ 6,873,000

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2022–2026

capital improvement budget

OVERVIEW

GUIDELINES

PROJECTS

IMPACT ON OPERATING BUDGET

CAPITAL IMPROVEMENT PLAN

overview

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 Projects 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.

CAPITAL IMPROVEMENT PLAN

CIP Prioritization Guidelines

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

For more information about the CIP Prioritization Guidelines, please visit: www.lawrenceks.org/budget/cip.

CAPITAL IMPROVEMENT PLAN

DEPARTMENT	PROJECT #	2022	2023	2024	2025	2026	TOTAL
CITY MANAGER'S OFFICE							
City Hall Reconfiguration	CM-23-1905	2,043,000	1,030,000	1,581,000	-		4,654,000
Future General Obligation Debt Projects		2,043,000	1,030,000	1,581,000	-		4,654,000
<i>City Manager's Office Total</i>		<i>2,043,000</i>	<i>1,030,000</i>	<i>1,581,000</i>			<i>\$ 4,654,000</i>
FIRE MEDICAL							
Expansion Fire Medical Station Number 6	FM-22-1811	1,000,000	420,000	6,000,000			7,420,000
Unfunded		1,000,000	420,000	6,000,000			7,420,000
Replacement Fire Medical Station 3	FM-23-FMSTA3	1,000,000	420,000	6,200,000			7,620,000
Future General Obligation Debt Projects		1,000,000	420,000	6,200,000			7,620,000
<i>Fire Medical Total</i>		<i>1,000,000</i>	<i>1,420,000</i>	<i>6,420,000</i>	<i>6,200,000</i>		<i>\$ 15,040,000</i>
MSO - AIRPORT							
Rehabilitate Runway 01/19	MS-24-0019			217,000			217,000
Airport				22,000			22,000
Intergovernmental Federal Grant				195,000			195,000
<i>MSO - Airport Total</i>				<i>217,000</i>			<i>\$ 217,000</i>
MSO - STORMWATER							
Jayhawk Watershed (9th and Mississippi)	MS-21-0030	1,950,000		4,000,000			5,950,000
Stormwater Fund- Debt		1,950,000		4,000,000			5,950,000
Stormwater System Id, Assessment & Model Creation	MS-21-9804	2,500,000	1,300,000	1,350,000	351,000		5,501,000
Stormwater Fund		2,500,000	1,300,000	1,350,000	351,000		5,501,000
Maple Lane - 19th - Brook St	MS-23-0027		2,000,000				2,000,000
Stormwater Fund- Debt			2,000,000				2,000,000
Stormwater Cap Improvement Construction Program	MS-23-9802		2,000,000				2,000,000
Stormwater Fund- Debt			2,000,000				2,000,000
Property Acquisition	MS-25-0048				900,000		900,000
Stormwater Fund					900,000		900,000
Stormwater Cap Improvement Construction Program	MS-25-9802				2,400,000		2,400,000
Stormwater Fund- Debt					2,400,000		2,400,000
Stormwater Cap Improvement Construction Program	MS-26-9802					2,500,000	2,500,000
Stormwater Fund- Debt						2,500,000	2,500,000
<i>MSO - Stormwater Total</i>		<i>4,450,000</i>	<i>5,300,000</i>	<i>5,350,000</i>	<i>3,651,000</i>	<i>2,500,000</i>	<i>\$ 21,251,000</i>
MSO - UTILITIES							
Kansas River WWTP Improvements and NR	MS-20-0013	7,900,000	22,370,000	23,150,000			53,420,000
Utility - Debt		7,900,000	22,370,000	23,150,000			53,420,000
SW Lawrence Conveyance Corridor Improvements	MS-21-0015	2,500,000	5,000,000	5,000,000	5,500,000		18,000,000
Utility - Debt		2,500,000	5,000,000	5,000,000	5,500,000		18,000,000
Pump Station 16 Upstream Interceptor Rehab	MS-22-0022	1,320,000					1,320,000
Utility - Debt		1,320,000					1,320,000
2022 Kaw WTP Infrastructure Rehab	MS-22-0032	5,270,000					5,270,000
Utility - Debt		1,710,000					1,710,000
Utility - Water		3,560,000					3,560,000
Wakarusa WWTP Storage and Solids Handling	MS-22-0049	1,000,000					1,000,000
Utility - Debt		1,000,000					1,000,000
Transmission Main Rehabilitation/Replacement	MS-23-0036		500,000	3,000,000			3,500,000
Utility - Water			500,000	3,000,000			3,500,000
West of K-10 Water Pressure Zone	MS-24-0045			1,000,000	500,000	10,000,000	11,500,000
Unfunded				1,000,000	500,000	10,000,000	11,500,000
SE Lawrence Wastewater Conveyance Improvments	MS-25-0046				260,000	1,475,000	1,735,000
Unfunded					260,000	1,475,000	1,735,000
Clinton WTP Taste & Odor Phase 2	MS-26-0044					2,038,000	2,038,000
Unfunded						2,038,000	2,038,000
<i>MSO - Utilities Total</i>		<i>17,990,000</i>	<i>27,870,000</i>	<i>32,150,000</i>	<i>6,260,000</i>	<i>13,513,000</i>	<i>\$ 97,783,000</i>

CAPITAL IMPROVEMENT PLAN

DEPARTMENT	PROJECT #	2022	2023	2024	2025	2026	TOTAL
MUNICIPAL SERVICES & OPERATION							
Farmland Remedial Alternatives	FL1701	2,000,000	5,250,000	2,000,000	2,000,000	2,000,000	13,250,000
Future General Obligation Debt Projects		2,000,000	5,250,000	2,000,000	2,000,000	2,000,000	13,250,000
23rd Street - Haskell Bridge to East City Limits	MS-20-0005	6,100,000					6,100,000
Future General Obligation Debt Projects		3,200,000					3,200,000
Intergovernmental Federal Grant		900,000					900,000
Intergovernmental State Grant		2,000,000					2,000,000
Field Operations Campus	MS-21-0004	800,000	5,800,000	35,600,000	27,000,000	1,800,000	71,000,000
Future General Obligation Debt Projects				14,520,000			14,520,000
Solid Waste Fund			500,000	500,000	400,000	1,500,000	2,900,000
Stormwater Fund- Debt			1,500,000	2,400,000			3,900,000
Unfunded				13,070,000	26,600,000	300,000	39,970,000
Utility - Debt		800,000	3,800,000	5,110,000			9,710,000
Wakarusa - Research Pkwy to Clinton Parkway	MS-21-0017	6,000,000	900,000				6,900,000
Future General Obligation Debt Projects		5,700,000	900,000				6,600,000
Utility - Debt		300,000					300,000
Wakarusa Extended - 27th St to CR458	MS-22-0029	500,000		6,500,000			7,000,000
Future General Obligation Debt Projects		500,000		6,500,000			7,000,000
New Hampshire Parking garage stairway enclosures	MS-22-0058	50,000	350,000				400,000
Unfunded		50,000	350,000				400,000
6th & Massachusetts St Traffic Signal Replacement	MS-22-0061	100,000	600,000				700,000
General Fund		100,000	600,000				700,000
11th St - Indiana to Ohio; Louisiana - 11th to 12th	MS-22-0063	150,000	1,600,000				1,750,000
Future General Obligation Debt Projects		150,000	1,500,000				1,650,000
Utility - Debt			100,000				100,000
Kansas River Amenities Recreation Trail	MS-22-0064	750,000					750,000
Future General Obligation Debt Projects		505,000					505,000
Intergovernmental State Grant		245,000					245,000
Sidewalk/Bike/Ped Improvements	MS-22-8000	1,675,000					1,675,000
Infrastructure Sales Tax		675,000					675,000
Intergovernmental State Grant		1,000,000					1,000,000
Wakarusa - Harvard to 6th Street	MS-23-0037		250,000	3,000,000			3,250,000
Unfunded			250,000	3,000,000			3,250,000
Naismith - 19th to 23rd	MS-23-0038		300,000	4,000,000			4,300,000
Future General Obligation Debt Projects			300,000	3,100,000			3,400,000
Intergovernmental State Grant				900,000			900,000
6th & K-10 Interchange Improvements	MS-23-0041		1,500,000				1,500,000
Infrastructure Sales Tax			1,500,000				1,500,000
Mass. St. - 14th to 23rd St Multimodal Improvement	MS-23-0065		100,000	1,500,000			1,600,000
Infrastructure Sales Tax			100,000	1,500,000			1,600,000
Sidewalk/Bike/Ped Improvements	MS-23-8000		1,675,000				1,675,000
Infrastructure Sales Tax			675,000				675,000
Intergovernmental State Grant			1,000,000				1,000,000
Iowa - Irving Hill Road to 23rd Street	MS-24-0003			400,000	6,000,000		6,400,000
Future General Obligation Debt Projects				400,000	6,000,000		6,400,000
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
27th St Bridge	MS-25-0034				850,000		850,000
Unfunded					850,000		850,000
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
Bob Billings - Kasold to Wakarusa Dr.	MS-26-0066				1,100,000	12,500,000	13,600,000
Future General Obligation Debt Projects					1,000,000	12,000,000	13,000,000
Utility - Debt					100,000	500,000	600,000
Bob Billings Pkwy - K10 to E 800 Rd	MS-26-0067				600,000	8,000,000	8,600,000
Unfunded					600,000	8,000,000	8,600,000
Sidewalk/Bike/Ped Improvements	MS-26-8000					1,730,000	1,730,000
Infrastructure Sales Tax						730,000	730,000
Intergovernmental State Grant						1,000,000	1,000,000
Municipal Services & Operation Total		18,125,000	18,325,000	54,675,000	39,252,000	26,030,000	\$156,407,000

CAPITAL IMPROVEMENT PLAN

DEPARTMENT	PROJECT #	2022	2023	2024	2025	2026	TOTAL
PARKS AND RECREATION							
Broken Arrow Park - Restroom Replacement	PR-22-2027	130,000					130,000
General Fund		130,000					130,000
Broken Arrow Park - Shelter (ADA Compliance)	PR-22-2028	250,000					250,000
Future General Obligation Debt Projects		250,000					250,000
Youth Sports Complex - ADA sidewalks and parking	PR-22-2135	200,000					200,000
General Fund		200,000					200,000
Water Tower Park Renovation	PR-22-2427	125,000					125,000
Future General Obligation Debt Projects		125,000					125,000
DeVictor Park Trail Improvements	PR-22-2429	100,000					100,000
Infrastructure Sales Tax		100,000					100,000
Eisenhower Dr. Park - Trail / Play Development	PR-22-2475	100,000					100,000
Infrastructure Sales Tax		100,000					100,000
Water Spray Park - Lyons Park	PR-22-2501	400,000					400,000
Future General Obligation Debt Projects		400,000					400,000
Dog Park Improvements - Restroom / Parking	PR-22-2503	175,000					175,000
General Fund		175,000					175,000
Install Computer Fiber - Park Maintenance Facility	PR-22-8000	240,000					240,000
Unfunded		240,000					240,000
Cemetery Maintenance Shop - Replacement	PR-23-2333		350,000				350,000
Unfunded			350,000				350,000
Outdoor Aquatic Center - Play Feature Renovation	PR-23-2400		350,000				350,000
General Fund			350,000				350,000
Water Spray Park - West Lawrence	PR-23-2501		400,000				400,000
Future General Obligation Debt Projects			400,000				400,000
Community Building - Security / ADA Improvements	PR-23-8000		900,000				900,000
Future General Obligation Debt Projects			900,000				900,000
Lawrence Loop - Michigan to Sandra Shaw Park	PR-23-9000	964,000	525,000				1,489,000
Infrastructure Sales Tax		400,000	525,000				925,000
Intergovernmental State Grant		564,000					564,000
Lyons Park Shelter Replacement	PR-24-2006			120,000			120,000
General Fund				120,000			120,000
Sports Pavilion- Install Acoustical Panels in Gyms	PR-24-2230			100,000			100,000
General Fund				100,000			100,000
Dog Park - Broken Arrow Park	PR-24-2405			100,000			100,000
General Fund				100,000			100,000
South Park Wading Renovation to Spray Park	PR-24-2501			375,000			375,000
Future General Obligation Debt Projects				375,000			375,000
YSC - Install Asphalt on Parking Lots (ADA access)	PR-24-3032			300,000			300,000
Future General Obligation Debt Projects				300,000			300,000
Addition to Parks and Facility Maint Shop - W 27th	PR-24-3034			250,000			250,000
Unfunded				250,000			250,000
Lawrence Loop - 8th to 7th (Santa Fe Station)	PR-24-9000			150,000			150,000
Infrastructure Sales Tax				150,000			150,000
Youth Sports Complex Light Upgrade	PR-25-3017				900,000		900,000
Future General Obligation Debt Projects					900,000		900,000
Park Property Acquisition - Central	PR-25-3049				200,000		200,000
Unfunded					200,000		200,000
East Lawrence Center Gymnastics Expansion	PR-25-8001				600,000		600,000
Unfunded					600,000		600,000
Holcom Park Recreation Center Expansion	PR-25-8002				800,000		800,000
Unfunded					800,000		800,000
Prairie Park Nature Center - Classroom Expansion	PR-25-8003				300,000		300,000
Future General Obligation Debt Projects					300,000		300,000
Indoor Aquatic Center - Add Swim Meet Event Space	PR-25-8004				750,000		750,000
Future General Obligation Debt Projects					750,000		750,000
Outdoor Aquatic Center - Major Renovation	PR-25-8005				4,000,000		4,000,000
Future General Obligation Debt Projects					4,000,000		4,000,000
Lawrence Loop Trail - 7th street to Constant Park	PR-25-9000				1,400,000		1,400,000
Infrastructure Sales Tax					800,000		800,000
Intergovernmental State Grant					600,000		600,000
Large Park Shelter	PR-26-2606					900,000	900,000
Unfunded						900,000	900,000
Youth Sports Complex - Major Renovation	PR-26-2850					3,200,000	3,200,000
Future General Obligation Debt Projects						3,200,000	3,200,000
Improvements to Skate Park at Centennial Park	PR-26-3015					150,000	150,000
Unfunded						150,000	150,000
Eagle Bend Golf Course - Drainage Improvements	PR-26-3016					200,000	200,000
Unfunded						200,000	200,000
Parks and Recreation Total		2,684,000	2,525,000	1,395,000	8,950,000	4,450,000	\$ 20,004,000

