



2023

Budget

**ADOPTED OPERATING
BUDGET**

2023

**ADOPTED CAPITAL
IMPROVEMENT BUDGET**

2023-2027

LAWRENCEKS.ORG/BUDGET/





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lawrence
Kansas**

For the Fiscal Year Beginning

January 01, 2022

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

TABLE OF CONTENTS



TRANSMITTAL MEMO	<u>P. 8-16</u>
ELECTED BODY	<u>P. 17</u>
ORGANIZATIONAL CHART	<u>P. 18</u>
ABOUT LAWRENCE	<u>P. 19-26</u>

BUDGET HIGHLIGHTS

BUDGET FACTS	<u>P. 27</u>
FUND HIGHLIGHTS	<u>P. 28-30</u>
BUDGET PROCESS	<u>P. 31</u>
PERSONNEL SUMMARY	<u>P. 32-33</u>
REVENUE HIGHLIGHTS	<u>P. 34-35</u>
EXPENDITURE HIGHLIGHTS	<u>P. 36-37</u>
FUND OVERVIEWS	<u>P. 38</u>
PROPERTY TAX	<u>P. 39-41</u>
SALES TAX	<u>P. 42-43</u>
HOUSEHOLD FINANCIAL IMPACT	<u>P. 44</u>
TAX PAYER EQUITY	<u>P. 45</u>

TABLE OF CONTENTS



STRATEGIC PLAN

OVERVIEW	<u>P. 47</u>
OUTCOMES	<u>P. 48</u>
COMMITMENTS	<u>P. 49</u>
HOW TO USE	<u>P. 50</u>
UNMISTAKABLE IDENTITY	<u>P. 51-52</u>
STRONG, WELCOMING NEIGHBORHOODS	<u>P. 53-54</u>
SAFE AND SECURE	<u>P. 55-58</u>
PROSPERITY, ECONOMIC SECURITY	<u>P. 59-60</u>
CONNECTED CITY	<u>P. 61-64</u>
CITY-WIDE	<u>P. 65-66</u>
METRICS	<u>P. 67-73</u>

FUND SUMMARIES & FINANCIAL FORECASTS

OVERVIEW	<u>P. 75-76</u>
MAJOR FUNDS	<u>P. 77-88</u>
MINOR FUNDS	<u>P. 89-112</u>
CHANGES IN FUND BALANCES	<u>P. 113-114</u>

TABLE OF CONTENTS



DEPARTMENT BUDGETS

EXPENDITURE BY DEPARTMENT	<u>P. 116-117</u>
CITY COMMISSION	<u>P. 118</u>
OFFICE OF THE CITY MANAGER	<u>P. 119-121</u>
OFFICE OF THE CITY ATTORNEY	<u>P. 122-123</u>
PLANNING & DEVELOPMENT SERVICES	<u>P. 124-125</u>
FINANCE	<u>P. 126-127</u>
INFORMATION TECHNOLOGY	<u>P. 128-129</u>
POLICE	<u>P. 130-131</u>
FIRE MEDICAL	<u>P. 132-133</u>
MUNICIPAL SERVICES & OPERATIONS	<u>P. 134-135</u>
PARKS & RECREATION	<u>P. 136-137</u>
PUBLIC HEALTH	<u>P. 138</u>
PUBLIC LIBRARY	<u>P. 139</u>
OUTSIDE AGENCY REQUESTS	<u>P. 140-141</u>

2022-2026 CAPITAL IMPROVEMENT BUDGET

OVERVIEW	<u>P. 144</u>
GUIDELINES	<u>P. 145</u>
PROJECTS	<u>P. 146-150</u>
IMPACTS ON OPERATING BUDGET	<u>P. 150-153</u>
EXPENDITURES BY DEPARTMENT	<u>P. 153</u>

TABLE OF CONTENTS



BUDGET POLICIES

OVERVIEW	<u>P. 156-159</u>
INVESTMENT AND CASH MANAGEMENT	<u>P. 160-163</u>
CAPITAL IMPROVEMENT PLAN	<u>P. 164-167</u>
GOVERNMENT ACCOUNTING	<u>P. 168-169</u>
MID-YEAR FUND REQUEST	<u>P. 170</u>
DEBT MANAGEMENT	<u>P. 171-178</u>
DEBT ISSUANCE GUIDELINES	<u>P. 179</u>
FUND BALANCE	<u>P. 180-183</u>

APPENDIX A: REVENUE SUMMARY	<u>P. 186-203</u>
APPENDIX B: PERSONNEL SUMMARY	<u>P. 206-212</u>
APPENDIX C: LEGAL DEBT MARGIN	<u>P. 214</u>
APPENDIX D: DEFINITIONS:	
ACRONYMS	<u>P. 216</u>
GLOSSARY	<u>P. 217-219</u>

TRANSMITTAL MEMO



July 12, 2022

Honorable Mayor and City Commissioners,

I am honored to propose the operating and capital budget for the City of Lawrence, Kansas for fiscal year 2023. This policy and financial document plans and allocates the necessary resources to provide vital services and facilities identified by the Strategic Plan. This is the second year that the Strategic Plan, adopted in 2020 has guided the allocation of resources to these priorities.

The strategic plan includes five 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.

All of these priorities are measured by performance indicators that are reported on a routine basis and used to adjust policies, processes, efforts and expenditures.

The adoption of the FY22 budget openly identified the need to address a structural deficit, which at the time was identified as approximately \$21 million. Halfway into this fiscal year, we estimated the gap to be approximately \$11 million. The preliminary direction of the City Commission was to propose the elimination of this structural deficit with a budget that could be sustained without a property or sales tax rate increase. The proposed budget nearly meets this goal with a proposed deficit in the general fund of \$878,000.

This was accomplished largely due to growth in property tax and sales tax revenues, which both exceeded estimation. Departments and other members of the City's strategic outcome teams also participated in a series of insights workshops to identify opportunities to generate new revenues or free-up and re-allocate resources. More recently, the City's executive leadership team participated in a multi-day retreat to continue this work and develop a consensus on how to best align resources to support our strategic plan.

All of this work has culminated in this proposal, which eliminates over \$9 million of structural deficit, protects all significant critical services and continues progress and increased investment in key community priorities such as streets, economic development and housing.

TRANSMITTAL MEMO



Revenues

The city has emerged out of the economic downturn brought on by the pandemic with considerable energy. We conservatively buffered our expectations and have seen considerably better than budgeted results. The projections for FY23 project a reasonable continuation of the recovery and growth in all primary revenue sources.

The assessed valuation for the 2023 budget year is approximately 12% greater than the assessed valuation used to build the 2022 budget. While no property tax rate increase is proposed, the 2023 Recommended Budget will require the levy of a property tax rate exceeding the Revenue Neutral Rate, or the property tax rate needed to collect the same dollar amount of property tax as last year using this tax year's assessed valuation. State statutes require the city to give notice of its intent to exceed the Revenue Neutral Rate, to hold a special hearing and to pass a resolution to that effect before adopting the budget.

City of Lawrence
Assessed Valuation
2011-2022



The total 2023 Mill Levy is flat compared to 2022, however, the components have changed. The Library's portion is 0.077 higher. To keep the levy flat with 2022, as requested, the City's portion was lowered by 0.077. A 0.077 mill levy would net an additional \$99,000 in property taxes.

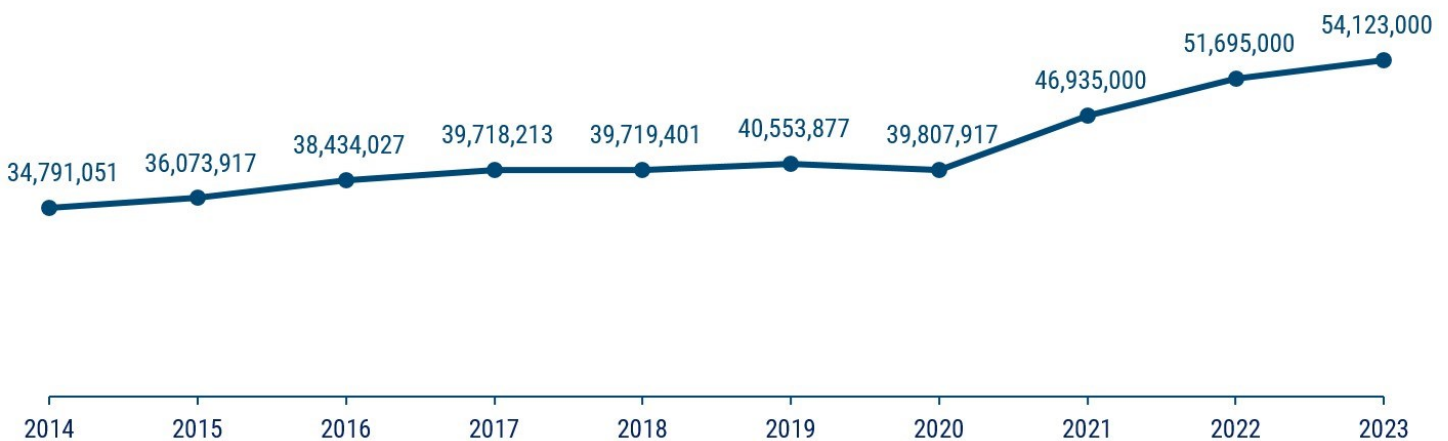
	Mill Levy		Difference
	2022	2023	
General Mill	19.935	21.346	1.411
Bond and Interest	9.313	7.825	(1.488)
City Mill Levy	29.248	29.171	(0.077)
Library Mill Levy	4.042	4.119	0.077
Total Mill Levy	33.290	33.290	-

TRANSMITTAL MEMO



Another major revenue stream is sales tax, which has continued to rebound from the pandemic. The 2023 recommended budget assumes growth will be back on trend with pre-pandemic levels, increasing approximately 5% over the 2022 Revised Budget.

City of Lawrence Sales Taxes 2011-2022



There are revenue increases that have been identified in City utilities (water/wastewater, solid waste, stormwater); however, those details will be presented later in 2022 with the update of the rate models. The rate models rely on the annual financial audit, which was recently completed.

Fee increases (i.e. aquatics, cemetery and other facility fees, program fees, memberships, sponsorships, etc.) are proposed in Parks and Recreation to provide a greater level of cost recovery in targeted areas but with caution to prevent barriers to participation for groups in the community who are more vulnerable financially. Implementation of fees for false alarm response by the Lawrence Douglas County Fire Medical is also recommended to change the behavior of the community and reduce the number of these calls the department must respond to annually.

The City will again rely on State & Local Fiscal Recovery Funds provided in the American Rescue Plan Act (ARPA) to continue to assist in the long-term recovery from the economic and public health impacts related to the COVID-19 pandemic.

Expenditures

In March 2022, inflation reached the highest rate in 40 years and the City has not been immune. The cost of construction materials and supplies, fuel and other commodities are expected to increase in 2023. The Great Resignation, low unemployment, and a tight labor market amplify the

need for the City to provide competitive wages and benefits in order to attract and retain people to provide City services. It is in this context that the 2023 Recommended Budget has been prepared.

Features of this Budget

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

This budget calls for the reduction of some services in areas that have the lowest level of alignment with the strategic plan, particularly in Parks and Recreation. However, areas of highest priority according to the strategic plan and community survey results have been protected, and in many cases enhanced. These reductions are accomplished without any layoffs of existing staff.

Aligning Resources with Our Strategic Priorities

There are a number of key tools and sources of information that help determine how to best align our spending to the City's Strategic Plan. Preliminary data from the Community Satisfaction Survey has been used to inform the recommended budget. The City's five-year Capital Improvement Plan (CIP) uses a set of prioritization guidelines to determine how to best allocate limited resources.

The city also uses Priority Based Budgeting (PBB) to help identify the programs most essential to the success of our strategic outcomes. Through this methodology, programs are scored against a rubric incorporating the City's strategic plan framework. Programs are placed into quartiles, with the lower quartiles considered to be less aligned with the strategic outcomes we are trying to achieve. This prioritization allows the opportunity to identify resources that can be redirected toward programs in the higher quartile, or those with stronger alignment with our strategic goals.

The 2023 recommended budget includes the following reductions to programs with less alignment to the strategic plan.

Unmistakable Identity

- *Prairie Park Nature Center.* Open since 1999, the Prairie Park Nature Center serves as home to several live animals and a wide variety of environmental and recreation programs for the public, schools, scouts, adults and other groups. However, this program scored in quartile 4, meaning it was among programs least aligned with the City's strategic plan. The recommended budget assumes the facility will be closed resulting in an annual reduction to the general fund of \$337,000. The existing staff would be transferred elsewhere in the City and a plan would be developed to safely rehome the animals currently living at the facility. Opportunities to repurpose and lease this facility can also be explored. The location of the

facility would make it a prime location for an early childhood education or childcare center, an unmet community need which has been identified in our economic development strategic plan.

- *Use more native plants.* The landscaping/garden program scored in quartile 3. The 2023 budget assumes operational changes will be made to the program to incorporate more sustainable practices such as using more native plants. As a result, the general fund was reduced by \$65,000.
- *Eliminate vacant recreation programmer.* Recreation programming is a quartile 3 program. The recommended budget was reduced by \$68,000 by eliminating a recreation programmer position that is currently vacant.

Safe and Secure

- *Renegotiate operating agreement with Humane Society.* The budget assumes the operating agreement with the Lawrence Humane Society will be renegotiated, resulting in a reduction of \$100,000 in the patrol program, which is a quartile 2 program.
- *Eliminate vacant legal analyst position.* Judicial Services and Misdemeanor Prosecutions are quartile 3 programs. The recommended budget would eliminate a vacant legal analyst position reducing the internal service fund by \$102,000 and the portion charged to the general fund by \$66,000.

As a result of these reductions, the City is able to recommend reprioritizing resources to other strategic priorities for 2023.

Prosperity and Economic Security

- A 20% increase in the City's economic development program, which is a quartile 2 program, is recommended. These additional resources will enable greater progress toward the goals outlined in the strategic plan and will leverage the resources of our strategic partners in this work.

Connected City

- *IT infrastructure and Disaster Recovery.* The City recently experienced a 20+ hour power outage at City Hall. During this event, vulnerabilities were revealed that must be addressed. The 2023 budget includes resources to replace critical IT equipment that is nearing the end of its useful life with more reliable, energy-efficient equipment, resulting in less downtime. In addition, a position dedicated to support of critical communications systems and to assist with fiber

management will be added to the Information Technology Department. The total cost of these internal services is \$340,000, which will be cost allocated across all funds. The increase in charges to the general fund will be \$221,000.

- *Cybersecurity.* An increase of \$150,000 will implement a full End Point Security system. This would replace several older systems and programs in all City Departments, including the Lawrence Police Department, with an enhanced model of monitoring, assessing, and responding to cybersecurity threats. The cost of this improvement will be allocated across all funds with an increase of \$98,000 in charges to the general fund.

Sound Fiscal Stewardship

- *Accounting.* The financial stewardship of our organization has been a decentralized function that continues to grow in complexity and has led to challenges and frustrations for many departments, as well as missed deadlines and delays in access to financial information. An increase of \$125,000 is included in the 2023 recommended budget to add an Accountant position to better streamline accounts payable. The cost of this internal service will be allocated across all funds resulting in an increase of \$82,000 in charges to the general fund.

Areas of Continued Priority

Housing Initiatives

Homelessness and affordable housing continue to be 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 continue to support the needs of people experiencing homelessness in our community.

There remains an urgent need to support those experiencing homelessness with safe, adequate housing and supportive human services. The City and County governing bodies adopted Joint Resolution No. 7373 in May 2021 which commits both organizations to collaborate on strategies to address homelessness. Efforts have included the Built for Zero initiative to improve the system of services available to people experiencing homelessness as well as the community's commitment to the coordinated entry process. In 2022, two studies were completed, including system needs assessments on both homelessness in Lawrence/Douglas County and on the overall landscape of supportive housing. These assessments revealed, at a community level, the investments and programming needed in supportive services, sheltering, and housing to eliminate chronic homelessness. These initiatives work within our Strategic Plan to position our

TRANSMITTAL MEMO

community to pursue 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 Housing Initiatives Division is additionally underway in an RFP process for the federal HOME Investment Partnership American Rescue Plan allocation that will provide further guidance on areas of focus and potential solutions moving forward.



The 2023 Proposed Budget builds on the work done in 2022 through our Housing Initiatives Division within Planning and Development Services to support the City's engagement in strategies to reduce and end homelessness. The Housing Initiatives Division presently addresses Affordable Housing, programs serving those who are experiencing homelessness, and federally funded homeowner and low-moderate area assistance programs. The Housing Initiatives Division team includes a newly-hired Homeless Programs Coordinator and Homeless Programs Project Specialist that work with the City's focus to include solutions to homelessness.

As we engage in this work, we advise focusing City resources on three specific outcomes: homeless response and services / outreach; emergency sheltering; and support for housing availability and solutions. To support this focus, the proposed budget maintains the consolidation of funding (General Fund and Alcohol Funds) for programs that advance our goals in these three areas.

Infrastructure

The five-year Capital Improvement Plan (CIP) adopted for the 2022 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.

The recommended Capital Improvement Plan for 2023-2027 includes \$408.2 million of capital investment over the next five years. The proposed plan prioritizes maintaining existing infrastructure before adding new assets. Despite this significant investment, significant capital needs remain unfunded. The city is exploring state and federal grant opportunities for some of these needs. In addition, a ballot measure may be appropriate to provide increased property taxes or sales taxes for some critical public safety needs.

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 budget completes the two-year investment plan to address the identified needs and put in place a competitive plan. This has become even more timely as inflation and continued labor shortages have underscored the need to be a competitive employer. These investments also include multi-year agreements with our partner labor organizations, including newly engaged labor groups. In total, the 2023 recommended budget includes an additional \$4.2 million net employee compensation and benefits.

Economic Development and a Stronger Tax Base

While Lawrence has seen a resurgence of the economy over the past few years, challenges remain. While sales tax growth has improved, at least a percentage of that growth is reflective of inflation. Also, as businesses resurge after the pandemic, a structural challenge of the relatively low percentage of commercial and industrial property related to residential property remains.

The City has dedicated significant time and work building out its key performance indicators and strategies related to the Prosperity and Economic Security outcome and is also being guided by the adopted Economic Development Strategic Plan. The completion of the first ever business survey later this year will help identify baselines for future



TRANSMITTAL MEMO



measurements of improvement. Additionally, this year will see work commence on updating the City's development code, which is a key aspect to streamlining processes and ensuring a business-friendly environment.

Increasing the resources for economic development by 20% will enable the City to continue to make positive strides toward implementation of these strategic plans and leverage the external resources of partner agencies, such as The Chamber/Economic Development Corporation, KU Innovation Park and Peaslee Tech.

These investments will enable progress toward creating a stronger tax base, which will benefit all local taxing jurisdictions- the City, Douglas County and school districts.

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, Rylie Bertels, Interim Budget Manager, and Assistant City Manager Casey Toomay.

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,

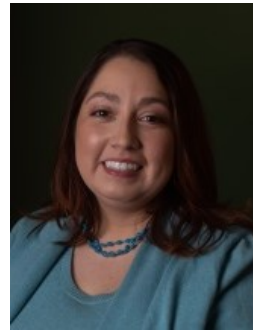
A handwritten signature in black ink, appearing to read "Craig S. Owens".

Craig S. Owens,
City Manager

ELECTED BODY



MAYOR
COURTNEY SHIPLEY



VICE MAYOR
LISA LARSEN



COMMISSIONER
BART LITTLEJOHN



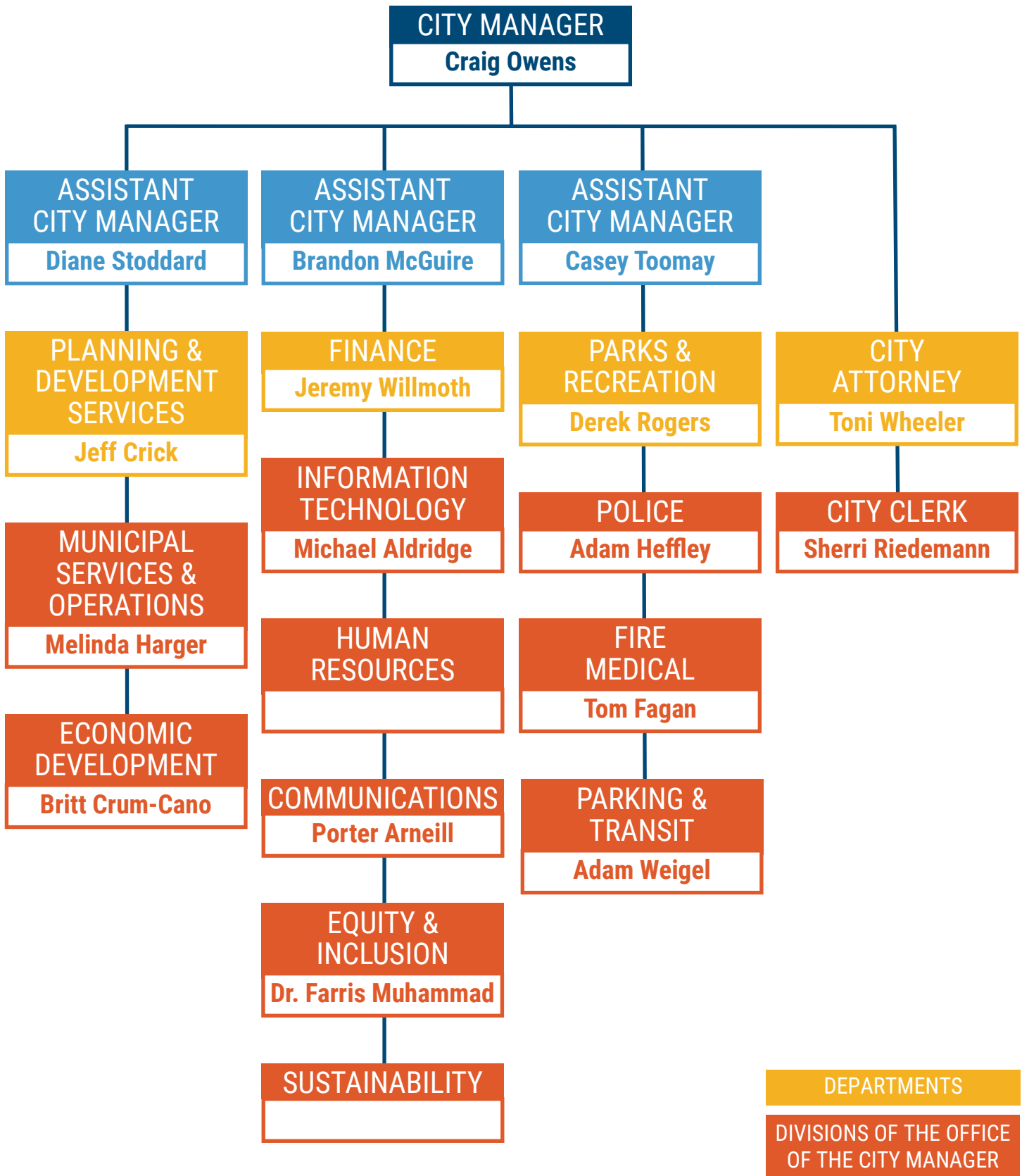
COMMISSIONER
BRAD FINKELDEI



COMMISSIONER
AMBER SELLERS



ORGANIZATIONAL CHART



HISTORY

May 30,
1854

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.

August 1,
1854

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.

December 1,
1855

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.

May 21,
1856

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."

January 29,
1861

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.



PRESENT

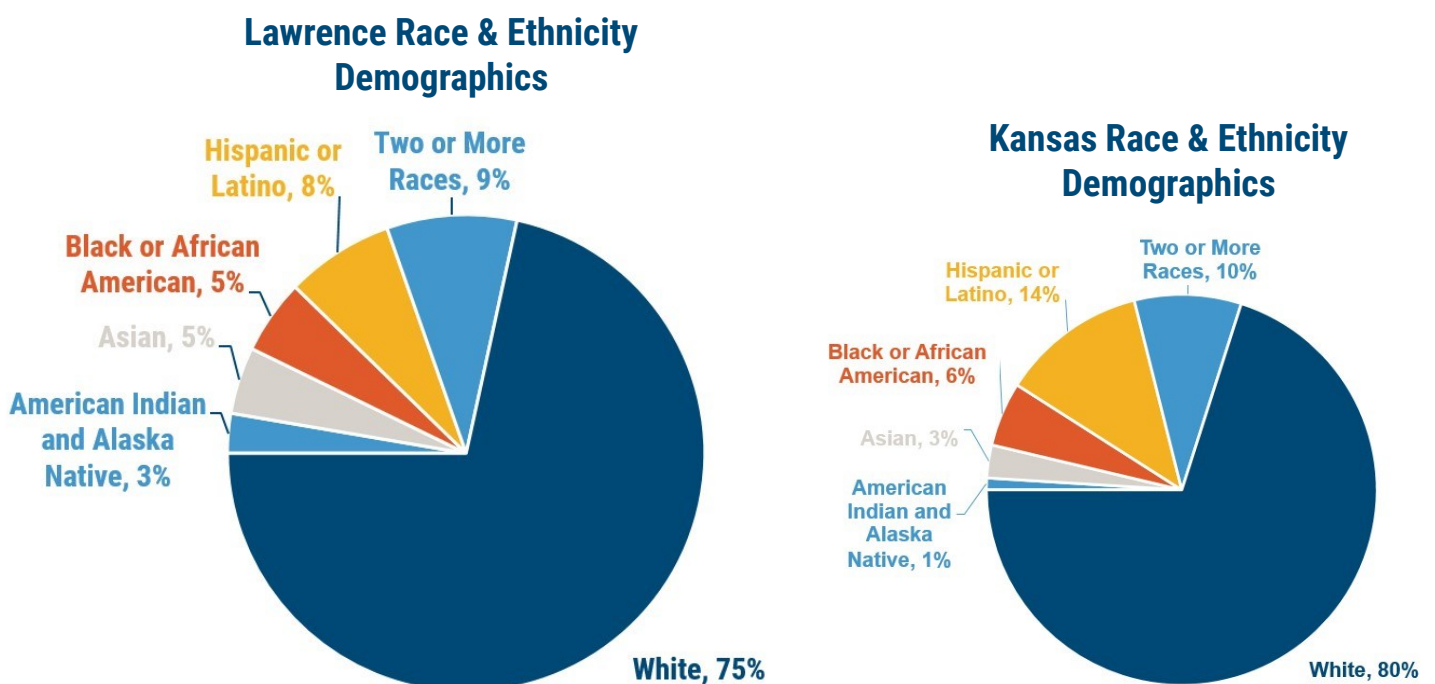
Today, Lawrence serves as the county seat for Douglas County and is the sixth largest city in Kansas. The City encompasses 34.3 square miles and is bordered by the Wakarusa and Kansas Rivers.

The City provides a full range of services, which include police and fire protection, construction and maintenance of infrastructure, community planning and development, 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, the 2021 American Community Survey, and the City's Planning and Development Services Department, which collects population data. As of 2021, the population of Lawrence is 105,295.

Race & Ethnicity Demographics

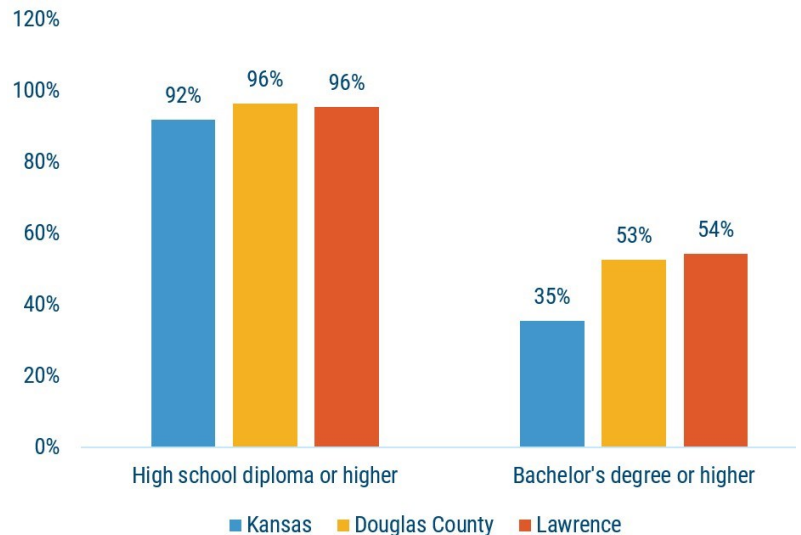


Education

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 over 11,000 Lawrence students attending 14 elementary schools, four middle school and two high schools.

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



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 2021, the City's unemployment rate was 1.8% compared to 2.8% for the State of Kansas and the national rate of 3.9%.

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

Median Household Income (2021)



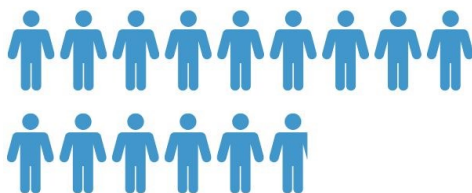
POPULATION

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.

LAWRENCE
105,295



OLATHE
148,665



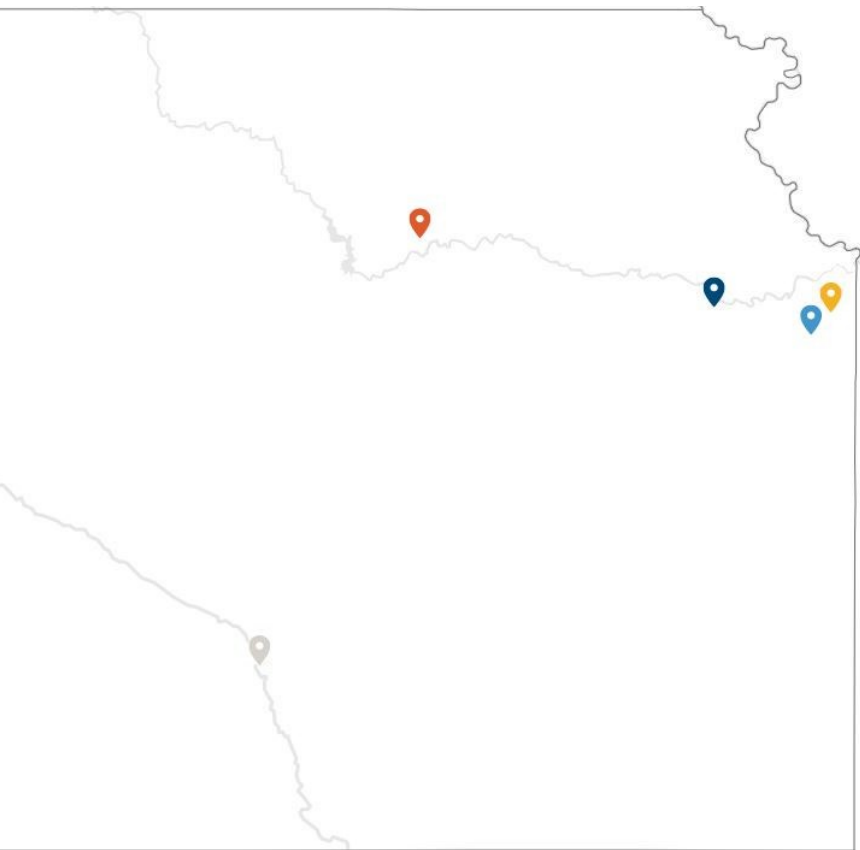
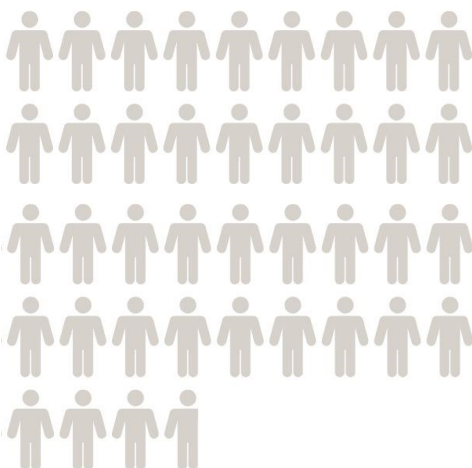
LENEXA
57,434



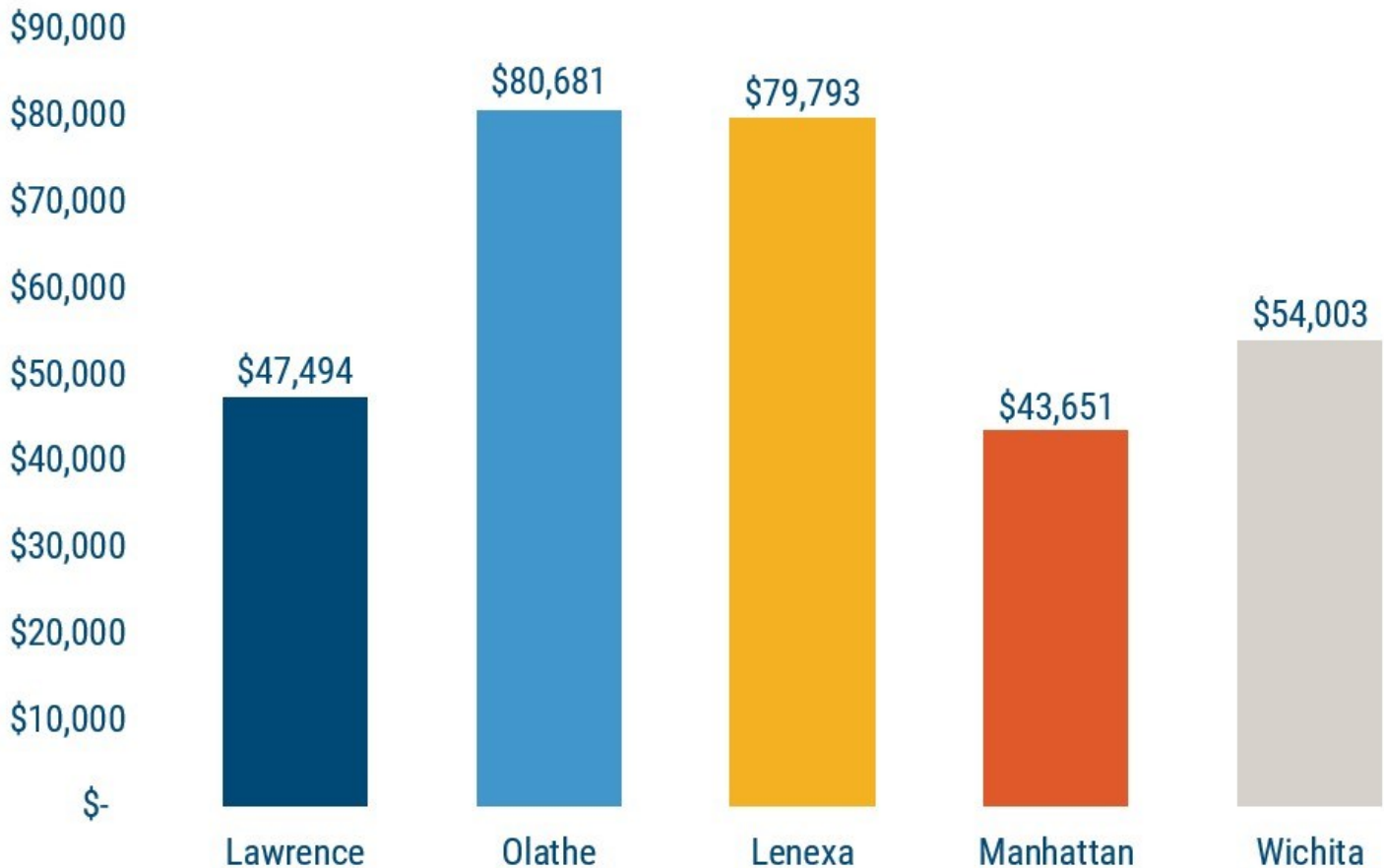
MANHATTAN
54,763



WICHITA
397,532



PER CAPITA INCOME



The statistical information for each peer city can be found in their respective 2021 annual comprehensive financial reports, here:

Lawrence—<https://assets.lawrenceks.org/finance/acfr/2021-ACFR.pdf>,

Olathe—<https://www.olatheks.gov/home/showpublisheddocument/20016/637919313506300000>

Lenexa—<https://www.lenexa.com/common/pages/DisplayFile.aspx?itemId=18592253>,

Manhattan—<https://cityofmhk.com/DocumentCenter/View/65307/ACFR-for-the-year-ended-December-31-2021>,

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



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.

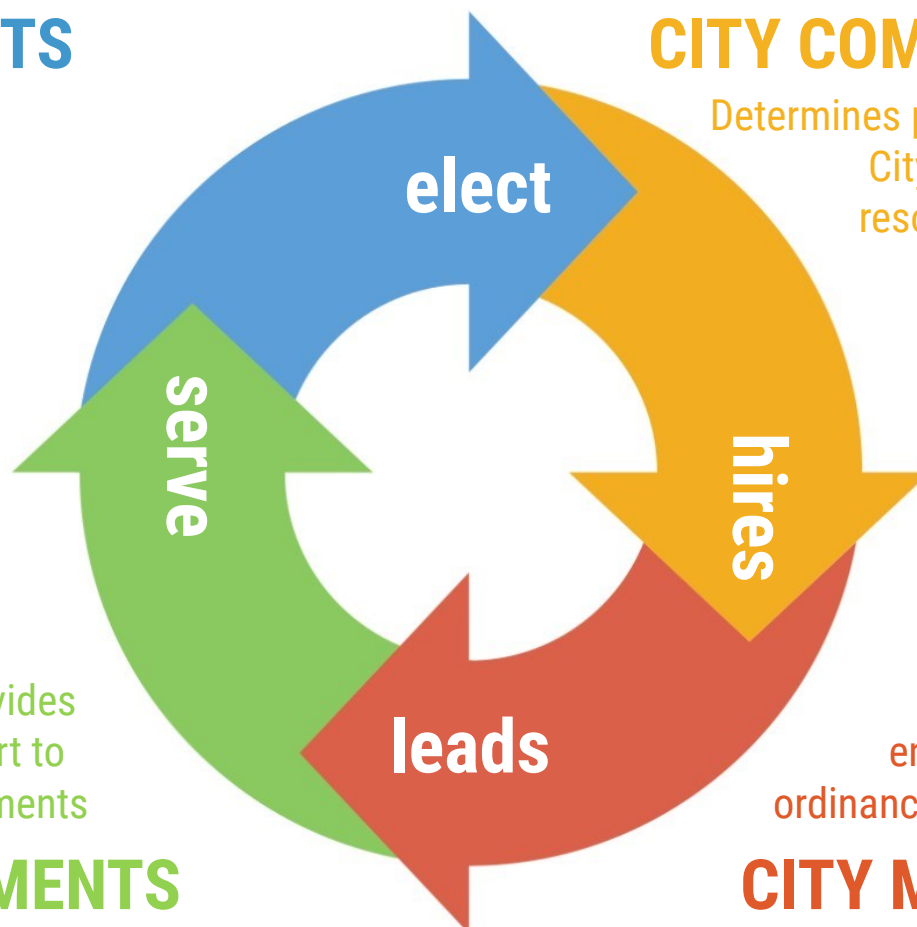
RESIDENTS

CITY COMMISSION

Determines policy, approves City ordinance and resolutions, adopts annual budget

Deliver community services and programs, provides internal support to all city departments

DEPARTMENTS



Administers all city services, ensures laws and ordinances are enforced

CITY MANAGER

Projected Fund Balance (General Fund): 25%

Property Tax Mill Levy Rate

The City of Lawrence Mill Levy is 33.290 mills, and is equal to the 2022 Mill levy. The total 2023 Mill Levy is flat compared to 2022, however, the components have changed. The Library's portion is 0.077 higher. To keep the levy flat with 2022, as requested, the City's portion was lowered by 0.077. The budget assumes an assessed valuation of \$1,307,379,151. One mill of property tax generates \$1,307,379 of revenue.

Sales Tax Projections

The 2023 Budget assumes a 8.2% increase in sales tax collected over 2020 actuals. The City experienced a significant reduction in sales tax proceeds in 2020 but recovered quickly over 2021 and 2022. As such, the City anticipates an increase in sales tax collections in 2023.

Employee Compensation and Benefits

The 2023 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 2023 Budget also includes funding for a general wage adjustment equivalent to 2.25% 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 2023 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 2023 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 Manager's Office, 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 \$12.3M 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 75-114.

GENERAL OPERATING FUND

MILL LEVY RATE	increased to 21.346 mills
ASSESSED VALUATION	increased 12.07%
TOTAL REVENUES	increased \$6,082,000 or 6.1% over FY2022 Revised
TOTAL EXPENDITURES	increasing \$5,520,000 or 5.5% over FY2022 Revised

The revenues increased due to Parks increasing revenue estimates and the new EMS agreement with Douglas County .

PUBLIC LIBRARY FUND

MILL LEVY RATE	increased to 4.119 mills. Library mill is capped at 4.5 mills.
ASSESSED VALUATION	increased 12.07%

Expenditures are driven by employee salaries and benefits.
Increasing budget for books and materials such as digital content.

PUBLIC TRANSPORTATION FUND

TOTAL REVENUES	decreased \$12,000 or 0.2% over FY2022 Revised
TOTAL EXPENDITURES	increased \$6,245,000 or 124.7% over FY2022 Revised

This fund is supported by sales tax which was impacted by COVID-19.
Expenditure increases are due to a one time cost of building the multi-modal facility.

GUEST TAX FUND

TOTAL REVENUES	increased \$85,000 or 4.8% over FY2022 Revised
TOTAL EXPENDITURES	increased \$559,000 or 33.9% over FY2022 Revised

Funding prioritized based on strategic plan alignment.

SPECIAL ALCOHOL FUND

TOTAL REVENUES	decreased \$72,000 or 7.8% over FY2022 Revised
TOTAL EXPENDITURES	increased \$43,000 or 5.4% over FY2022 Revised

SPECIAL GAS TAX FUND

TOTAL REVENUES	increased \$62,000 or 2.1% over FY2022 Revised
TOTAL EXPENDITURES	increased \$2,384,000 or 84.9% over FY2022 Revised

This fund is supported by gas tax which was impacted by COVID-19 and assumes that some rebound will continue in FY2023.

SPECIAL RECREATION FUND

TOTAL REVENUES	decreased \$64,000 or 8.3% over FY2022 Revised
TOTAL EXPENDITURES	increased \$2,000 or 0.3% over FY2022 Revised

BOND AND INTEREST FUND

MILL LEVY RATE	decreased to 7.806 mills
ASSESSED VALUATION	increased 12.07%
TOTAL REVENUES	increased \$28,898,000 or 80.4% over FY2022 Revised
TOTAL EXPENDITURES	increased \$28,480,000 or 77.3% over FY2022 Revised

Principal and Interest align with current debt service schedules.

A majority of the revenue increases are due to paying off temporary notes.

NOTE: All percentage changes are 2023 adopted over 2022 revised.

WATER AND WASTEWATER FUND

TOTAL REVENUES increased \$4,057,000 or 6.7% over FY2022 Revised

TOTAL EXPENDITURES increased \$1,505,000 or 2.6% over FY2022 Revised

This fund is supported by rates which were impacted by COVID-19 and assumes that some rebound will occur in FY2023.

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

SOLID WASTE FUND

TOTAL REVENUES increased \$2,113,000 or 13% over FY2022 Revised

TOTAL EXPENDITURES decreased \$1,000 over FY2022 Revised

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

PUBLIC PARKING FUND

TOTAL REVENUES increased \$154,000 or 8.3% over FY2022 Revised

TOTAL EXPENDITURES increased \$583,000 or 35.1% over FY2022 Revised

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

STORM WATER UTILITY FUND

TOTAL REVENUES increased \$421,000 or 7.57% over FY2022 Revised

TOTAL EXPENDITURES decreased \$1,011,000 or 16.1% over FY2022 Revised

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

ADMINISTRATIVE SERVICES FUND

TOTAL EXPENDITURES increased \$2,676,000 or 12.5% over FY2022 Revised

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

NOTE: All percentage changes are 2023 recommended over 2022 revised.

BUDGET PROCESS CALENDAR



FEBRUARY

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

MARCH

CIP Project Requests are due

APRIL

Priority Based Budgeting is Presented to City Commission

MAY

Departmental Budget Retreat

JUNE

Recommended CIP is Presented to City Commission

JULY

City Manager's Recommended Budget is Presented to the City Commission

AUGUST

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

SEPTEMBER

Budget Resolution

OCTOBER

Budget submitted to County

PERSONNEL CHANGES BY DEPARTMENT

DEPARTMENT	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	+/-
City Clerk	-	3.00	4.00	4.00	-
City Commission	5.00	5.00	5.00	5.00	-
Communications	-	7.00	7.00	7.00	-
Finance	19.50	23.50	30.50	32.50	2.00
Fire Medical	216.20	216.20	216.20	219.20	3.00
Human Resources	-	10.00	8.00	8.00	-
Information Technology	10.0	15.50	16.50	19.50	3.00
Municipal Services & Operations	309.50	308.00	315.00	329.00	14.00
Office of the City Attorney	22.50	22.50	23.50	22.50	(1.0)
Office of the City Manager	32.50	7.00	10.00	10.00	-
Parks & Recreation	78.28	78.28	77.28	77.75	0.47
Planning & Development Services	35.00	35.00	42.00	42.00	-
Police	183.00	183.00	183.00	183.00	-
Transit and Parking	-	10.00	12.00	13.75	1.75
TOTAL	911.48	923.98	949.98	973.20	23.22

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

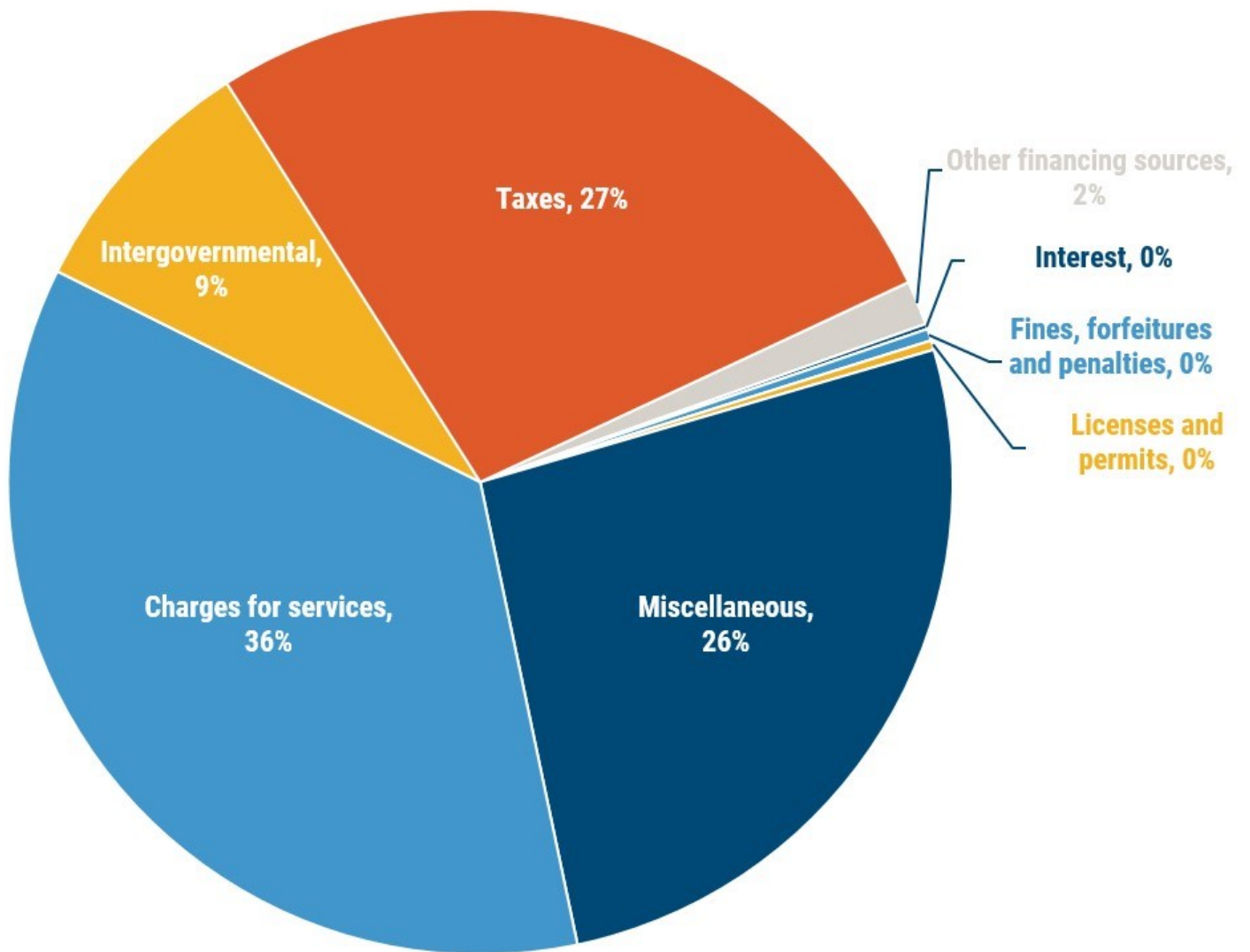
Note: Several positions were moved between departments with the 2022 budget (i.e payroll)

FTE is calculated by taking the total hours per employee and dividing by 2,080 hours.

PERSONNEL CHANGES BY FUND

FUND	2020 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	+/-
(101) General Fund	553.06	521.80	580.78	593.57	12.79
(203) Transportation	0.85	0.85	0.30	1.31	1.01
(221) Guest Tax	2.00	3.00	-	1.19	1.19
(223) Special Gasoline Tax	25.50	26.70	-	-	-
(241) Airport Fund	-	1.00	1.00	1.60	0.60
(245) Farmland Grant	1.00	0.70	1.00	1.50	0.50
Golf Course	5.50	5.50	-	-	-
Recreation	37.78	37.78	-	-	-
(501) Water/Wastewater	141.50	134.70	134.00	135.80	1.80
(502) Solid Waste	92.34	90.50	84.00	87.75	3.75
(503) Public Parking	12.00	10.00	10.00	10.20	0.20
(504) Storm Water	11.50	11.50	14.00	14.75	0.75
(601) Administrative Services	22.00	72.50	111.90	110.35	(1.55)
(602) Health and Wellness	-	-	-	1.00	1.00
(604) Risk Management Fund	-	1.00	1.00	1.00	-
(801) Federal Grant	2.15	2.15	4.70	5.24	0.54
(802) ARPA Grant	-	-	1.00	1.00	-
(803) Fair Housing Grant	0.10	0.10	0.10	0.05	(0.05)
(804) CDBG	2.25	2.25	2.25	2.23	(0.02)
(805) Home Grant	0.35	0.35	0.35	0.74	0.39
(806) Transportation Planning	1.60	1.60	1.60	1.92	0.32
(851) State Grants	-	-	2.0	2.0	-
TOTAL	911.48	923.98	949.98	973.20	23.22

REVENUES BY CATEGORY



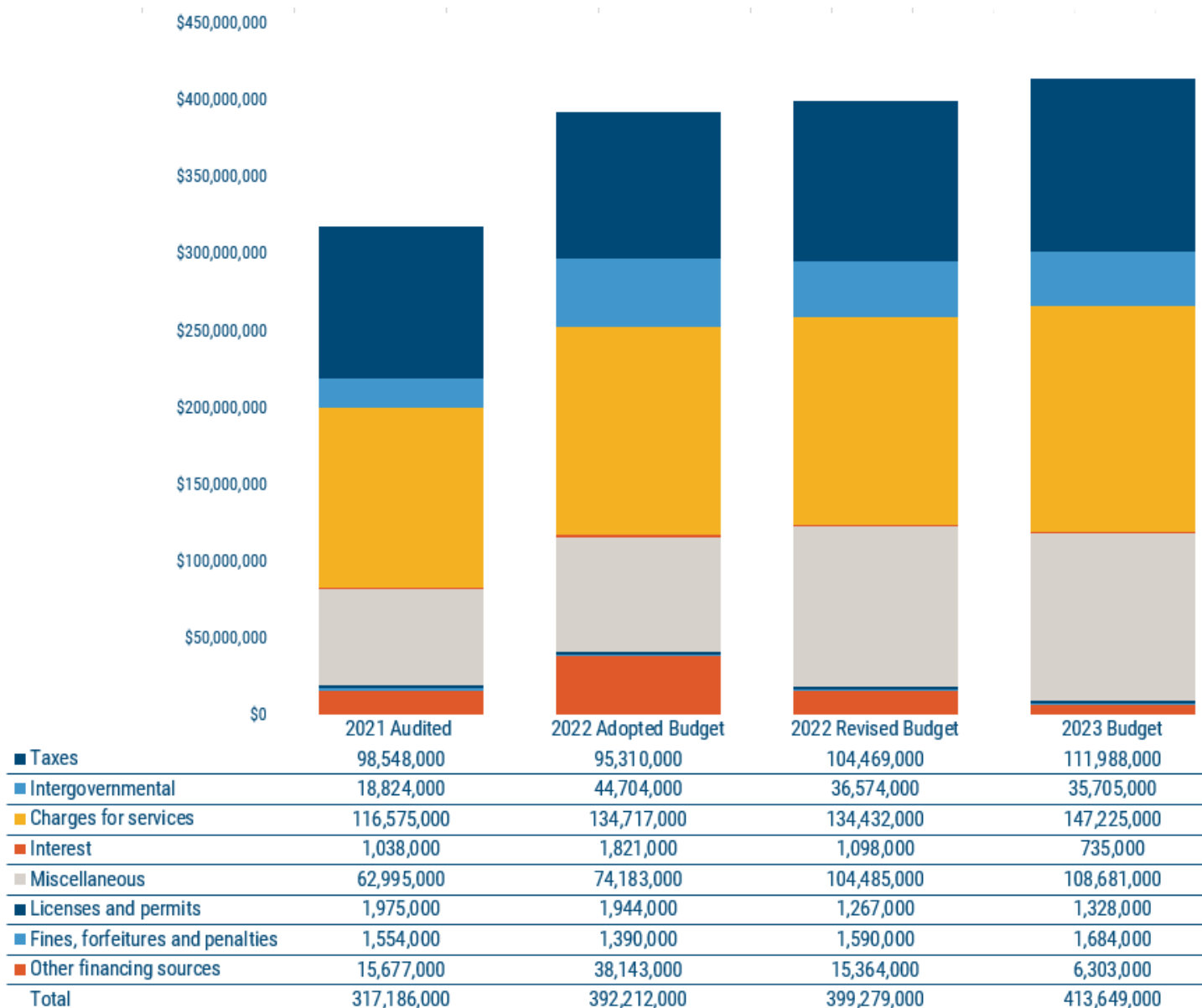
Taxes: Include sales tax, property tax, and franchise fees. Sales tax and property tax are explained further on pages 39-43. Franchise fees are charges to allow utilities to provide services within the city and to locate within the public right-of-way.

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 HISTORY



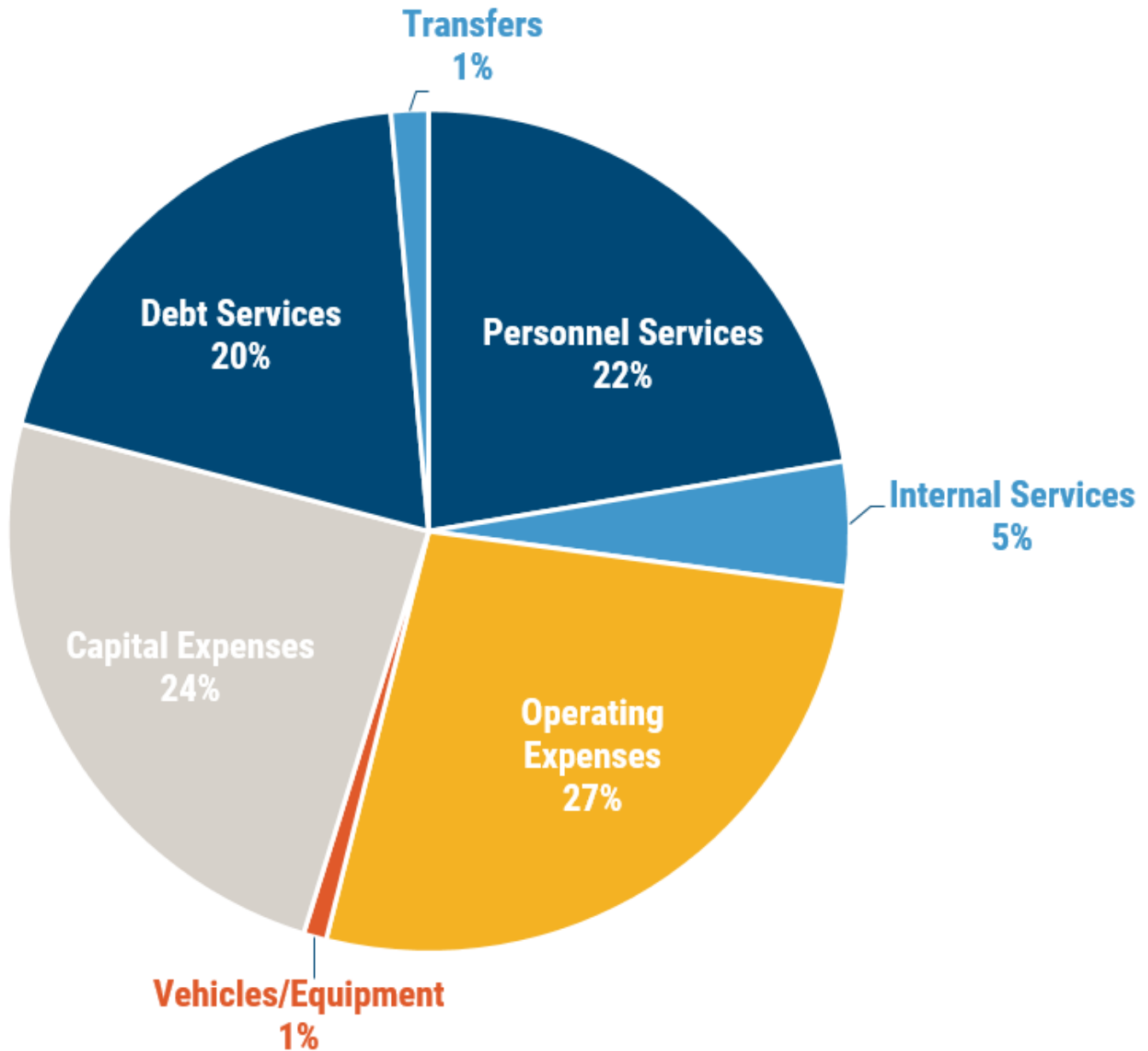
Fines, Forfeitures, and Penalties: These revenues represent fines and charges levied by municipal court.

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 185 of this document and the [online 2023 Budget report](#).

EXPENDITURES BY CATEGORY

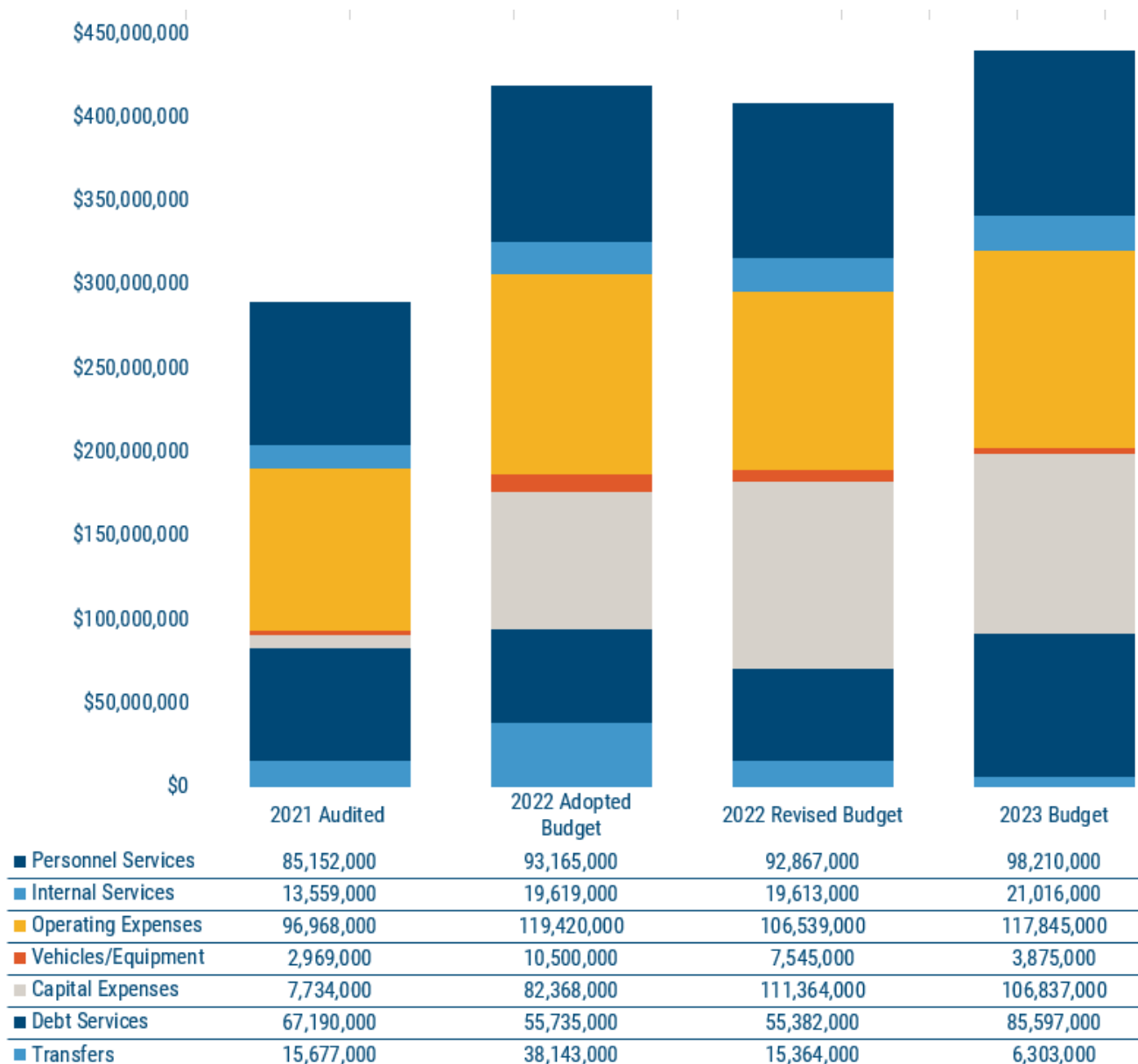


Personal Services: Expenditures related to compensating employees including: salaries, overtime, and benefits.

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.

EXPENDITURE HISTORY



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

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

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

For additional information on expenditures, please visit the [online 2023 Budget report](#).

FUND OVERVIEW



Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Budget
(101) General Fund	86,881,000	103,396,000	99,598,00	105,118,000
(201) Capital Sales Tax	4,326,000	5,800,000	7,074,000	9,300,000
(202) Library	4,978,000	5,023,000	5,023,000	5,725,000
(203) Transit	6,463,000	13,959,000	5,009,000	11,254,000
(204) Housing Trust	383,000	1,661,000	1,661,000	1,661,000
(221) Guest Tax	1,853,000	1,651,000	1,651,000	2,210,000
(222) Special Alcohol	970,000	800,000	800,000	843,000
(223) Special Highway	2,148,000	2,809,000	2,809,000	5,193,000
(224) Special Recreation	1,101,000	818,000	702,000	704,000
(225) Law Enforcement Trust	17,000	51,000	51,000	40,000
(242) Airport Fund	336,000	666,000	666,000	599,000
(243) City Parks Memorial	12,000	35,000	35,000	38,000
(245) Farmland Remediation	114,000	1,242,000	1,112,000	1,224,000
(246) Cemetery Perpetual		8,000	8,000	8,000
(248) Wee Folks Scholarship	20,000	35,000	20,000	55,000
(249) TDD/TIF/NRA Funds	2,223,000	2,521,000	2,521,000	2,536,000
(301) Debt Services	10,026,000	36,847,000	36,847,000	65,327,000
(401) Equipment Reserve	2,285,000	8,935,000	5,603,000	1,014,000
(402) Capital Projects Fund	46,770,000	34,652,000	55,658,000	23,435,000
(501) Water and Wastewater	46,747,000	59,902,000	58,421,000	59,926,000
(502) Solid Waste	14,828,000	18,255,000	18,255,000	18,254,000
(503) Public Parking	1,431,000	1,627,000	1,662,000	2,245,000
(504) Storm Water	4,072,000	7,022,000	6,290,000	5,279,000
(505) Utilities Bonded Construction	6,937,000	23,683,000	23,683,000	49,341,000
(506) Utilities Cash Construction	1,217,000	10,491,000	10,491,000	1,060,000
(601) Administrative Services	15,998,000	21,834,000	21,498,000	22,827,000
(602) Health and Wellness	13,200,000	14,391,000	13,979,000	14,227,000
(604) Risk Management Fund	2,611,000	2,900,000	2,900,000	2,497,000
(801) Federal Grants	5,818,000	15,355,000	15,355,000	12,307,000
(802) ARPA Grant	3,000,000	19,301,000	6,261,000	10,045,000
(803) Fair Housing Grant	20,000	22,000	22,000	17,000
(804) CDBG	413,000	1,066,000	817,000	1,115,000
(805) Home Grant	472,000	464,000	464,000	523,000
(806) Transportation Planning	241,000	254,000	254,000	466,000
(851) State Grants	1,338,000	1,474,000	1,474,000	3,270,000
Total	\$289,249,000	\$418,950,000	\$408,674,000	\$439,683,000

COMPUTATION OF AD VALOREM TAX REQUIREMENTS AND MILL LEVY

2022 Estimated Assessed Valuation for 2023 Budget: \$1,307,379,151

FUND NUMBER	FUND	2023 REQUIREMENTS	2% DELINQUENT TAXES	AD VALOREM TAX AMOUNT	MILL RATE
Property Tax Levy Funds					
001	General Operating	26,063,000	521,000	25,542,000	19.935
209	Library	5,284,000	106,000	5,178,000	4.042
	<i>Sub Total Property Tax Levy Funds</i>	31,347,000	627,000	30,720,000	23.977
Supplemental Tax Levy Funds					
301	Bond and Interest	12,176,000	244,000	11,932,000	9.313
	<i>Sub Total Supplemental Tax Levy Funds</i>	12,176,000	244,000	11,932,000	9.313
	GRAND TOTAL	43,523,000	871,000	42,652,000	33.290

City of Lawrence Assessed Valuation 2011-2022



PROPERTY TAX



How to Calculate Your City Tax Bill

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

$$\begin{array}{rcl} \text{Market Value of Home} & = & \$200,000 \\ & & \times 11.50\% \\ \hline \text{Assessed Valuation} & = & \$23,000 \end{array}$$

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

$$\begin{array}{rcl} \text{Assessed Valuation} & & \$23,000 \\ \times \text{City Mill Rate} & & \times 33.290 \\ \hline & & \$765,670 \end{array}$$

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

$$\$765,670 / 1,000 = \text{\textcolor{red}{\$765.67}}$$

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	574
175,000	20,125	670
200,000	23,000	766
225,000	25,875	861
250,000	28,750	957
275,000	31,625	1,053
300,000	34,500	1,149
350,000	40,250	1,340
400,000	46,000	1,531
450,000	51,750	1,723
500,000	57,500	1,914
600,000	69,000	2,297
800,000	92,000	3,063
1,000,000	115,000	3,828

*Commercial Property is assessed at 25%

The table above shows that for residential property, the 2023 City tax bill equates to approximately \$3.82 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.