CAPITAL IMPROVEMENT PLAN

DEPARTMENT	PROJECT #	2022	2023	2024	2025	2026	TOTAL
PLANNING & DEVELOPMENT							
23rd Street Land-Use and Neighborhood Study	PL-22-0001	150,000					150,000
Unfunded		150,000					150,000
Land Development Code Update	PL-22-0002	400,000					400,000
General Fund		400,000					400,000
Planning & Development Total		550,000				\$	550,000
POLICE							
Indoor Police Range	PD-22-0002	500,000	6,000,000				6,500,000
Unfunded		500,000	6,000,000				6,500,000
Vehicle Canopy & Weather Protection	PD-22-0004	300,000	300,000				600,000
Unfunded		300,000	300,000				600,000
Police Training Center Facility	PD-22-0005	500,000	5,500,000				6,000,000
Unfunded		500,000	5,500,000				6,000,000
Police Total		1,300,000	11,800,000			\$	13,100,000
PUBLIC TRANSIT							
Multimodal Transfer Facility	TR-21-01	9,200,000					9,200,000
General Fund		200,000					200,000
Intergovernmental Federal Grant		50,000					50,000
Public Transit Fund		8,950,000					8,950,000
Public Transit Total		9,200,000				\$	9,200,000
RESIDENT REQUEST							
Naismith: 19th-23rd with Bicycle Track	RR-22-0001	100,000	710,000				810,000
Unfunded		100,000	710,000				810,000
Citizen Request Wireless gate at 19th-0'Connell	RR-22-0002	15,000					15,000
Unfunded		15,000					15,000
Burroughs Creek Trail Extension downtown	RR-22-0003	739,000					739,000
Unfunded		739,000					739,000
Bicycle Track--Iowa St to 31st	RR-22-0004	70,000	425,000				495,000
Unfunded		70,000	425,000				495,000
Bicycle Track, Lakeview Rd, Iowa-Kasold	RR-22-0005			808,000			808,000
Unfunded				808,000			808,000
Atchison Creek Trail, W19th-Bob Billings	RR-22-0006	573,000					573,000
Unfunded		573,000					573,000
Bikeway green pavement retrofit	RR-22-0007	121,000					121,000
Unfunded		121,000					121,000
Safety Shoulders, Noria Rd, N 1400 Rd-RR	RR-22-0008	569,000					569,000
Unfunded		569,000					569,000
Algae Treatment Farmland	RR-22-0010	105,000	1,075,000	4,000,000			5,180,000
Unfunded		105,000	1,075,000	4,000,000			5,180,000
Resident Request Total		2,292,000	2,210,000	4,808,000		\$	9,310,000
TRANSIT - PARKING ENFORCEMENT							
Downtown Parking Lot Sign Replacement	TR-22-08	166,000					166,000
Unfunded		166,000					166,000
Transit - Parking Enforcement Total		166,000				\$	166,000
GRAND TOTAL		\$ 57,757,000	\$ 71,493,000	\$ 106,045,000	\$ 65,894,000	\$ 46,493,000	\$ 347,682,000

IMPACT ON CITY'S OPERATING BUDGET

2022 CIP

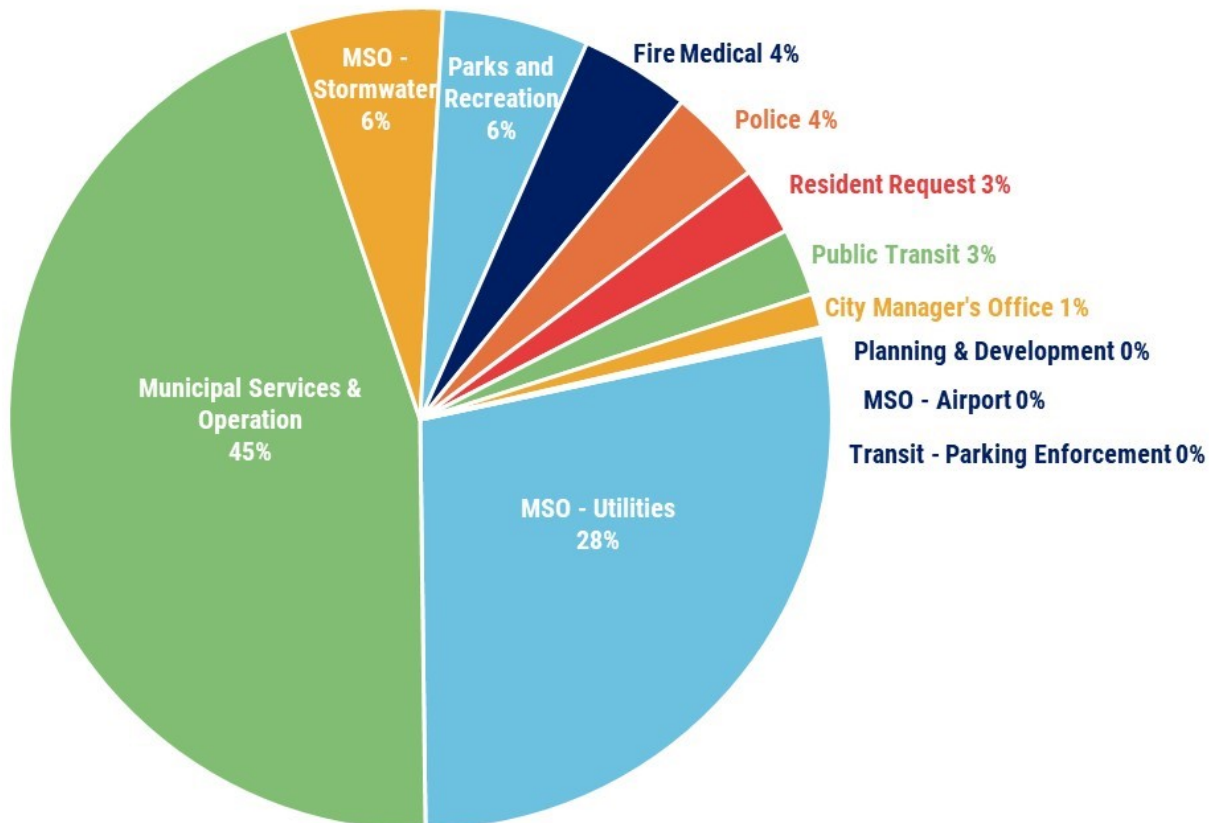
DEPARTMENT	PROJECT #	TOTAL 2022 COST	ANNUAL OPERATING IMPACT	OPERATING/ MAINTENANCE BUDGET
MSO - STORMWATER				
Jayhawk Watershed (9th and Mississippi)	MS-21-0030	1,950,000	No operating impact	Stormwater Fund
Stormwater Fund- Debt		1,950,000		
Stormwater System Id, Assessment & Model Creation	MS-21-9804	2,500,000	Increase operational costs	Stormwater Fund
Stormwater Fund		2,500,000		
MSO - UTILITIES				
Kansas River WWTP Improvements and NR	MS-20-0013	7,900,000	Increase operational costs	Water/ Wastewater Fund
Utility - Debt		7,900,000		
SW Lawrence Conveyance Corridor Improvements	MS-21-0015	2,500,000	No operating impact	Water/ Wastewater Fund
Utility - Debt		2,500,000		
Pump Station 16 Upstream Interceptor Rehab	MS-22-0022	1,320,000	No operating impact	Water/ Wastewater Fund
Utility - Debt		1,320,000		
2022 Kaw WTP Infrastructure Rehab	MS-22-0032	5,270,000	No operating impact	Water/ Wastewater Fund
Utility - Debt		1,710,000		
Utility - Water		3,560,000		
Wakarusa WWTP Storage and Solids Handling	MS-22-0049	1,000,000	No operating impact	Water/ Wastewater Fund
Utility - Debt		1,000,000		
MUNICIPAL SERVICES & OPERATION				
Farmland Remedial Alternatives	FL1701	2,000,000	Increase operational costs	Farmland Fund
Future General Obligation Debt Projects		2,000,000		
23rd Street - Haskell Bridge to East City Limits	MS-20-0005	6,100,000	No operating impact	General Fund
Future General Obligation Debt Projects		3,200,000		
Intergovernmental Federal Grant		900,000		
Intergovernmental State Grant		2,000,000		
Field Operations Campus	MS-21-0004	800,000	No operating impact	General Fund
Utility - Debt		800,000		
Wakarusa - Research Pkwy to Clinton Parkway	MS-21-0017	6,000,000	Decrease operational costs	General Fund
Future General Obligation Debt Projects		5,700,000		
Utility - Debt		300,000	Increase operational costs	General Fund
Wakarusa Extended - 27th St to CR458	MS-22-0029	500,000		
Future General Obligation Debt Projects		500,000	Decrease operational costs	General Fund
6th & Massachusetts St Traffic Signal Replacement	MS-22-0061	100,000		
General Fund		100,000	Decrease operational costs	General Fund
11th St - Indiana to Ohio; Louisiana - 11th to 12th	MS-22-0063	150,000		
Future General Obligation Debt Projects		150,000	Increase operational costs	General Fund
Kansas River Amenities Recreation Trail	MS-22-0064	750,000		
Future General Obligation Debt Projects		505,000		
Intergovernmental State Grant		245,000	No operating impact	General Fund
Sidewalk/Bike/Ped Improvements	MS-22-8000	1,675,000		
Infrastructure Sales Tax		675,000		
Intergovernmental State Grant		1,000,000		
PARKS AND RECREATION				
Broken Arrow Park - Restroom Replacement	PR-22-2027	130,000	No operating impact	General Fund
General Fund		130,000		
Broken Arrow Park - Shelter (ADA Compliance)	PR-22-2028	250,000	Increase operating costs	General Fund
Future General Obligation Debt Projects		250,000		
Youth Sports Complex - ADA sidewalks and parking	PR-22-2135	200,000	No operating impact	General Fund
General Fund		200,000		
Water Tower Park Renovation	PR-22-2427	125,000	No operating impact	General Fund
Future General Obligation Debt Projects		125,000		
DeVictor Park Trail Improvements	PR-22-2429	100,000	No operating impact	General Fund
Infrastructure Sales Tax		100,000		

IMPACT ON CITY'S OPERATING BUDGET

2022 CIP

DEPARTMENT	PROJECT #	TOTAL 2022 COST	ANNUAL OPERATING IMPACT	OPERATING/ MAINTENANCE BUDGET
Eisenhower Dr. Park - Trail / Play Development	PR-22-2475	100,000		
Infrastructure Sales Tax		100,000	Increase operating costs	General Fund
Water Spray Park - Lyons Park	PR-22-2501	400,000		
Future General Obligation Debt Projects		400,000	Increase operating costs	General Fund
Dog Park Improvements - Restroom / Parking	PR-22-2503	175,000		
General Fund		175,000	Increase operating costs	General Fund
Lawrence Loop - Michigan to Sandra Shaw Park	PR-23-9000	964,000		
Infrastructure Sales Tax		400,000	Increase operating costs	General Fund
Intergovernmental State Grant		564,000		
PLANNING & DEVELOPMENT				
Land Development Code Update	PL-22-0002	400,000		
General Fund		400,000	No operating impact	General Fund
PUBLIC TRANSIT				
Multimodal Transfer Facility	TR-21-01	9,200,000		
General Fund		200,000	Increase operating costs	Public Transportation Fund
Intergovernmental Federal Grant		50,000		
Public Transit Fund		8,950,000		

CIP PROJECT EXPENDITURE BY DEPARTMENT



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budget policies

OVERVIEW

INVESTMENT AND CASH MANAGEMENT

CAPITAL IMPROVEMENT PLAN

GOVERNMENT ACCOUNTING

MID-YEAR FUND REQUEST

DEBT MANAGEMENT

DEBT ISSUANCE GUIDELINES

FUND BALANCE

BUDGETARY POLICIES & 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 work sessions are held throughout the year with city staff and the City Commissioners to discuss various elements of the budget, including operations, Capital Improvement Plan, Maintenance Plan, and Vehicle & Equipment Replacement Plan. The strategic plan is used to align resources with the priorities of the community. Staff in the various departments put together budget recommendations that work toward accomplishment of those priorities through their daily operations.

The first opportunity for public comment on the budget is in May when general policy guidance is requested. In July the City Manager 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. Another opportunity for public comment is held in September. A final budget is then adopted by the City Commission and filed per state statute with the County Clerk by October 1.

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:

COMMUNITY DEVELOPMENT FUND	AIRPORT IMPROVEMENT FUND
WATER AND WASTEWATER NON-BONDED CONSTRUCTION	
CAPITAL PROJECTS FUND	TRANSPORTATION PLANNING FUND
FAIR HOUSING ASSISTANCE FUND	LAWRENCE PARKS & RECREATION ENDOWMENT FUND
MISC. STATE GRANTS	HOME PROGRAM FUND
EQUIPMENT RESERVE FUND	
MISC. FEDERAL AGENCY GRANTS	WATER AND WASTEWATER BONDED CONSTRUCTION

BUDGETARY POLICIES & PROCEDURES

Budget Calendar

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

- Publication of the notice to exceed the Revenue Neutral Rate on or before July 20
- Revenue Neutral Rate hearing and public hearing held between August 20 and September 20 of each year, but at least ten days after public notice.
- Adoption of final budget between August 20 and October 1 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:

DEBT MANAGEMENT POLICY	DEBT ISSUANCE GUIDELINES	FUND BALANCE POLICY
INVESTMENT AND CASH MANAGEMENT POLICY	CAPITAL IMPROVEMENT PLAN POLICY	
MID-YEAR FUNDING REQUEST POLICY	GOVERNMENTAL ACCOUNTING 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 & 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.
- 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 the City's strategic plan and other departmental strategic plans 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

BUDGETARY POLICIES & PROCEDURES

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:

INVESTMENT & CASH MANAGEMENT POLICY

- 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.
- Repurchases Agreements -- Contractual agreements between the City and commercial banks, trust companies, state or federally chartered savings and loan associations or federally chartered savings banks. The repurchase agreement (repo) issuer receives cash and, in turn, provides securities to the City as collateral for the cash. There exists a contractual agreement for the City to resell the securities back to the issuer on a specific future date, at the original purchase price, plus a negotiated interest payment.
- 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.
- Temporary notes of the City of Lawrence.
- 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.

- 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.
- 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 & CASH MANAGEMENT POLICY

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.

- 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.
- 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.
- 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 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.

INVESTMENT & CASH MANAGEMENT POLICY

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.

CAPITAL IMPROVEMENT PLAN POLICY

Purpose

The purpose of this policy is to establish the criteria and guidelines to be used in developing long-range (five-year) capital improvement plan (CIP) for Governing Body consideration. The CIP will be funded and undertaken in accordance with the terms of this policy.

Definitions

Capital Improvement Plan (CIP): A CIP is a tool used in the annual budgeting process to identify capital projects that will be undertaken within a five-year period.

Capital Improvement Plan Amendment: A change of the adopted CIP that adds or deletes a project, modifies the total adopted budget of a project, or alters the approved scope of a project.

Capital Improvement Plan Committee: A body comprised of the Finance Director, City Engineer, Assistant City Manager, Metropolitan Planning Organization Representative, City Capital Projects Coordinator, Information Technology Governance Body or Information Technology Department Representative, Departmental Capital Project Coordinators, and any individuals appointed by the City Manager, which prioritizes capital projects in accordance with the CIP Prioritization Guidelines and makes recommendations related to CIP amendments to the City Manager.