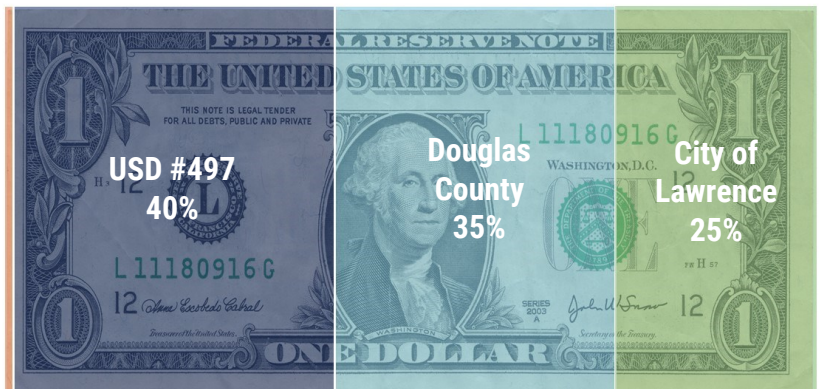
STATE OF KANSAS: 1%

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

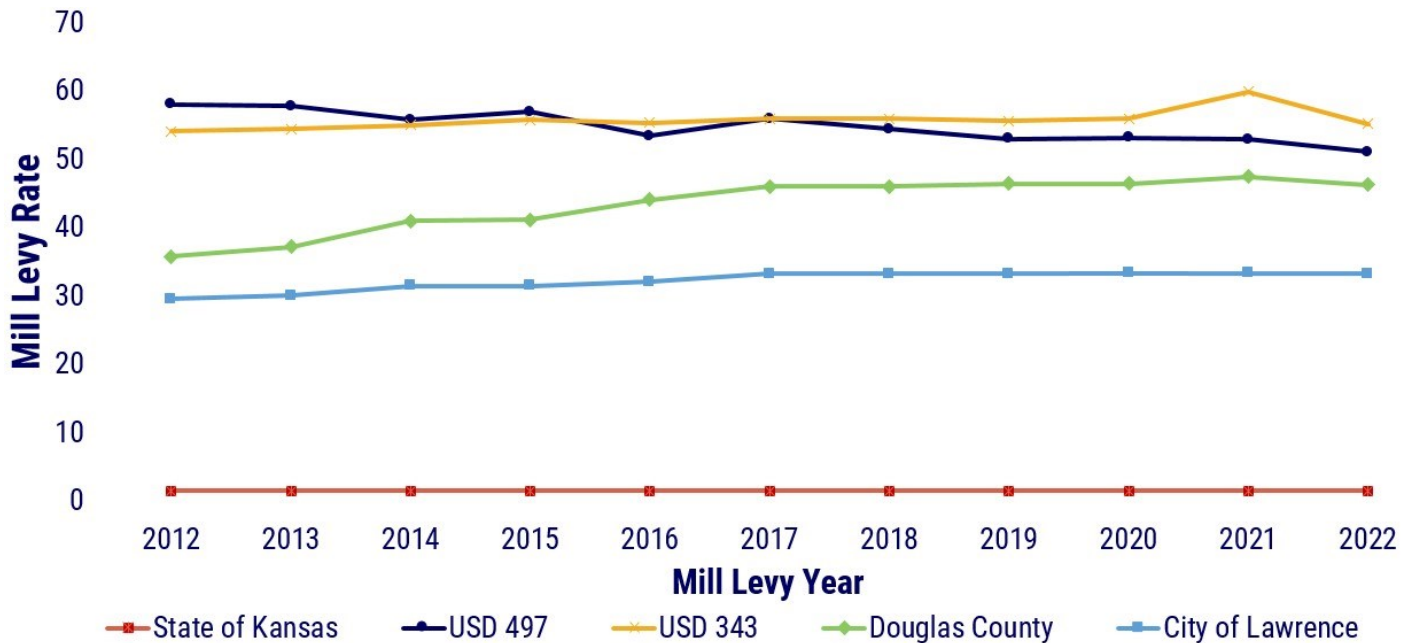
Douglas County receives approximately 35%.

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

State of Kansas receives one percent.



COMPARISON OF LOCAL MILL LEVY RATES 2012-2022



Total Mills Levied by All Units

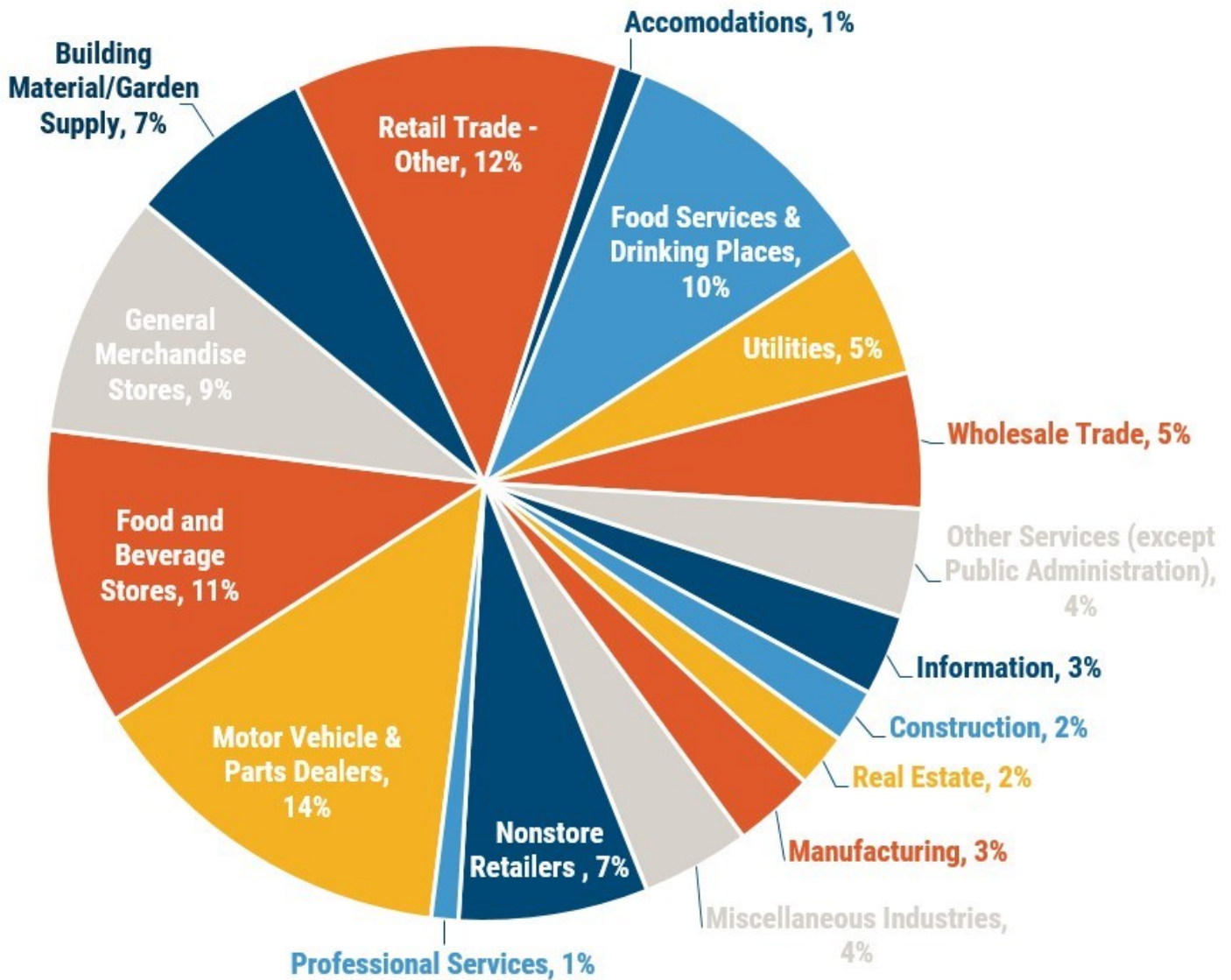
Levy Year	State of Kansas	USD 497	Douglas County	City of Lawrence	Total
2009	1.500	57.894	32.803	26.693	118.890
2010	1.500	59.646	35.748	26.697	123.591
2011	1.500	59.438	35.773	28.612	125.323
2012	1.500	58.005	35.769	29.534	124.808
2013	1.500	57.788	37.152	30.042	126.482
2014	1.500	55.752	41.010	31.474	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	33.207	134.121
2020	1.500	53.122	46.430	33.318	134.370
2021	1.500	52.840	47.419	33.290	135.049
2022	1.500	51.070	46.219	33.290	132.079

City of Lawrence Mill Levy

TAX LEVY	2017	2018	2019	2020	2021	2022
General Operating Fund	19.482	19.928	19.952	19.952	19.935	21.346
Debt Service	9.757	9.310	9.322	9.321	9.313	7.825
Library	4.040	4.040	4.045	4.045	4.042	4.119
TOTAL	33.28	33.28	33.32	33.32	33.32	33.290

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 2022 (levy year) is used for the 2023 budget.

SALES TAX BY INDUSTRY

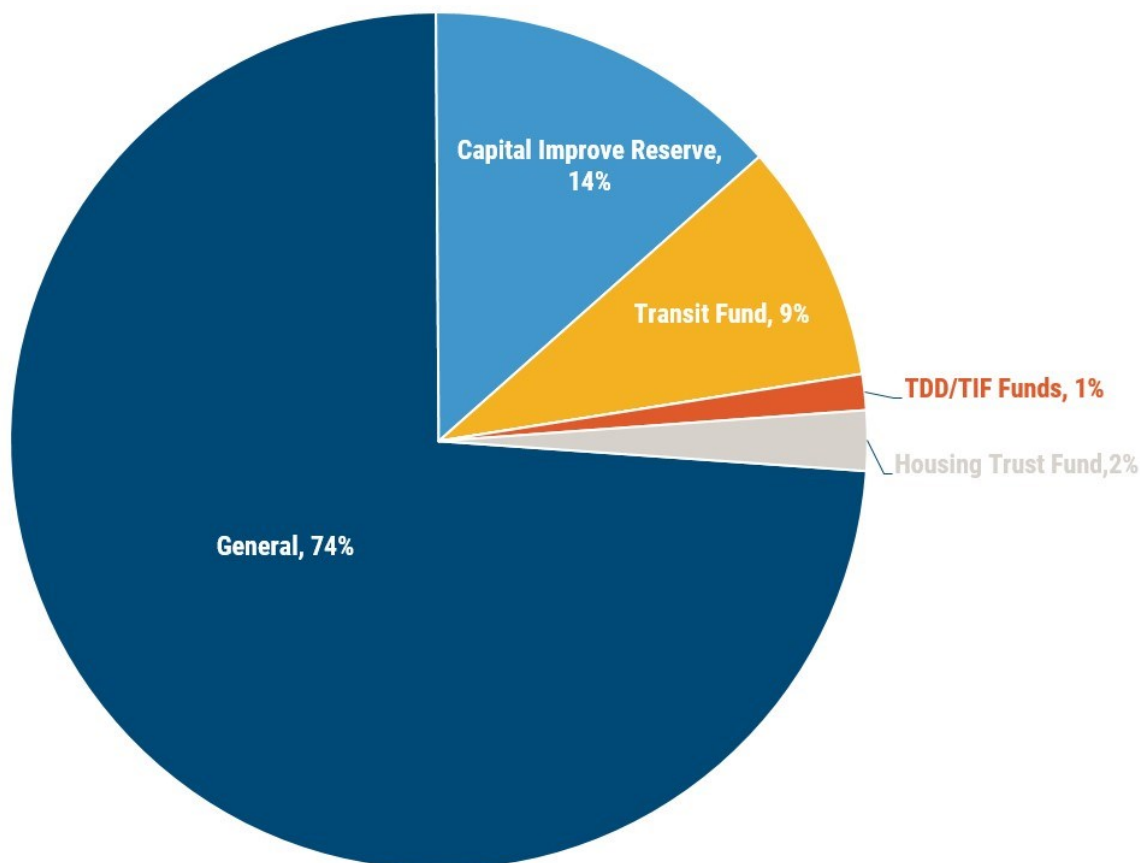


Where do sales tax revenues come from?

The chart above shows the retail sales tax distribution by industry type. These percentages are year-to-date figures through October 2022.

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

SALES TAX BY FUND

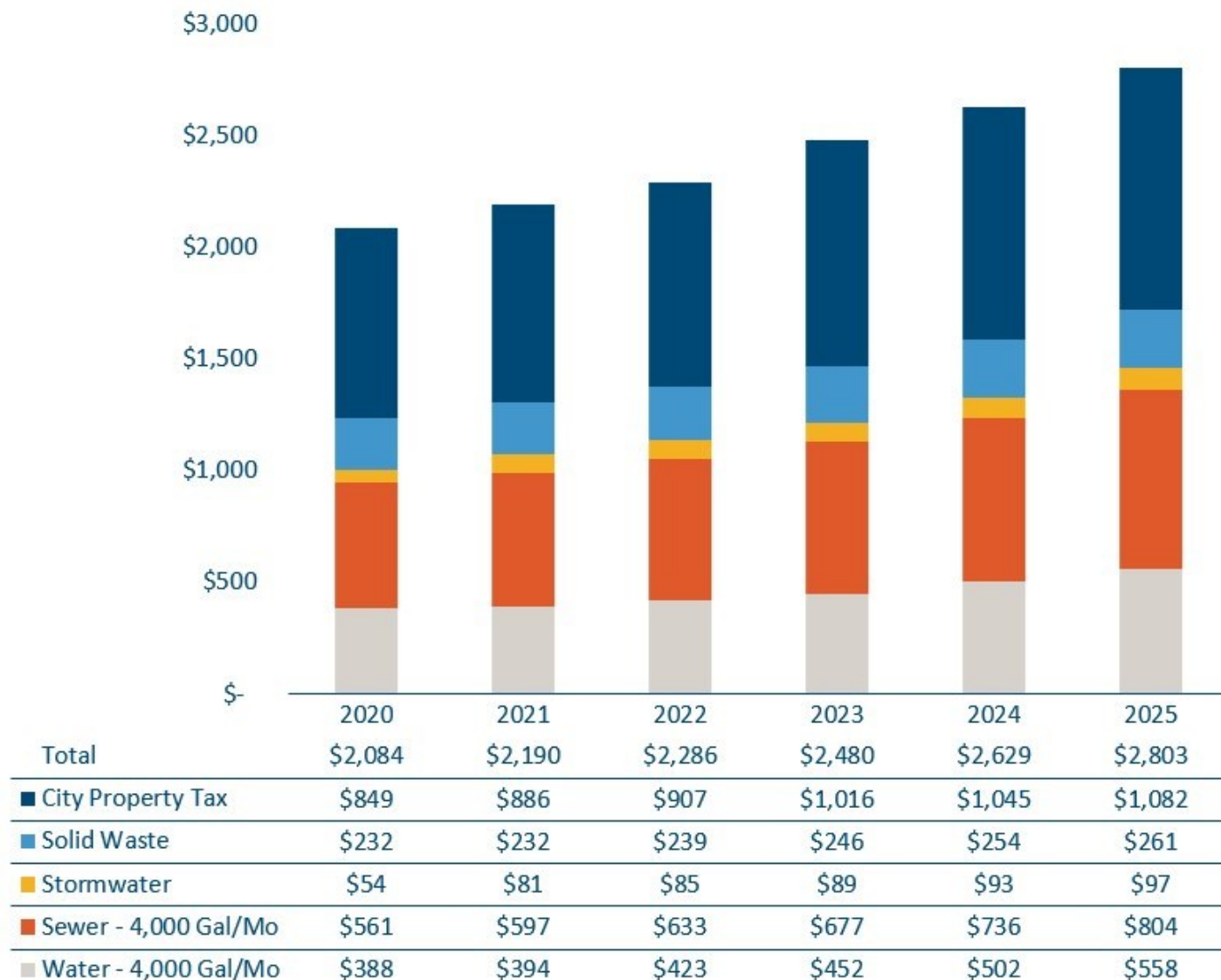


Where do sales tax revenues go?

The 2023 budget estimates sales tax revenues of \$54,123,000 as shown above. The chart indicates the funds the revenues will be distributed into.

Fund	2021 AUDITED	2022 ADOPTED	2022 REVISED	2023 ADOPTED
General Fund	\$ 34,630,000	\$ 31,790,000	\$ 38,033,000	\$ 39,935,000
Capital Improvement Reserve	6,354,000	5,405,000	6,989,000	7,338,000
Transit Fund	4,236,000	4,168,000	4,660,000	4,893,000
TDD/TIF Funds	656,000	679,000	848,000	733,000
Housing Trust Fund	1,059,000	937,000	1,165,000	1,224,000
Total	\$ 46,935,000	\$ 42,979,000	\$ 51,695,000	\$ 54,123,000

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 valued at \$200,000 in 2017, and then reflects the average assessed valuation adjustments along with any adjustments to the mill levy for all other years.

The average ratepayer will pay \$194 more for City services in 2023 based on the approved rate increases. This is an increase of 8.5%.

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 was renegotiated in 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	\$226.15 per day
-------------	------------------

Emergency Communication Center

CITY	66%
COUNTY	34%



STRATEGIC PLAN

OVERVIEW

OUTCOMES

COMMITMENTS

UNMISTAKABLE IDENTITY

STRONG, WELCOMING NEIGHBORHOODS

SAFE AND SECURE

PROSPERITY AND ECONOMIC SECURITY

CONNECTED CITY

CITY-WIDE

METRICS

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.

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.

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.



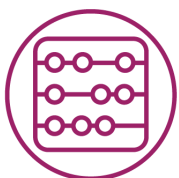
Efficient and Effective Processes: Intentional and consistent delivery of city services.

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.

HOW TO USE

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.

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. 51-52	Strong, Welcoming Neighborhoods	P. 53-54
Safe and Secure	P. 55-58	Prosperity and Economic Security	P. 59-60
Connected City	P. 61-64	City-Wide	P. 65-66

Commitment

STRATEGIES	<p>Each commitment area may have several strategies.</p> <p>These strategies are the guiding force for the work the City will be doing in the coming years.</p> <p>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.</p>
PROGRESS INDICATORS	<p>Each strategies' progress indicators will be listed directly beneath the corresponding strategy.</p> <p>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: https://assets.lawrenceks.org/assets/cmo/strategic-plan/strategic-plan-report.pdf</p> <p>A strategy may have several progress indicators.</p> <p>The progress indicators are specific measures that will show if our work is making a difference by moving the needle in a positive direction.</p>

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.

See the City-wide Engaged and Empowered Teams table (pg. 65-66) for Unmistakable Identity indicators.

Community Engagement

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

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

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

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

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

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

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

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

Equity and Inclusion

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

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

UNMISTAKABLE IDENTITY CONT.

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

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

Sound Fiscal Stewardship

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

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-10: Retail sales in Downtown Lawrence

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.

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

Environmental Sustainability

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

UI-12: Acres of park green space per resident

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

UI-13: Number of events that celebrate and enhance

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

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



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.

See the City-wide Engaged and Empowered Teams table (pg. 65-66) for Strong, Welcoming Neighborhoods indicators.

Community Engagement

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

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

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

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

SWN-3: Percent of residential units within a half mile

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

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

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

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

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

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

STRONG, WELCOMING NEIGHBORHOODS CONT.

Sound Fiscal Stewardship

Increase affordable housing opportunities by investing in underutilized properties, developing innovative partnerships and identifying additional funding sources.

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

Review and improve subdivision regulations and encourage larger developments to foster greater economies of scale.

SWN-8: Infrastructure cost per new residential unit

Review and benchmark solid waste routes and service levels to improve system efficiencies.

SWN-9: Cost per capita of solid waste collected



Environmental Sustainability

Use public land following available best practices for food production, urban forestry, native landscaping and pollinator habitats.

SWN-12: Acres per resident of public land used for environmentally sustainable uses (food production, native landscaping, monarch waystations, green

Integrate green infrastructure best practices into public projects.

SWN-12: Acres per resident of public land used for environmentally sustainable uses (food production, native landscaping, monarch waystations, green infrastructure, etc.)

Improve multimodal transportation options when traveling to priority destinations.

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

Identify energy efficiency opportunities for residential, industrial and commercial buildings.

SWN-14: Percent of residential, commercial and industrial units (all construction) above or at energy code



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.

See the City-wide Engaged and Empowered Teams table (pg. 65-66) for Safe and Secure indicators.

Community Engagement

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

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

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

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

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

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

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

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

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

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.

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

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

Efficient and Effective Processes

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

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

SaS-13: Percent of Law Enforcement Officers

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



SAFE AND SECURE CONT.

Provide rapid and skilled emergency response to cardiac arrest events.

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

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

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

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

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

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

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.

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

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.

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

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.

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



SAFE AND SECURE CONT.

Sound Fiscal Stewardship

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

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

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

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

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

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-11: Employee Engagement Index for Police

SaS-12: Employee Engagement Index for Fire

Engaged and Empowered Teams

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

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

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

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

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

SaS-11: Employee Engagement Index for Police

SaS-12: Employee Engagement Index for Fire Medical

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



SAFE AND SECURE CONT.



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

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

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

SaS-11: Employee Engagement Index for Police

SaS-12: Employee Engagement Index for Fire Medical

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

Environmental Sustainability

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

SaS-1: Percent of residents who perceive Lawrence

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

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.

See the City-wide Engaged and Empowered Teams table (pg. 65-66) for Prosperity and Economic Security indicators.

Community Engagement

Establish Lawrence as the most business friendly community in the region.

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

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

Make existing businesses a priority, providing robust support for business retention and expansion

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

Provide resources and support for small and medium-sized businesses to grow and expand.

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

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-5: Women/minority business ownership rate

Create programs that recover, sustain and grow the arts and entertainment community.

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-6: Variance of median income by race

Enhance childcare options at all price levels.

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

Increase and focus resources to generate entrepreneurial and tech-related company growth.

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-7: Area median income

PROSPERITY AND ECONOMIC SECURITY CONT.

Efficient and Effective Processes

Enhance and streamline permitting processes and development codes.

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

Equity and Inclusion

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

PES-5: Women/minority business ownership rate

PES-6: Variance of median income by race

PES-7: Area median income

Sound Fiscal Stewardship

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

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-8: Five-year rolling average of the total

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

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

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-5: Women/minority business ownership rate

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

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

Environmental Sustainability

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

PES-10: Percent of development that is infill

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

PES-10: Percent of development that is infill

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.

See the City-wide Engaged and Empowered Teams table (pg. 65-66) for Connected City indicators.

Community Engagement

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

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

Efficient and Effective Processes

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

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

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

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



CONNECTED CITY CONT.

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

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

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

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

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

Equity and Inclusion

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

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



CONNECTED CITY CONT.

Sound Fiscal Stewardship

Institute an asset management framework to achieve the desired level of service expectations for infrastructure and services.

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

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

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.

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



CONNECTED CITY CONT.



Maximize ridership through Lawrence Transit route redesign and improved access, comfort and convenience for all riders.

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-9: Cost per passenger trip on Lawrence Transit

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

Environmental Sustainability

Reduce energy consumption by the City of Lawrence.

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

Utilize a green rating system for infrastructure projects.

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

Institute an asset management framework to achieve the desired level of service expectations for infrastructure and services.

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

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

Maximize ridership through Lawrence Transit route redesign and improved access, comfort and convenience for all riders.

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-9: Cost per passenger trip on Lawrence Transit

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

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

Create and implement a City-Wide community engagement plan.

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

Implement a City-Wide customer relations management software system

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

Efficient and Effective Processes

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

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

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

CW-5: Overall Municipal Equality Index score

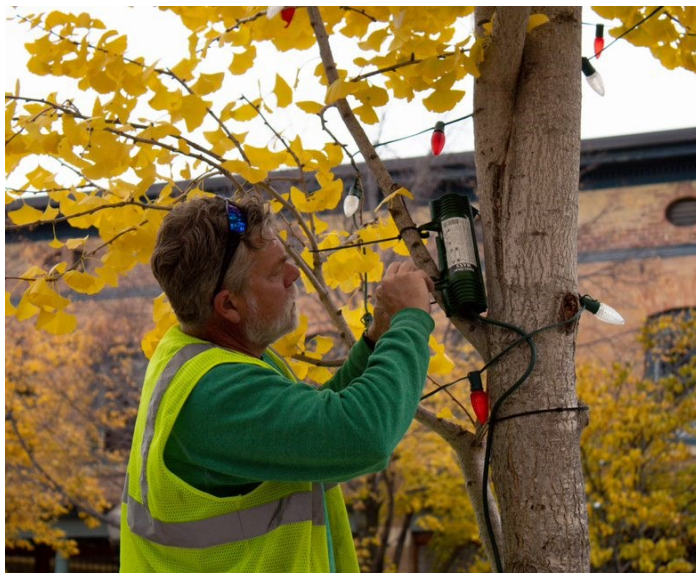
CW-6: Overall Employee Engagement Index

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

CW-5: Overall Municipal Equality Index score

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

CW-5: Overall Municipal Equality Index score



CITY-WIDE

Engaged and Empowered Teams

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 improvements where all members of the organization can discover their purpose.

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

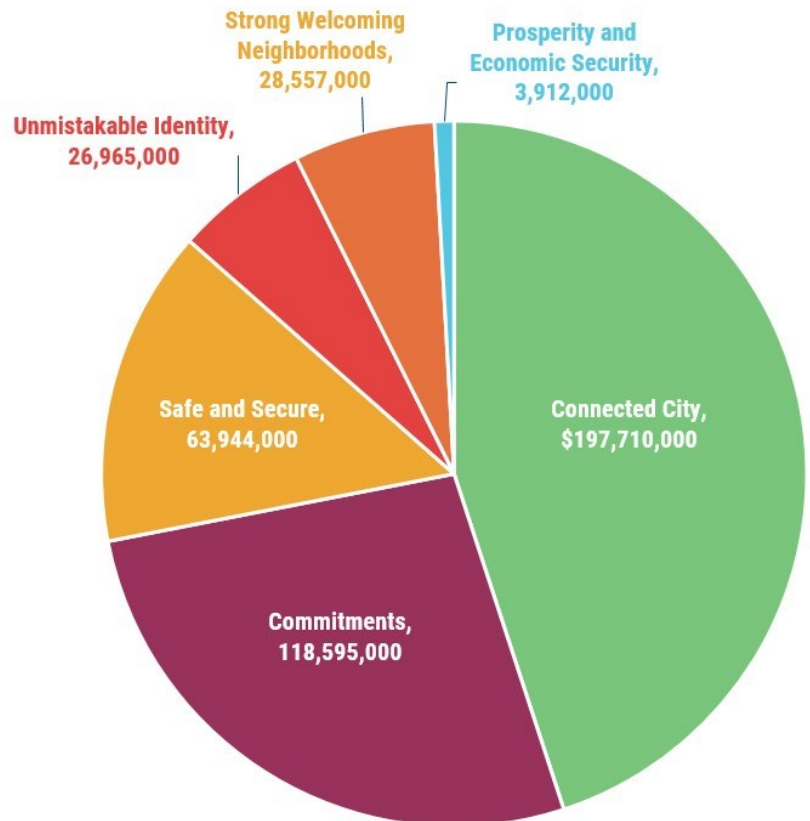
SaS-12: Employee Engagement Index for Fire Medical

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

There are no City-Wide Environmental Sustainability progress indicators.

METRICS

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.

UNMISTAKABLE IDENTITY METRICS

Community Engagement

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

STATUS: ON TARGET

BASELINE (2020) **84%**

TARGET (2022) **84%**

Sound Fiscal Stewardship

UI-10: Retail Sales in Downtown Lawrence

STATUS: BELOW TARGET

BASELINE (2018*) **8.7%**

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

STATUS: ON TARGET

BASELINE (2020) **100%**

TARGET (2022) **100%**

Engaged and Empowered Teams

UI-11: Employee Engagement Index* for Parks and Recreation

STATUS: BELOW TARGET

BASELINE (2020) **3.55**

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 5.

Environmental Sustainability

UI-11: Acres of park green space per resident

STATUS: BELOW TARGET

BASELINE (2020) **0.04**

TARGET (2022) **0.045**

STRONG, WELCOMING NEIGHBORHOODS METRICS

Equity and Inclusion

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

STATUS: BELOW TARGET

BASELINE (2020) 32.1%

TARGET (2022) 50.0%

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

Sound Fiscal Stewardship

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

STATUS: ON TARGET

BASELINE (2020) 10.7:1

TARGET (2022) 10.1

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

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.*

SAFE AND SECURE METRICS

Community Engagement

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

STATUS: BELOW TARGET

BASELINE (2020) **82%**

TARGET (2022) **90%**

Efficient and Effective Processes

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

STATUS: BELOW TARGET

BASELINE (2020) **56%**

TARGET (2022) **90%**

Sound Fiscal Stewardship

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

STATUS: BELOW TARGET

BASELINE (2020) **81%**

TARGET (2022) **85%**

Engaged and Empowered Teams

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

STATUS: BELOW TARGET

BASELINE (2020) **22.5%**

TARGET (2022) **70.0%**

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

STATUS: BELOW TARGET

BASELINE (2020) **56%**

TARGET (2022) **90%**

PROSPERITY AND ECONOMIC SECURITY METRICS

Community Engagement

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

BASELINE (2020) **59%**

TARGET (2022) **62%**

STATUS: BELOW TARGET

Efficient and Effective Processes

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

BASELINE (2020) **40**

TARGET (2022) **35**

STATUS: BELOW TARGET

Equity and Inclusion

PES-7: Area median income

BASELINE (2020) **\$53,639**

TARGET (2022) **\$54,712**

STATUS: BELOW TARGET

Sound Fiscal Stewardship

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

BASELINE (2020) **\$6.09**

TARGET (2022) **\$1.25**

STATUS: ON TARGET

Environmental Sustainability

PES-10: Percent of development that is infill

BASELINE (2020) **96.91%**

TARGET (2022) **96.00%**

STATUS: ON TARGET

CONNECTED CITY METRICS

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

CITY WIDE METRICS

Community Engagement

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

BASELINE (2020) **61%**

TARGET (2022) **70%**

STATUS: BELOW TARGET

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

BASELINE (2020) **67%**

TARGET (2022) **77%**

STATUS: BELOW TARGET

Equity and Inclusion

CW-5: Overall Municipal Equality Index score

BASELINE (2020) **98%**

TARGET (2022) **100%**

STATUS: BELOW TARGET

Engaged and Empowered Teams

CW-7: Employee Engagement Index for internal service departments (City Manager's Office/Information Technology/Finance/City Attorney's Office)

BASELINE (2020) **3.91**

TARGET (2022) **4.00**

STATUS: BELOW TARGET

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

BASELINE (2020) **57%**

TARGET (2022) **60%**

STATUS: BELOW TARGET

FUND SUMMARIES & FINANCIAL FORECASTS

OVERVIEW

MAJOR FUNDS

MINOR FUNDS

CHANGES IN FUND BALANCES

FUND 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 (101)	P. 77-78
TRANSPORTATION FUND (203)	P. 79
BOND & INTEREST FUND (301)	P. 80
CAPITAL PROJECTS FUND (402)	P. 81
WATER AND WASTEWATER FUND (501)	P. 82
SOLID WASTE FUND (502)	P. 83
UTILITIES BONDED CONSTRUCTION FUND (505)	P. 84
ADMINISTRATIVE CHARGE FUND (601)	P. 85
HEALTHCARE FUND (602)	P. 86
FEDERAL GRANT FUND (801)	P. 87
AMERICAN RECOVERY PLAN FUND (802)	P. 88

MINOR OPERATING FUNDS

CAPITAL SALES TAX FUND (201)	P. 89
LIBRARY FUND (202)	P. 90
HOUSING TRUST FUND (204)	P. 91
GUEST TAX FUND (221)	P. 92
SPECIAL ALCOHOL FUND (222)	P. 93
SPECIAL HIGHWAY FUND (223)	P. 94

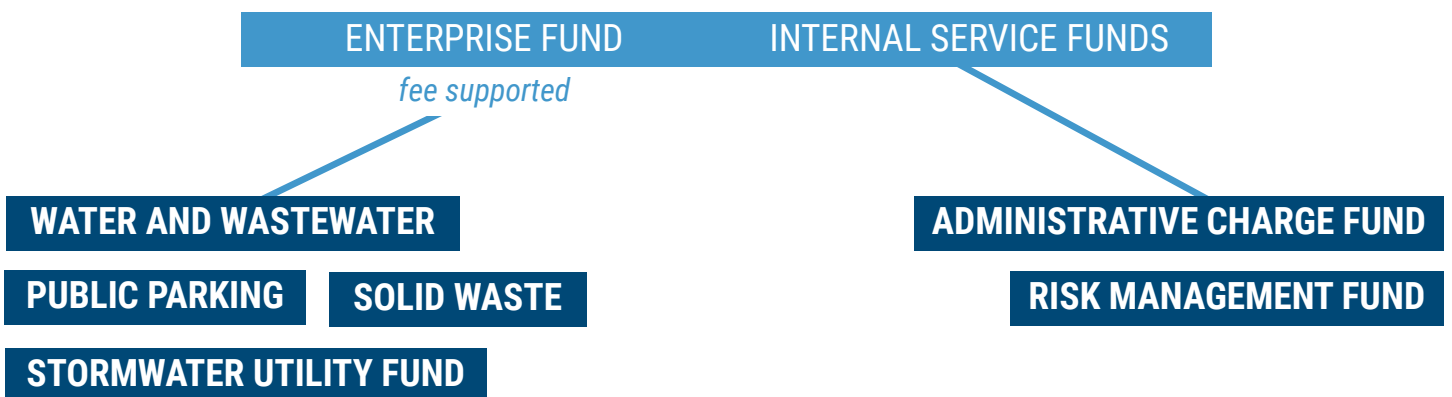
SPECIAL RECREATION FUND (224)	P. 95
LAW ENFORCEMENT TRUST FUND (225)	P. 96
AIRPORT FUND (242)	P. 97
CITY PARKS MEMORIAL FUND (243)	P. 98
FARMLAND REMEDIATION (245)	P. 99
CEMETERY PERPETUAL CARE FUND (246)	P. 100
WEE FOLKS SCHOLARSHIP FUND (248)	P. 101
ECONOMIC DEVELOPMENT FUNDS	P. 102
EQUIPMENT RESERVE FUND (401)	P. 103
PUBLIC PARKING FUND (503)	P. 104
STORM WATER FUND (504)	P. 105
UTILITIES NON-BONDED CONSTRUCTION FUND (506)	P. 106
RISK MANAGEMENT FUND (604)	P. 107
FAIR HOUSING GRANT (803)	P. 108
COMMUNITY DEVELOPMENT FUND (804)	P. 109
HOME PROGRAM FUND (805)	P. 110
TRANSPORTATION PLANNING FUND (806)	P. 111
STATE GRANT FUND (851)	P. 112

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.

GOVERNMENTAL FUNDS



PROPRIETARY FUNDS



FUND TYPE

FUND SUB-TYPE

INDIVIDUAL FUND

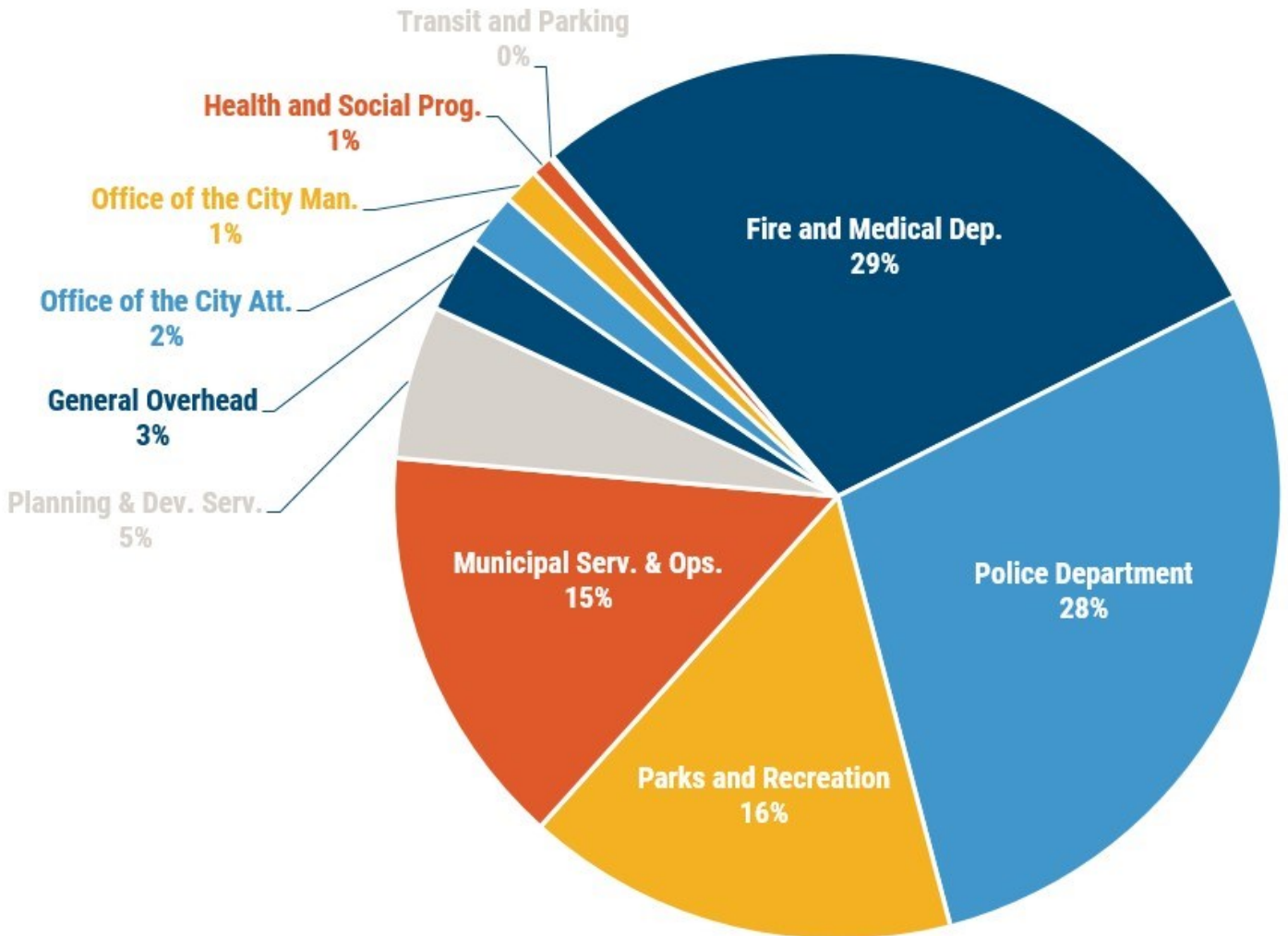
GENERAL FUND (101)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Property	\$ 24,750,000	\$ 24,826,000	\$ 25,076,000	\$ 29,595,000
Sales Tax	34,630,000	31,790,000	38,033,000	39,935,000
Franchise Fees	7,207,000	7,935,000	8,297,000	8,712,000
Licenses and permits	1,780,000	1,577,000	900,000	955,000
Intergovernmental	1,127,000	919,000	6,393,000	2,084,000
Charges for services	10,421,000	14,613,000	14,613,000	17,598,000
Fines and penalties	910,000	800,000	850,000	850,000
Interest	133,000	350,000	50,000	65,000
Miscellaneous	1,396,000	1,051,000	1,051,000	849,000
Transfer In	4,434,000	11,617,000	4,552,000	5,254,000
Total	\$ 86,788,000	\$ 95,478,000	\$ 99,815,000	\$ 105,897,000
EXPENDITURES				
Personal Services	\$ 53,061,000	\$ 59,632,000	\$ 59,357,000	\$ 62,527,000
Internal Services	8,566,000	11,197,000	11,197,000	12,271,000
Operating Expenses	19,454,000	26,112,000	23,334,000	26,841,000
Debt Service	-	-	-	-
Vehicles/Equipment	777,000	757,000	757,000	530,000
Allotted for CIP	176,000	2,124,000	2,144,000	1,900,000
Transfers Out	4,847,000	3,574,000	2,809,000	1,049,000
Total	\$ 86,881,000	\$ 103,396,000	\$ 99,598,000	\$ 105,118,000
Revenue over/(under)				
Expenditure	(93,000)	(7,918,000)	217,000	779,000
Beginning Balance	25,017,000	24,975,177	24,924,000	25,141,000
Less: Reserve by Policy	21,422,712	25,497,454	24,558,411	25,919,507
Available for Use	3,501,288	(8,440,277)	582,589	493
Total Fund Balance	\$ 24,924,000	\$ 17,057,177	\$ 25,141,000	\$ 25,920,000

GENERAL FUND (101)

GENERAL FUND EXPENDITURE BY DEPARTMENT 2023



MILL LEVY RATE	increased to 21.292 mills
ASSESSED VALUATION	increased 12.07%
TOTAL REVENUES	increased \$6,082,000 or 6.1% over FY2022 Revised
TOTAL EXPENDITURES	increasing \$5,520,000 or 5.5% over FY2022 Revised

The revenues increased due to Parks increasing revenue estimates and the new EMS agreement with Douglas County .

TRANSPORTATION FUND (203)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Sales Tax	\$ 4,236,000	\$ 4,168,000	\$ 4,660,000	\$ 4,893,000
Charges for services	292,000	310,000	250,000	-
Interest	77,000	200,000	45,000	50,000
Miscellaneous	15,000	-	-	-
Total	\$ 4,620,000	\$ 4,678,000	\$ 4,955,000	\$ 4,943,000
EXPENDITURES				
Personal Services	\$ 88,000	\$ 99,000	\$ 99,000	\$ 182,000
Internal Services	268,000	189,000	189,000	45,000
Operating Expenses	3,190,000	2,790,000	2,790,000	4,279,000
Vehicles/Equipment	-	31,000	-	200,000
Allotted for CIP	183,000	-	1,931,000	6,548,000
Transfers Out	2,734,000	10,850,000	-	-
Total	\$ 6,463,000	\$ 13,959,000	\$ 5,009,000	\$ 11,254,000
Revenue over/(under)				
Expenditure	(1,843,000)	(9,281,000)	(54,000)	(6,311,000)
Beginning Balance	17,278,000	12,397,683	15,435,000	15,381,000
Less: Reserve by Policy	1,062,411	825,440	823,397	1,849,973
Available for Use	14,372,589	2,291,243	14,557,603	7,220,027
Total Fund Balance	\$ 15,435,000	\$ 3,116,683	\$ 15,381,000	\$ 9,070,000

TOTAL REVENUES

decreased \$12,000 or 0.2% over FY2022 Revised

TOTAL EXPENDITURES

increased \$6,245,000 or 124.7% over FY2022 Revised

This fund is supported by sales tax which was impacted by COVID-19.

Expenditure increases are due to a one time cost of building the multi-modal facility.

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Property	\$ 13,014,000	\$ 12,705,000	\$ 12,705,000	\$ 12,073,000
Interest	124,000	220,000	100,000	100,000
Miscellaneous	224,000	22,845,000	22,745,000	52,275,000
Transfer In	1,283,000	667,000	398,000	398,000
Total	\$ 14,645,000	\$ 36,437,000	\$ 35,948,000	\$ 64,846,000
EXPENDITURES				
Operating Expenses	\$ 149,000	\$ 18,000	\$ 18,000	\$ 18,000
Debt Service	9,877,000	36,829,000	36,829,000	65,309,000
Total	\$ 10,026,000	\$ 36,847,000	\$ 36,847,000	\$ 65,327,000
Revenue over/(under)				
Expenditure	4,619,000	(410,000)	(899,000)	(481,000)
Beginning Balance	13,955,000	14,468,092	18,574,000	17,675,000
Less: Reserve by Policy	1,648,110	6,057,041	6,057,041	10,738,685
Available for Use	16,925,890	8,001,051	11,617,959	6,455,315
Total Fund Balance	\$ 18,574,000	\$ 14,058,092	\$ 17,675,000	\$ 17,194,000

MILL LEVY RATE	decreased to 7.806 mills
ASSESSED VALUATION	increased 2.47%
TOTAL REVENUES	increased \$28,898,000 or 80.4% over FY2022 Revised
TOTAL EXPENDITURES	increased \$28,480,000 or 77.3% over FY2022 Revised

Principal and Interest align with current debt service schedules.

A majority of the revenue increases are due to paying off temporary notes.

CAPITAL IMPROVEMENT FUND (402)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 232,000	\$ -	\$ -	\$ -
Interest	135,000	15,000	345,000	-
Miscellaneous	58,977,000	23,407,000	53,815,000	18,237,000
Transfer In	-	11,230,000	-	-
Total	\$ 59,344,000	\$ 34,652,000	\$ 54,160,000	\$ 18,237,000
EXPENDITURES				
Operating Expenses	\$ 3,350,000	\$ 415,000	\$ 346,000	\$ -
Debt Service	40,070,000	-	-	-
Allotted for CIP	3,350,000	34,237,000	55,312,000	23,435,000
Total	\$ 46,770,000	\$ 34,652,000	\$ 55,658,000	\$ 23,435,000
Revenue over/(under) Expenditure	12,574,000	-	(1,498,000)	(5,198,000)
Beginning Balance	14,955,000	14,803,471	27,529,000	26,031,000
Less: Reserve by Policy	-	-	-	-
Available for Use	27,529,000	14,803,471	26,031,000	20,833,000
Total Fund Balance	\$ 27,529,000	\$ 14,803,471	\$ 26,031,000	\$ 20,833,000

TOTAL REVENUES decreased \$35,923,000 or 66.3% over FY2022 Revised

TOTAL EXPENDITURES decreased \$23,435,000 or 57.9% over FY2022 Revised

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

MAJOR 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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 53,843,000	\$ 59,824,000	\$ 59,824,000	\$ 64,324,000
Interest	133,000	400,000	140,000	150,000
Miscellaneous	182,000	220,000	180,000	180,000
Transfer In	349,000	453,000	453,000	-
Total	\$ 54,507,000	\$ 60,897,000	\$ 60,597,000	\$ 64,654,000
EXPENDITURES				
Personal Services	\$ 12,003,000	\$ 12,654,000	\$ 12,654,000	\$ 12,590,000
Internal Services	2,873,000	5,370,000	5,370,000	5,917,000
Operating Expenses	11,816,000	12,755,000	11,499,000	16,034,000
Debt Service	17,218,000	17,804,000	17,579,000	19,357,000
Vehicles/Equipment	-	679,000	679,000	907,000
Allotted for CIP	-	-	-	1,290,000
Transfers Out	2,837,000	10,640,000	10,640,000	3,831,000
Total	\$ 46,747,000	\$ 59,902,000	\$ 58,421,000	\$ 59,926,000
Revenue over/(under)				
Expenditure	7,760,000	995,000	2,176,000	4,728,000
Beginning Balance	19,539,000	29,753,592	27,299,000	29,475,000
Less: Reserve by Policy	24,751,541	28,195,470	24,751,541	33,778,253
Available for Use	2,547,459	2,553,122	4,723,459	424,747
Total Fund Balance	\$ 27,299,000	\$ 30,748,592	\$ 29,475,000	\$ 34,203,000

TOTAL REVENUES	increased \$4,057,000 or 6.7% over FY2022 Revised
TOTAL EXPENDITURES	increased \$1,505,000 or 2.6% over FY2022 Revised

This fund is supported by rates which were impacted by COVID-19 and assumes that some rebound will occur in FY2023.

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

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 45,000	\$ 35,000	\$ 35,000	\$ 35,000
Charges for services	14,636,000	15,536,000	15,536,000	17,766,000
Interest	46,000	100,000	50,000	55,000
Miscellaneous	37,000	639,000	639,000	517,000
Total	\$ 14,764,000	\$ 16,310,000	\$ 16,260,000	\$ 18,373,000
EXPENDITURES				
Personal Services	\$ 5,832,000	\$ 6,445,000	\$ 6,445,000	\$ 7,117,000
Internal Services	1,405,000	2,086,000	2,086,000	2,048,000
Operating Expenses	6,117,000	6,301,000	6,637,000	6,761,000
Debt Service	-	336,000	-	-
Allotted for CIP	-	1,640,000	1,640,000	1,262,000
Transfers Out	1,474,000	1,447,000	1,447,000	1,066,000
Total	\$ 14,828,000	\$ 18,255,000	\$ 18,255,000	\$ 18,254,000
Revenue over/(under)				
Expenditure	(64,000)	(1,945,000)	(1,995,000)	119,000
Beginning Balance	9,848,000	6,953,422	9,784,000	7,789,000
Less: Reserve by Policy	4,874,959	5,546,640	6,001,644	6,001,315
Available for Use	4,909,041	(538,218)	1,787,356	1,906,685
Total Fund Balance	\$ 9,784,000	\$ 5,008,422	\$ 7,789,000	\$ 7,908,000

TOTAL REVENUES increased \$2,113,000 or 13% over FY2022 Revised

TOTAL EXPENDITURES decreased \$1,000 over FY2022 Revised

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

UTILITIES BONDED CONSTRUCTION FUND (505)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Interest	\$ 153,000	\$ 125,000	\$ 125,000	\$ 150,000
Miscellaneous	-	23,683,000	23,683,000	35,041,000
Total	\$ 153,000	\$ 23,808,000	\$ 23,808,000	\$ 35,191,000
EXPENDITURES				
Operating Expenses	\$ 4,300,000	\$ 23,000	\$ 23,000	\$ -
Allotted for CIP	2,637,000	23,660,000	23,660,000	49,341,000
Total	\$ 6,937,000	\$ 23,683,000	\$ 23,683,000	\$ 49,341,000
Revenue over/(under)				
Expenditure	(6,784,000)	125,000	125,000	(14,150,000)
Beginning Balance	52,016,000	5,456,253	45,232,000	45,357,000
Less: Reserve for accruals	-	-	-	-
Available for Use	45,232,000	5,581,253	45,357,000	31,207,000
Total Fund Balance	\$ 45,232,000	\$ 5,581,253	\$ 45,357,000	\$ 31,207,000

Fund 505 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, this is the second year we are including this as part of our annual budget.

ADMINISTRATIVE SERVICES FUN (601)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Licenses and permits	\$ 72,000	\$ 118,000	\$ 118,000	\$ 111,000
Charges for services	14,953,000	21,679,000	21,367,000	24,061,000
Interest	24,000	10,000	10,000	2,000
Miscellaneous	114,000	3,000	3,000	-
Transfer In	9,000	-	-	-
Total	\$ 15,172,000	\$ 21,810,000	\$ 21,498,000	\$ 24,174,000
EXPENDITURES				
Personal Services	\$ 8,782,000	\$ 11,035,000	\$ 10,997,000	\$ 11,518,000
Operating Expenses	6,826,000	9,640,000	9,589,000	10,314,000
Debt Service	-	-	504,000	515,000
Vehicles/Equipment	-	-	408,000	480,000
Transfers Out	390,000	1,159,000	-	-
Total	\$ 15,998,000	\$ 21,834,000	\$ 21,498,000	\$ 22,827,000
Revenue over/(under)				
Expenditure	(826,000)	(24,000)	-	1,347,000
Beginning Balance	-	550,732	(826,000)	(826,000)
Less: Reserve for accruals	-	-	-	1,347,000
Available for Use	(826,000)	526,732	(826,000)	(826,000)
Total Fund Balance	\$ (826,000)	\$ 526,732	\$ (826,000)	\$ 521,000

TOTAL EXPENDITURES increased \$2,676,000 or 12.5% over FY2022 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.

HEALTHCARE FUND (602)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 13,283,000	\$ 13,329,000	\$ 13,329,000	\$ 13,525,000
Interest	59,000	125,000	30,000	30,000
Miscellaneous	1,211,000	620,000	620,000	575,000
Transfer In	185,000	-	-	-
Total	\$ 14,738,000	\$ 14,074,000	\$ 13,979,000	\$ 14,130,000
EXPENDITURES				
Personal Services	\$ -	\$ -	\$ -	\$ 97,000
Operating Expenses	13,200,000	14,391,000	13,979,000	14,130,000
Total	\$ 13,200,000	\$ 14,391,000	\$ 13,979,000	\$ 14,227,000
Revenue over/(under) Expenditure	1,538,000	(317,000)	-	(97,000)
Beginning Balance	13,530,000	13,941,825	15,068,000	15,068,000
Less: Reserve for accruals	-	-	-	-
Available for Use	15,068,000	13,624,825	15,068,000	14,971,000
Total Fund Balance	\$ 15,068,000	\$ 13,624,825	\$ 15,068,000	\$ 14,971,000

TOTAL REVENUES

increased \$151,000 or 1% over FY2022 Revised

TOTAL EXPENDITURES

increased \$248,000 or 1.8% over FY2022 Revised

FEDERAL GRANT FUND (801)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 5,536,000	\$ 15,355,000	\$ 15,355,000	\$ 12,269,000
Total	\$ 5,536,000	\$ 15,355,000	\$ 15,355,000	\$ 12,269,000
EXPENDITURES				
Personal Services	\$ 398,000	\$ 386,000	\$ 386,000	\$ 512,000
Operating Expenses	4,904,000	6,489,000	6,489,000	3,574,000
Vehicles/Equipment	-	-	-	801,000
Allotted for CIP	479,000	8,480,000	8,480,000	7,420,000
Transfers Out	37,000	-	-	-
Total	\$ 5,818,000	\$ 15,355,000	\$ 15,355,000	\$ 12,307,000
Revenue over/(under) Expenditure	(282,000)	-	-	(38,000)
Beginning Balance	338,000	337,324	56,000	56,000
Less: Reserve for accruals	-	-	-	-
Available for Use	56,000	337,324	56,000	18,000
Total Fund Balance	\$ 56,000	\$ 337,324	\$ 56,000	\$ 18,000

TOTAL REVENUES	decreased \$3,086,000 or 20.1% over FY2022 Revised
TOTAL EXPENDITURES	decreased \$3,048,000 or 19.9% over FY2022 Revised

AMERICAN RECOVERY PLAN FUND (802)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 3,000,000	\$ 19,301,000	\$ 6,261,000	\$ 10,040,000
Interest	5,000	-	-	-
Total	\$ 3,005,000	\$ 19,301,000	\$ 6,261,000	\$ 10,040,000
EXPENDITURES				
Personal Services	\$ 3,000,000	\$ 93,000	\$ 93,000	\$ 105,000
Operating Expenses	-	19,208,000	6,168,000	9,940,000
Total	\$ 3,000,000	\$ 19,301,000	\$ 6,261,000	\$ 10,045,000
Revenue over/(under)				
Expenditure	5,000	-	-	(5,000)
Beginning Balance	-	-	5,000	5,000
Less: Reserve for accruals	-	-	-	-
Available for Use	-	-	5,000	-
Total Fund Balance	\$ 5,000	\$ -	\$ 5,000	\$ -

TOTAL REVENUES increased \$3,779,000 or 60.4% over FY2022 Revised

TOTAL EXPENDITURES increased \$3,784,000 or 60.4% over FY2022 Revised

The City has utilized approximately \$12 million of the \$19.2 million for revenue stabilization. FY 2023 and 2024 will focus more on programs to help our houseless population.

CAPITAL SALES TAX FUND (201)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Sales Tax	\$ 6,354,000	\$ 5,405,000	\$ 6,989,000	\$ 7,338,000
Interest	42,000	35,000	35,000	40,000
Miscellaneous	270,000	500,000	275,000	275,000
Transfer In	500,000	-	-	-
Total	\$ 7,166,000	\$ 5,940,000	\$ 7,299,000	\$ 7,653,000
EXPENDITURES				
Operating Expenses	\$ 1,366,000	\$ 14,000	\$ 3,269,000	\$ 2,589,000
Debt Service	25,000	-	-	-
Vehicles/Equipment	180,000	-	-	-
Allotted for CIP	690,000	641,000	3,805,000	6,711,000
Transfers Out	2,065,000	5,145,000	-	-
Total	\$ 4,326,000	\$ 5,800,000	\$ 7,074,000	\$ 9,300,000
Revenue over/(under) Expenditure	2,840,000	140,000	225,000	(1,647,000)
Beginning Balance	10,770,000	2,736,185	13,610,000	13,835,000
Less: Reserve by Policy	711,123	825,440	1,162,849	1,528,767
Available for Use	12,898,877	2,050,745	12,672,151	10,659,233
Total Fund Balance	\$ 13,610,000	\$ 2,876,185	\$ 13,835,000	\$ 12,188,000

TOTAL REVENUES

increased \$354,000 or 4.9% over FY2022 Revised

TOTAL EXPENDITURES

increased \$2,226,000 or 31.5% over FY2022 Revised

LIBRARY FUND (202)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Property	\$ 4,992,000	\$ 5,023,000	\$ 5,023,000	\$ 5,682,000
Total	\$ 4,992,000	\$ 5,023,000	\$ 5,023,000	\$ 5,682,000
EXPENDITURES				
Operating Expenses	\$ 4,978,000	\$ 5,023,000	\$ 5,023,000	\$ 5,725,000
Total	\$ 4,978,000	\$ 5,023,000	\$ 5,023,000	\$ 5,725,000
Revenue over/(under) Expenditure	14,000	-	-	(43,000)
Beginning Balance	29,000	-	43,000	43,000
Less: Reserve by Policy	-	-	-	-
Available for Use	43,000	-	43,000	-
Total Fund Balance	\$ 43,000	\$ -	\$ 43,000	\$ -

MILL LEVY RATE

increased to 4.109 mills. Library mill is capped at 4.5 mills.

ASSESSED VALUATION

increased 12.07%

Expenditures are driven by employee salaries and benefits.

Increasing budget for books and materials such as digital content.

HOUSING TRUST FUND (204)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Sales Tax	\$ 1,059,000	\$ 937,000	\$ 1,165,000	\$ 1,224,000
Interest	8,000	12,000	5,000	6,000
Transfer In	350,000	350,000	350,000	350,000
Total	\$ 1,417,000	\$ 1,299,000	\$ 1,520,000	\$ 1,580,000
EXPENDITURES				
Operating Expenses	\$ 383,000	\$ 1,661,000	\$ 1,661,000	\$ 1,661,000
Total	\$ 383,000	\$ 1,661,000	\$ 1,661,000	\$ 1,661,000
Revenue over/(under) Expenditure	1,034,000	(362,000)	(141,000)	(81,000)
Beginning Balance	1,192,000	1,239,750	2,226,000	2,085,000
Less: Reserve by Policy	62,959	265,760	273,041	273,041
Less: Awarded Projects	575,000	575,000	1,425,000	-
Available for Use	1,588,041	36,990	386,959	1,730,959
Total Fund Balance	\$ 2,226,000	\$ 877,750	\$ 2,085,000	\$ 2,004,000

TOTAL REVENUES	increased \$60,000 or 4% over FY2022 Revised
TOTAL EXPENDITURES	No Change

GUEST TAX FUND (221)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 1,426,000	\$ 1,728,000	\$ 1,765,000	\$ 1,850,000
Interest	1,000	2,000	1,000	1,000
Transfer In	465,000	-	-	-
Total	\$ 1,892,000	\$ 1,730,000	\$ 1,766,000	\$ 1,851,000
EXPENDITURES				
Personal Services	\$ 37,000	\$ 35,000	\$ 35,000	\$ 199,000
Internal Services	144,000	77,000	77,000	94,000
Operating Expenses	1,295,000	1,372,000	1,372,000	1,767,000
Allotted for CIP	-	-	-	150,000
Transfers Out	377,000	167,000	167,000	-
Total	\$ 1,853,000	\$ 1,651,000	\$ 1,651,000	\$ 2,210,000
Revenue over/(under)				
Expenditure	39,000	79,000	115,000	(359,000)
Beginning Balance	585,000	256,399	624,000	739,000
Less: Reserve by Policy	304,603	265,760	271,397	363,288
Available for Use	319,397	69,639	467,603	16,712
Total Fund Balance	\$ 624,000	\$ 335,399	\$ 739,000	\$ 380,000

TOTAL REVENUES increased \$85,000 or 4.8% over FY2022 Revised

TOTAL EXPENDITURES increased \$559,000 or 33.9% over FY2022 Revised

This was significantly impacted by COVID-19 and assumes that some rebound will continue in FY2023.

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

SPECIAL ALCOHOL FUND (222)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 564,000	\$ 818,000	\$ 428,000	\$ 704,000
Miscellaneous	9,000	-	-	-
Transfer In	465,000	-	494,000	146,000
Total	\$ 1,038,000	\$ 818,000	\$ 922,000	\$ 850,000
EXPENDITURES				
Operating Expenses	\$ 970,000	\$ -	\$ 800,000	\$ 843,000
Transfers Out	-	800,000	-	-
Total	\$ 970,000	\$ 800,000	\$ 800,000	\$ 843,000
Revenue over/(under)				
Expenditure	68,000	18,000	122,000	7,000
Beginning Balance	(58,000)	227	10,000	132,000
Less: Reserve by Policy	159,452	128,000	131,507	138,575
Available for Use	(149,452)	(109,773)	493	425
Total Fund Balance	\$ 10,000	\$ 18,227	\$ 132,000	\$ 139,000

TOTAL REVENUES

decreased \$72,000 or 7.8% over FY2022 Revised

TOTAL EXPENDITURES

increased \$43,000 or 5.4% over FY2022 Revised

SPECIAL HIGHWAY FUND (223)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 3,110,000	\$ 2,728,000	\$ 2,907,000	\$ 2,968,000
Interest	4,000	6,000	9,000	10,000
Total	\$ 3,114,000	\$ 2,734,000	\$ 2,916,000	\$ 2,978,000
EXPENDITURES				
Operating Expenses	\$ 1,971,000	\$ 3,000	\$ 3,000	\$ 3,000
Vehicles/Equipment	-	-	-	440,000
Allotted for CIP	177,000	-	2,806,000	4,750,000
Transfers Out	-	2,806,000	-	-
Total	\$ 2,148,000	\$ 2,809,000	\$ 2,809,000	\$ 5,193,000
Revenue over/(under) Expenditure	966,000	(75,000)	107,000	(2,215,000)
Beginning Balance	2,452,000	1,287,950	3,418,000	3,525,000
Less: Reserve by Policy	353,096	449,440	461,753	853,644
Available for Use	3,064,904	763,510	3,063,247	456,356
Total Fund Balance	\$ 3,418,000	\$ 1,212,950	\$ 3,525,000	\$ 1,310,000

TOTAL REVENUES

increased \$62,000 or 2.1% over FY2022 Revised

TOTAL EXPENDITURES

increased \$2,384,000 or 84.9% over FY2022 Revised

SPECIAL RECREATION FUND (224)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 564,000	\$ 818,000	\$ 428,000	\$ 704,000
Transfer In	432,000	-	340,000	-
Total	\$ 996,000	\$ 818,000	\$ 768,000	\$ 704,000
EXPENDITURES				
Operating Expenses	\$ 1,101,000	\$ -	\$ 702,000	\$ 704,000
Transfers Out	-	818,000	-	-
Total	\$ 1,101,000	\$ 818,000	\$ 702,000	\$ 704,000
Revenue over/(under) Expenditure	(105,000)	-	66,000	-
Beginning Balance	155,000	46	50,000	116,000
Less: Reserve by Policy	180,986	130,880	115,397	115,726
Available for Use	(130,986)	(130,834)	603	274
Total Fund Balance	\$ 50,000	\$ 46	\$ 116,000	\$ 116,000

TOTAL REVENUES

decreased \$64,000 or 8.3% over FY2022 Revised

TOTAL EXPENDITURES

increased \$2,000 or 0.3% over FY2022 Revised

LAW ENFORCEMENT TRUST FUND (225)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Interest	\$ 1,000	\$ 2,000	\$ 1,000	\$ 1,000
Miscellaneous	99,000	20,000	283,000	20,000
Total	\$ 100,000	\$ 22,000	\$ 284,000	\$ 21,000
EXPENDITURES				
Operating Expenses	\$ 17,000	\$ 51,000	\$ 51,000	\$ 40,000
Total	\$ 17,000	\$ 51,000	\$ 51,000	\$ 40,000
Revenue over/(under) Expenditure	83,000	(29,000)	233,000	(19,000)
Beginning Balance	215,000	186,283	298,000	531,000
Less: Reserve by Policy	-	-	-	-
Available for Use	298,000	157,283	531,000	512,000
Total Fund Balance	\$ 298,000	\$ 157,283	\$ 531,000	\$ 512,000

TOTAL REVENUES

decreased \$263,000 or 92.6% over FY2022 Revised

TOTAL EXPENDITURES

decreased \$11,000 or 21.6% over FY2022 Revised

AIRPORT FUND (242)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 20,000	\$ 10,000	\$ 20,000	\$ 25,000
Interest	3,000	7,000	3,000	3,000
Miscellaneous	179,000	190,000	190,000	191,000
Transfer In	252,000	168,000	168,000	155,000
Total	\$ 454,000	\$ 375,000	\$ 381,000	\$ 374,000
EXPENDITURES				
Personal Services	\$ 62,000	\$ 88,000	\$ 88,000	\$ 154,000
Internal Services	-	13,000	13,000	51,000
Operating Expenses	232,000	265,000	265,000	354,000
Allotted for CIP	42,000	300,000	300,000	40,000
Total	\$ 336,000	\$ 666,000	\$ 666,000	\$ 599,000
Revenue over/(under) Expenditure	118,000	(291,000)	(285,000)	(225,000)
Beginning Balance	578,000	413,895	696,000	411,000
Less: Reserve by Policy	-	-	164,219	147,699
Available for Use	696,000	122,895	246,781	38,301
Total Fund Balance	\$ 696,000	\$ 122,895	\$ 411,000	\$ 186,000

TOTAL REVENUES

decreased \$7,000 or 1.8% over FY2022 Revised

TOTAL EXPENDITURES

decreased \$67,000 or 10.1% over FY2022 Revised

CITY PARKS MEMORIAL FUND (243)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Miscellaneous	\$ 22,000	\$ 20,000	\$ 20,000	\$ 20,000
Total	\$ 22,000	\$ 20,000	\$ 20,000	\$ 20,000
EXPENDITURES				
Operating Expenses	\$ 12,000	\$ 35,000	\$ 35,000	\$ 38,000
Total	\$ 12,000	\$ 35,000	\$ 35,000	\$ 38,000
Revenue over/(under) Expenditure	10,000	(15,000)	(15,000)	(18,000)
Beginning Balance	89,000	83,569	99,000	84,000
Less: Reserve by Policy	-	-	-	-
Available for Use	99,000	68,569	84,000	66,000
Total Fund Balance	\$ 99,000	\$ 68,569	\$ 84,000	\$ 66,000

TOTAL REVENUES

No Change

TOTAL EXPENDITURES

increased \$3,000 or 8.6% over FY2022 Revised

FARMLAND REMEDIATION (245)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Interest	\$ 1,000	\$ 10,000	\$ 1,000	\$ 1,000
Total	\$ 1,000	\$ 10,000	\$ 1,000	\$ 1,000
EXPENDITURES				
Personal Services	\$ 33,000	\$ 103,000	\$ 103,000	\$ 151,000
Operating Expenses	55,000	1,073,000	943,000	1,073,000
Vehicles/Equipment	26,000	-	-	-
Allotted for CIP	-	66,000	66,000	-
Total	\$ 114,000	\$ 1,242,000	\$ 1,112,000	\$ 1,224,000
Revenue over/(under)				
Expenditure	(113,000)	(1,232,000)	(1,111,000)	(1,223,000)
Beginning Balance	2,447,000	1,306,899	2,334,000	1,223,000
Less: Reserve by Policy	-	-	-	-
Available for Use	2,334,000	74,899	1,223,000	-
Total Fund Balance	\$ 2,334,000	\$ 74,899	\$ 1,223,000	\$ -

TOTAL REVENUES No Change

TOTAL EXPENDITURES increased \$112,000 or 10.1% over FY2022 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 (246)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 19,000	\$ 8,000	\$ 15,000	\$ 11,000
Total	\$ 19,000	\$ 8,000	\$ 15,000	\$ 11,000
EXPENDITURES				
Operating Expenses	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
Total	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
Revenue over/(under) Expenditure	19,000	-	7,000	3,000
Beginning Balance	15,000	14,217	34,000	41,000
Less: Reserve by Policy	-	-	-	-
Available for Use	34,000	14,217	41,000	44,000
Total Fund Balance	\$ 34,000	\$ 14,217	\$ 41,000	\$ 44,000