Capital Project: A CIP project with a minimum total cost of \$100,000 resulting in either the creation of a new fixed asset or results in the enhancement to an existing fixed asset with a life expectancy of at least 2 years. Examples of a CIP project include, but are not limited to: a. Acquisition of land for public use; b. Construction or expansion of public buildings; c. New and rehabilitation of storm and sanitary sewers; d. Water line upgrades and/or extensions; e. Water treatment and distribution upgrades; f. Trails, parks, or recreational amenities; g. Street construction; and h. Soft costs related to the above items will be capitalized, including legal, planning, design, and engineering costs upon completion of the project.

City Capital Projects Coordinator: Person appointed by the City Manager to guide the preparation of the CIP and manage amendments throughout the year.

Departmental Capital Projects Coordinator: One or more people appointed by the City Manager to guide the departmental preparation of the CIP and manage departmental amendments throughout the year.

Project Manager: The person, designated by the head of the department that is fiscally responsible for the project, who is responsible for the planning, organization, resource management, and discipline pertaining to the successful completion of a project.

Retainage: A percentage of a contract price withheld from a contractor until the work is substantially complete to assure that all subcontractors will satisfy its obligations and complete a construction project.

Objectives:

A five-year CIP shall be adopted by the Governing Body on an annual basis to accomplish the following objectives:

CAPITAL IMPROVEMENT PLAN POLICY

- a. To reflect the priorities identified in the City's strategic plan in alignment with the Comprehensive Plan.
- b. To identify all CIP requests in the five-year period covered by the CIP.
- c. To link plans for future improvements with available financial resources.
- d. To calculate the estimated financial impact of the five-year CIP on the City's debt capacity and multi-year budget projection, including the estimated annual operating costs for each project.
- e. To illustrate and communicate the City's proactive control over the management and issuance of new debt.
- f. To facilitate intergovernmental coordination of capital planning with community partners.
- g. To encourage community engagement in the annual CIP process and public understanding of the City's capital improvement needs.

Process



Development

The City Capital Projects Coordinator will solicit project proposals from project managers and members of the public.

All requests shall be submitted using the instructions and forms provided by the City Capital Projects Coordinator.

All submitted projects will be reviewed by the Information Technology Governance Body or Information Technology Department for possible technology impacts as well as the Construction Management, Engineering, and Design (CMED) group to review the accuracy of project estimates and asset management review. During this review the CMED group will also review all publicly submitted projects to determine if it aligns with currently planned projects and complete the scoring in accordance with the CIP Prioritization Guidelines.

The CIP Committee will evaluate each submitted project proposal and assess its scoring using the CIP Prioritization Guidelines. This review will include alignment of the project with existing plans (i.e. Comprehensive Plan, departmental master plans).

The Finance Director will review and modify, as needed, funding sources and expenditures for each project proposal, and may propose adjustments based on funding availability. Finance director will coordinate with the appropriate department.

The CIP Committee will submit a recommended five-year CIP to the City Manager.

CAPITAL IMPROVEMENT PLAN POLICY

Approval

Annually, the City Manager will submit a recommended five-year CIP for review by the Governing Body pursuant to the timeline established in the annual budget preparation calendar.

The recommended CIP will include the following elements:

- i. Project name, project number and description;
- ii. Justification of need for the identified project and alignment to the strategic plan;
- iii. Estimated annual operating cost or savings;
- iv. Anticipated funding sources; and
- v. Total estimated budget including a contingency and using an escalation factor, if appropriate.

The recommended CIP will be presented to the Planning Commission, which will assess if the recommended CIP is consistent with the adopted Comprehensive Plan.

The Governing Body will revise the recommended CIP as appropriate before adopting the five-year CIP each year.

Once the CIP is adopted by the Governing Body, the project budget is entered into the financial system and the Finance Director (or designee) will prepare a bond authorizing resolution for the projects that were identified to be debt financed for the Governing Body's consideration.

Departments will be responsible for adding the ongoing operating costs related to the approved capital projects to future budget requests to ensure projects are appropriately maintained.

Retainage

In all contracts for CIP projects, retainage of at least 5% shall be used and paid out once the project is substantially completed.

Change Orders

During the planning, design, and construction of capital projects, change orders may be necessary to account for unforeseen issues. These changes are identified by staff and cost is negotiated with the vendor. All change orders will comply with the City's Purchasing Policy.

CIP Amendments

The adopted five-year CIP includes a list of projects with an identified scope and budget that may be revised by amendment. Departmental requests to undertake a new project in the current year will also be considered an amendment.

During each phase of the project, the project budget shall be reviewed for accuracy. At the time of bid award, an amendment may be considered to incorporate project contingency if needed.

All CIP amendments will need to be reviewed by the CIP Committee.

CAPITAL IMPROVEMENT PLAN POLICY

The CIP Committee will review the request and make a recommendation, by majority vote, to the City Manager for approval, denial, or revision.

The City Manager will review the recommendation and approve or deny the recommended action.

If approved, the CIP amendment will be brought forward to the City Commission for consideration.

The City Manager's Office or City Commission may waive the review of the CIP Committee for projects that require immediate action.

If a project is scheduled to be a one-year project, but is incomplete within the identified year, the Departmental Capital Projects Coordinator will work with the City Capital Projects Coordinator to roll forward the appropriate project budget and take it to the City Commission for consideration and re-allocation.

Project Closeout and Reporting

Upon completion of a project, the project manager will close out all open contracts and notify the Finance Director (or designee) of the project completion. The Finance Director (or designee) will transfer the remaining budget authority out of the project. Those unspent proceeds may be reallocated to other projects, with prior Governing Body approval, or reprioritized in the following year's CIP.

All projects shall be closed out within one (1) year from the date that retainage is paid unless authorized to be extended by the appropriate department head. The department shall notify the Finance Director (or designee) of the extension.

If open purchase orders exist after retainage is paid, they will be reviewed semi-annually to determine if encumbrances can be released and project may be closed.

The City Capital Projects Coordinator will provide the Governing Body an annual report on the proceeds spent by project.

GOVERNMENT 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:

GOVERNMENT FUNDS

PROPRIETARY FUNDS

GENERAL FUND

SPECIAL REVENUE FUNDS

INTERNAL SERVICE FUNDS

CAPITAL PROJECT FUNDS

DEBT SERVICE FUNDS

ENTERPRISE FUNDS

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.

GOVERNMENT ACCOUNTING POLICY

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.

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.

DEBT MANAGEMENT POLICY

- 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,
 - 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.

DEBT MANAGEMENT POLICY

- 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.
- *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.

DEBT MANAGEMENT POLICY

- *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.
- *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.

DEBT MANAGEMENT POLICY

- 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.
- 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.

DEBT MANAGEMENT POLICY

- 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.

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.

DEBT MANAGEMENT POLICY

- 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.
- 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

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 to 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

FUND BALANCE POLICY

Purpose

The City of Lawrence is committed to wise stewardship of all public funds entrusted to its care. The City's Fund Balance is the accumulated difference between assets and liabilities within governmental funds. The City's net position is the accumulated difference between assets and liabilities within business-type activity (Enterprise) funds. This responsibility includes the establishment and maintenance of adequate cash balances and reserves. A sufficient fund balance/net position allows the City to:

- Meet its contractual obligations.
- Provide funds for new and existing programs established City Commission.
- Mitigate negative revenue implications of federal or state budget actions.
- Mitigate economic downturns, fund disaster or emergency costs.
- Provide funds for cash flow timing discrepancies.
- Fund non-recurring expenses identified as necessary by the Governing Body; and,
- Maintain its creditworthiness.

Governmental Fund Balance Type Definitions

The following classifications, defined by governmental accounting standards, serve to enhance the usefulness of fund balance information:

Non-spendable - Assets legally or contractually required to be maintained, or assets not in spendable form, such as inventory or prepaid items. Such constraint is binding until the legal requirement is repealed or the amounts become spendable.

Restricted – Assets with externally imposed constraints, such as those mandated by creditors, grantors or contributors, or laws and regulations. Such constraint is binding unless modified or rescinded by the applicable external body, law, or regulations. All Special Revenue Funds are considered Restricted because the source revenues can only be used for one purpose.

Committed – Assets with a purpose formally imposed by resolution or Ordinance of the Governing Body of the City, binding unless modified or rescinded by the Governing Body.

Assigned – Assets constrained by the express intent of the Governing Body or City Manager. Encumbrances shall be assigned, unless they specifically meet the requirements to be committed or restricted. From time to time, the Commission may deem it appropriate to assign a portion of fund balance for a future capital project as identified in the Capital Improvement Plan.

Unassigned – All amounts not included in other fund balance classifications. The unassigned fund balance serves as a measure of expendable available financial resources. This category is only in the General Fund.

Fund Balance Minimums

The City's policy is to accumulate adequate reserves to protect the City during economic downturns or large-scale emergencies. The City also maintains reserves that are required by law or contract and that serve a

FUND BALANCE POLICY

specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies. The Government Finance Officers Association (GFOA) is a professional association of global finance officers whose members are dedicated to the sound management of government financial resources. The GFOA recommends that each government determine the appropriate level of unassigned fund balance while considering several factors:

- The predictability of revenues and the volatility of expenditures
- Perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts)
- Potential drain upon general fund resources from other funds, as well as the availability of resources in other funds
- Potential impact on the entity's bond ratings and the corresponding increased cost of borrowed funds

For purposes of this policy, "operational expenditures" shall be defined as all expenditure categories used to pay for personnel services, contractual services, commodities, debt service, capital expenditures, operating transfers, and internal services. For Enterprise Funds, transfers to reserve funds and depreciation expenses shall be excluded. General fund unassigned fund balance The GFOA recommended, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular general fund operating revenues or regular General Fund operating expenditures (16.6%). The City receives much of its General Fund revenue through taxes which provides it with a moderate risk of instability in the collection of those revenues. Sales tax revenues are more prone to fluctuations with the economy. Property taxes are levied in one fiscal year to fund the operations of the following fiscal year.

Were a natural disaster or other extreme event to strike, the City would likely require a large draw on its reserves. In addition, the level of reserve available to the City plays a part in the credit rating of the City. The rating agencies assign higher ratings in part for those communities that show ability to access funds in emergency situations. The way a community shows ability to do so is to have a history and forecast of liquidity and fund balances for unforeseen events. A higher credit rating often translates to lower interest rates, which impacts the taxpayer directly, particularly in the case of debt supported tax levies.

Policy

It is the policy of the City to achieve and maintain an unassigned fund balance in the General Fund equal to 90 days of operating expenditures. Proposed budgets, or budget revisions, will maintain this level of reserve. However, if the unassigned fund balance falls below 60 days of operating expenditures due to unforeseen revenue or expenditure fluctuations, the City will develop a restoration plan in accordance with this policy.

Special Revenue Fund Balance

For purposes of this policy, Major Funds are defined as any Special Revenue Fund, excluding grant funds, economic development funds, Library Fund, and the Farmland Trust Fund with total expenditures of \$500,000 or more. The City receives much of its Major Special Revenue Fund revenue through taxes, which provides it with a risk of instability in the collection of those revenues. Sales tax revenues are more prone to fluctuations with the economy. Property taxes are levied in one fiscal year to fund the operations of the following fiscal year. Policy It is the policy of the City to achieve and maintain restricted fund balance in each of the major special revenue

FUND BALANCE POLICY

funds equal to 60 days of operating expenditures. Proposed budgets, or budget revisions, will maintain this level of reserve. However, if the balance in any of the major special revenue funds fall below 30 days of operating expenditures due to unforeseen revenue or expenditure fluctuations, the City will develop a restoration plan in accordance with this policy.

Unrestricted Net Position

Enterprise Funds do not use the term “Fund Balance”. They use the term “Net Position”. The following classifications, defined by governmental accounting standards, serve to enhance the usefulness of net position information:

Net investment in capital assets – represents the net amount invested in capital assets (original costs, net of accumulated depreciation and net of capital-related debt).

Restricted – represents the amount of net position for which limitations have been placed by creditors, grantors, contributors, laws, and regulations. Internal actions through enabling legislation (which is legally enforceable) and constitutional provisions may also lead to restricted net position. From time to time, the Commission may deem it appropriate to restrict a portion of net position for a future capital project as identified in the Capital Improvement Plan.

Unrestricted – represents the amount of net position that is not restricted or invested in capital assets, net of related debt.

Enterprise Fund unrestricted net position

The City receives much of its enterprise fund revenues through user fees tied to monthly fixed charges and consumption-based fees. The fixed fees are static and have little predictability risk. However, the consumption-based charges have a high risk of fluctuation based on weather, or other factors. In addition, the solid waste operations rely heavily on trucks that must be replaced immediately. Because of this, it is prudent to have larger unrestricted net position for unknown equipment failures.

The level of reserves available to the City plays a part in the credit rating of the City. The rating agencies assign higher ratings in part for those communities that show ability to access funds in emergency situations. The way a community shows ability to do so is to have a history and forecast of liquidity and fund balances for unforeseen events. A higher credit rating often translates to lower interest rates, which impacts the user directly, particularly in the case of debt supported by user fees.

Policy

It is the policy of the City to achieve and maintain an unrestricted net position in the Water/Sewer Fund equal to 250 days of operating expenditures. Proposed budgets, or budget revisions, will maintain this level of reserve. Reserves in excess of 250 days shall be transferred to the cash funded capital project fund. However, if the unrestricted net position falls below 220 days of operating expenditures due to unforeseen revenue or expenditure fluctuations, the City will develop a restoration plan in accordance with this policy.

It is the policy of the City to achieve and maintain an unrestricted net position in the Solid Waste Fund equal to 120 days of operating expenditures. Proposed budgets, or budget revisions, will maintain this level of reserve. However, if the unrestricted net position falls below 90 days of operating expenditures due to unforeseen revenue or expenditure fluctuations, the City will develop a restoration plan in accordance with this policy.

FUND BALANCE POLICY

It is the policy of the City to achieve and maintain an unrestricted net position in the Storm Water Fund, and the Parking Fund equal to 60 days of operating expenditures. Proposed budgets, or budget revisions, will maintain this level of reserve. However, if the unrestricted net position falls below 30 days of operating expenditures in either Fund due to unforeseen revenue or expenditure fluctuations, the City will develop a restoration plan in accordance with this policy.

Restoration Plan

If it is anticipated at the completion of any fiscal year that the projected amount of Unrestricted Fund Balance (or Net Position) will be less than the minimum established target, the City shall develop a restoration plan as soon as practical to restore the balance within a five-year period. The plan should be designed to restore the minimum established target as quickly as possible.

Order of expenditure of funds

When multiple categories of fund balance (or net position) are available for an expenditure, the City will start with the most restricted category and spend those funds first before moving to the next category with available funds. The order in the use of funds would therefore be Restricted, Committed, Assigned, and Unassigned (or Unrestricted) to the extent each category is available and eligible for that expenditure.