TOTAL REVENUES No Change

TOTAL EXPENDITURES No Change

WEE FOLKS SCHOLARSHIP FUND (248)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Miscellaneous	1,000	5,000	1,000	35,000
Total	\$ 1,000	\$ 5,000	\$ 1,000	\$ 35,000
EXPENDITURES				
Operating Expenses	\$ 20,000	\$ 35,000	\$ 20,000	\$ 55,000
Total	\$ 20,000	\$ 35,000	\$ 20,000	\$ 55,000
Revenue over/(under) Expenditure	(19,000)	(30,000)	(19,000)	(20,000)
Beginning Balance	96,000	84,406	77,000	58,000
Less: Reserve by Policy Available for Use	-	-	-	-
	77,000	54,406	58,000	38,000
Total Fund Balance	\$ 77,000	\$ 54,406	\$ 58,000	\$ 38,000

TOTAL REVENUES

increased \$34,000 or 3,400.0% over FY2022 Revised

TOTAL EXPENDITURES

increased \$35,000 or 175.0% over FY2022 Revised

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Property	\$ 1,650,000	\$ 1,842,000	\$ 1,673,000	\$ 1,803,000
Sales Tax	656,000	679,000	848,000	733,000
Total	\$ 2,306,000	\$ 2,521,000	\$ 2,521,000	\$ 2,536,000
EXPENDITURES				
Operating Expenses	\$ 2,223,000	\$ 2,521,000	\$ 2,521,000	\$ 2,536,000
Total	\$ 2,223,000	\$ 2,521,000	\$ 2,521,000	\$ 2,536,000
Revenue over/(under) Expenditure	83,000	-	-	-
Beginning Balance	759,000	758,144	842,000	842,000
Less: Reserve by Policy Available for Use	-	-	-	-
	842,000	758,144	842,000	842,000
Total Fund Balance	\$ 842,000	\$ 758,144	\$ 842,000	\$ 842,000

TOTAL REVENUES

increased \$15,000 or 0.6% over FY2022 Revised

TOTAL EXPENDITURES

increased \$15,000 or 0.6% over FY2022 Revised

EQUIPMENT RESERVE FUND (401)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Fines and penalties	\$ 30,000	\$ 15,000	\$ 15,000	\$ 4,000
Interest	18,000	25,000	25,000	15,000
Miscellaneous	5,000	824,000	824,000	-
Transfer In	6,934,000	6,108,000	1,059,000	-
Total	\$ 6,987,000	\$ 6,972,000	\$ 1,923,000	\$ 19,000
EXPENDITURES				
Operating Expenses	\$ 324,000	\$ -	\$ -	\$ 4,000
Vehicles/Equipment	1,961,000	8,935,000	5,603,000	1,010,000
Total	\$ 2,285,000	\$ 8,935,000	\$ 5,603,000	\$ 1,014,000
Revenue over/(under) Expenditure	4,702,000	(1,963,000)	(3,680,000)	(995,000)
Beginning Balance	1,035,000	3,711,786	5,737,000	2,057,000
Less: Reserve by Policy	-	-	-	-
Available for Use	5,737,000	1,748,786	2,057,000	1,062,000
Total Fund Balance	\$ 5,737,000	\$ 1,748,786	\$ 2,057,000	\$ 1,062,000

TOTAL REVENUES

decreased \$1,904,000 or 99.0% over FY2022 Revised

TOTAL EXPENDITURES

decreased \$4,589,000 or 81.9% over FY2022 Revised

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Licenses and permits	\$ 123,000	\$ 249,000	\$ 249,000	\$ 262,000
Charges for services	707,000	715,000	785,000	811,000
Fines and penalties	614,000	575,000	725,000	830,000
Interest	3,000	10,000	1,000	1,000
Miscellaneous	115,000	106,000	106,000	116,000
Total	\$ 1,562,000	\$ 1,655,000	\$ 1,866,000	\$ 2,020,000
EXPENDITURES				
Personal Services	\$ 648,000	\$ 736,000	\$ 751,000	\$ 816,000
Internal Services	135,000	205,000	199,000	256,000
Operating Expenses	448,000	541,000	567,000	1,122,000
Debt Service	-	145,000	145,000	51,000
Transfers Out	200,000	-	-	-
Total	\$ 1,431,000	\$ 1,627,000	\$ 1,662,000	\$ 2,245,000
Revenue over/(under) Expenditure	131,000	28,000	204,000	(225,000)
Beginning Balance	263,000	62,001	394,000	598,000
Less: Reserve by Policy	235,233	260,320	273,205	369,041
Available for Use	158,767	(170,319)	324,795	3,959
Total Fund Balance	\$ 394,000	\$ 90,001	\$ 598,000	\$ 373,000

TOTAL REVENUES

increased \$154,000 or 8.3% over FY2022 Revised

TOTAL EXPENDITURES

increased \$583,000 or 35.1% over FY2022 Revised

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

STORM WATER FUND (504)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 5,529,000	\$ 5,536,000	\$ 5,536,000	\$ 5,957,000
Interest	28,000	50,000	25,000	25,000
Miscellaneous	20,000	-	-	-
Total	\$ 5,577,000	\$ 5,586,000	\$ 5,561,000	\$ 5,982,000
EXPENDITURES				
Personal Services	\$ 731,000	\$ 1,086,000	\$ 1,086,000	\$ 1,329,000
Internal Services	168,000	482,000	482,000	334,000
Operating Expenses	2,457,000	3,759,000	3,759,000	1,146,000
Debt Service	-	621,000	325,000	365,000
Vehicles/Equipment	-	98,000	98,000	308,000
Allotted for CIP	-	239,000	239,000	1,440,000
Transfers Out	716,000	737,000	301,000	357,000
Total	\$ 4,072,000	\$ 7,022,000	\$ 6,290,000	\$ 5,279,000
Revenue over/(under) Expenditure	1,505,000	(1,436,000)	(729,000)	703,000
Beginning Balance	4,996,000	7,740,533	6,501,000	5,772,000
Less: Reserve by Policy	669,370	1,005,600	1,033,973	867,781
Available for Use	5,831,630	5,298,933	4,738,027	5,607,219
Total Fund Balance	\$ 6,501,000	\$ 6,304,533	\$ 5,772,000	\$ 6,475,000

TOTAL REVENUES

increased \$421,000 or 7.6% over FY2022 Revised

TOTAL EXPENDITURES

decreased \$1,011,000 or 16.1% over FY2022 Revised

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

UTILITIES NON-BONDED CONSTRUCTION FUND (506)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Interest	\$ 31,000	\$ 90,000	\$ 90,000	\$ 25,000
Transfer In	-	7,550,000	7,550,000	-
Total	\$ 31,000	\$ 7,640,000	\$ 7,640,000	\$ 25,000
EXPENDITURES				
Operating Expenses	\$ 1,217,000	\$ 10,000	\$ 10,000	\$ 10,000
Allotted for CIP	-	10,481,000	10,481,000	1,050,000
Total	\$ 1,217,000	\$ 10,491,000	\$ 10,491,000	\$ 1,060,000
Revenue over/(under)				
Expenditure	(1,186,000)	(2,851,000)	(2,851,000)	(1,035,000)
Beginning Balance	7,572,000	5,913,941	6,386,000	3,535,000
Less: Reserve for accruals	-	-	-	-
Available for Use	6,386,000	3,062,941	3,535,000	2,500,000
Total Fund Balance	\$ 6,386,000	\$ 3,062,941	\$ 3,535,000	\$ 2,500,000

TOTAL REVENUES

decreased \$7,615,000 or 99.7% over FY2022 Revised

TOTAL EXPENDITURES

decreased \$9,431,000 or 89.9% over FY2022 Revised

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

RISK MANAGEMENT FUND (604)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Charges for services	\$ 2,872,000	\$ 2,907,000	\$ 2,907,000	\$ 3,147,000
Interest	9,000	25,000	5,000	5,000
Total	\$ 2,881,000	\$ 2,932,000	\$ 2,912,000	\$ 3,152,000
EXPENDITURES				
Personal Services	\$ 117,000	\$ 100,000	\$ 100,000	\$ 112,000
Operating Expenses	2,494,000	2,800,000	2,800,000	2,385,000
Total	\$ 2,611,000	\$ 2,900,000	\$ 2,900,000	\$ 2,497,000
Revenue over/(under) Expenditure	270,000	32,000	12,000	655,000
Beginning Balance	1,289,000	1,309,306	1,559,000	1,571,000
Less: Reserve for accruals	-	-	-	-
Available for Use	1,559,000	1,341,306	1,571,000	2,226,000
Total Fund Balance	\$ 1,559,000	\$ 1,341,306	\$ 1,571,000	\$ 2,226,000

TOTAL REVENUES

increased \$240,000 or 8.2% over FY2022 Revised

TOTAL EXPENDITURES

decreased \$403,000 or 13.9% over FY2022 Revised

Risk Management activities were consolidated into Fund 524 in 2021.

FAIR HOUSING GRANT (803)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 25,000	\$ -	\$ -	\$ 22,000
Interest	-	2,000	2,000	-
Total	\$ 25,000	\$ 2,000	\$ 2,000	\$ 22,000
EXPENDITURES				
Personal Services	\$ 13,000	\$ 13,000	\$ 13,000	\$ 8,000
Operating Expenses	7,000	9,000	9,000	9,000
Total	\$ 20,000	\$ 22,000	\$ 22,000	\$ 17,000
Revenue over/(under)				
Expenditure	5,000	(20,000)	(20,000)	5,000
Beginning Balance	213,000	191,425	218,000	198,000
Less: Reserve for accruals	-	-	-	-
Available for Use	-	171,425	198,000	203,000
Total Fund Balance	\$ 218,000	\$ 171,425	\$ 198,000	\$ 203,000

TOTAL REVENUES

increased \$20,000 or 1000.0% over FY2022 Revised

TOTAL EXPENDITURES

decreased \$5,000 or 22.7% over FY2022 Revised

COMMUNITY DEVELOPMENT FUND (804)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 344,000	\$ 790,000	\$ 790,000	\$ 765,000
Charges for services	-	250,000	250,000	250,000
Miscellaneous	118,000	50,000	50,000	100,000
Total	\$ 462,000	\$ 1,090,000	\$ 1,090,000	\$ 1,115,000
EXPENDITURES				
Personal Services	\$ 125,000	\$ 224,000	\$ 224,000	\$ 241,000
Operating Expenses	263,000	842,000	593,000	874,000
Vehicles/Equipment	25,000	-	-	-
Total	\$ 413,000	\$ 1,066,000	\$ 817,000	\$ 1,115,000
Revenue over/(under) Expenditure	49,000	24,000	273,000	-
Beginning Balance	29,000	32,513	78,000	351,000
Less: Reserve for accruals	-	-	-	-
Available for Use	-	56,513	351,000	351,000
Total Fund Balance	\$ 78,000	\$ 56,513	\$ 351,000	\$ 351,000

TOTAL REVENUES

increased \$25,000 or 2.3% over FY2022 Revised

TOTAL EXPENDITURES

increased \$298,000 or 36.5% over FY2022 Revised

HOME PROGRAM FUND (805)

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.

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 472,000	\$ 468,000	\$ 468,000	\$ 524,000
Total	\$ 472,000	\$ 468,000	\$ 468,000	\$ 524,000
EXPENDITURES				
Personal Services	\$ 39,000	\$ 40,000	\$ 40,000	\$ 89,000
Operating Expenses	433,000	424,000	424,000	434,000
Total	\$ 472,000	\$ 464,000	\$ 464,000	\$ 523,000
Revenue over/(under) Expenditure	-	4,000	4,000	1,000
Beginning Balance	-	(136,411)	-	4,000
Less: Reserve for accruals	-	-	-	-
Available for Use	-	(132,411)	4,000	5,000
Total Fund Balance	\$ -	\$ (132,411)	\$ 4,000	\$ 5,000

TOTAL REVENUES

increased \$56,000 or 12.0% over FY2022 Revised

TOTAL EXPENDITURES

increased \$59,000 or 12.7% over FY2022 Revised

TRANSPORTATION PLANNING FUND (806)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 243,000	\$ 270,000	\$ 270,000	\$ 470,000
Miscellaneous	1,000	-	-	-
Transfer In	19,000	-	-	-
Total	\$ 263,000	\$ 270,000	\$ 270,000	\$ 470,000
EXPENDITURES				
Personal Services	\$ 183,000	\$ 210,000	\$ 210,000	\$ 278,000
Operating Expenses	58,000	44,000	44,000	188,000
Total	\$ 241,000	\$ 254,000	\$ 254,000	\$ 466,000
Revenue over/(under) Expenditure	22,000	16,000	16,000	4,000
Beginning Balance	(21,000)	(8,097)	1,000	17,000
Less: Reserve for accruals	-	-	-	-
Available for Use	-	7,903	17,000	21,000
Total Fund Balance	\$ 1,000	\$ 7,903	\$ 17,000	\$ 21,000

TOTAL REVENUES

increased \$200,000 or 74.1% over FY2022 Revised

TOTAL EXPENDITURES

increased \$212,000 or 83.5% over FY2022 Revised

STATE GRANT FUND (851)

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

	2021 AUDITED	2022 ADOPTED BUDGET	2022 REVISED BUDGET	2023 ADOPTED BUDGET
REVENUES				
Intergovernmental	\$ 2,136,000	\$ 1,474,000	\$ 1,474,000	\$ 3,270,000
Total	\$ 2,136,000	\$ 1,474,000	\$ 1,474,000	\$ 3,270,000
EXPENDITURES				
Personal Services	\$ -	\$ 186,000	\$ 186,000	\$ 182,000
Operating Expenses	1,338,000	788,000	788,000	1,588,000
Allotted for CIP	-	500,000	500,000	1,500,000
Total	\$ 1,338,000	\$ 1,474,000	\$ 1,474,000	\$ 3,270,000
Revenue over/(under) Expenditure	798,000	-	-	-
Beginning Balance	-	-	798,000	798,000
Less: Reserve for accruals	-	-	-	-
Available for Use	-	-	798,000	798,000
Total Fund Balance	\$ 798,000	\$ -	\$ 798,000	\$ 798,000

TOTAL REVENUES	increased \$1,796,000 or 121.9% over FY2022 Revised
TOTAL EXPENDITURES	increased \$1,796,000 or 121.9% over FY2022 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 11 major funds (appropriation greater than \$10 million):

GENERAL FUND (101) No significant change in fund balance.

TRANSPORTATION FUND (203) Anticipated to decrease by 41.03% due to the planned drawdown for the multi-modal facility project.

BOND & INTEREST FUND (301) No significant change in fund balance

CAPITAL PROJECTS FUND (402) Anticipated to decrease by 19.97% due to the planned drawdown of bond funds in accordance with our Capital Improvement Plan

WATER AND WASTEWATER FUND (501) Anticipated to increase 16.04% due to Planned increases in rates to coincide with our long term rate model to maintain cash balances.

SOLID WASTE FUND (502) No significant change in fund balance.

UTILITIES BONDED CONSTRUCTION FUND (505) Anticipated to decrease by 31.20% due to the planned drawdown of bond funds in accordance with our Capital Improvement Plan

ADMINISTRATIVE CHARGE FUND (601) No significant change in fund balance.

HEALTHCARE FUND (602) No significant change in fund balance.

FEDERAL GRANT FUND (801) Anticipated to decrease by 67.86%. Grant Funds are never guaranteed nor used for continuing operations.

AMERICAN RECOVERY PLAN FUND (802) Anticipated to have no significant fund Balance by the end of 2023. This fund maintains an equivalent balance of revenue and expenses.

SIGNIFICANT CHANGES IN FUND BALANCE

MAJOR FUNDS

The City has the 29 following non-major funds:

Airport Improvement Fund	Risk Management
Capital Sales Tax Fund	City Parks Memorial Fund
Equipment Reserve Fund	Farmland Remediation Fund
Guest Tax Fund	Cemetery Perpetual Care Fund
Library Fund	Housing Trust Fund
Special Alcohol Fund	Wee Folks Scholarships
Special Gas Tax Fund	Fair Housing Grant
Special Recreation Fund	Community Development Grant
Free State TDD	Home Program Fund
Oread TDD	Transportation Planning Grant
9 NH South-TDD	Law Enforcement Trust Fund
9 NH North-TDD/TIF	Storm Water Fund
901 NH 720 LLC TIF	Public Parking System Fund
NRA Funds	State Grants
Utilities Cash Construction	

All Non-Major Funds: In aggregate, there was a 17.44% decrease in fund balance for 2023. This is primarily attributed to four non-major funds: Capital Sales Tax, Equipment Reserve Fund, Farmland Remediation Fund and Special Highway 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

EXPENDITURE BY DEPARTMENT ALL FUNDS

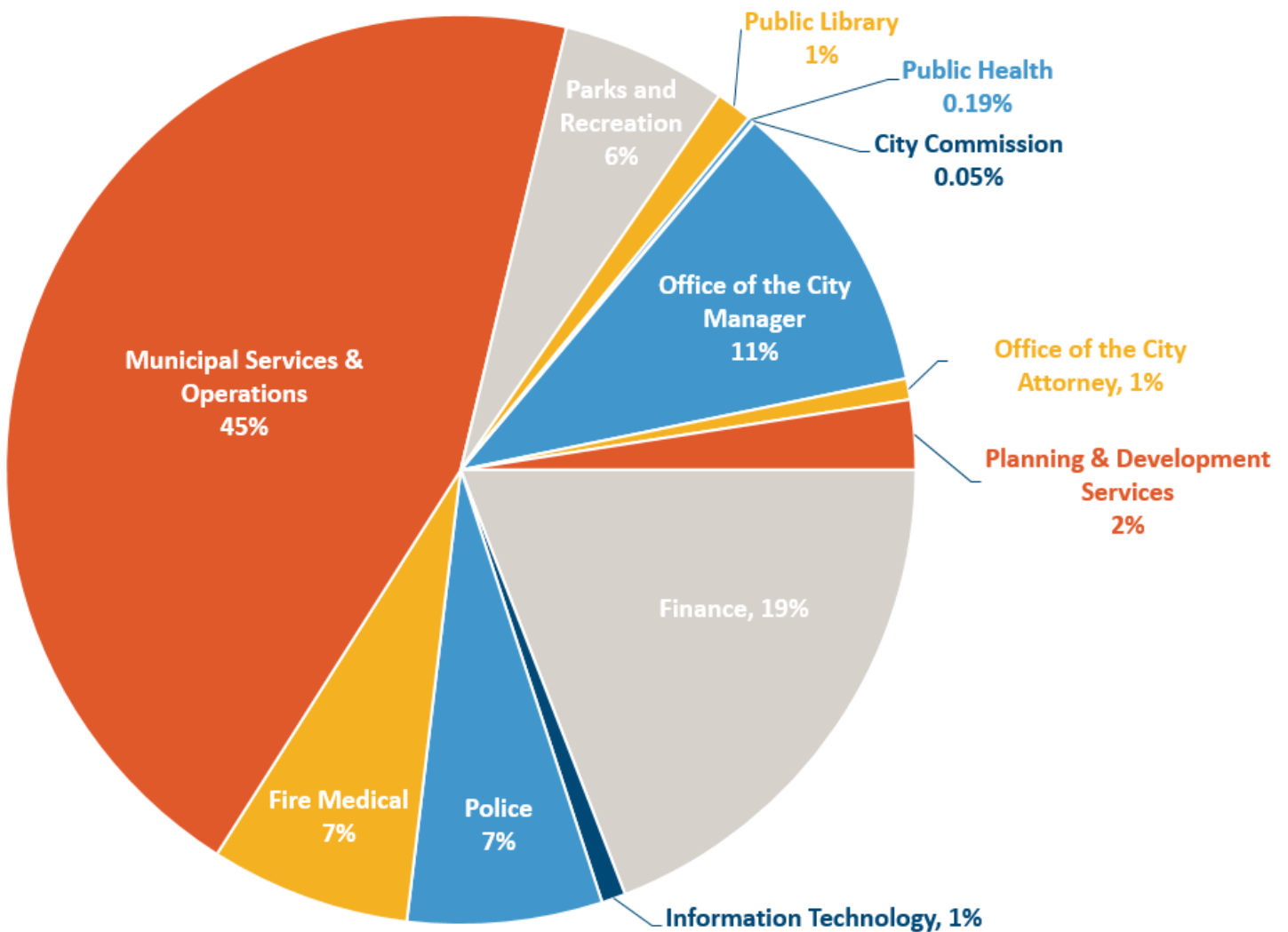
Department	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget
City Commission	194,000	200,000	227,000	236,000
Office of the City Manager	37,626,000	56,783,000	43,763,000	46,669,000
Planning & Development Services	6,434,000	10,740,000	10,484,000	10,869,000
Finance	23,385,000	71,955,000	64,298,000	84,068,000
Information Technology	3,832,000	3,335,000	3,352,000	3,756,000
Office of the City Attorney	2,877,000	2,867,000	2,857,000	3,281,000
Police	57,692,000	30,600,000	27,881,000	30,445,000
Fire Medical	26,980,000	30,770,000	29,964,000	31,253,000
Municipal Services & Operations	108,281,000	185,424,000	204,351,000	196,704,000
Parks and Recreation	14,047,000	20,073,000	20,317,000	25,850,000
Public Library	4,978,000	5,023,000	5,023,000	5,725,000
Public Health	2,923,000	1,180,000	1,180,000	827,000
Total	289,249,000	418,950,000	408,674,000	439,683,000

Key priorities for the City in FY2023 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 53-54).

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 51-64).

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 51-66).

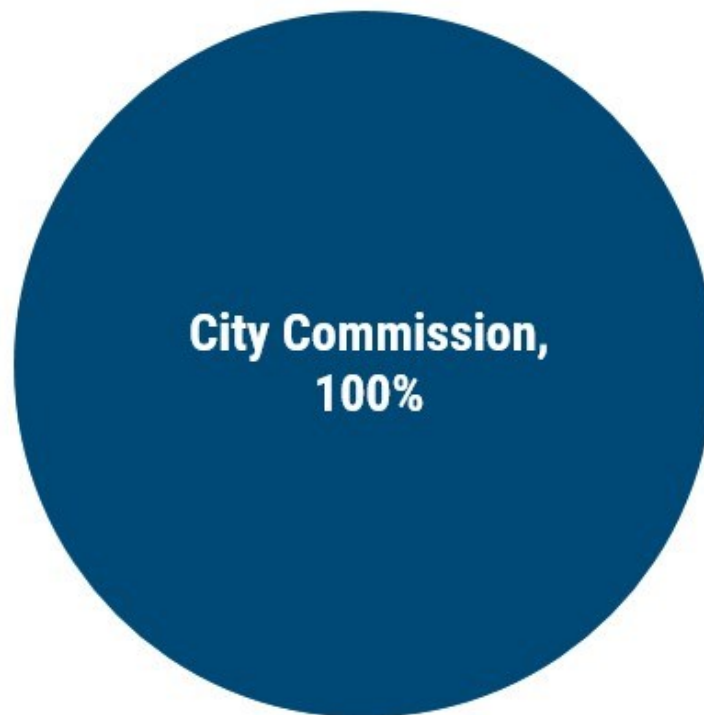
EXPENDITURE BY DEPARTMENT ALL FUNDS



CITY COMMISSION

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.



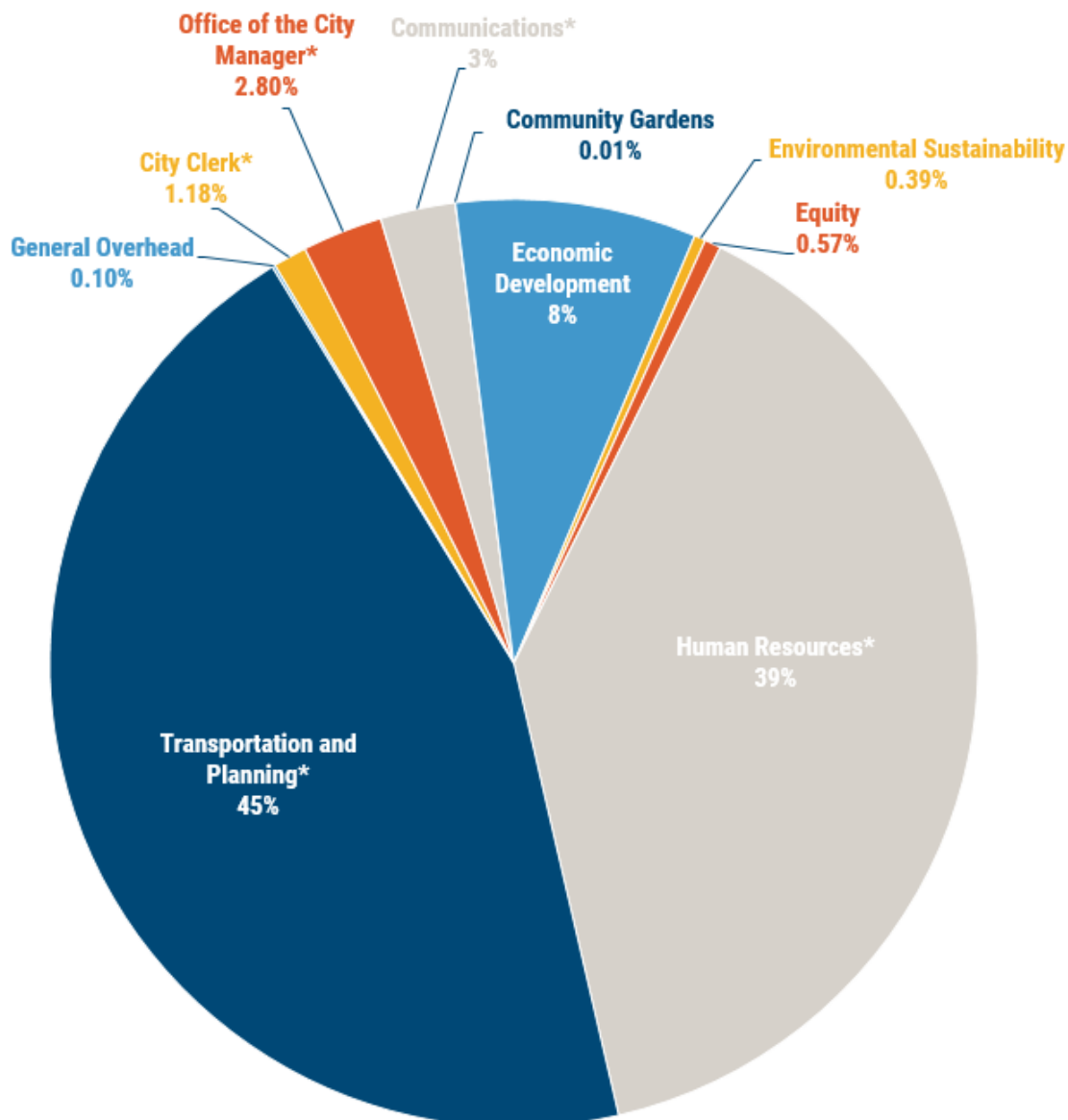
Departments	2023 Adopted Budget	% of City Budget	PBB Score
City Commission	\$236,000	0%	43.4

DEPARTMENT BUDGET BY FUNDS

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
Administrative Services Fund	194,000	200,000	227,000	236,000	9,000
Total	194,000	200,000	227,000	236,000	9,000

OFFICE OF THE CITY MANAGER

The Office of the City Manager is responsible for the oversight of departmental operations, personnel functions, preparation of the recommended annual budget, and communication with citizens, employees, and the media.



*The Office of the City Manager includes several smaller departments reflected on the graph above. The table on page 120 breaks down all the programs within these departments.

OFFICE OF THE CITY MANAGER

DEPARTMENT BUDGET BY PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
Communications—Arts & Culture	150,000		
Community Garden	5,000		
General Overhead	45,000		
Human Resources—Risk Management	2,497,000		
T&P—Transit Operations	19,586,000		
T&P—School Crossing Guards	111,000		28.1
City Clerk—Records Retention	182,000		36.8
Human Resources—Employee Relations	366,000		43.4
Equity	267,000		47.4
Human Resources—Hiring/Onboarding	319,000		47.4
Human Resources—Succession Planning	96,000		47.4
City Clerk—Permits and Licenses	133,000		48.4
T&P—Parking Enforcement	1,267,000		48.4
Human Resources—Prof Dev. And Training	302,000		51.3
Environmental Sustainability	183,000		51.6
Economic Development	3,912,000		53.1
Communications—Outreach	1,068,000		59.2
Office of the City Manager—City Commission Support	654,000		59.2
City Clerk—Commission Support	235,000		63.2
Office of the City Manager—Strategic Plan Support	654,000		65.6
Human Resources—EE Comp and Benefits	14,637,000		68.4
Office of the City Manager	\$46,669,000	11%	

OFFICE OF THE CITY MANAGER

PRIOR YEAR KEY ACTIVITIES

Administration of the ETC Community Satisfaction survey, which provides data that informs progress indicators in the Strategic Plan.

We completed our City of Lawrence Brand Refresh in 2022. The Brand Refresh takes a holistic look at how the City represents ourselves to our community, which goes beyond just a visual identity (logo) and focuses more on reputation and the tools we use to build and maintain our reputation. At the conclusion of 2022, we were presented with a plan for implementing the newly refreshed City of Lawrence brand, which will begin in 2023.

The City of Lawrence is committed to listening, sharing, and engaging with our community to drive action and build trust in City government. In service of the commitment, the City of Lawrence hired its first Engagement Manager in August 2022. Since coming on board, the Engagement Manager has created a Community Engagement Guide that outlines a more streamlined method of engagement so that the community can access relevant and timely information and, when appropriate, provide information, insights, and feedback. The Community Engagement Guide will be implemented across the City in late 2022 and early 2023.

DEPARTMENT BUDGET BY FUND

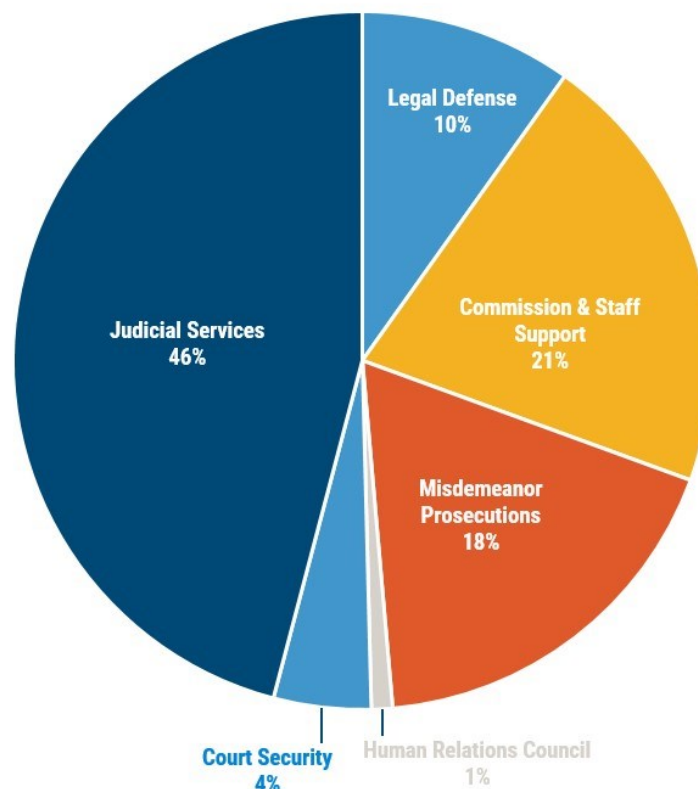
Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	954,000	1,155,000	1,086,000	1,492,000	406,000
Transportation Fund	6,463,000	13,959,000	5,009,000	11,254,000	6,245,000
Guest Tax	1,438,000	0	0	0	0
Economic Development Funds	2,223,000	2,521,000	2,521,000	2,536,000	15,000
Vehicle & Equipment Replacement Fund	45,000	3,516,000	891,000	0	(891,000)
Public Parking Fund	844,000	1,071,000	1,106,000	1,267,000	161,000
Administrative Services Fund	5,327,000	5,065,000	4,707,000	4,954,000	247,000
Healthcare Fund	13,200,000	14,391,000	13,979,000	14,227,000	248,000
Risk Management Fund	2,611,000	2,900,000	2,900,000	2,497,000	(403,000)
Federal Grant Fund	3,475,000	10,276,000	10,276,000	6,521,000	(3,755,000)
State Grant Fund	1,046,000	1,288,000	1,288,000	2,006,000	718,000
Total	37,626,000	56,142,000	43,763,000	46,774,000	2,991,000

OFFICE OF THE CITY ATTORNEY

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

The 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.



DEPARTMENT BUDGET BY PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
Misdemeanor Prosecutions	592,000		
Human Relations Council	32,000		
Court Security	148,000		23.4
Legal Defense	323,000		43.4
Judicial Services	1,506,000		48.4
Commission & Staff Support	680,000		59.2
Office of the City Attorney	\$3,281,000	1%	

OFFICE OF THE CITY ATTORNEY

PRIOR YEAR KEY ACTIVITIES

The Human Relations Division distributed a selection of children's books celebrating diversity and inclusion and included information about our local law prohibiting discrimination.

The City Attorney's Office filed an action in state court resulting in the closure of a local business that posed serious public health, safety, and welfare problems for our community.

The City Attorney's Office helped create the Downtown Sidewalk and Parklet Hospitality program the purpose of which is to create a vibrant and visually attractive streetscape and to promote and stimulate commerce.