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appendix a:

revenue

summary

REVENUE SUMMARY

Introduction

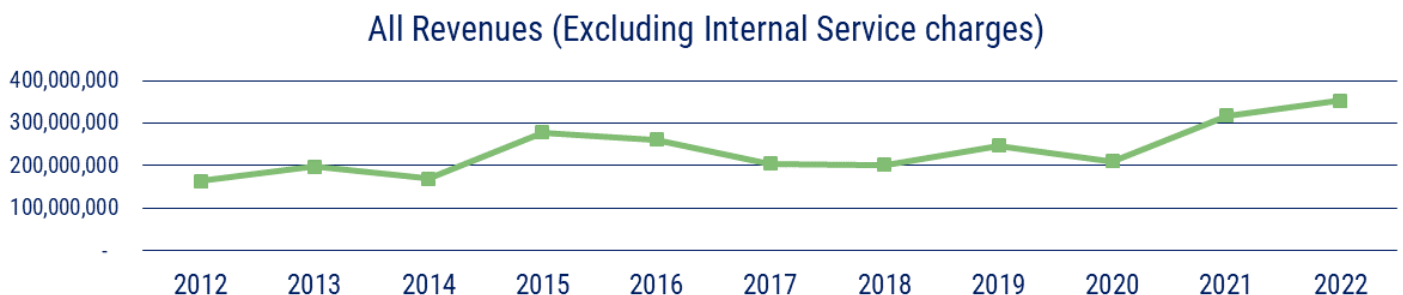
The purpose of this section is to describe the major revenue sources for the City, and to explain the trend and projections for each. Lawrence has 156 different types of revenue sources ranging from as large as property taxes (\$38,075,000) which comprises 10.65% of all revenues collected to Prairie Park Nature Center Donations (\$1,000) which accounts for less than 0.0003%.

Special emphasis is given to the thirty-four revenue sources that generate more than \$332 million annually and comprise about 94.18% 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 26.98% of all revenues collected. Revenues are projected to be \$353 million, which is 11.13% above the current fiscal year, primarily due to increase intergovernmental revenues and bond proceeds, as well as the projections assuming that the level of decline felt in 2020 and partially in 2021 due to the Coronavirus will not continue at the same level as FY 2022.

REVENUE CATEGORY	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
Taxes	\$ 89,511,285	\$ 93,413,000	\$ 95,310,000	2.03%
Licenses & Permits	1,606,851	1,683,000	1,826,000	8.50%
Intergovernmental	20,681,549	30,079,000	44,704,000	48.62%
Charges for Services	77,173,458	88,258,000	96,552,000	9.40%
Fines	1,216,920	1,400,000	1,390,000	-0.71%
Interest Earned	2,350,204	1,518,000	1,536,000	1.19%
Miscellaneous	2,935,269	2,811,000	4,115,000	46.39%
Bond Proceeds	6,053,106	52,122,000	69,695,000	33.72%
Transfers	8,233,392	46,437,000	38,143,000	-17.86%
TOTAL	\$ 209,762,034	\$ 317,721,000	\$ 353,271,000	11.19%



REVENUE SUMMARY

Revenues described in this section are those funds which the City has budgeted to collect in FY 2022. 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.

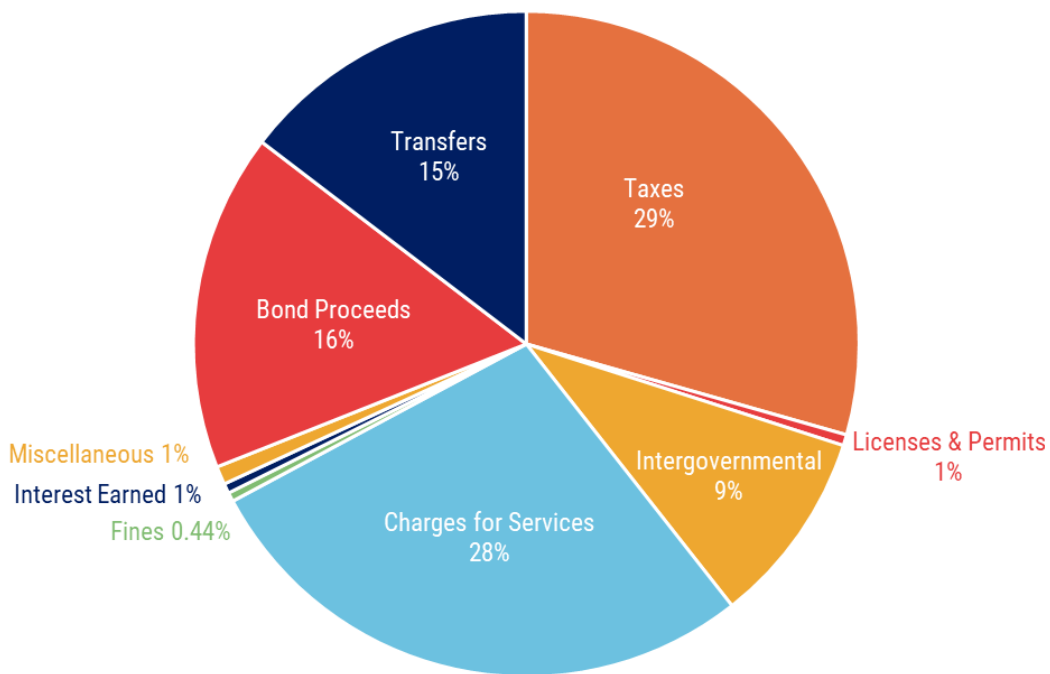
Fines – This group includes all fines and charges levied by the municipal court.

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.

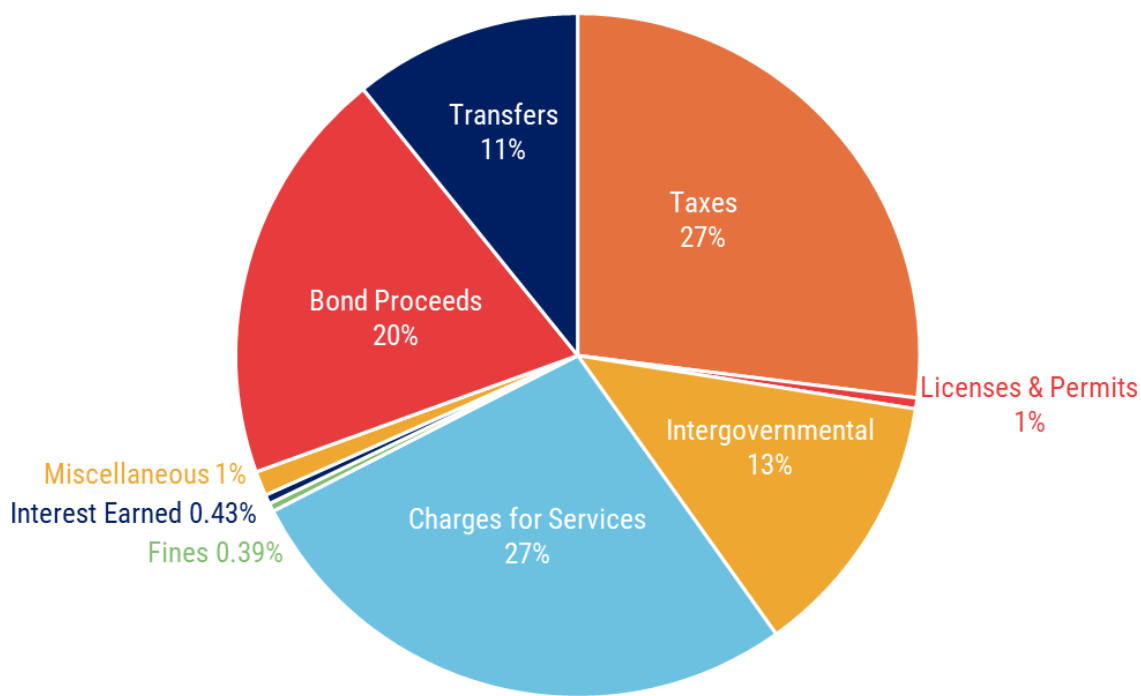
Interfund Transfers – This group includes all revenues received by our various utilities that pay a PILOT equal to a franchise fee for use of the City's right of way, and all other transfers from one fund to another.

REVENUE SUMMARY

REVENUE DISTRIBUTION FY 2021



REVENUE DISTRIBUTION FY 2022



REVENUE SUMMARY

The following table provides a summary for the 34 major revenue sources.

REVENUE SOURCE	FY2020 ACTUAL	FY2021 REVISED	FY2022 RECOMMENDED	% CHANGE
Ad Valorem/Current	\$ 35,545,947	\$ 37,155,000	\$ 38,075,000	2.48%
Sewer Charges Billed	23,611,868	27,987,000	29,994,000	7.17%
Water Charges Billed	23,088,470	25,366,000	28,065,000	10.64%
Local Sales Tax	24,508,718	25,619,000	25,939,000	1.25%
Federal Grants	6,579,645	9,673,000	24,593,000	154.24%
Revenue Bonds	0	34,812,000	23,683,000	-31.97%
Temp Note Proceeds	0	17,310,000	23,407,000	35.22%
GO Bonds Proceeds	6,053,106	0	22,605,000	-
Solid Waste Charges	12,118,318	11,797,000	12,650,000	7.23%
County-Wide Sales Tax	9,837,494	11,034,000	11,171,000	1.24%
Transfer from Transportation Sales Tax	0	5,738,000	10,850,000	89.09%
Transfer From Water Fund	4,799,167	6,369,000	10,640,000	67.06%
FTA Grants	3,997,481	8,453,000	10,546,000	24.76%
County Charges	7,320,820	7,364,000	9,764,000	32.59%
Electric Franchise Fees	5,308,936	5,695,000	5,780,000	1.49%
Storm Water Charges	3,707,751	5,383,000	5,536,000	2.84%
Transfer From Capital Impr. Sales Tax	200,000	12,335,000	5,145,000	-58.29%
Transfer From General	1,996,550	2,896,000	3,574,000	23.41%
Compensating Use	3,738,311	3,290,000	3,331,000	1.25%
Motor Vehicle Tax	3,068,094	3,171,000	3,099,000	-2.27%
Gasoline Tax State Share	2,504,405	2,538,000	2,525,000	-0.51%
Special Gasoline Tax	0	3,914,000	2,476,000	-36.74%
Liquor Tax	1,606,632	1,350,000	2,454,000	81.78%
Roll-Off Disposal	1,961,916	1,960,000	2,340,000	19.39%
Compensating Use / County	1,723,394	1,836,000	1,859,000	1.25%
Reimb. Expenses-Others	1,468,298	848,000	1,760,000	107.55%
Guest Tax	923,627	1,191,000	1,728,000	45.09%
Interest Unrestricted Funds	2,350,204	1,518,000	1,536,000	1.19%
Transfer From Solid Waste	806,667	7,927,000	1,447,000	-81.75%
Gas Franchise Fees	752,343	789,000	1,320,000	67.30%
Miscellaneous State Grants	0	4,185,000	1,288,000	-69.22%
Transfer from Administrative Services Fun	0	890,000	1,159,000	30.22%
Specials/Misc	1,269,569	1,116,000	1,116,000	0.00%
TIF Property Tax	1,208,441	1,045,000	1,089,000	4.21%
Total	\$ 209,762,034	\$ 317,721,000	\$ 353,085,000	11.13%

REVENUE SUMMARY

Ad Valorem Taxes

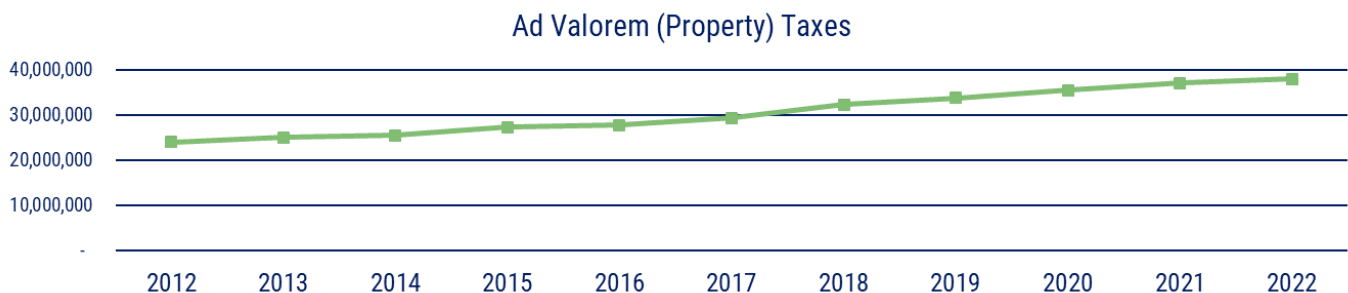
These revenues are derived from current property taxes levied on real property, personal property, and state assessed utilities. The County Appraiser values real and personal properties, while the State of Kansas assigns value to state assessed utilities.

This revenue generates approximately \$44.40 million, which represents an increase of 2.05% over the prior year. This increase is primarily attributable to a projected increase to the City's Assessed Valuation, which is projected to be \$1.17 billion for the FY 2022 budget year, which is an increase of 2.47% from the prior year.

Below is a table of changes in Assessed Valuation from 2016 to 2021.

Assessed Value as of:	Real Estate	Personal Property	State Assessed	Total Assessed Valuation	% Change
November, 2016	885,273,456	16,001,791	27,654,355	928,929,602	3.80%
November, 2017	944,118,547	13,968,253	27,374,301	985,461,101	6.09%
November, 2018	995,458,493	13,545,997	28,331,792	1,037,336,282	5.26%
November, 2019	1,048,693,640	12,084,119	29,755,745	1,090,533,504	5.13%
November, 2020	1,094,145,852	11,849,042	31,483,731	1,137,478,625	4.30%
June, 2021	1,118,553,725	12,801,306	34,243,365	1,165,598,396	2.47%

The chart below provides a ten year history.



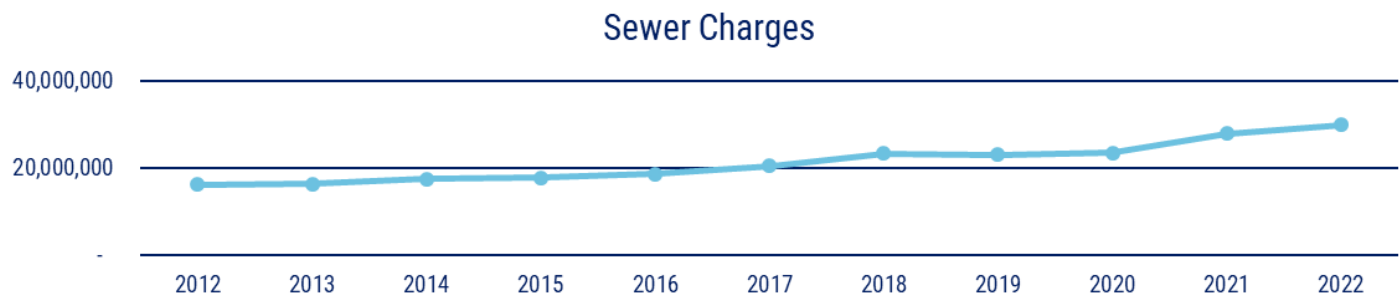
Sewer Charges

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 \$29.99 million, which represents a 7.17% increase over the revised 2021 budget, and a 7.17% 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.