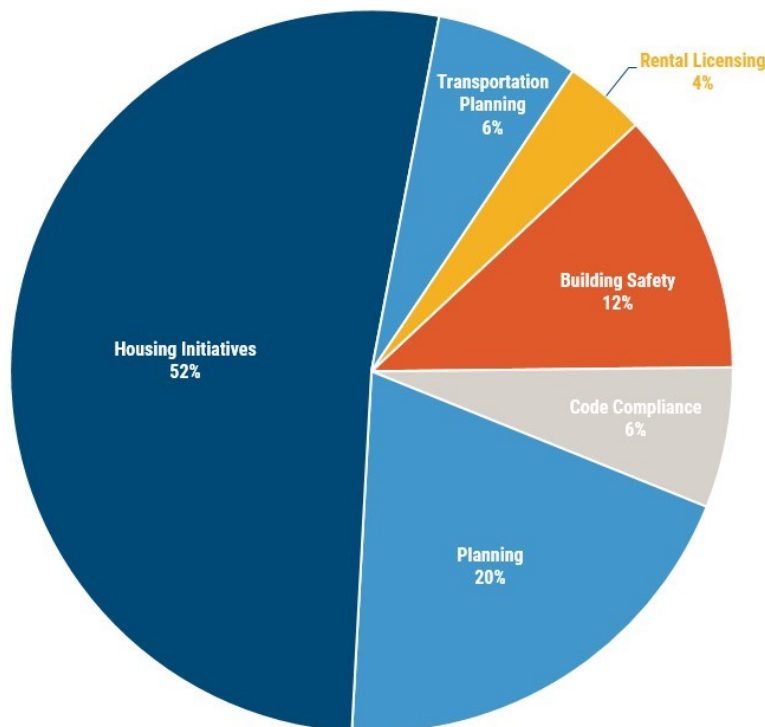
The Municipal Court and City Prosecutor's office staff provided the City Commission with a comprehensive overview of the court process and efforts to improve customer service and to connect persons with community resources.

DEPARTMENT BUDGET BY FUND

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	1,070,000	1,257,000	1,254,000	2,092,000	838,000
Equipment Reserve		7,000		4,000	4,000
Public Parking Fund	104,000	138,000	138,000	165,000	27,000
Administrative Services	1,683,000	1,443,000	1,443,000	1,003,000	(440,000)
Fair Housing Grant	20,000	22,000	22,000	17,000	(5,000)
Total	2,877,000	2,867,000	2,857,000	3,281,000	424,000

PLANNING AND DEVELOPMENT SERVICES

The Planning & Development Services department is responsible for implementing the community's comprehensive plan and processing city and county planning applications, code enforcement cases, building permits, contractor licenses, rental licenses and various inquiries related to development in the community.



DEPARTMENT BUDGET BY PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
Housing Initiatives	5,667,000		43.8
Rental Licensing	397,000		43.8
Building Safety	1,279,000		53.1
Code Compliance	683,000		53.1
Transportation Planning	695,000		62.6
Planning	2,148,000		67.2
Planning and Development Services	\$10,869,000	2%	

PLANNING AND DEVELOPMENT SERVICES

PRIOR YEAR KEY ACTIVITIES

The Codes Division rolled out a Remote Virtual Inspection Program during the COVID-19 Pandemic to safely conduct inspections of primarily residential units in association with a building permit. From January to October 2022, staff completed 764 Remote Virtual Inspections for building permits and plans to continue this program indefinitely for the convenience of all parties.

The Transportation Planning Division led the development of a Lawrence Pedestrian Plan that prioritized sidewalk gap infill along the Pedestrian Priority network and developed demographic analyses to support investment that weights priorities to transportation disadvantaged populations.

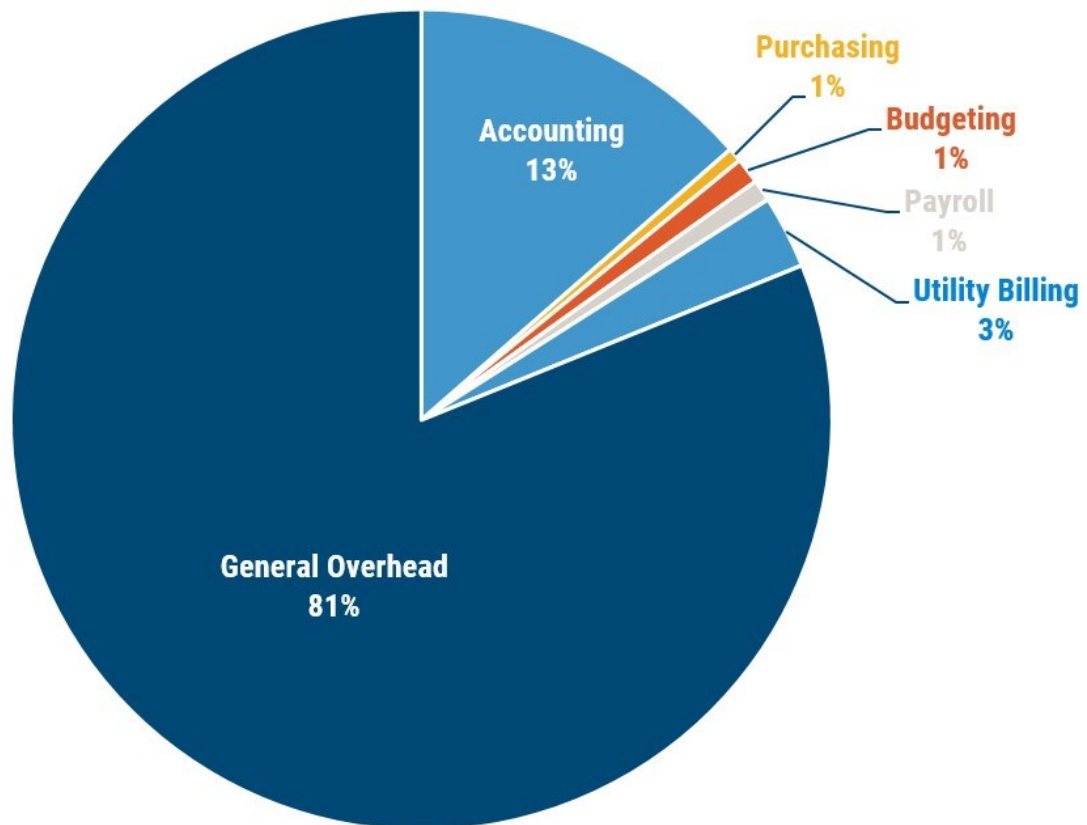
The Planning & Development Services Department began the process of updating the Lawrence Land Development Code, including establishing a 14-member steering committee, hosting 14 public meetings to gather initial feedback, and launching a project webpage with an initial impressions survey. This project will continue into 2023 and will have additional community engagement opportunities throughout the project timeline. The department also held community engagement opportunities for two area plans: The East Lawrence Neighborhood Plan and the Revised Western Development Plan.

DEPARTMENT BUDGET BY FUND

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	3,233,000	6,042,000	6,042,000	5,869,000	(173,000)
Housing Trust Fund	383,000	1,661,000	1,661,000	1,661,000	
Special Alcohol Fund		800,000	800,000	843,000	43,000
Equipment Reserve		7,000			
Federal Grants	1,692,000	260,000	260,000	128,000	(132,000)
CDBG	413,000	1,066,000	817,000	1,115,000	298,000
Home Grant	472,000	464,000	464,000	523,000	59,000
Transportation Planning	241,000	254,000	254,000	466,000	212,000
State Grants		186,000	186,000	264,000	78,000
Total	6,434,000	10,740,000	10,484,000	10,869,000	385,000

FINANCE

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



DEPARTMENT BUDGET BY PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
General Overhead	68,207,000		
Accounting	11,389,000		35.5
Purchasing	469,000		35.5
Payroll	717,000		43.4
Budgeting	860,000		47.4
Utility Billing	2,416,000		56.6
Finance	\$84,058,000	19%	

FINANCE

PRIOR YEAR KEY ACTIVITIES

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 2021 reporting period. This is the third year the City has earned the triple crown.

The department spent the majority of 2022 working diligently to implement a new financial management system. This has been a remarkable effort and every department in the City has helped move this project forward. The City is planning on going live in the new system on January 1, 2023.

The 2021 audit was completed with no findings of significant internal control deficiency; or other compliance related matters; and no audit adjustments recorded by the auditors.

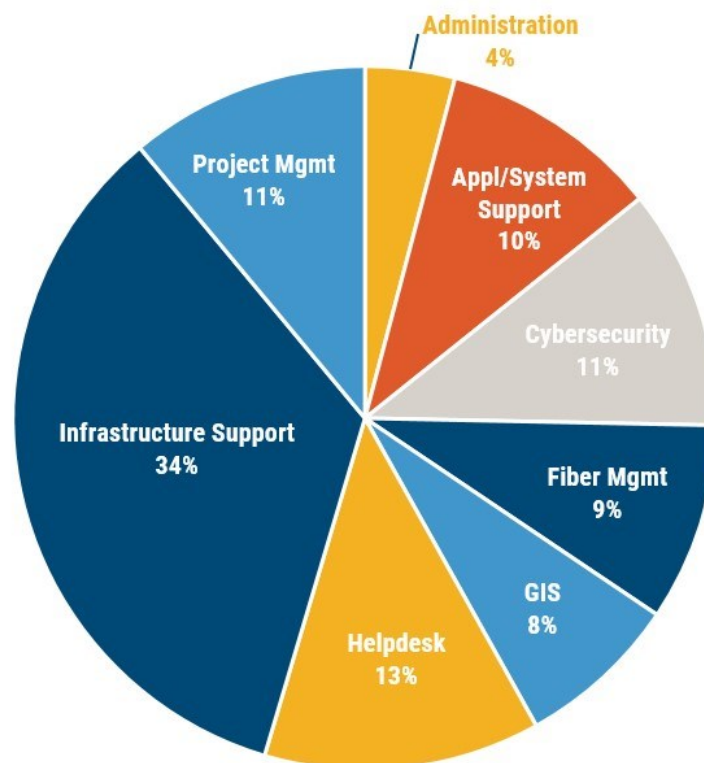
The City Commission approved a new purchasing policy in May 2022 that reflects the centralization of City procurement. Purchasing procedures were updated to be alignment with the new policy and electronic bidding was implemented. The centralized purchasing function has more than doubled the activity of formal solicitations conducted by departments when purchasing as decentralized, and the city is seeing significant savings as a result.

DEPARTMENT BUDGET BY FUND

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	9,330,000	6,513,000	6,513,000	2,866,000	(3,647,000)
Capital Sales Tax	2,109,000	14,000	14,000	14,000	
Debt Services	10,026,000	36,847,000	36,847,000	65,327,000	28,480,000
Equipment Reserve	61,000	2,501,000	2,500,000		(2,500,000)
Capital Projects Fund		1,870,000	1,870,000		(1,870,000)
Administrative Services	1,820,000	4,909,000	5,270,000	5,806,000	536,000
Federal Grants	39,000				
ARPA Grant		19,301,000	6,261,000	10,045,000	3,784,000
Total	23,385,000	71,955,000	59,275,000	84,058,000	24,783,000

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.



DEPARTMENT BUDGET BY PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
Administration	155,000		43.4
Appl/System Support	381,000		47.4
Fiber Mgmt	342,000		47.4
Infrastructure Support	1,290,000		47.4
Cybersecurity	415,000		51.3
Helpdesk	477,000		51.3
Project Mgmt	415,000		51.3
GIS	281,000		55.3
Information Technology	\$3,756,000	1%	

INFORMATION TECHNOLOGY

PRIOR YEAR KEY ACTIVITIES

The IT department implemented first-ever, citywide Service Level Agreements (SLAs) on all technology incidents and requests. First year KPI target was 88% we are exceeding target at 94.7%

Established an IT Project/Program Management Office (PMO); Defining standards for project management and ensuring city-wide IT projects align with the city's strategic plan, ensures increased project transparency; better project maturity, quality and accountability; accurate and aligned budget and resourcing allocation; and increased project success.

Established Citywide IT Governance Process with citywide buy-in and participation, lowering overall risk, and have realized a \$60K savings on technology just in the first 5 months.

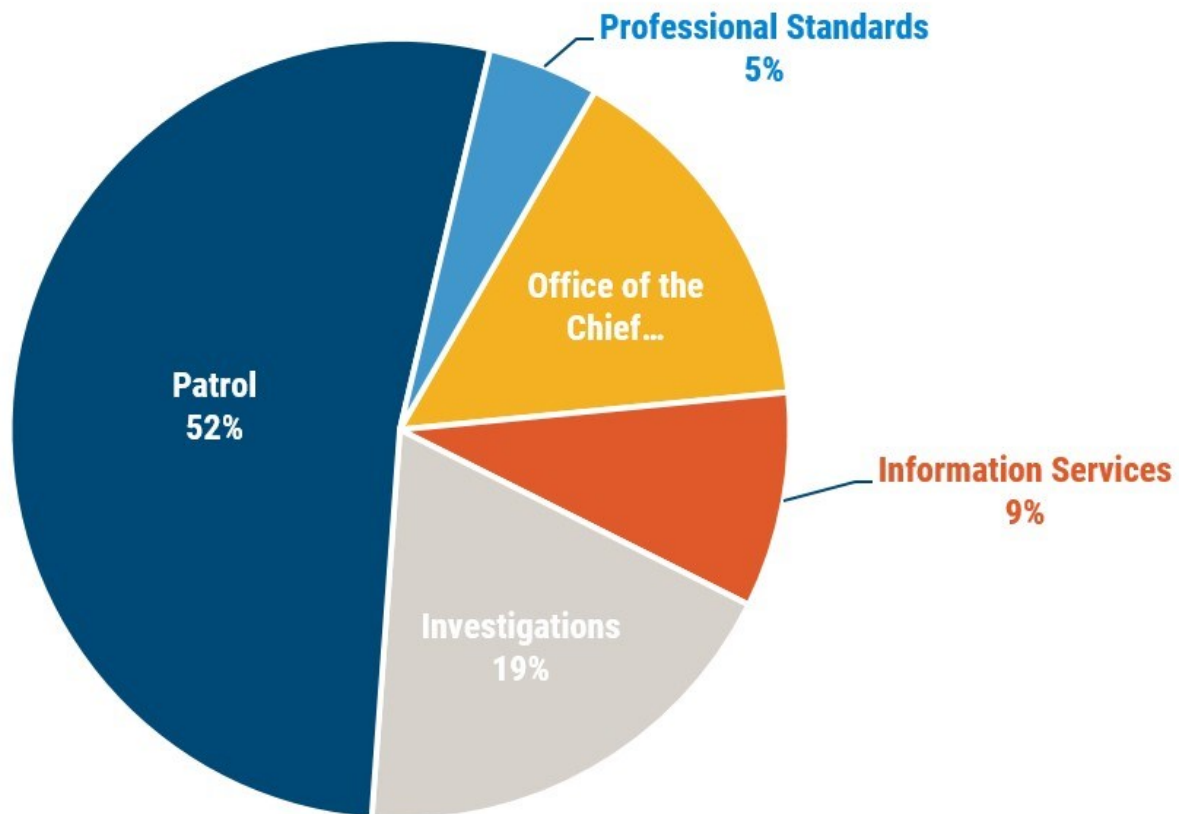
Implemented first ever Virtual Desktop Infrastructure (VDI) for improved staff productivity and efficiency. Lowering the cost of device hardware at the endpoint and improving customer satisfaction

DEPARTMENT BUDGET BY FUND

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
Equipment Reserve	218,000	328,000	328,000		(328,000)
Administrative Services Fund	3,614,000	3,007,000	3,024,000	3,756,000	732,000
Total	3,832,000	3,335,000	3,352,000	3,756,000	404,000

POLICE

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 PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
Information Services	2,717,000		
Professional Standards	1,403,000		29.7
Office of the Chief	4,609,000		32.8
Investigations	5,711,000		42.2
Patrol	16,005,000		57.8
Police	\$30,445,000	7%	

POLICE

PRIOR YEAR KEY ACTIVITIES

The Department continued to strengthen the Special Victim's Unit with the hiring of two Civilian Investigators. Two additional Civilian Investigators were also added in the Investigations Division to support the work of Detectives and several Community Service Technicians were added to support the work of the Patrol Division. These positions were previously unfilled sworn Police Officer positions in which we continue to see fewer qualified people applying. This lack of sworn Officer applicants continues to stress Patrol resources and increases overtime costs to meet shift safety minimums and community needs.

The Department hired an accreditation manager and began the multi-year process through the Commission on Accreditation for Law Enforcement Agencies.

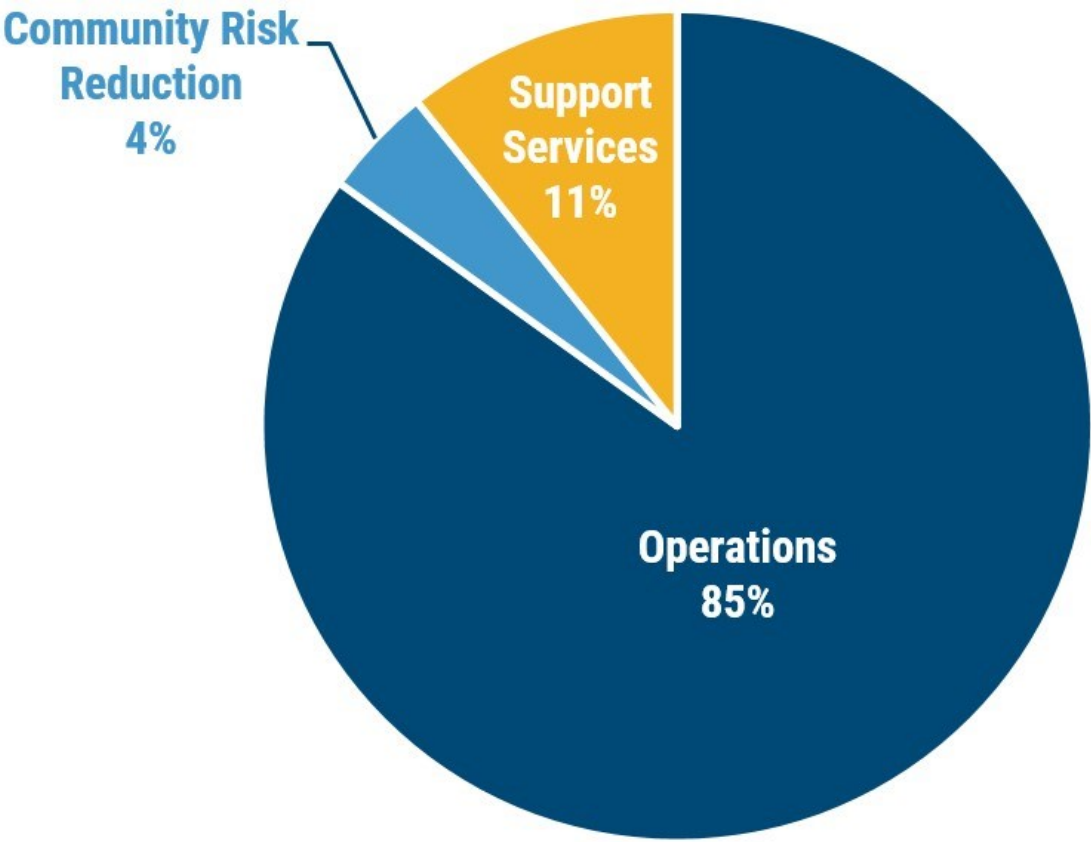
Additional sworn Officers were added to the Department's School Resource Officer program. Those officers were placed at Lawrence School district Middle Schools to provide students, staff, and parents with additional access to those resources.

DEPARTMENT BUDGET BY FUND

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	27,392,000	29,614,000	26,895,000	29,785,000	2,890,000
Law Enforcement Trust	17,000	51,000	51,000	40,000	(11,000)
Equipment Reserve	188,000	880,000	880,000	400,000	(480,000)
Capital Projects Fund	30,035,000				
Health and Wellness Fund				85,000	85,000
Federal Grant Fund	60,000	55,000	55,000	135,000	80,000
Total	57,692,000	30,600,000	27,881,000	30,445,000	2,564,000

FIRE MEDICAL

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



PRIOR YEAR KEY PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
Support Services	3,360,000		
Operations	26,543,000		62.5
Community Risk Reduction	1,350,000		67.2
Fire Medical	\$31,253,000	7%	

FIRE MEDICAL

PRIOR YEAR KEY ACTIVITIES

The department completed a community risk assessment standards of cover document which describes the coverage area and history of the department, along with description of the current levels of service for delivery programs (fire suppression, emergency medical services, hazardous materials, and technical rescue) within the department. Through this document, the department was able to identify areas in the community in which these programs were not meeting service level goals and expectations. The department will work towards improving and re-allocating resources to better serve the citizens of the City of Lawrence and Douglas County.

In early 2022 the department upgraded seventeen (17) ZOLL X-Series cardiac monitors to X-Series Advanced and replaced three (3) monitors that were not able to be upgraded. These upgrades and purchases enhance the ability for the county first responders to obtain critical and valuable vital signs such as tidal volume delivery when delivering rescue ventilations. In addition, a Traumatic Brain Injury (TBI) dashboard offers insight to patients where early treatment is critical for TBI patients. Trending information on the parameters most critical to a TBI patient, enabling clinicians to quickly detect potential patient deterioration.

The department conducted two recruit classes to maintain staffing levels. The twelve (12) week recruit classes are coordinated and led by department subject matter experts. Seventeen (17) members were on boarded to the department.

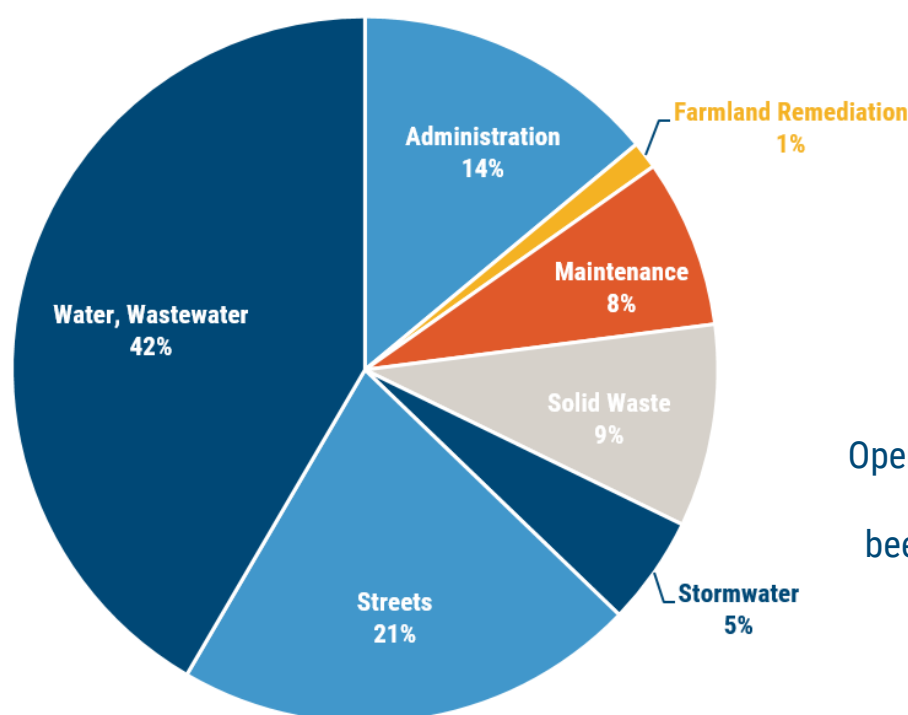
DEPARTMENT BUDGET BY FUND

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	22,572,000	27,266,000	27,152,000	30,158,000	3,006,000
Capital Sales Tax		1,066,000	1,046,000	1,040,000	(6,000)
Equipment Reserve	1,371,000	958,000	266,000	55,000	(211,000)
Capital Projects Fund		1,500,000	1,500,000		(1,500,000)
Federal Grants	37,000				
ARPA Grant	3,000,000				
Total	26,980,000	30,790,000	29,964,000	31,253,000	1,289,000

MUNICIPAL SERVICES & OPERATIONS

Municipal Services and Operations is the recently combined function of the former Public Works Department and Utilities Department.

MSO provides community services in infrastructure, maintenance, engineering, water, wastewater, solid waste, stormwater management, and fleet management.



*The Municipal Services & Operations department has a large number of programs that have been grouped into larger sections in the graph shown. Page 135 breaks down all the programs within MSO.

PRIOR YEAR KEY ACTIVITIES

MSO wrapped up a three-year effort toward national accreditation through the American Public Works Association. The department demonstrated compliance with over 400 best management practices and expects to join the elite ranks of accredited agencies in 2023.

MSO improved 5 alleys by performing alley pavement rehabilitation through contracted construction services. The alley pavement improvements have increased safety for pedestrians, residents, area business employees, and solid waste collections staff that utilize the alleys daily.

The MSO Department completed a project to improve the safety and mobility of all users at the intersection of West 9th Street and Iowa Street. This project was a full replacement of the traffic signal, including accessible sidewalk ramps, pedestrian push buttons and better aligned crossing paths. In addition to the work at the intersection, the sidewalk gap West of Iowa was completed on both sides of 9th street to Centennial Park.

DEPARTMENT BUDGETS



MUNICIPAL SERVICES & OPERATIONS

DEPARTMENT BUDGET BY PROGRAMS

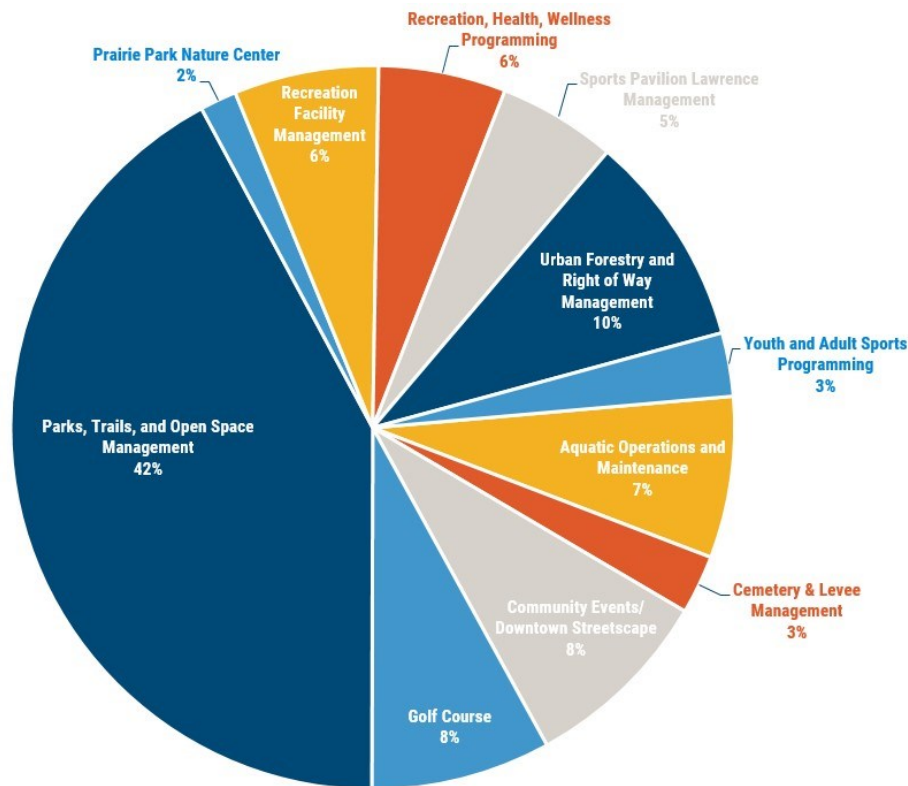
Departments	2023 Adopted Budget	% of City Budget	PBB Score
Administration	25,311,000		
Airport	5,622,000		
Farmland Remediation	2,474,000		23.4
MSO—HHW, Compost & Waste Reduction	437,000		29.7
Technology & Assets	2,174,000		42.2
Levee Maintenance	345,000		51.6
Street Maintenance	32,999,000		51.6
Project Management	3,434,000		56.25
Project Inspections	1,338,000		56.25
Traffic Maintenance	3,595,000		56.3
Stormwater Operations & Quality	9,804,000		57.8
Facilities Maintenance	3,655,000		59.2
Regulatory Oversight	1,707,000		62.5
ADA Compliance	391,000		64.5
Fleet Maintenance	5,533,000		64.5
Solid Waste Operations	17,817,000		71.9
Water Meters	6,486,000		76.6
Water Treatment	11,617,000		76.6
Wastewater Treatment	33,873,000		76.6
Water Distribution	14,867,000		76.7
Wastewater Collections	13,225,000		76.7
Municipal Services & Operations	196,704,000	45%	

DEPARTMENT BUDGET BY FUNDS

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	9,086,000	14,802,000	13,909,000	15,467,000	1,558,000
Capital Sales Tax	2,155,000	4,079,000	5,064,000	7,468,000	2,404,000
Special Highway Fund	2,148,000	2,809,000	2,809,000	5,193,000	2,384,000
Airport Fund	336,000	666,000	666,000	599,000	(67,000)
Farmland Remediation	114,000	1,242,000	1,112,000	1,224,000	112,000
Equipment Reserve	115,000	718,000	718,000	320,000	(398,000)
Capital Projects Fund	15,884,000	30,507,000	51,488,000	18,675,000	(32,813,000)
Water and Wastewater Fund	46,747,000	59,902,000	58,421,000	59,926,000	1,505,000
Solid Waste Fund	14,828,000	18,255,000	18,255,000	18,254,000	(1,000)
Public Parking Fund	483,000	418,000	418,000	813,000	395,000
Storm Water Fund	4,072,000	7,022,000	6,290,000	5,279,000	(1,011,000)
Utilities Bonded Construction	6,937,000	23,683,000	23,683,000	49,341,000	25,658,000
Utilities Cash Construction	1,217,000	10,491,000	10,491,000	1,050,000	(9,441,000)
Administrative Services	3,360,000	7,210,000	6,827,000	7,072,000	245,000
Federal Grants	507,000	4,200,000	4,200,000	5,023,000	823,000
State Grants	292,000			1,000,000	1,000,000
Total	108,281,000	186,004,000	204,351,000	196,704,000	(7,647,000)

PARKS & RECREATION

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.



DEPARTMENT BUDGET BY PROGRAMS

Departments	2023 Adopted Budget	% of City Budget	PBB Score
Community Events/Downtown Streetscape	2,210,000		
Golf Course	2,077,000		39.1
Prairie Park Nature Center	424,000		39.1
Cemetery & Levee Management	681,000		42.3
Youth and Adult Sports Programming	732,000		43.8
Recreation Facility Management	1,671,000		48.4
Recreation, Health, Wellness Programming	1,471,000		48.4
Urban Forestry and Right of Way Management	2,469,000		51.6
Aquatic Operations and Maintenance	1,864,000		53.1
Sports Pavilion Lawrence Management	1,363,000		53.1
Parks, Trails, and Open Space Management	10,888,000		71.9
Parks & Recreation	\$25,850,000	6%	

PARKS & RECREATION

PRIOR YEAR KEY ACTIVITIES

The Parks & Recreation Department played a key role in the March Madness and the KU Basketball championship parade events in Downtown Lawrence

The Parks & Recreation Department opened its first splash pad in 2022. The new aquatic amenity is located along the Burroughs Creek trail at 15th Street

Parks & Recreation reorganized existing staff to create a new Marketing and Special Events division. This group will assist in the coordination of internal and external special events that take place in City facilities, parks, and in the right-of way.

Parks & Recreation with MSO engineering to open three new sections of the Lawrence Loop; E 29th street, new section from 11th to 8th street through Hobbs Park, and Peterson Park to Michigan Street.

Parks and Recreation was able to move closer to full operations in 2022 and restore most of the programming and facility usage that was lost during the 2020-2021 pandemic years.

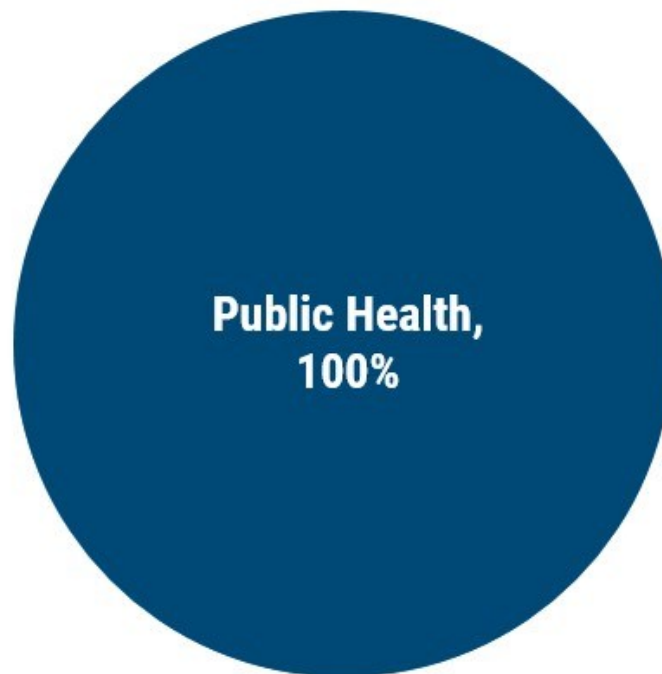
DEPARTMENT BUDGET BY FUND

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	11,291,000	15,567,000	15,567,000	16,562,000	995,000
Capital Sales Tax	62,000	641,000	950,000	778,000	(172,000)
Guest Tax	415,000	1,651,000	1,651,000	2,210,000	559,000
Special Recreation Fund	1,101,000	818,000	702,000	704,000	2,000
City Parks Memorial	12,000	35,000	35,000	38,000	3,000
Cemetery Perpetual		8,000	8,000	8,000	
Wee Folks Scholarship	20,000	35,000	20,000	55,000	35,000
Equipment Reserve	287,000	20,000	20,000	235,000	215,000
Capital Projects Fund	851,000	775,000	800,000	4,760,000	3,960,000
Federal Fund	8,000	564,000	564,000	500,000	(64,000)
Total	14,047,000	20,114,000	20,317,000	25,850,000	5,533,000

PUBLIC HEALTH

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.