REVENUE SUMMARY

The chart below provides a ten year history.



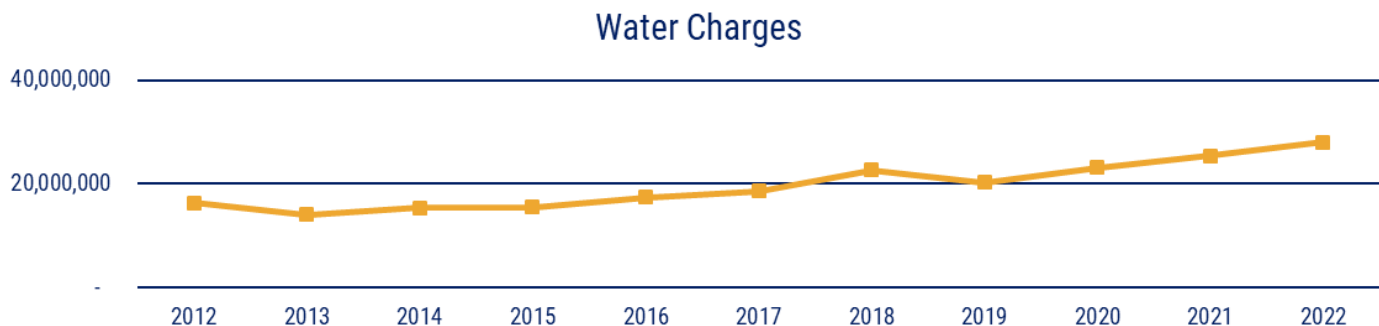
Water Charges

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 \$28.07 million, which represents a 10.64% increase over the revised 2021 projection, and a 10.64% increase over the 2021 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.

Year	2017	2018	2019	2020	2021 Proj.	2022 Proj.
Gallons Sold (in millions)	3.52	3.73	3.2	3.63	3.52	3.45
% Change	-1.73%	-5.97%	14.21%	-13.44%	3.03%	1.99%

The chart below provides a ten year history.



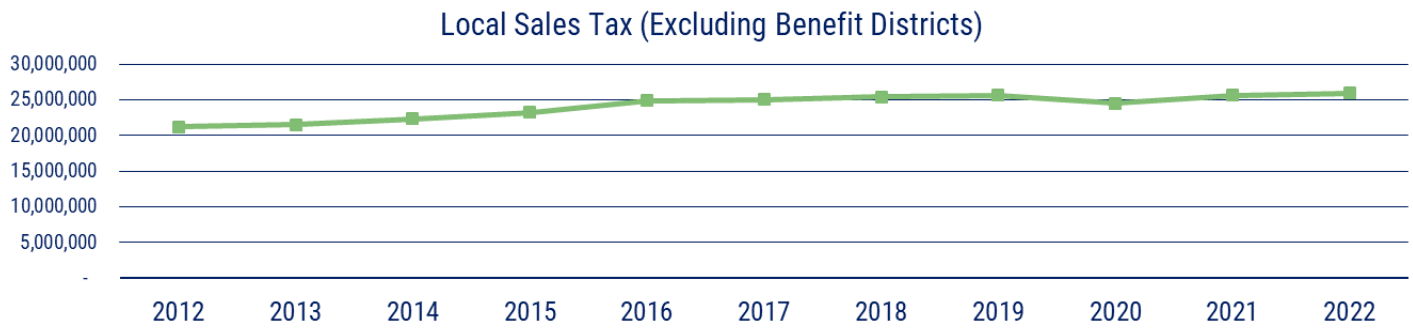
REVENUE SUMMARY

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 \$25.94 million, which represents a 1.25% increase over the prior year. Due to the Coronavirus and the slowing down of our economy, the City saw a decrease in FY 2020 however, with the rebound experienced in FY 2021, we are projecting an increase over the revised 2021 estimate which puts us closer to our historical sales tax growth projection.

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 \$23.68 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 \$23.41 million. This revenue is projected based upon the needs outlined in the City's 2022-2026 Capital Improvement Plan.

REVENUE SUMMARY

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 **\$5.1 million** from the sales tax fund to support the Capital Improvement Plan (\$2.80 million), the Vehicle and Equipment Replacement Plan [for Fire Equipment] (\$1.1 million), and the Maintenance plan for maintaining public Streets (\$1.3 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.

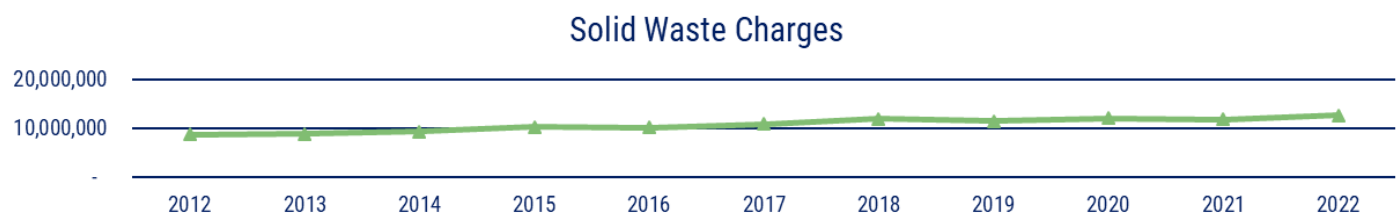
Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
General Fund	-	7,185,000	2,804,000	-60.97%
Airport Improvement Fund	200,000	-	-	-
Capital Improvement	-	2,750,000	1,275,000	-53.64%
Total	200,000	9,935,000	4,079,000	-58.94%

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 \$12.65 million, which represents a 7.23% 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.



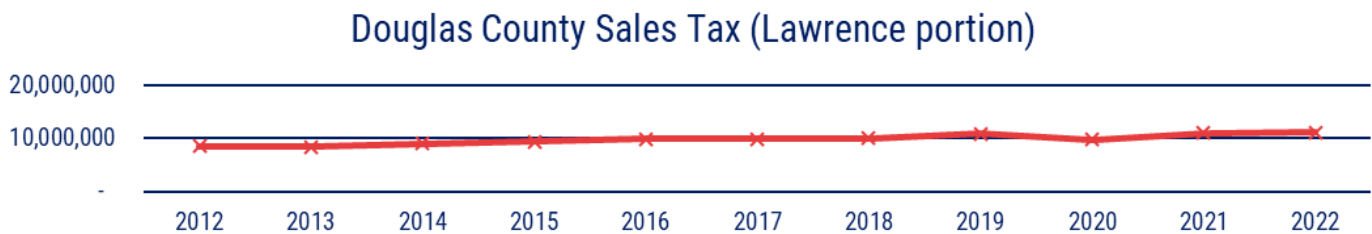
REVENUE SUMMARY

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 \$11.17 million, which represents an 1.24% increase over the prior year. Due to the Coronavirus and the slowing down of our economy, the City saw a decrease in FY 2020 however, with the rebound experienced in FY 2021, we are projecting an increase over the revised 2021 estimate which puts us closer to our historical sales tax growth projection.

The graph below provides a ten-year history.

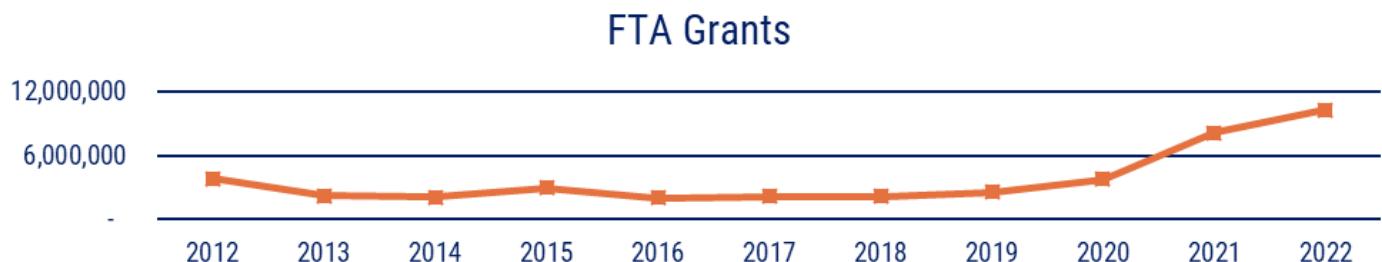


Federal Transit Administration (FTA) Grant

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 \$10.28 million, which represents an increase of 26.10% 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 buses.

The graph below provides a ten-year history.



REVENUE SUMMARY

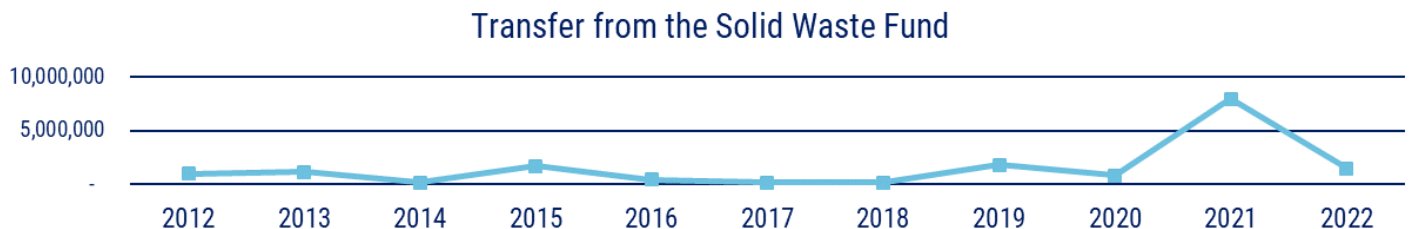
Transfers from the Solid Waste Fund

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 (\$1 million projected). In FY 2022, the City is planning on transferring funds from the Solid Waste Fund to the Water/Waste Water Fund for shared employee expenses (\$438 thousand). A chart of those transfers is listed below:

Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
General Fund	\$ 806,667	\$ 964,000	\$ 1,009,000	4.67%
Equipment Reserve Fund	-	2,028,000	-	-100.00%
Capital Improvement Plan	-	4,610,000	-	-100.00%
Water & Sewer Fund	-	325,000	438,000	34.77%
Total	\$ 806,667	\$ 7,927,000	\$ 1,447,000	-81.75%

This revenue generates \$1.45 million, which represents a decrease of 81.75% over the prior year. In FY 2021 the City anticipated several transfers out of the Solid Waste Fund to the Capital Projects Fund for Capital Improvement Plan projects and to the Equipment Reserve Fund for Vehicle & Equipment Plan replacements in addition to the Payment in Lieu of a Franchise Tax and shared employee expense. However, after further evaluation of this practice, those expenditures are remaining in the Solid Waste Fund instead of being transferred out. This one year change in philosophy is causing the spike in FY 2021.

The graph below provides a ten-year history.



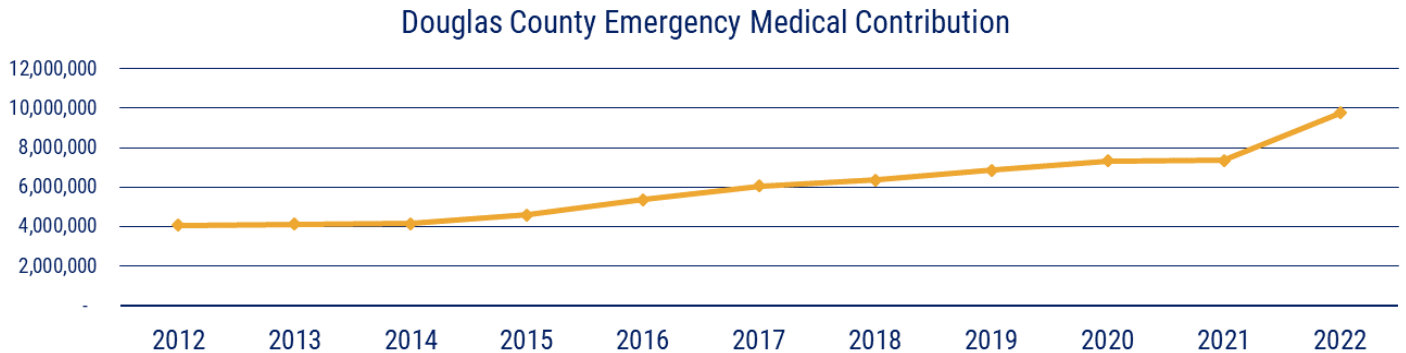
Douglas County Emergency Medical Contribution

In 1996, the County emergency medical services and the City fire department were combined with the City paying 74.36% and the County paying 25.64% of the operating costs of the combined operations. In 2021 this agreement was modified to more accurately capture the costs of providing both Fire and Emergency Medical response. The funding agreement also helps streamline payments between the two organizations and as such, the annual payment has increased to reflect these changes.

REVENUE SUMMARY

This revenue generates \$9.76 million, which represents a 32.59% increase over the prior year. This revenue is projected to increase based upon the new terms of the funding agreement.

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:

- American Rescue Plan Act allocation to be used to help augment operations
- KDOT grant to assist with rehabilitation of 23rd Street from Haskell Bridge to East City Limits.
- KDOT grant to assist with sidewalk/bike/pedestrian improvement projects.
- 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.
- 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.

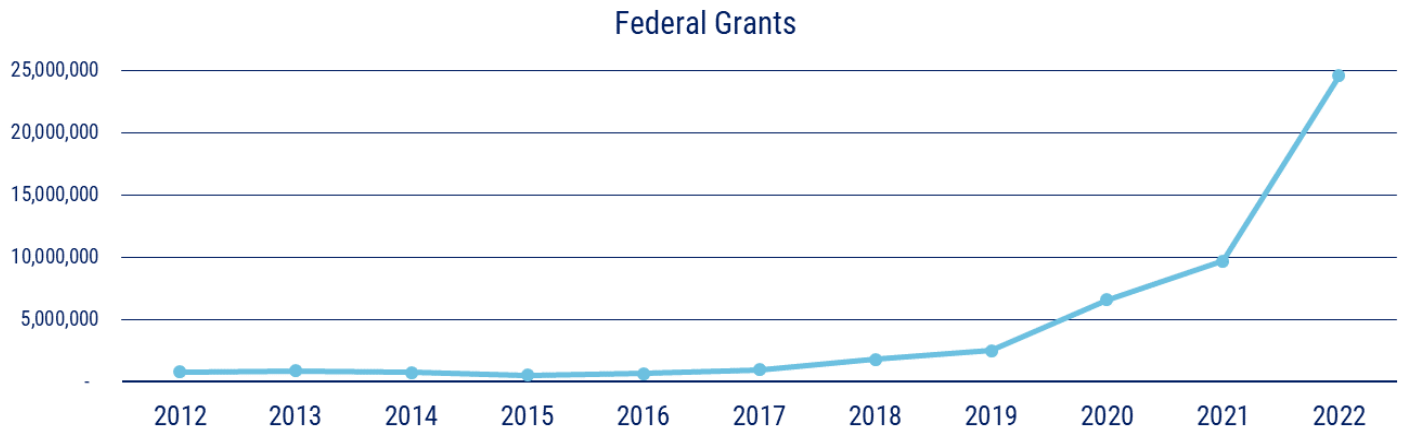
A listing of these federal grants by fund is included below.

Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
General Fund	\$ 23,308	\$ -	\$ -	-
Airport Improvement Fund	-	-	-	-
Capital Improvement Plan	-	4,900,000	-	-100.00%
Federal Grants	6,217,229	4,298,000	4,824,000	12.24%
Fair Housing Grant	24,587	-	-	-
Home Program Fund	314,521	475,000	468,000	-1.47%
ARPA Funds	-	-	19,301,000	-
Total	\$ 6,579,645	\$ 9,673,000	\$ 24,593,000	154.24%

REVENUE SUMMARY

This revenue generates \$24.6 million, which represents an increase of 154.24% 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 (\$3 million projected). In FY 2022, the City is planning on transferring funds from the Water/Wastewater Fund to the Utilities Non-Bonded Construction fund (\$7.6 million) for Capital Improvement Plan projects.

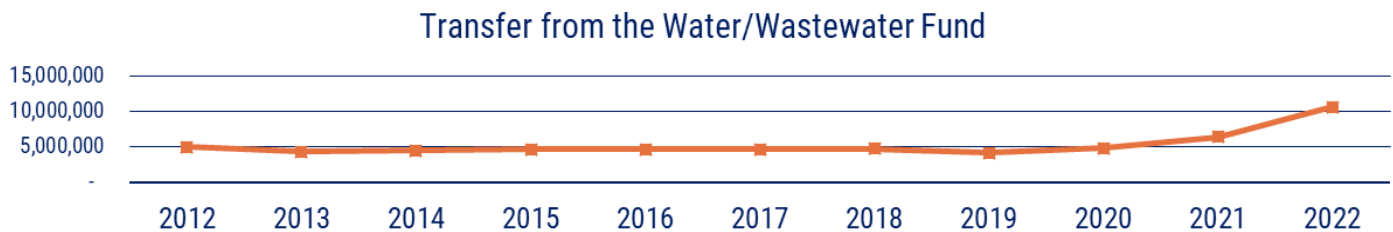
A graph of those transfers is listed below.

Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
General Fund	\$ 3,199,167	\$ 2,837,000	\$ 3,090,000	8.92%
Equipment Reserve Fund	-	401,000	-	-100.00%
Capital Improvement Plan	-	110,000	-	-100.00%
Utilities Non-bonded Construction	1,600,000	3,021,000	7,550,000	149.92%
Total	\$ 4,799,167	\$ 6,369,000	\$ 10,640,000	67.06%

REVENUE SUMMARY

This revenue generates \$10.64 million, which represents an increase of 67.06% over the prior year. The largest increase is a plan to cash fund more projects in the 2022-2026 Capital Improvement Plan (CIP).

The graph below provides a ten-year history.

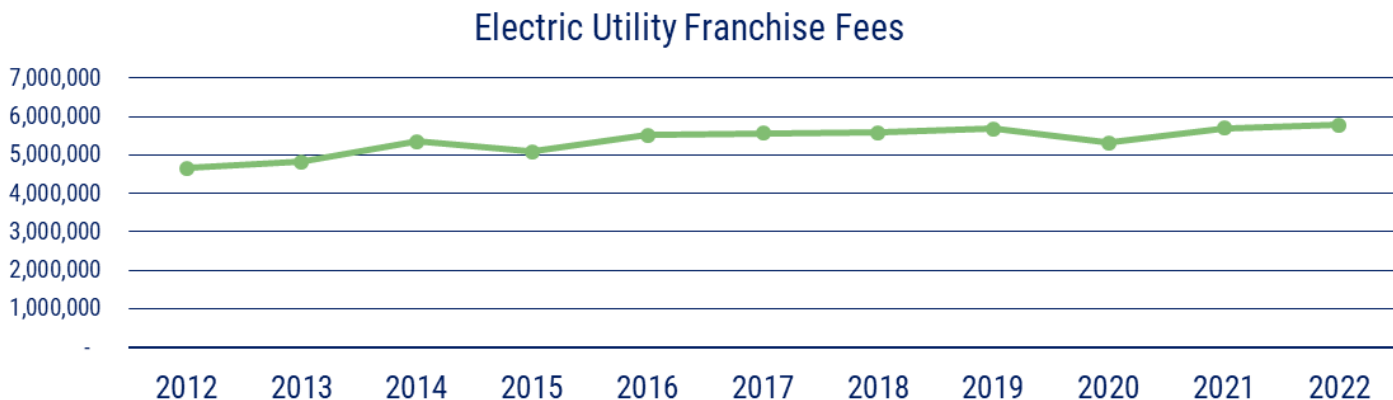


Electrical Franchise Fees

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 \$5.78 million, which represents a 1.49% 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 2022, the City is planning on transferring funds to the Vehicle and Equipment Replacement Plan (\$1.9 million), and the Capital Improvement Project Fund (\$8.95 million).

REVENUE SUMMARY

A chart of those transfers is listed below.

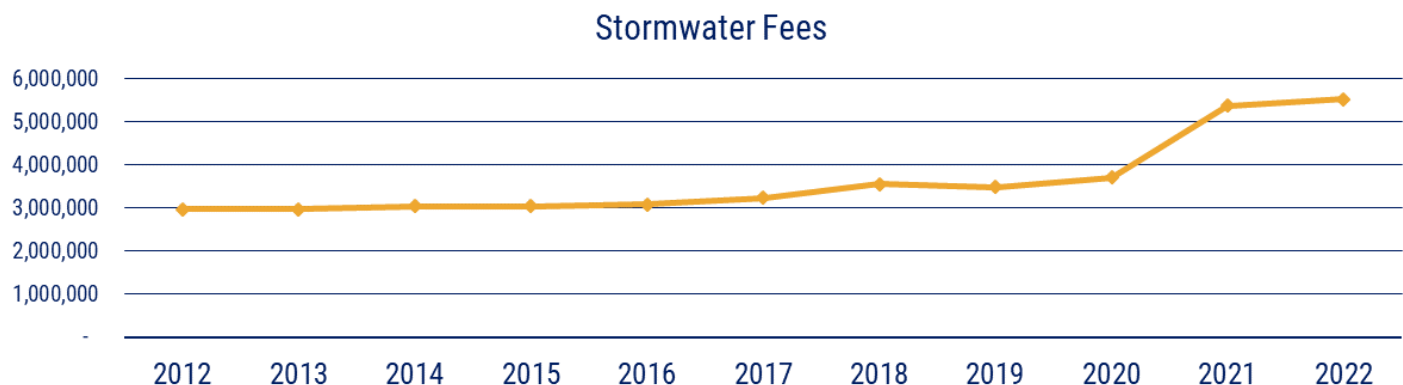
Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
Equipment Reserve Fund	\$ -	\$ 2,238,000	\$ 1,900,000	-15.10%
Capital Improvement Plan	-	3,500,000	8,950,000	155.71%
Total	\$ -	\$ 5,738,000	\$ 10,850,000	89.09%

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 \$5.54 million, which represents a 2.84% increase over the prior year. 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.



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 (\$453 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 (\$269 thousand). The Fund also transfers to the Water/Wastewater Fund for shared employee expenses (\$15 thousand).

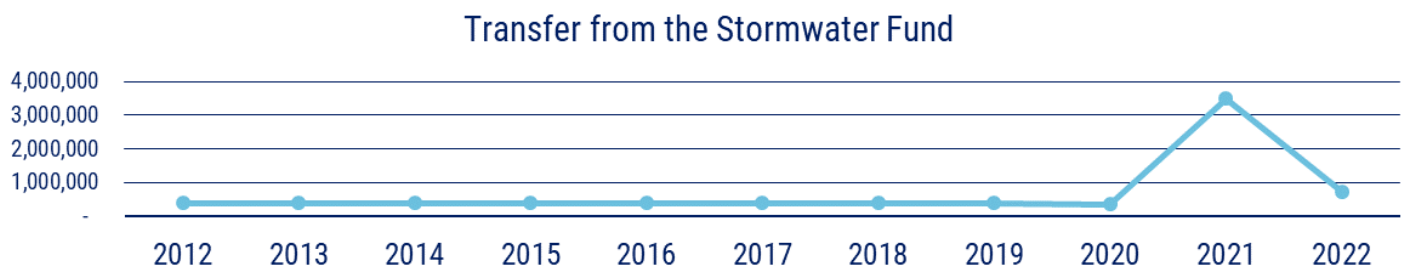
REVENUE SUMMARY

A chart of those transfers is listed below.

Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
General Fund	\$ 366,667	\$ 431,000	\$ 453,000	5.10%
Equipment Reserve Fund	-	260,000	-	-100.00%
Bond & Interest	1,000	261,000	269,000	3.07%
Capital Improvement Plan	-	2,510,000	-	-100.00%
Water & Sewer Fund	-	24,000	15,000	-37.50%
Total	\$ 367,667	\$ 3,486,000	\$ 737,000	-78.86%

This revenue generates \$737 thousand, which represents an decrease 78.86% over the prior year. In FY 2021 the City anticipated several transfers out of the Stormwater Fund to the Capital Projects Fund for Capital Improvement Plan projects and to the Equipment Reserve Fund for Vehicle & Equipment Plan replacements in addition to the Payment in Lieu of a Franchise Tax and shared employee expense. However, after further evaluation of this practice, those expenditures are remaining in the Stormwater Fund instead of being transferred out. This one year change in philosophy is causing the spike in FY 2021.

The graph below provides a ten-year history.



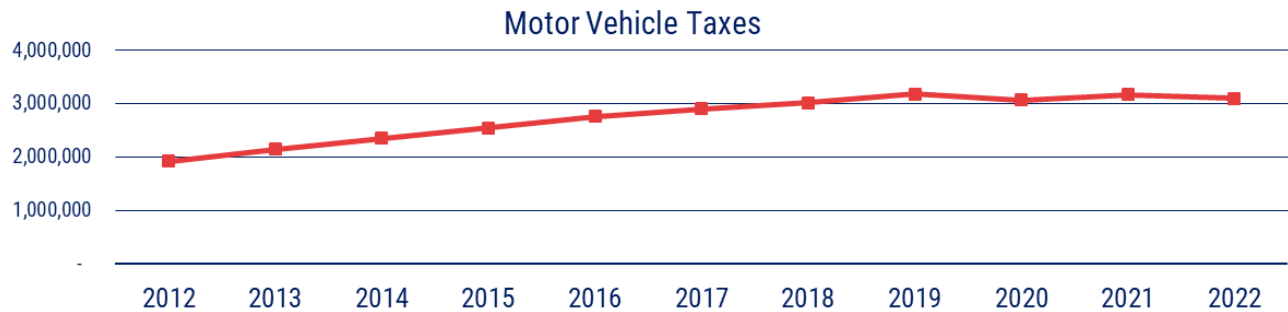
Motor Vehicle Taxes

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 \$3.10 million, which represents a 2.27% decrease over the prior year. The revenue is projected based on the State's formula.

The graph on the following page provides a ten-year history.

REVENUE SUMMARY

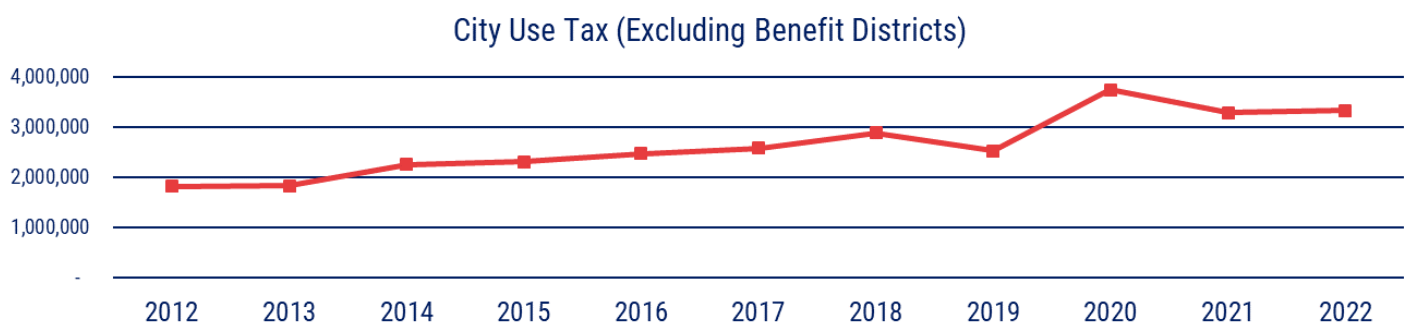


Compensating Use Tax

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 \$3.33 million, which represents a 1.25% increase over the prior year. Due to the Coronavirus the City experienced a spike in use tax collections in 2020. Use tax collections have remained strong in FY 2021 and are anticipated to continue in FY 2022.

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 **\$1.7 million from** the General Fund to support the Vehicle and Equipment Replacement Plan and \$1 million to the Capital Improvement Reserve Fund to support the Capital Improvement Plan.

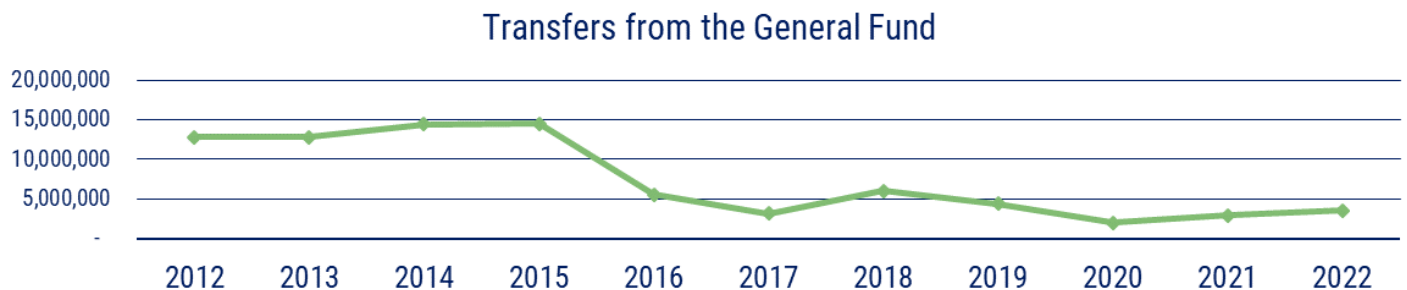
A chart of those transfers is listed on the following page.

REVENUE SUMMARY

Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
Airport Improvement Fund	\$ 165,000	\$ 252,000	\$ 168,000	-33.33%
Equipment Reserve Fund	460,000	1,896,000	1,653,000	-12.82%
Recreation	807,388		-	-
Bond & Interest	-	398,000	398,000	0.00%
Capital Improvement Plan	-	-	1,005,000	-
Public Parking System	42,167	-	-	-
Golf Course	171,995	-	-	-
Housing Trust Fund	350,000	350,000	350,000	0.00%
Total	\$ 1,996,550	\$ 2,896,000	\$ 3,574,000	23.41%

This revenue generates \$3.57 million, which represents a 23.41% increase over the prior year, primarily from support for the Capital Improvement Plan.

The graph below provides a ten-year history.



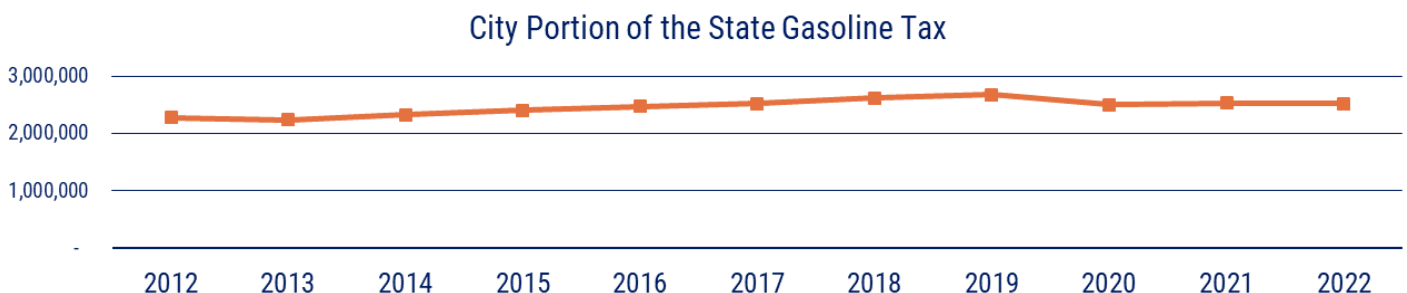
Note: Before 2016, the City budgeted all sales taxes in the General Fund, and then transferred them to the special revenue funds.

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 \$2.53 million, which is a 0.51% decrease over the prior year.

The graph below provides a ten-year history.



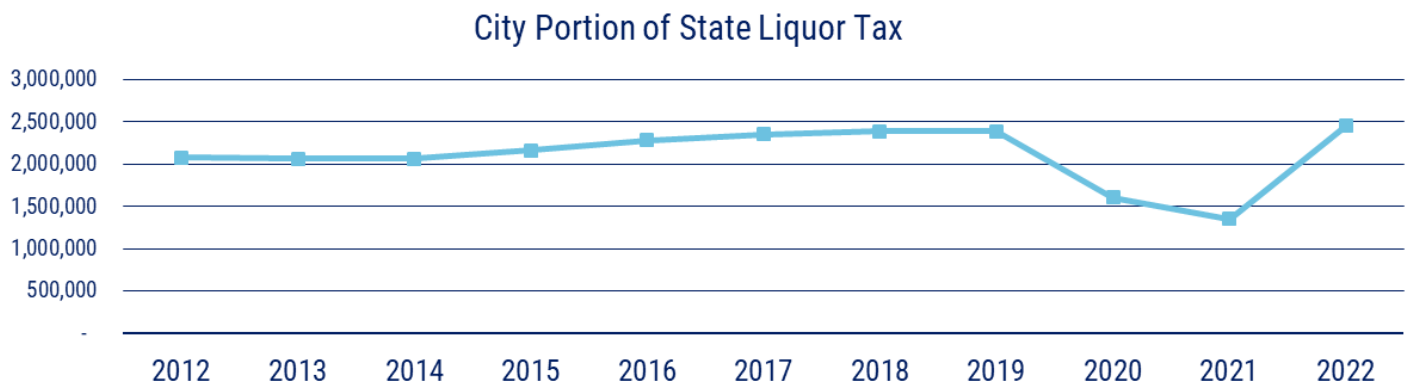
REVENUE SUMMARY

City portion of the State Liquor Tax

Kansas imposes a 10% liquor drink tax on the sale of drinks containing alcoholic liquor by clubs, caterers, or drinking establishments. The 10% 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 81.78% increase over the prior year. This revenue is projected to get back on pace with historical trends after a significant impact by COVID-19.

The graph below provides a ten-year history.

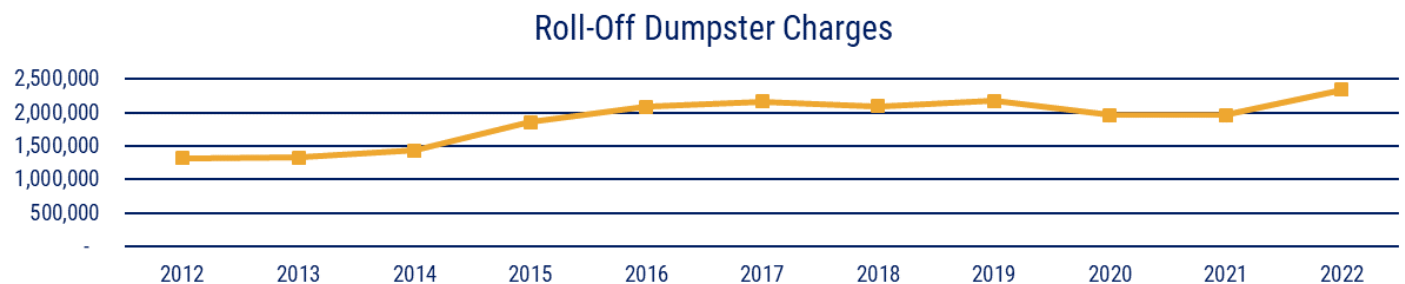


Roll-off disposal charges

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 19.39% 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.



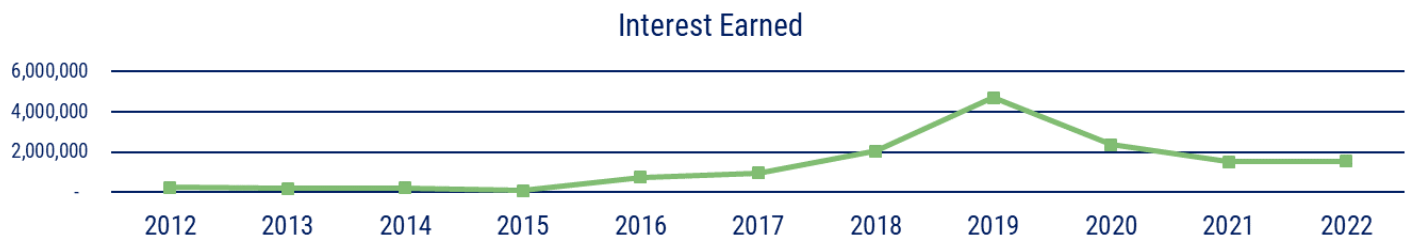
REVENUE SUMMARY

Interest Earned

Revenues earned on the investments currently held by the City.

This revenue generates \$1.54 million, which is 1.19% lower than the prior year, due to the cash reserve spenddown caused by the revenue decline due to the Coronavirus and current interest rates. This revenue is based on cash projections and traditional spending patterns.

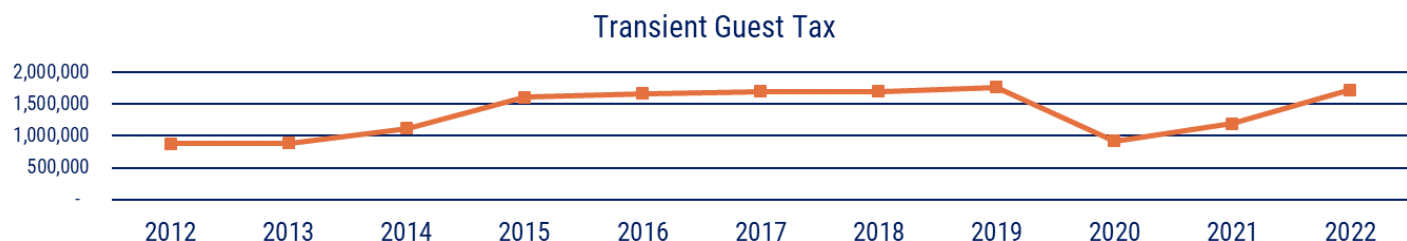
The graph below provides a ten-year history.



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 \$1.73 million, which is an increase of 45.09% over 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 and partially in 2021 not being cancelled in 2022. If the virus is still causing restrictions to group gatherings this revenue will have to be revised.



Federal Transit Grants

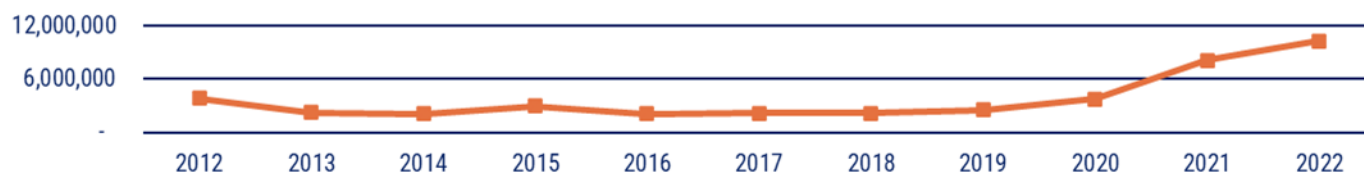
The City applies for and receives money through the Kansas Department of Transportation (KDOT) for the Comprehensive Transportation program. This program helps support our public transit system with about 40% of the grant going toward capital and the remaining 60% going towards operations.

This revenue generates \$10.3 million which is an increase of 26% over the prior year. The revenue is projected based on the transportation department's grant requests.

The graph on the following page provides a ten-year history.

REVENUE SUMMARY

FTA Grants



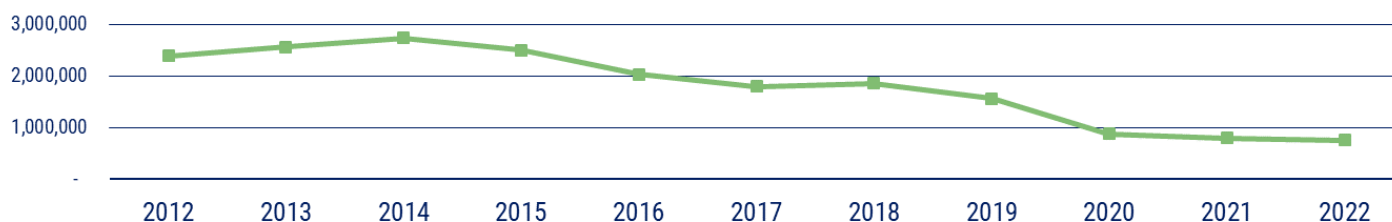
Municipal Court Fines

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

This revenue generates \$750 thousand, 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.

Municipal Court Fines



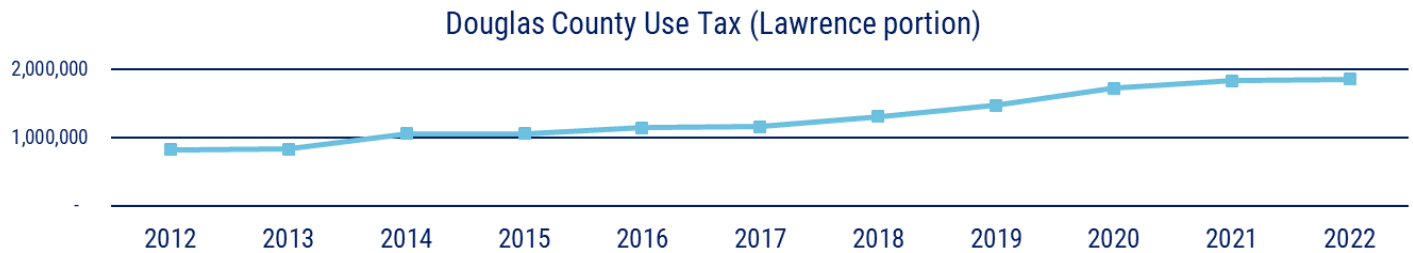
Douglas County Compensating Use Sales Tax

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 \$1.86 million, which represents a 1.25% increase over the prior year. Due to the Coronavirus the City experienced a spike in use tax collections in 2020. Use tax collections have remained strong in FY 2021 and are anticipated to continue in FY 2022.

REVENUE SUMMARY

The graph below provides a ten-year history.

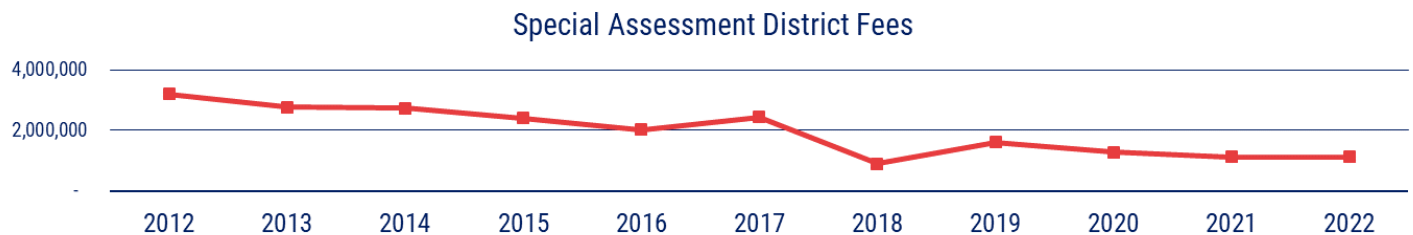


Special Assessment District Fees

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 flat from 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 2022, the City is planning on transferring funds to the General Fund (\$818 thousand) to consolidate where recreation expenditures are budgeted.