Departments	2023 Adopted Budget	% of City Budget
Public Health	\$827,000	0%

DEPARTMENT BUDGET BY FUNDS

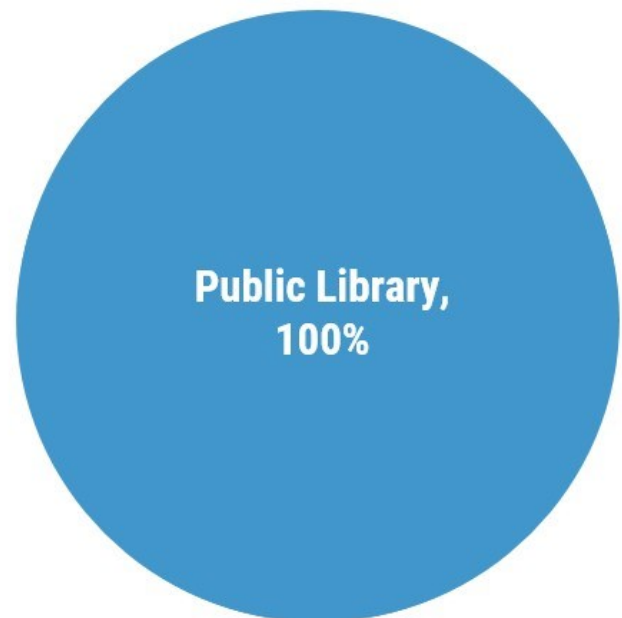
Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
General Fund	1,953,000	1,180,000	1,180,000	827,000	(353,000)
Special Alcohol Fund	970,000				
Total	2,923,000	1,180,000	1,180,000	827,000	(353,000)

PUBLIC LIBRARY

The mission of the Lawrence Public Library is to provide and promote informational, intellectual, and cultural resources for our Community.

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

Departments
Library
2023 Adopted Budget
\$5,725,000
% of City Budget
1%



DEPARTMENT BUDGET BY FUNDS

Fund	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	Difference
Library Fund	4,978,000	5,023,000	5,023,000	5,725,000	702,000
Total	4,978,000	5,023,000	5,023,000	5,725,000	702,000

OUTSIDE AGENCY REQUESTS



The 2023 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 2023 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 2023 from economic development agencies are shown below. The table also shows the amount, if any, the agency was allocated in 2022. The economic development agency applications were reviewed by the Public Incentives Review Committee which recommended full funding.

Economic Development Agencies

AGENCY	2022 ADOPTED BUDGET	2023 ADOPTED BUDGET
Bioscience and Technology Business Center, Inc.*	295,000	300,000
General Fund	295,000	300,000
Lawrence Chamber of Commerce	220,000	341,000
General Fund	220,000	341,000
The Dwayne Peaslee Technical Training Center, Inc.	130,000	200,000
General Fund	130,000	200,000
CORE (Connections, Opportunities, & Resources for Entrepreneurs)		22,000
General Fund		22,000
TOTAL	645,000	863,000

OUTSIDE AGENCY REQUESTS



The list below outlines the known agencies that were awarded funding in FY 2023. 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	2022 ADOPTED BUDGET	2023 ADOPTED BUDGET
Downtown Lawrence, Inc.	49,000	75,000
<i>Transient Guest Tax</i>	<i>49,000</i>	<i>75,000</i>
Douglas County Historical Society	13,000	51,000
<i>Transient Guest Tax</i>	<i>13,000</i>	<i>51,000</i>
eXplore Lawrence	996,000	1,248,000
<i>Transient Guest Tax</i>	<i>996,000</i>	<i>8,000</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	748,000	827,000
<i>General Fund</i>	<i>7,48,000</i>	<i>827,000</i>
Lawrence Public Library	5,023,000	5,725,000
<i>Library Fund</i>	<i>5,023,000</i>	<i>5,725,000</i>
TOTAL	6,837,000	7,934,000

THIS PAGE INTENTIONALLY LEFT BLANK

2023-2027 CAPITAL IMPROVEMENT BUDGET

OVERVIEW

GUIDELINES

PROJECTS

IMPACT ON OPERATING BUDGET

CAPITAL IMPROVEMENT PLAN

Introduction

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

Capital 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.

Goals

The goal of a 5-year CIP is to establish a plan that outlines the projected infrastructure improvement needs of the City to assist in the planning and budgeting process. This plan will include a summary of the improvements, an estimated cost, a schedule for the improvements, and the source of funding for the project as outlined in the CIP Policy. The CIP will prioritize the identified projects into yearly plans based on areas of emphasis and project rankings. The annual prioritization process will be guided by the City's strategic plan. Projects will be re-prioritized if the project has changed in scope or one there has been a shift in one of the variables (i.e., received a grant for the project, change in regulations, etc.). If no changes from the prior year have been made to a project, it will retain the same score from the prior year.

Prioritization

The prioritization of the eligible projects is completed by staff through use of a CIP Ranking Criteria outlined below. Each potential project must first be classified as a CIP project according to the definition above. If the above criteria are met, the project will be given a CIP score and project ranking. Based on this CIP score and project ranking, the recommended CIP will be established and presented to the City Commission for consideration as outlined in the CIP Policy.

CAPITAL IMPROVEMENT PLAN

Scheduling of Projects

Project schedules will be developed based on the available funding and project ranking. The schedules will determine where each project fits in the 5-year plan. This will be based on the priority of the project, funding availability and how it correlates with other projects included in and out of the CIP.

Production of CIP Plan

The final plan will be produced based on the evaluation of the CIP score, project type, funding, and schedule. The CIP will be re-evaluated on an annual basis to align growth, needs and budgeting.

CIP Prioritization Guidelines

Categories	Category Score	Category Weight	Weighted Score	Total Score
Strategic Plan Alignment (0-3)	<input type="text"/>	2	<input type="text"/>	<input type="text"/>
Regulatory Compliance (0-3)	<input type="text"/>	3	<input type="text"/>	
Sound Fiscal Stewardship (0-3)	<input type="text"/>	1	<input type="text"/>	
Efficient & Effective Processes (0-3)	<input type="text"/>	1	<input type="text"/>	
Equity & Inclusion (0-3)	<input type="text"/>	1	<input type="text"/>	
Environmental Sustainability (0-3)	<input type="text"/>	1	<input type="text"/>	
Engaged & Empowered Teams (0-3)	<input type="text"/>	1	<input type="text"/>	
Community Engagement (0-3)	<input type="text"/>	1	<input type="text"/>	
Bonus: External Funding (0-6)	<input type="text"/>			

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

CAPITAL IMPROVEMENT PLAN



	PROJECT #	2023	2024	2025	2026	2027	TOTAL
AFFORDABLE HOUSING							
Affordable Housing Development	AH1-00001	350,000	250,000	601,000	249,000	-	1,450,000
General Fund		350,000	250,000	601,000	249,000	-	1,450,000
Affordable Housing Advisory Board	AH1-00002	-	380,000	120,000	-	-	500,000
General Fund		-	380,000	120,000	-	-	500,000
Affordable Housing Total		350,000	630,000	721,000	249,000	-	1,950,000
MSO - AIRPORT							
Airport Layout Plan Update	MS4-A0001	400,000	-	-	-	-	400,000
Airport Fund		40,000	-	-	-	-	40,000
Intergovernmental Federal Grant		360,000	-	-	-	-	360,000
Airport Sanitary Sewer Improvements	MS4-A0005	-	-	-	987,000	1,297,000	2,284,000
Airport Fund		-	-	-	-	229,000	229,000
Intergovernmental Federal Grant		-	-	-	987,000	1,068,000	2,055,000
Airport Sanitary Sewer Study	MS4-A0003	-	-	50,000	-	-	50,000
Airport Fund		-	-	5,000	-	-	5,000
Intergovernmental Federal Grant		-	-	45,000	-	-	45,000
Rehabilitate Taxiway A	MS-220050	2,972,000	-	-	-	-	2,972,000
Intergovernmental Federal Grant		2,972,000	-	-	-	-	2,972,000
Rehabilitate Airport Apron	MS-220018	1,510,000	-	-	-	-	1,510,000
Intergovernmental Federal Grant		1,510,000	-	-	-	-	1,510,000
T-Hangar Taxilanes and Taxiway C Rehab.	MS-220052	181,000	893,000	-	-	-	1,074,000
Intergovernmental Federal Grant		181,000	893,000	-	-	-	1,074,000
Rehabilitate Runway 01/19	MS4-A0002	-	370,000	-	-	-	370,000
Airport Fund		-	37,000	-	-	-	37,000
Intergovernmental Federal Grant		-	333,000	-	-	-	333,000
Reconstruct and Widen Airport Access Road	MS4-A0004	-	-	844,000	-	-	844,000
Airport Fund		-	-	84,000	-	-	84,000
Intergovernmental Federal Grant		-	-	760,000	-	-	760,000
MSO - Airport Total		5,063,000	1,263,000	894,000	987,000	1,297,000	9,504,000
FACILITIES							
Field Operations Campus	MS-210004	900,000	6,600,000	38,180,000	400,000	600,000	46,680,000
Future General Obligation Debt Projects		-	3,600,000	17,420,000	-	-	21,020,000
Solid Waste Fund		-	-	-	400,000	600,000	1,000,000
Revenue Bond		900,000	2,500,000	15,360,000	-	-	18,760,000
Stormwater Fund—Debt		-	500,000	5,400,000	-	-	5,900,000
Kansas River WWTP improvements and NR	MS-200013	23,830,000	27,600,000	13,000,000	-	-	64,430,000
Revenue Bond		23,830,000	27,600,000	13,000,000	-	-	64,430,000
Farmland Remedial Alternatives	MS7-A23000	1,250,000	4,500,000	5,000,000	2,250,000	2,000,000	15,000,000
Future General Obligation Debt Projects		1,250,000	4,500,000	5,000,000	2,250,000	2,000,000	15,000,000
Multimodal Transfer Facility	TR-2001	5,800,000	-	-	-	-	5,800,000
General Fund		200,000	-	-	-	-	200,000
Intergovernmental Federal Grant		50,000	-	-	-	-	50,000
Intergovernmental State Grant		5,550,000	-	-	-	-	5,550,000
2022 KAW WTP Infrastructure Rehab	MS-220032	716,000	4,000,000	-	-	-	4,716,000
Revenue Bond		716,000	4,000,000	-	-	-	4,716,000
City Hall reconfiguration	CM1-00001	600,000	1,900,000	4,000,000	-	-	6,500,000
Future General Obligation Debt Projects		600,000	1,900,000	4,000,000	-	-	6,500,000
Community Building - Security / ADA Improvements	PR1-00011	-	-	740,000	300,000	-	1,040,000
Future General Obligation Debt Projects		-	-	740,000	300,000	-	1,040,000
Wakarusa WWTP Storage and Solids Handling	MS-220049	1,000,000	-	-	-	-	1,000,000
Revenue Bond		1,000,000	-	-	-	-	1,000,000
Electric Vehicle Infrastructure	MS1-00002	50,000	250,000	250,000	-	-	550,000
General Fund		50,000	250,000	250,000	-	-	550,000
Kaw Wastewater Tower Maintenance/Coatings	MS1-00018	-	-	-	1,490,000	-	1,490,000
Water/Wastewater Fund		-	-	-	1,490,000	-	1,490,000
19th & Kasold Tower Maintenance/Coatings	MS1-00014	-	1,430,000	-	-	-	1,430,000
Water/Wastewater Fund		-	1,430,000	-	-	-	1,430,000

CAPITAL IMPROVEMENT PLAN



	PROJECT #	2023	2024	2025	2026	2027	TOTAL
FACILITIES CONT.							
Clinton WTP Condition Assessment and Repairs	MS1-00021	-	-	-	400,000	1,600,000	2,000,000
Water/Wastewater Fund		-	-	-	400,000	1,600,000	2,000,000
Stoneridge Tower Maintenance/Coatings	MS1-00015	-	-	1,490,000	-	-	1,490,000
Water/Wastewater Fund		-	-	1,490,000	-	-	1,490,000
Kaw & Clinton WTP MEP Improvements	UT-1985	1,090,000	-	-	-	-	1,090,000
Water/Wastewater Fund		1,090,000	-	-	-	-	1,090,000
Harper Tower Maintenance/Coatings	MS1-00008	1,370,000	-	-	-	-	1,370,000
Revenue Bond		1,370,000	-	-	-	-	1,370,000
Facilities Total		36,606,000	46,280,000	62,660,000	4,840,000	4,200,000	154,586,000
PARKS AND AMENITIES							
Outdoor Aquatic Center - Major Renovation	PR1-00009	-	400,000	4,600,000	1,000,000	-	6,000,000
Future General Obligation Debt Projects		-	400,000	4,600,000	1,000,000	-	6,000,000
YSC - Asphalt on Parking Lots (ADA access)	PR1-00005	-	400,000	-	-	-	400,000
Future General Obligation Debt Projects		-	400,000	-	-	-	400,000
Lawrence Loop - Iowa Crossing	PR5-B23002	248,000	1,650,000	-	-	-	1,898,000
Infrastructure Sales Tax		248,000	330,000	-	-	-	578,000
Intergovernmental State Grant		-	1,320,000	-	-	-	1,320,000
Lawrence Loop - 8th to 7th (Santa Fe Station)	PR5-B23001	130,000	-	-	-	-	130,000
Infrastructure Sales Tax		130,000	-	-	-	-	130,000
Downtown Event Space near Library	PR1-00013	-	-	-	-	750,000	750,000
Future General Obligation Debt Projects		-	-	-	-	750,000	750,000
Lawrence Loop - KRC - 7th Street to Constant Park	PR5-B23003	275,000	530,000	600,000	800,000	-	2,205,000
Infrastructure Sales Tax		13,000	530,000	-	800,000	-	1,343,000
Intergovernmental State Grant		-	-	600,000	-	-	600,000
Future General Obligation Debt Projects		262,000	-	-	-	-	262,000
Eagle Bend Golf Course - Sewage Lagoon Liner	PR1-00001	125,000	-	-	-	-	125,000
General Fund		125,000	-	-	-	-	125,000
Lawrence Loop - Michigan to Sandra Shaw Park	PR-239000	900,000	64,000	-	-	-	964,000
Infrastructure Sales Tax		400,000	-	-	-	-	400,000
Intergovernmental Federal Grant		500,000	64,000	-	-	-	564,000
Lawrence Loop Trail from Queens Rd to Kasold	PR5-B23004	-	-	2,000,000	300,000	2,500,000	4,800,000
Infrastructure Sales Tax		-	-	2,000,000	300,000	500,000	2,800,000
Intergovernmental State Grant		-	-	-	-	2,000,000	2,000,000
Youth Sports Complex - 4 Artificial Turf Fields	PR1-00003	3,000,000	600,000	-	-	-	3,600,000
Future General Obligation Debt Projects		3,000,000	600,000	-	-	-	3,600,000
Bicycle Wayfinding Signage	MS1-00004	50,000	200,000	-	-	-	250,000
Infrastructure Sales Tax		50,000	200,000	-	-	-	250,000
Downtown Parking Lot Amenity Improvements	PR1-00007	-	300,000	-	-	-	300,000
Guest Tax		-	300,000	-	-	-	300,000
Youth Sports Complex- Upgrade Infields	PR1-00008	-	950,000	-	-	-	950,000
Future General Obligation Debt Projects		-	950,000	-	-	-	950,000
Water spray park - Lyons Park	PR-222501	348,000	-	-	-	-	348,000
Prior Year Carryover		348,000	-	-	-	-	348,000
Lyons Park Shelter Replacement	PR1-00006	-	120,000	-	-	-	120,000
General Fund		-	120,000	-	-	-	120,000
Youth Sports Complex - Baseball/Softball Light Upgrade	PR1-00004	900,000	-	-	-	-	900,000
Future General Obligation Debt Projects		900,000	-	-	-	-	900,000
Downtown - Replace Mass Street Planters	PR1-00012	-	-	-	-	300,000	300,000
Guest Tax		-	-	-	-	300,000	300,000
Portable Stage For Summer Concerts	PR1-00010	-	-	150,000	-	-	150,000
Guest Tax		-	-	150,000	-	-	150,000
Skate Park at Centennial Park - Phase 1 Improvements	PR1-00002	250,000	-	-	-	-	250,000
Future General Obligation Debt Projects		250,000	-	-	-	-	250,000
Parks and Amenities Total		6,226,000	5,214,000	7,350,000	2,100,000	3,550,000	24,440,000

CAPITAL IMPROVEMENT PLAN



	PROJECT #	2023	2024	2025	2026	2027	TOTAL
ROADS AND BRIDGES							
ADA Sidewalk Reconstruction	MS5-D2300	80,000	750,000	-	-	-	830,000
Infrastructure Sales Tax		80,000	750,000	-	-	-	830,000
Sidewalk/Bike/Ped Improvements	MS5-A2300	1,675,000	1,675,000	1,675,000	1,675,000	1,675,000	8,375,000
Infrastructure Sales Tax		675,000	675,000	675,000	675,000	675,000	3,375,000
Intergovernmental State Grant		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
6th & K-10 Interchange Improvements	MS1-00006	1,500,000	-	-	-	-	1,500,000
Infrastructure Sales Tax		1,500,000	-	-	-	-	1,500,000
Queens Road - 6th Street to North City Limits	PW-1528	4,900,000	-	-	-	-	4,900,000
Future General Obligation Debt Projects		4,900,000	-	-	-	-	4,900,000
Bob Billings - Kasold to Wakarusa	MS1-00017	-	-	500,000	600,000	12,000,000	13,100,000
Future General Obligation Debt Projects		-	-	500,000	600,000	12,000,000	13,100,000
Mass. - 14th to 23rd St Multimodal Improvement	MS1-00005	150,000	650,000	1,000,000	-	-	1,800,000
Infrastructure Sales Tax		150,000	650,000	1,000,000	-	-	1,800,000
Naismith - 19th to 23rd	MS1-00007	300,000	4,000,000	-	-	-	4,300,000
Future General Obligation Debt Projects		300,000	3,000,000	-	-	-	3,300,000
Intergovernmental State Grant		-	1,000,000	-	-	-	1,000,000
11th St - Indiana to Ohio; Louisiana - 11th to 12th	MS-220063	1,750,000	-	-	-	-	1,750,000
Prior Year Carryover		1,750,000	-	-	-	-	1,750,000
Wakarusa Dr. Recon. - Harvard Rd to 6th Street	MS1-00011	-	250,000	3,000,000	-	-	3,250,000
Future General Obligation Debt Projects		-	250,000	2,000,000	-	-	2,250,000
Intergovernmental State Grant		-	-	1,000,000	-	-	1,000,000
6th Street - Iowa to Mass.	MS-220062	2,100,000	-	-	-	-	2,100,000
Prior Year Carryover		2,100,000	-	-	-	-	2,100,000
Iowa St. Reconst. - Irving Hill Road to 23rd St	MS1-00003	250,000	250,000	6,500,000	-	-	7,000,000
Future General Obligation Debt Projects		250,000	250,000	6,500,000	-	-	7,000,000
Street Maintenance Program	MS6-M2300	9,365,000	6,825,000	7,030,000	8,443,000	9,006,000	40,669,000
Future General Obligation Debt Projects		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
General Fund		50,000	-	29,000	751,000	1,000,000	1,830,000
Infrastructure Sales Tax		2,425,000	2,060,000	2,105,000	2,713,000	2,942,000	12,245,000
Special Gasoline Fund		4,750,000	2,625,000	2,756,000	2,839,000	2,924,000	15,894,000
Stormwater Fund		140,000	140,000	140,000	140,000	140,000	700,000
Wakarusa - Research Pkwy to Clinton Parkway	MS-210017	1,600,000	-	-	-	-	1,600,000
Prior Year Carryover		1,000,000	-	-	-	-	1,000,000
General Fund		600,000	-	-	-	-	600,000
South Lawrence Trafficway Improvements	MS1-00012	-	7,000,000	-	-	-	7,000,000
Future General Obligation Debt Projects		-	7,000,000	-	-	-	7,000,000
Curb and Gutter Maintenance	MS6-C2400	-	1,148,000	-	-	-	1,148,000
Future General Obligation Debt Projects		-	1,148,000	-	-	-	1,148,000
Roads and Bridges Total		23,670,000	22,548,000	19,705,000	10,718,000	22,681,000	99,322,000
STORMWATER PROJECTS							
Jayhawk Watershed (9th and Mississippi)	MS-210030	1,000,000	5,000,000	5,000,000	-	-	11,000,000
Stormwater Fund—Debt		1,000,000	5,000,000	5,000,000	-	-	11,000,000
Maple Lane Storm, Sanitary and Watermain Imp.	MS-230027	2,400,000	-	-	-	-	2,400,000
Stormwater Fund—Debt		2,400,000	-	-	-	-	2,400,000
Stormwater Sys. Id, Asses. & Model Creation	MS-219804	1,300,000	1,350,000	350,000	-	-	3,000,000
Stormwater Fund—Debt		400,000	400,000	100,000	-	-	900,000
Stormwater Fund		900,000	950,000	250,000	-	-	2,100,000
Stormwater Repl., Rehab, Lining, In House Const.	MS8-A2300	1,125,000	1,170,000	1,568,000	1,670,000	1,671,000	7,204,000
Stormwater Fund—Debt		725,000	770,000	1,168,000	1,000,000	1,000,000	4,663,000
Stormwater Fund		400,000	400,000	400,000	670,000	671,000	2,541,000
Property Acquisition	MS1-00016	-	-	900,000	-	-	900,000
Stormwater Fund		-	-	900,000	-	-	900,000
Stormwater Projects Total		5,825,000	7,520,000	7,818,000	1,670,000	1,671,000	24,504,000

CAPITAL IMPROVEMENT PLAN



	PROJECT #	2023	2024	2025	2026	2027	TOTAL
TRAFFIC CONTROL							
6th & Mass. Traffic signal replacement	MS-220061	600,000	-	-	-	-	600,000
General Fund		600,000	-	-	-	-	600,000
23rd Street/Clinton Traffic Signal Equip. Imp.	MS1-00010	425,000	-	-	-	-	425,000
General Fund		425,000	-	-	-	-	425,000
Traffic Control Total		1,025,000	-	-	-	-	1,025,000
VEHICLES AND EQUIPMENT							
Transit Electric Bus Project - Phase 2	TR1-00001	2,287,000	24,000	-	-	-	2,311,000
Intergovernmental Federal Grant		1,681,000	19,000	-	-	-	1,700,000
Transit Fund		606,000	5,000	-	-	-	611,000
Transit Electric Bus Project - Phase 1	TR-2207	78,000	-	-	-	-	78,000
Intergovernmental Federal Grant		62,000	-	-	-	-	62,000
Transit Fund		16,000	-	-	-	-	16,000
Transit Electric Bus Project - Phase 3	TR1-00002	480,000	4,514,000	78,000	-	-	5,072,000
Intergovernmental Federal Grant		104,000	3,227,000	62,000	-	-	3,393,000
Transit Fund		376,000	1,287,000	16,000	-	-	1,679,000
Annual Ambulance Replacement Program	FM3-A23000	900,000	945,000	992,000	1,042,000	1,094,000	4,973,000
General Fund		900,000	945,000	992,000	1,042,000	1,094,000	4,973,000
Transit Vehicles - Annual Replacement	TR3-A23000	500,000	-	-	-	-	500,000
State Grant		500,000	-	-	-	-	500,000
Electric Street Sweeper for Bikeways and SUPs	RR1-00002	-	590,000	-	-	-	590,000
Infrastructure Sales Tax		-	590,000	-	-	-	590,000
Replacement SCBA	FM1-00004	-	-	-	500,000	1,000,000	1,500,000
Infrastructure Sales Tax		-	-	-	500,000	1,000,000	1,500,000
Replacement Fire Medical Station Alerting	FM1-00001	1,040,000	-	-	-	-	1,040,000
Infrastructure Sales Tax		1,040,000	-	-	-	-	1,040,000
644 Replacement Firetruck 3	FM1-00002	-	-	1,561,000	-	-	1,561,000
Infrastructure Sales Tax		-	-	1,561,000	-	-	1,561,000
648 Replacement Firetruck Engine 4	FM1-00003	-	-	1,416,000	-	-	1,416,000
Infrastructure Sales Tax		-	-	1,416,000	-	-	1,416,000
Solid Waste Vehicle Replacement	MS3-S23000	1,262,000	1,285,000	1,355,000	1,120,000	1,686,000	6,708,000
Solid Waste Fund		1,262,000	1,285,000	1,355,000	1,120,000	1,686,000	6,708,000
Utilities Vehicle Replacement	MS3-U23000	640,000	660,000	905,000	310,000	190,000	2,705,000
Water/Wastewater Fund		640,000	660,000	905,000	310,000	190,000	2,705,000
Vehicles and Equipment Total		7,187,000	8,018,000	6,307,000	2,972,000	3,970,000	28,454,000
WATER/WASTEWATER							
Sanitary Sewer Rehab & Rapid I/I Reduction	MS9-N23000	2,505,000	3,360,000	3,610,000	3,780,000	2,825,000	16,080,000
Revenue Bond		2,105,000	2,960,000	3,210,000	3,380,000	2,425,000	14,080,000
Water/Wastewater Fund		400,000	400,000	400,000	400,000	400,000	2,000,000
Southwest Lawrence Conveyance Corridor Improvements	MS-220015	4,700,000	5,550,000	5,250,000	2,500,000	-	18,000,000
Revenue Bond		4,700,000	5,550,000	5,250,000	2,500,000	-	18,000,000
Bob Billings - Kasold to Wakarusa Dr.	MS1-00017	-	-	100,000	-	500,000	600,000
Water/Wastewater Fund		-	-	100,000	-	500,000	600,000
SE Lawrence Wastewater Conveyance Improvements	MS1-00019	-	-	300,000	1,500,000	2,000,000	3,800,000
Revenue Bond		-	-	300,000	1,500,000	2,000,000	3,800,000
11th St - Indiana to Ohio; Louisiana - 11th to 12th	MS-220063	100,000	-	-	-	-	100,000
Revenue Bond		100,000	-	-	-	-	100,000
West of K-10 Water Pressure Zone	MS1-00013	-	500,000	1,000,000	5,000,000	5,000,000	11,500,000
Water/Wastewater Fund		-	500,000	1,000,000	5,000,000	5,000,000	11,500,000
Watermain Replacement/Relocation Program	MS9-W23000	5,100,000	5,300,000	5,510,000	5,731,000	5,957,000	27,598,000
Revenue Bond		4,100,000	4,300,000	4,510,000	4,731,000	4,957,000	22,598,000
Water/Wastewater Fund		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
New York St 24" Transmission Water Main Rehab	MS-210043	2,500,000	-	-	-	-	2,500,000
Revenue Bond		2,500,000	-	-	-	-	2,500,000
Advanced Metering Infrastructure	UT-1898	5,100,000	2,600,000	-	-	-	7,700,000
Revenue Bond		5,100,000	2,600,000	-	-	-	7,700,000
6th Street - Iowa to Mass.	MS-220062	800,000	-	-	-	-	800,000
Revenue Bond		800,000	-	-	-	-	800,000

CAPITAL IMPROVEMENT PLAN



	PROJECT #	2023	2024	2025	2026	2027	TOTAL
WATER/WASTEWATER CONT.							
Pump Station 16 Opstream Interceptor Rehab	MS-210022	1,170,000	-	-	-	-	1,170,000
Revenue Bond		1,170,000	-	-	-	-	1,170,000
Eagle Bend and YSC Irrigation Water Supply Project	MS-200012	1,100,000	-	-	-	-	1,100,000
Water/Wastewater Fund		1,100,000	-	-	-	-	1,100,000
Private Lateral & Sewer Extension Cost Sharing	MS9-L23000	500,000	550,000	600,000	600,000	600,000	2,850,000
Revenue Bond		450,000	450,000	500,000	500,000	500,000	2,400,000
Water/Wastewater Fund		50,000	100,000	100,000	100,000	100,000	450,000
Kaw Pipe Gallery Replacement	MS1-00022	-	-	-	600,000	480,000	1,080,000
Water/Wastewater Fund		-	-	-	600,000	480,000	1,080,000
Transmission Main Rehabilitation/Replacement	MS1-00009	500,000	3,000,000	-	-	-	3,500,000
Revenue Bond		500,000	3,000,000	-	-	-	3,500,000
Kaw Low Service 2 - Piping and Valve Replacement	MS1-00020	-	-	-	1,080,000	-	1,080,000
Water/Wastewater Fund		-	-	-	1,080,000	-	1,080,000
Clinton WTP Plant Piping	MS-200014	600,000	-	-	-	-	600,000
Water/Wastewater Fund		600,000	-	-	-	-	600,000
K-10 West Leg Expansion - Utility Relocations	MS1-00001	250,000	1,000,000	1,000,000	-	-	2,250,000
Water/Wastewater Fund		250,000	1,000,000	1,000,000	-	-	2,250,000
Water/Wastewater Total		24,925,000	21,860,000	17,370,000	20,791,000	17,362,000	102,308,000
GRAND TOTAL							
		110,877,000	113,333,000	122,825,000	44,327,000	54,731,000	446,093,000

2023 CAPITAL IMPROVEMENT PLAN IMPACT ON CITY'S OPERATING BUDGET

	PROJECT #	TOTAL 2023 COST	ANNUAL OPERATING IMPACT	OPERATING/ MAINTENANCE BUDGET
AFFORDABLE HOUSING				
Affordable Housing Development	AH1-00001	350,000	No operating impact	General Fund
General Fund		350,000		
MSO - AIRPORT				
Airport Layout Plan Update	MS4-A0001	400,000	Decrease operating costs	Federal Grant Fund
Airport Fund		40,000		
Intergovernmental Federal Grant		360,000		
Rehabilitate Taxiway A	MS-220050	2,972,000	No operating impact	Federal Grant Fund
Intergovernmental Federal Grant		2,972,000		
Rehabilitate Airport Apron	MS-220018	1,510,000	No operating impact	Federal Grant Fund
Intergovernmental Federal Grant		1,510,000		
T-Hangar Taxilanes and Taxiway C Rehab.	MS-220052	181,000	No operating impact	Federal Grant Fund
Intergovernmental Federal Grant		181,000		
FACILITIES				
Field Operations Campus	MS-210004	900,000	Decrease operating costs	General Fund
Revenue Bond		900,000		
Kansas River WWTP improvements and NR	MS-200013	23,830,000	Increase operating costs	Water/Wastewater Fund
Revenue Bond		23,830,000		
Farmland Remedial Alternatives	MS7-A23000	1,250,000	Increase operating costs	Farmland Fund
Future General Obligation Debt Projects		1,250,000		
Multimodal Transfer Facility	TR-2001	5,800,000	Increase operating costs	State Grant Fund
General Fund		200,000		
Intergovernmental Federal Grant		50,000		
State Grant		5,550,000		

CAPITAL IMPROVEMENT PLAN



	PROJECT #	TOTAL 2023 COST	ANNUAL OPERATING IMPACT	OPERATING/ MAINTENANCE BUDGET
FACILITIES CONT.				
2022 KAW WTP Infrastructure Rehab	MS-220032	716,000	No operating impact	Water/Wastewater Fund
Revenue Bond		716,000		
City Hall reconfiguration	CM1-00001	600,000	No operating impact	General Fund
Future General Obligation Debt Projects		600,000		
Wakarusa WWTP Storage and Solids Handling	MS-220049	1,000,000	No operating impact	Water/Wastewater Fund
Revenue Bond		1,000,000		
Electric Vehicle Infrastructure	MS1-00002	50,000	No operating impact	General Fund
General Fund		50,000		
Kaw & Clinton WTP MEP Improvements	UT-1985	1,090,000	No operating impact	Water/Wastewater Fund
Water/Wastewater Fund		1,090,000		
Harper Tower Maintenance/Coatings	MS1-00008	1,370,000	No operating impact	Water/Wastewater Fund
Revenue Bond		1,370,000		
PARKS AND AMENITIES				
Lawrence Loop - Iowa Crossing	PR5-B23002	248,000	No operating impact	General Fund
Infrastructure Sales Tax		248,000		
Lawrence Loop - 8th to 7th (Santa Fe Station)	PR5-B23001	130,000	Increase operating costs	General Fund
Infrastructure Sales Tax		130,000		
Lawrence Loop - KRC - 7th Street to Constant Park	PR5-B23003	275,000	Increase operating costs	General Fund
Infrastructure Sales Tax		13,000		
Future General Obligation Debt Projects		262,000		
Eagle Bend Golf Course - Sewage Lagoon Liner	PR1-00001	125,000	No operating impact	General Fund
General Fund		125,000		
Lawrence Loop - Michigan to Sandra Shaw Park	PR-239000	900,000	Increase operating costs	General Fund
Infrastructure Sales Tax		400,000		
Intergovernmental Federal Grant		500,000		
Youth Sports Complex - 4 Artificial Turf Fields	PR1-00003	3,000,000	Decrease operating costs	General Fund
Future General Obligation Debt Projects		3,000,000		
Bicycle Wayfinding Signage	MS1-00004	50,000	Increase operating costs	General Fund
Infrastructure Sales Tax		50,000		
Water spray park - Lyons Park	PR-222501	348,000	Increase operating costs	General Fund
Prior Year Carryover		348,000		
Youth Sports Complex - Baseball/Softball Light Upgrade	PR1-00004	900,000	Decrease operating costs	General Fund
Future General Obligation Debt Projects		900,000		
Skate Park at Centennial Park - Phase 1 Improvements	PR1-00002	250,000	Increase operating costs	General Fund
Future General Obligation Debt Projects		250,000		
ROADS AND BRIDGES				
ADA Sidewalk Reconstruction	MS5-D2300	80,000	No operating impact	General Fund
Infrastructure Sales Tax		80,000		
Sidewalk/Bike/Ped Improvements	MS5-A2300	1,675,000	No operating impact	State Grant Fund
Infrastructure Sales Tax		675,000		
Intergovernmental State Grant		1,000,000		
6th & K-10 Interchange Improvements	MS1-00006	1,500,000	Increase operating costs	General Fund
Infrastructure Sales Tax		1,500,000		
Queens Road - 6th Street to North City Limits	PW-1528	4,900,000	Decrease operating costs	General Fund
Future General Obligation Debt Projects		4,900,000		
Mass. - 14th to 23rd St Multimodal Improvement	MS1-00005	150,000	No operating impact	General Fund
Infrastructure Sales Tax		150,000		
Naismith - 19th to 23rd	MS1-00007	300,000	Decrease operating costs	General Fund
Future General Obligation Debt Projects		300,000		
11th St - Indiana to Ohio; Louisiana - 11th to 12th	MS-220063	1,750,000	Decrease operating costs	General Fund
Prior Year Carryover		1,750,000		
6th Street - Iowa to Mass.	MS-220062	2,100,000	No operating impact	General Fund
Prior Year Carryover		2,100,000		
Iowa St. Reconst. - Irving Hill Road to 23rd St	MS1-00003	250,000	Decrease operating costs	General Fund
Future General Obligation Debt Projects		250,000		