Tax Increment Finance (TIF) Property Taxes

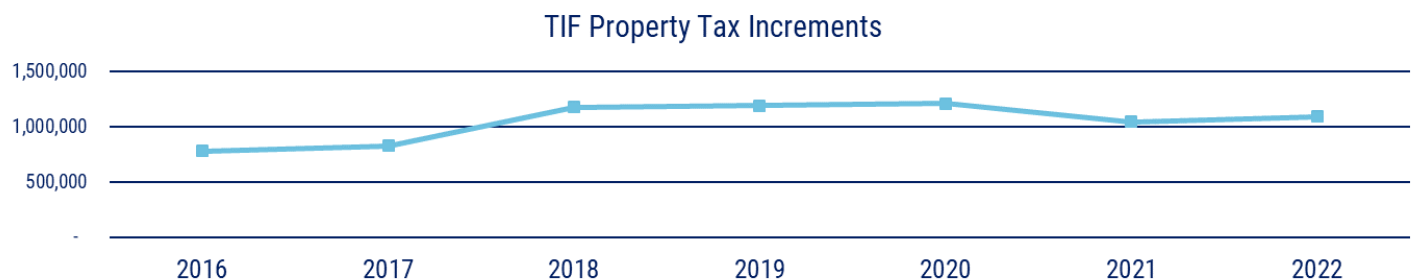
These revenues are used to account for property taxes that are captured by the TIF and paid to the developer as an economic development incentive for the project. The City has four active TIF districts with property tax abatements.

REVENUE SUMMARY

Fund Transfer to:	FY 2020 ACTUAL	FY 2021 REVISED	FY 2022 RECOMMENDED	% CHANGE
Oread	\$ 519,238	\$ 651,000	\$ 584,000	\$ (0)
9th and New Hampshire (North)	427,129	596,000	482,000	-19.13%
9th and New Hampshire (South)	281,100	301,000	309,000	2.66%
901 New Hampshire	142,381	29,000	29,000	0.00%
Total	\$ 1,369,848	\$ 1,577,000	\$ 1,404,000	-10.97%

This revenue generates \$1.4 million, which is 11% lower than the prior year. This revenue is projected based on historical trends.

The graph below provides a six-year history.



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

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appendix b:

personnel

summary

PERSONNEL SUMMARY

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

FULL TIME EQUIVALENTS BY DEPARTMENT

DEPARTMENT	2022 BUDGET
City Commission	5.0
Office of the City Manager	41.0
Planning & Development Services	42.0
Finance	30.6
Information Technology	16.5
Office of the City Attorney	23.5
Police	181.0
Fire Medical	156.0
Municipal Services & Operations	315.0
Parks & Recreation	78.3
TOTAL	888.9

FULL TIME EQUIVALENTS BY FUND

FUND	2022 BUDGET
Administrative Services	112.0
Airport Improvement	1.0
Community Development	2.25
Fair Housing Grant	0.1
Farmland Remediation	1.0
General	519.6
Grants	7.7
Home Program Fund	0.4
Public Parking	10.0
Risk Management	1.0
Solid Waste	84.0
Storm Water	14.0
Transit Sales Tax	0.3
Transportation Planning	1.6
Water/Sewer	134.0
TOTAL	888.9

PERSONNEL SUMMARY

CITY ATTORNEY'S OFFICE

POSITION TITLE	NUMBER OF FTEs
Assistant City Attorney	2
City Attorney	1
City Prosecutor	1
Court Clerk	6
Court Security Guard	1.5
Deputy City Attorney	1
Legal Analyst	1
Legal Assistant	3
Municipal Judge	1
Municipal Court Manager	1
Probation Officer	1
Senior Administrative Specialist	1
Senior Court Clerk	1
Supervising City Prosecutor	1
Warrant and Probation Specialist	1
TOTAL	23.5

FUND	NUMBER OF FTEs
General	10.5
Administrative Services	10.9
Fair Housing Grant	0.1
Public Parking	2
TOTAL	23.5

CITY COMMISSION

POSITION TITLE	NUMBER OF FTEs
City Commissioner	5
TOTAL	5

FUND	NUMBER OF FTEs
Administrative Services	5
TOTAL	5

CITY MANAGER'S OFFICE

POSITION TITLE	NUMBER OF FTEs
Administrative Assistant	1
Administrative Specialist	1
Administrative Technician	1
Assistant City Manager	3
Brand Manager	1
City Clerk	1
City Manager	1
Communications and Creative Resources Director	1
Community Engagement Coordinator	1
Deputy City Clerk	1
Director of Equity and Inclusion	1
Economic Development Analyst	1
Economic Development Director	1
Equity and Inclusion Coordinator	1
Human Resources Advisor	3
Human Resources Analyst	1
Human Resources Director	1
Human Resources Manager	1
Human Resources Technician	1
Marketing Specialist Part Time	2
Media/Creative Specialist	1
Parking Control Officer	4
Parking Control Technician	1
Parking Supervisor	1
Planner II	1
Risk Manager	1
Senior Administrative Specialist	1
Senior Parking Control Officer	1
Sustainability Analyst	1
Transit and Parking Manager	1
Transportation Specialist	1
Video Production Specialist	1
Web Content Administrator	1
TOTAL	41

PERSONNEL SUMMARY

CITY MANAGER'S OFFICE *cont.*

FUND	NUMBER OF FTEs
General	2
Administrative Services	26
Grants	4.7
Public Parking	7
Risk Management	1
Transit Sales Tax	0.3
TOTAL	41

FINANCE

POSITION TITLE	NUMBER OF FTEs
Accountant	2
Administrative Technician	3
Budget Analyst	2
Budget and Strategic Initiatives Administrator	1
Buyer	1
Customer Service Supervisor	1
Finance Director	1
Financial Specialist	5
Financial Supervisor	1
Financial Technician	5
Financial Technician Part-Time	0.6
Grant Administrator	1
Payroll Analyst	2
Payroll Specialist	1
Purchasing Manager	1
Senior Accountant	1
Senior Financial Specialist	2
TOTAL	30.6

FUND	NUMBER OF FTEs
Administrative Services	29.6
Grants	1
TOTAL	30.6

INFORMATION TECHNOLOGY

POSITION TITLE	NUMBER OF FTEs
Administrative Assistant Part Time	0.5
Applications Administrator	3
Assistant Information Technology Director	1
ERP-BSA Applications Administrator	1
ERP Project Manager	1
Cybersecurity Manager	1
Database Administrator	1
GIS Manager	1
Helpdesk Supervisor	1
Information Technology Director	1
Information Technology Senior GIS Analyst	1
Information Technology Technician	1
Network Architect	1
Network Technician	1
PMO Manager	1
Senior Systems Technician	1
System Administrator	1
TOTAL	16.5

FUND	NUMBER OF FTEs
Administrative Services	16.5
TOTAL	16.5

FIRE MEDICAL

POSITION TITLE	NUMBER OF FTEs
Fire Battalion Chief	4
Fire Captain	17
Fire Chief	1
Fire Division Chief	6
Fire Engineer/AEMT	42
Fire Engineer/Paramedic	14
Fire Lieutenant/AEMT	17

PERSONNEL SUMMARY

FIRE MEDICAL *cont.*

POSITION TITLE	NUMBER OF FTEs
Fire Lieutenant/Paramedic	9
Fire Medical Analyst	1
Firefighter	8
Firefighter/AEMT	15
Firefighter/Paramedic	17
Medical Billing Technician	2
Medical Claims Supervisor	1
Senior Administrative Specialist	2
TOTAL	156

FUND	NUMBER OF FTEs
General	156
TOTAL	156

POLICE

POSITION TITLE	NUMBER OF FTEs
Administrative Specialist	3
Animal Control Officer	3
Civilian Response Team	5
Civilian Victim Witness Coordinator	1
Crime Analyst	2
Crime Scene Technician	2
Detective	17
Evidence Technician	2
Information Technology Technician	1
Major	7
Network Administrator	1
Network Manager	1
Police Analyst	2
Police Chief	1
Police Lieutenant	6
Police Officer	99
Police Records Clerk	6
Police Records Manager	1
Police Sergeant	17
Police Teleservice Technician	1

POLICE *cont.*

POSITION TITLE	NUMBER OF FTEs
Public Affairs Specialist	1
Senior Administrative Specialist	1
System Administrator	1
TOTAL	181

FUND	NUMBER OF FTEs
General	181
TOTAL	181

PARKS & RECREATION

POSITION TITLE	NUMBER OF FTEs
Administrative Assistant Part Time	0.6
Administrative Specialist	1
Administrative Technician	2
Assistant Aquatics Supervisor	1
Assistant Golf Course Professional	1
Assistant Nature Programmer	0.7
Assistant Parks and Recreation Director	2
Forester	4
Forestry Supervisor	1
Golf Course Professional	1
Golf Course Supervisor	1
Horticulture Manager	1
Horticulturist Supervisor	1
Horticulturist	6
Marketing Specialist	1
Nature Center Supervisor	1
Nature Programmer	1
Park District Supervisor	1
Park Facility Maintenance Supervisor	6
Park Facility Maintenance Technician	17
Park Operations Manager	3
Parks and Recreation Analyst	1
Parks and Recreation Director	1

PERSONNEL SUMMARY

PARKS & RECREATION *cont.*

POSITION TITLE	NUMBER OF FTEs
Parks and Recreation Director	1
Recreation Facility Operations Programmer	4
Recreation Facility Operation Supervisor	3
Recreation Operation Manager	1
Recreation Program Supervisor	4
Recreation Programmer	5
Senior Administrative Specialist	2
Senior Facility Maintenance Technician	4
TOTAL	78.3

FUND	NUMBER OF FTEs
General	78.3
TOTAL	78.3

MUNICIPAL SERVICES & OPERATIONS

POSITION TITLE	NUMBER OF FTEs
ADA Compliance Manager	1
Administrative Specialist	1
Administrative Technician	4
AMI Program Manager	1
Assistant MSO Director	2
City Engineer	1
City Surveyor	1
Deputy MSO Director	1
Electrician	2
Engineering Program Manager	5
Engineering Technician	1
GIS Analyst	5
HVAC Technician	2
Instrumentation Technician	2

MUNICIPAL SERVICES & OPERATIONS *cont.*

POSITION TITLE	NUMBER OF FTEs
Mechanic I	1
Mechanic II	9
MSO Analyst	1
MSO Analyst Administration	1
MSO Analyst Data	1
MSO Asset and Innovation Manager	1
MSO Division Manager Solid Waste	1
MSO Division Manager Treatment	1
MSO Field Technician Specialist	3
MSO Field Technologist	7
MSO General Manager Administration	1
MSO General Manager Field Operations	1
MSO General Manager Solid Waste, Fle	1
MSO Inventory Administrator	2
MSO Inventory Administrator Fleet	1
MSO Inventory Assistant Fleet	1
MSO Maintenance Technician Building	3
MSO Maintenance Technician Solid Wa	6
MSO Manager Building Structure	1
MSO Manager Environmental	2
MSO Manager Field	2
MSO Manager Fleet	1
MSO Manager Treatment	4
MSO Manager Water Quality Lab	1
MSO Operations Technician Specialist	3
MSO Operations Supervisor Solid Wast	1
MSO Program Administrator	3
MSO Specialist	1
MSO Specialist Learning	1
MSO Specialist Public Information	1
MSO Supervisor Building Structure	1
MSO Supervisor Field	4
MSO Supervisor Fleet	2
MSO Supervisor Inspections	1
MSO Supervisor Maintenance	1
MSO Supervisor Meters	1

PERSONNEL SUMMARY

MUNICIPAL SERVICES & OPERATIONS *cont.*

POSITION TITLE	NUMBER OF FTEs
MSO Supervisor Solid Waste	4
MSO Supervisor Street	4
MSO Supervisor Technology	2
MSO Supervisor Traffic	1
MSO Technician Programs	3
MSO Technician Utility	12
MSO Technologist	2
Municipal Services and Operations Director	1
Project Engineer I	1
Project Inspector	9
Project Management Coordinator	1
Senior Project Engineer	7
Solid Waste Loader	30
Solid Waste Operator	38
Street Maintenance Lead Operator	1
Street Maintenance Operator	32
Tire Technician	1
Traffic Control Technician	2
Traffic Signal Technician	3
Utility Field Representative	6
Utility Operator	48
Water Quality Lab Technician	5
TOTAL	315

FUND	NUMBER OF FTEs
General	56
Administrative Services	24
Airport Improvement	1
Farmland Remediation	1
Public Parking	1
Solid Waste	84
Storm Water	14
Water/Sewer	134
TOTAL	315

PLANNING & DEVELOPMENT SERVICES

POSITION TITLE	NUMBER OF FTEs
Administrative Technician	4
Assistant Director	2
Building Inspector	3
Building Inspector Specialist	1
Code Enforcement Manager	1
Code Enforcement Officer	2
Community Development Analyst	1
Community Development Manager	1
Homeless Initiatives Coordinator	1
Homeless Project Specialist	1
Housing Administrator	1
Permit Technician	1
Planner I	4
Planner II	8
Planning and Development Analyst	1
Planning and Development Director	1
Planning Manager	1
Planning Technician	1
Plans Examiner	1
Project Specialist	1
Senior Administrative Specialist	1
Senior Code Enforcement Officer	2
Senior Plans Examiner	1
Transportation Planning Manager	1
TOTAL	42

FUND	NUMBER OF FTEs
General	35.8
Grants	2
Community Development	2.3
Home Program Fund	0.4
Transportation Planning	1.6
TOTAL	42

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appendix c:

legal debt

margin

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.

As of April 29, 2021, the City's total general obligation debt was \$131,457,675. 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 April 29, 2021 is computed as follows:

2020/21 Real & Personal Property Assessed Valuation	\$1,239,243,442
<i>Total Equalized Assessed Tangible Valuation</i>	<i>\$1,239,243,442</i>

Debt Limitation (30% of assessed valuation)	371,773,033
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Total General Obligation Bonds & Notes	131,457,675
<i>Total General Obligation Debt Applicable to Limitation</i>	<i>131,457,675</i>

Legal Debt Margin	\$ 240,315,358
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Note: General obligation bonds and temporary notes issued to finance utility improvements, revenue bonds, and certain refunding bonds are not subject to the debt limit pursuant to K.S.A. 10-301 et seq.

FUTURE GENERAL OBLIGATION DEBT

YEAR ENDING	GOVERNMENTAL ACTIVITIES		BUSINESS-TYPE ACTIVITIES		TOTAL DUE
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
2021	\$ 6,504,000	\$ 2,840,054	\$ 3,710,000	\$ 207,388	\$ 13,261,442
2022	6,795,000	2,551,188	725,000	37,500	10,108,688
2023	6,196,000	2,302,656	530,000	15,750	9,044,406
2024	6,027,000	2,084,813			8,111,813
2025	5,573,000	1,878,545			7,451,545
2026-2030	25,070,000	6,760,108			31,830,108
2031-2035	19,765,000	2,934,431			22,699,431
2036-2039	7,390,000	602,219			7,992,219
	\$ 83,320,000	\$ 21,954,014	\$ 4,965,000	\$ 260,638	\$ 110,499,652

appendix d: definitions

ACRONYMS

GLOSSARY

ACRONYMS

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

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 Plan (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.

Major Operating Funds: Funds with appropriation greater than \$10 million.

Minor Operating Funds: Funds with appropriation less than or equal to \$10 million.

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.



CITY OF LAWRENCE
BUDGET OFFICE