CAPITAL IMPROVEMENT PLAN



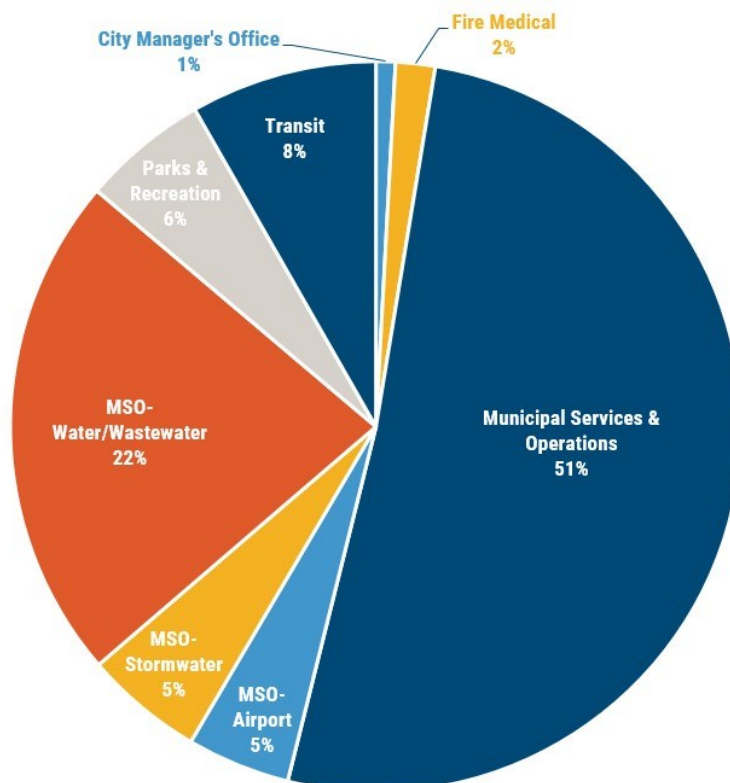
	PROJECT #	TOTAL 2023 COST	ANNUAL OPERATING IMPACT	OPERATING/ MAINTENANCE BUDGET
ROADS AND BRIDGES CONT.				
Street Maintenance Program	MS6-M2300	9,365,000	Decrease operating costs	Special Gasoline Fund
Future General Obligation Debt Projects		2,000,000		
General Fund		50,000		
Infrastructure Sales Tax		2,425,000		
Special Gasoline Fund		4,750,000		
Stormwater Fund		140,000		
Wakarusa - Research Pkwy to Clinton Parkway	MS-210017	1,600,000	Increase operating costs	General Fund
Prior Year Carryover		1,000,000		
General Fund		600,000		
STORMWATER PROJECTS				
Jayhawk Watershed (9th and Mississippi)	MS-210030	1,000,000	Decrease operating costs	Stormwater Fund
Stormwater Fund—Debt		1,000,000		
Maple Lane Storm, Sanitary and Watermain Imp.	MS-230027	2,400,000	No operating impact	Stormwater Fund
Stormwater Fund—Debt		2,400,000		
Stormwater Sys. Id, Asses. & Model Creation	MS-219804	1,300,000	Increase operating costs	Stormwater Fund
Stormwater Fund—Debt		400,000		
Stormwater Fund		900,000		
Stormwater Repl., Rehab, Lining, In House Const.	MS8-A2300	1,125,000	Decrease operating costs	Stormwater Fund
Stormwater Fund—Debt		725,000		
Stormwater Fund		400,000		
TRAFFIC CONTROL				
6th & Mass. Traffic Signal Replacement	MS-220061	600,000	Decrease operating costs	General Fund
General Fund		600,000		
23rd Street/Clinton Traffic Signal Equip. Imp.	MS1-00010	425,000	Decrease operating costs	General Fund
General Fund		425,000		
VEHICLES AND EQUIPMENT				
Transit Electric Bus Project - Phase 2	TR1-00001	2,287,000	No operating impact	Federal Grant Fund
Intergovernmental Federal Grant		1,681,000		
Transit Fund		606,000		
Transit Electric Bus Project - Phase 1	TR-2207	78,000	No operating impact	Federal Grant Fund
Intergovernmental Federal Grant		62,000		
Transit Fund		16,000		
Transit Electric Bus Project - Phase 3	TR1-00002	480,000	No operating impact	Public Transportation Fund
Intergovernmental Federal Grant		104,000		
Transit Fund		376,000		
Annual Ambulance Replacement Program	FM3-A23000	900,000	No operating impact	General Fund
General Fund		900,000		
Transit Vehicles - Annual Replacement	TR3-A23000	500,000	Decrease operating costs	State Grant Fund
Intergovernmental State Grant		500,000		
Replacement Fire Medical Station Alerting	FM1-00001	1,040,000	Increase operating costs	General Fund
Infrastructure Sales Tax		1,040,000		
Solid Waste Vehicle Replacement	MS3-S23000	1,262,000	Decrease operating costs	Solid Waste Fund
Solid Waste Fund		1,262,000		
Utilities Vehicle Replacement	MS3-U23000	640,000	Decrease operating costs	Water/Wastewater Fund
Water/Wastewater Fund		640,000		
WATER/WASTEWATER				
Sanitary Sewer Rehab & Rapid I/I Reduction	MS9-N23000	2,505,000	Decrease operating costs	Water/Wastewater Fund
Revenue Bond		2,105,000		
Water/Wastewater Fund		400,000		
Southwest Lawrence Conveyance Corridor Improvements	MS-220015	4,700,000	Increase operating costs	Water/Wastewater Fund
Revenue Bond		4,700,000		
11th St - Indiana to Ohio; Louisiana - 11th to 12th	MS-220063	100,000	Decrease operating costs	Water/Wastewater Fund
Revenue Bond		100,000		

CAPITAL IMPROVEMENT PLAN



	PROJECT #	TOTAL 2023 COST	ANNUAL OPERATING IMPACT	OPERATING/ MAINTENANCE BUDGET
WATER/WASTEWATER CONT.				
Watermain Replacement/Relocation Program	MS9-W23000	5,100,000	No operating impact	Water/Wastewater Fund
Revenue Bond		4,100,000		
Water/Wastewater Fund		1,000,000		
New York St 24" Transmission Water Main Rehab	MS-210043	2,500,000	Decrease operating costs	Water/Wastewater Fund
Revenue Bond		2,500,000		
Advanced Metering Infrastructure	UT-1898	5,100,000	Decrease operating costs	Water/Wastewater Fund
Revenue Bond		5,100,000		
6th Street - Iowa to Mass.	MS-220062	800,000	No operating impact	Water/Wastewater Fund
Revenue Bond		800,000		
Pump Station 16 Opstream Interceptor Rehab	MS-210022	1,170,000	No operating impact	Water/Wastewater Fund
Revenue Bond		1,170,000		
Eagle Bend and YSC Irrigation Water Supply Project	MS-200012	1,100,000	Decrease operating costs	Water/Wastewater Fund
Water/Wastewater Fund		1,100,000		
Private Lateral & Sewer Extension Cost Sharing	MS9-L23000	500,000	Decrease operating costs	Water/Wastewater Fund
Revenue Bond		450,000		
Water/Wastewater Fund		50,000		
Transmission Main Rehabilitation/Replacement	MS1-00009	500,000	No operating impact	Water/Wastewater Fund
Revenue Bond		500,000		
Clinton WTP Plant Piping	MS-200014	600,000	No operating impact	Water/Wastewater Fund
Water/Wastewater Fund		600,000		
K-10 West Leg Expansion - Utility Relocations	MS1-00001	250,000	No operating impact	Water/Wastewater Fund
Water/Wastewater Fund		250,000		

CIP PROJECT EXPENDITURE BY DEPARTMENT



THIS PAGE INTENTIONALLY LEFT BLANK

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 31 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.

BUDGETARY POLICIES & PROCEDURES

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 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.

INVESTMENT & CASH MANAGEMENT POLICY

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:

- 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.

INVESTMENT & CASH MANAGEMENT POLICY

- Collateralization -- The City requires full collateralization of all City investments other than obligations of the United States Government as stated in the State statute. The City will not allow the use of FDIC coverage as part of the calculation of full collateralization. Peak period agreements permitted under K.S.A. 9-1403 as amended, will not be accepted by the City and are not included as part of the depository contracts with the financial institutions. The City will accept as collateral for certificates of deposit securities as listed in K.S.A. 9-1403. Collateral underlying repurchase agreements is limited to obligations of the U.S. Government and its agencies. The Finance Director will weekly monitor the adequacy of collateralization. The City requires monthly reports with market values of pledged securities from all financial institutions with which the City has certificates of deposits or repurchase agreements.

Investment Liquidity

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

- 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

INVESTMENT & CASH MANAGEMENT POLICY

safekeeping by an institution on behalf of the City. These obligations are backed by the U.S. Government and do not require collateral as described in section 6.0(2). The 30% limitation shall be determined prior to the bids. If an institution goes over the 30% limitation after the bids have been awarded, no further bids will be accepted from the financial institution until sufficient maturities have occurred to reduce their share of the portfolio to under 30%.

Investment Review Committee

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

Daily Cash Management Practices and Policies

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

Separate Provisions of Policy and Conflicts with Kansas Laws

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

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.

CAPITAL IMPROVEMENT PLAN POLICY

Objectives:

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

- To reflect the priorities identified in the City's strategic plan in alignment with the Comprehensive Plan.
- To identify all CIP requests in the five-year period covered by the CIP.
- To link plans for future improvements with available financial resources.
- 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.
- To illustrate and communicate the City's proactive control over the management and issuance of new debt.
- To facilitate intergovernmental coordination of capital planning with community partners.
- 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).

CAPITAL IMPROVEMENT PLAN POLICY

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.

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.

CAPITAL IMPROVEMENT PLAN 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.

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	INTERNAL SERVICE FUNDS
SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS
CAPITAL PROJECT FUNDS	
DEBT SERVICE FUNDS	

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.

GOVERNMENT ACCOUNTING POLICY

- **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.

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

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.

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.

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.

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.

DEBT MANAGEMENT POLICY

- ***Reserve Funds***
 - Adequate operating reserves are important to insure the functions of the City during economic downturns. The City shall budget a contingency reserve in the General Fund of no less than \$150,000. The City will maintain working capital in an enterprise fund sufficient to finance 120 days of operations, if the fund supports debt payments. In addition, all reserves specified by bond indentures must be maintained. The Equipment Reserve Fund will be funded sufficiently to ensure that adequate funds are available to purchase replacement equipment on a timely basis.
- ***Finance Department***
 - It shall be the responsibility of the Finance Department to prepare the Preliminary and final Official Statements. The City Clerk is responsible for collecting and maintaining all supporting documentation such as minutes of the City Commission meetings and relevant resolutions and ordinances. In the case of general obligation bonds, an estimate of the mill levy required to pay off the debt should be provided to the City Commission. The department will also be responsible following applicable secondary disclosure requirements.
- ***Investments***
 - The bond proceeds will be invested in accordance with the City's investment policy. Adherence to the guidelines on arbitrage shall be followed, which at times, may require that the investment yield be restricted. In most cases, the investment will be selected to maximize interest with the assumption that the City will meet the IRS spend down requirement that allows for an exemption from arbitrage calculations.
- ***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.

DEBT MANAGEMENT POLICY

- ***Financial Advisor***
 - The City may utilize an external financial advisor. The utilization of the financial advisor for debt issuance will be at the discretion of the Director of Finance on a case-by-case basis. For each City bond sale, the financial advisor will provide the City with information on structure, pricing and underwriting fees for comparable sales by other issuers. The Financial Advisor will be selected on a competitive basis for a period not to exceed five years.
- ***Temporary Notes***
 - Use of short-term borrowing, such as temporary notes, will be undertaken until the final cost of the project is known or can be accurately projected. In some cases, projects might be funded with internal funds that will be reimbursed with bond funds at a future date.
- ***Credit Enhancements***
 - Credit enhancement (letters of credit, bond insurance, etc.) may be used if the costs of such enhancements will reduce the debt service payments on the bonds or if such an enhancement is necessary to market the bonds.
- ***Competitive Sale of Debt***
 - 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.

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.

DEBT MANAGEMENT POLICY

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.

ARBITRAGE LIABILITY MANAGEMENT

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

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.

DEBT MANAGEMENT POLICY

- **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.

Standards

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

Debt Management Policy Appendix

Terminology

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

DEBT ISSUANCE GUIDELINES

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

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

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 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.

FUND BALANCE 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 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.

FUND BALANCE POLICY

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.

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.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX A: REVENUE SUMMARY

REVENUE SUMMARY



Introduction

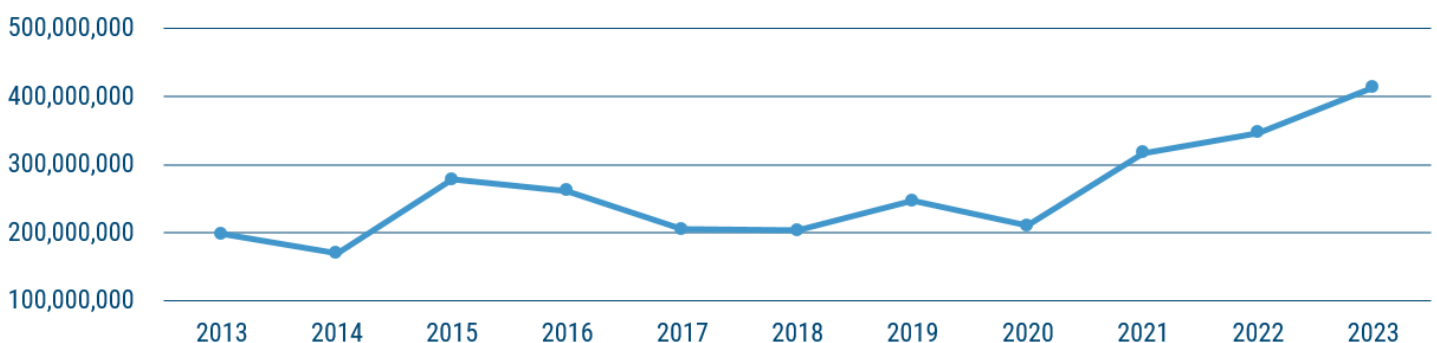
The purpose of this section is to describe the major revenue sources for the City, and to explain the trend and projections for each. Lawrence has **124** different types of revenue sources ranging from as large as General Obligation Bonds (\$52,135,000) which comprises 12.60% of all revenues collected to Special Improvement District Fees (\$1,000) which accounts for less than 0.0008%. 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). The largest category, Charges for Services, account for 35.61% of all revenues collected. Revenues are projected to be \$414 million, which is 19.28% above the current fiscal year, primarily due to increased bond proceeds and utility charges.

Revenue Category	2021 Audited	2022 Adopted Budget	2022 Revised Budget	2023 Adopted Budget	% Change
Taxes	98,477,694	95,310,000	104,109,608	111,988,000	7.57%
Licenses & Permits	1,973,278	1,944,000	1,814,196	1,328,000	-26.80%
Intergovernmental	18,148,779	44,704,000	28,936,483	35,705,000	24.25%
Charges for Services	117,127,180	134,467,000	129,391,532	147,225,000	13.84%
Fines	1,553,803	1,390,000	1,687,340	1,684,000	-0.20%
Interest Earned	1,037,649	1,681,000	3,949,604	735,000	-81.39%
Miscellaneous	63,151,700	35,058,000	63,619,263	108,681,000	70.32%
Transfers	13,159,017	38,143,000	13,283,737	6,303,000	-52.55%
TOTAL	317,186,000	357,435,000	346,791,762	413,649,000	19.28%

All Revenues (Except Internal Service charges)



Revenue Categories

Revenues described in this section are those funds which the City has budgeted to collect in FY 2023. 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.

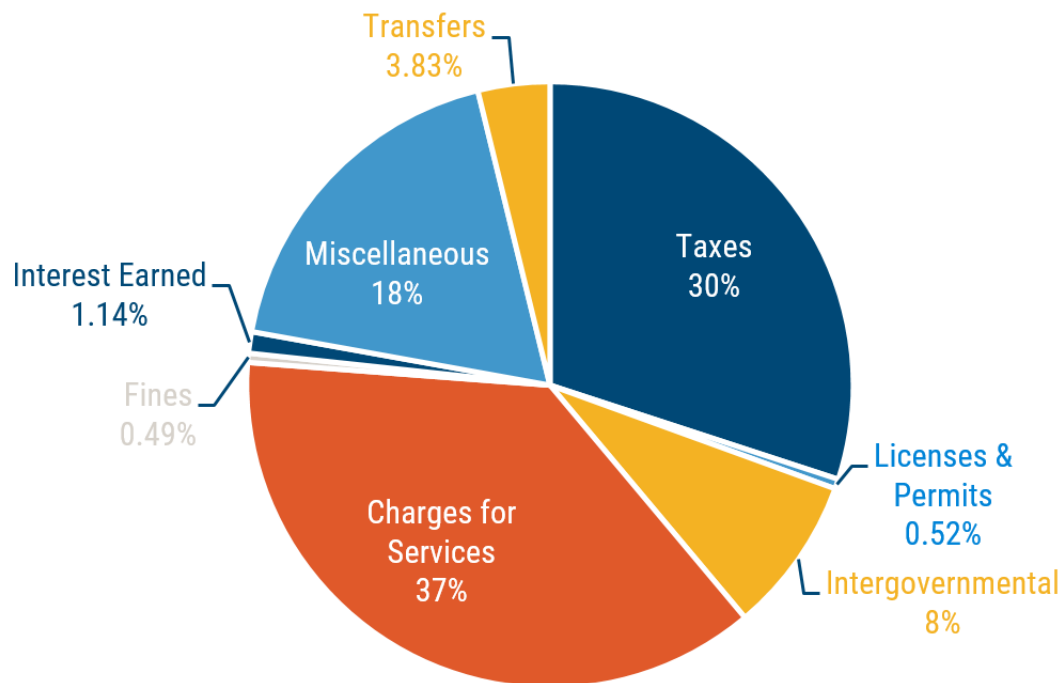
Charges for Services – This group includes all fees charged for a specific service provided by the City and not primarily supported by taxes. Examples of these fees would include: utility fees, parking fees, recreation fees, cemetery fees, airport fees, bus fares, etc.

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

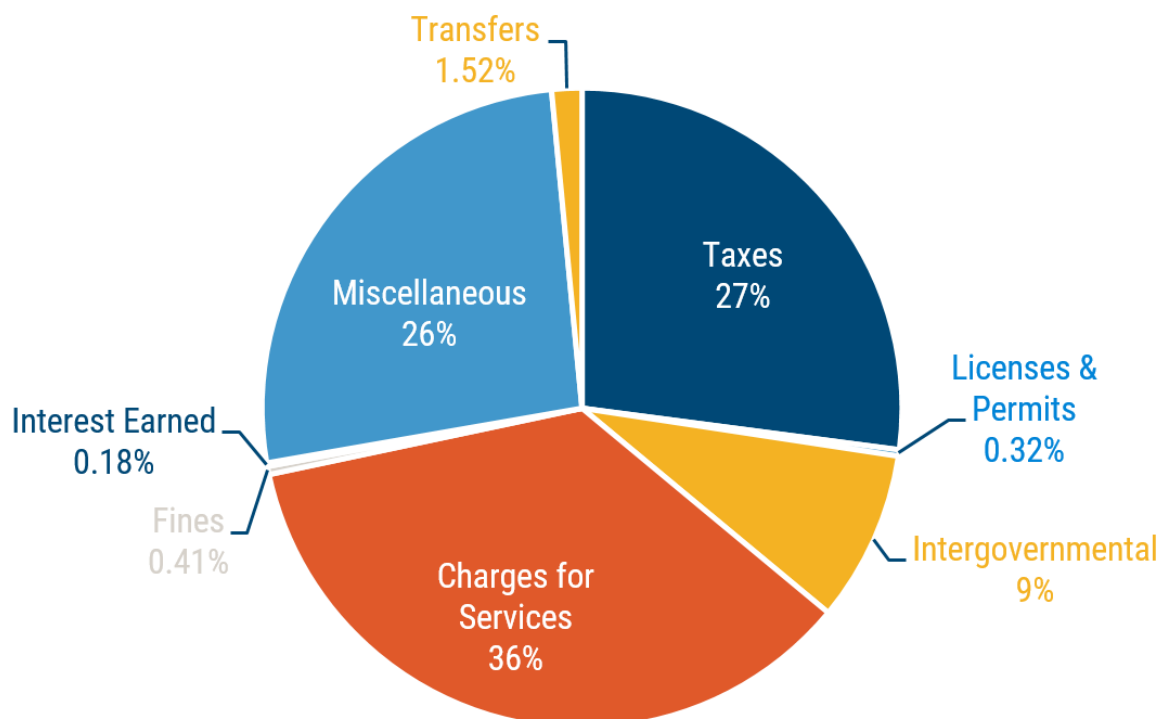
Miscellaneous - This group is comprised of all other revenues not identified in another category. Examples of these are: interest earned, reimbursements, rentals, sales of assets, donations, recycling fees, and general obligation or revenue bond proceeds.

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 DISTRIBUTION FY 2022



REVENUE DISTRIBUTION FY 2023



REVENUE SUMMARY



The following table provides a summary for the 33 largest revenue sources. These revenues represent all revenues in excess of \$1.5 million and equate to over 92% of all revenues projected.

Revenue Accounts	2023 Budget
GO Bonds Proceeds	52,135,000
Ad Valorem/Current	42,864,000
Revenue Bonds	35,041,000
Local Sales Tax	31,679,000
Sewer Charges Billed	31,410,000
Water Charges Billed	30,401,000
Federal Grants	24,355,000
Temp Note Proceeds	18,237,000
Solid Waste Charges	14,172,000
Country-Wide Sales Tax	12,485,000
Premiums/City Funds	11,100,000
County Charges	7,631,000
Electric Franchise Fees	6,359,000
Compensating Use	6,177,000
Storm Water Charges	5,957,000
Maintenance Garage Charge	5,533,000
IT Administration Charges	4,170,000
Water & Sewer Fund PILOT	3,831,000
Finance Administration Charges	3,616,000
Motor Vehicle Tax	3,310,000
Miscellaneous State Grants	3,270,000
Risk Management Admin Charges	3,147,000
Compensating Use/County	3,049,000
Ambulance Charges	2,802,000
Gasoline Tax State Share	2,738,000
Customer Service Admin Charge	2,581,000
Roll-Off Rental	2,454,000
Liquor Tax	2,112,000
City Manager Admin Charges	1,972,000
Guest Tax	1,850,000
Employee Healthcare Premiums	1,750,000
Natural Gas Franchise Fees	1,589,000
FAC Maintenance Admin Charges	1,539,000
	381,316,000

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 \$48.39 million, which represents an increase of 8.99% over the prior year. This increase is primarily attributable to a projected increase to the City's Assessed Valuation, which is projected to be \$1.31 billion for the FY 2023 budget year, which is an increase of 12.16% from the prior year.

Below is a table of changes in Assessed Valuation from 2016 to 2022.

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%
November, 2021	1,118,725,664	13,609,923	34,245,599	1,166,581,186	2.56%
November, 2022	1,265,923,407	10,238,870	34,512,586	1,310,674,863	12.35%

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 Fund was not a budgeted fund.

The revenue generates \$35.04 million, which represents a 47.98% increase over FY 2022. This revenue is projected based upon the needs outlined in the City's 2021-2025 Capital Improvement Plan.

REVENUE SUMMARY

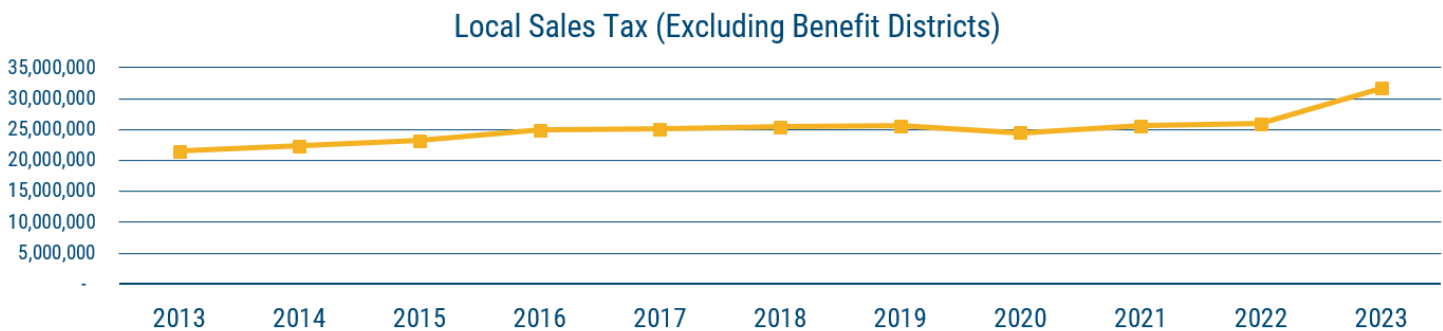


Local Sales Tax

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 \$31.68 million, which represents a 22.13% 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 and FY 2022, we are projecting a continued increase in 2023.

The chart below provides a ten year history.

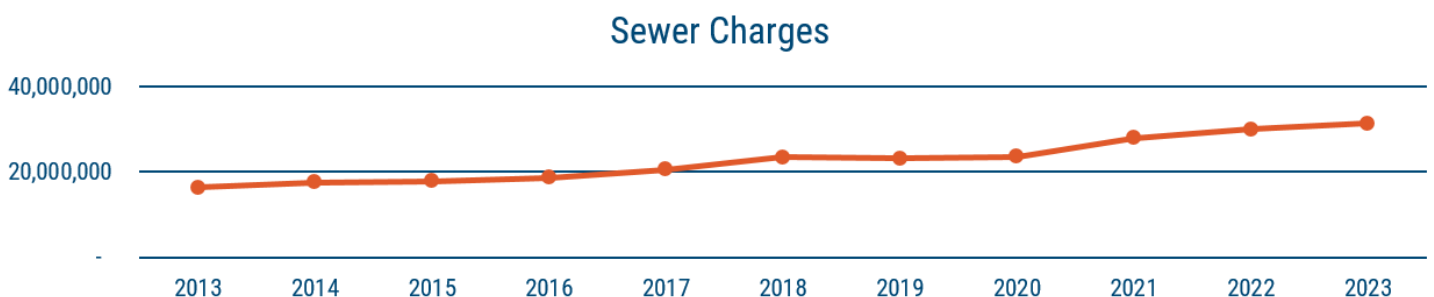


Sewer Charges

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 \$31.41 million, which represents a 4.72% increase over the 2022 adopted budget. The rates are based on a model which takes into account current cash flow needs, capital needs, and operating expenses.

The chart below provides a ten year history.



REVENUE SUMMARY



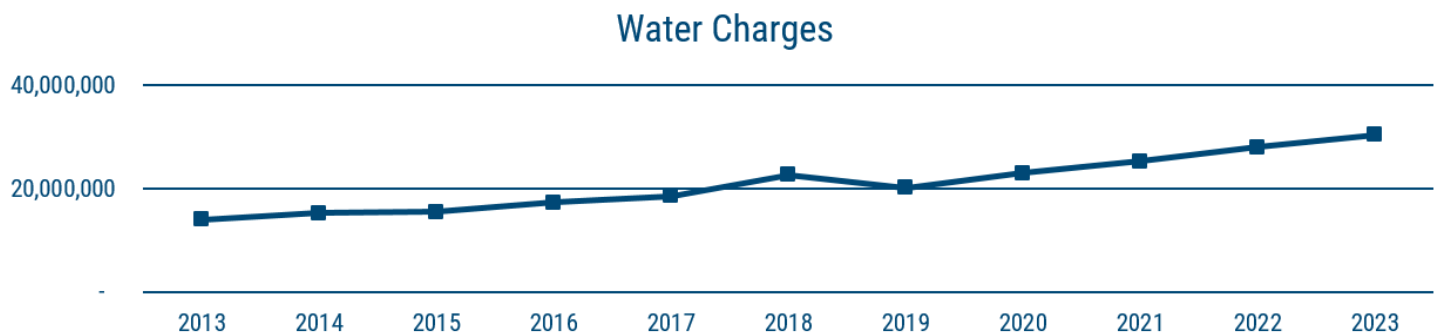
Water Charges

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 \$30.40 million, which represents a 8.32% 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	2018	2019	2020	2021	2022	2023 Proj.
Gallons Sold (in millions)	3.73	3.2	3.63	3.52	3.45	3.55
% Change	5.97%	-14.21%	13.44%	-3.03%	-1.99%	2.90%

The chart 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.

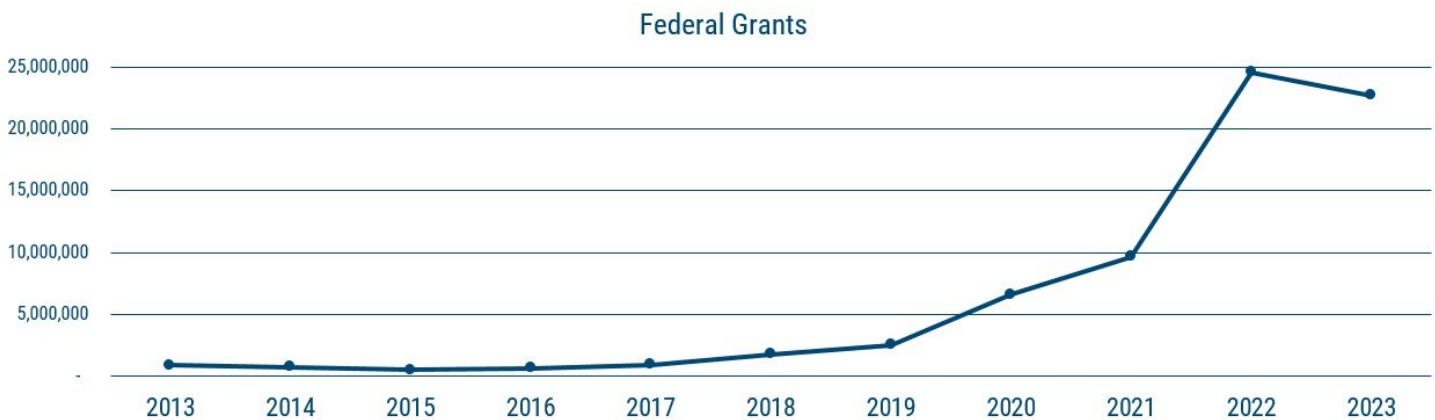
REVENUE SUMMARY



- 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.

This revenue generates \$22.69 million, which represents a decrease of 7.74% over the prior year.

The graph below provides a ten-year history.



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 \$18.24 million, which represents a 22.08% decrease from the prior year. This revenue is projected based upon the needs outlined in the City's 2022-2026 Capital Improvement Plan.

REVENUE SUMMARY

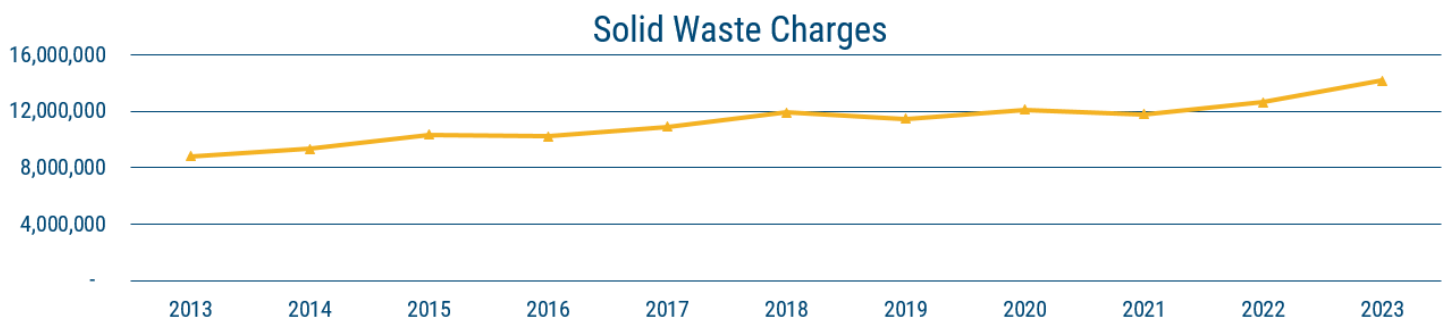


Solid Waste Charges

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 \$14.17 million, which represents a 12.03% increase over the prior year. The increase is projected based on the rate model used to project current cash flow needs, and ongoing capital and operating expenses.

The graph below provides a ten-year history.

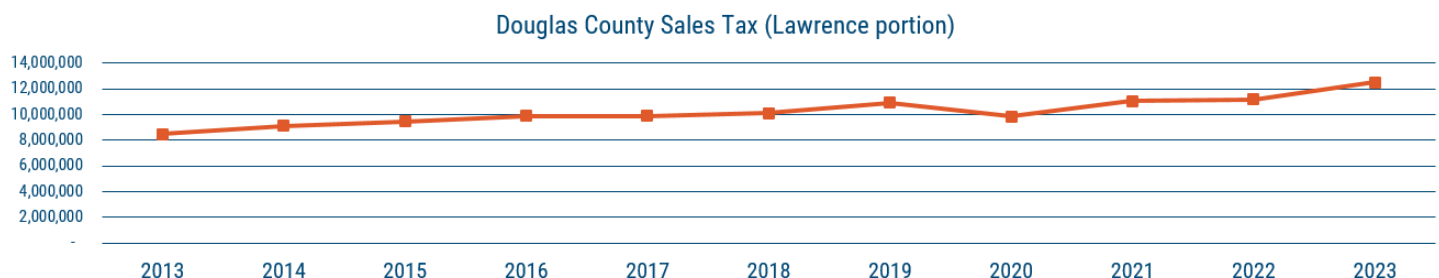


Douglas County Sales Tax

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

This revenue generates \$12.49 million, which represents an 11.76% 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 and FY 2022, we are projecting a continued increase in 2023.

The graph below provides a ten-year history.



REVENUE SUMMARY

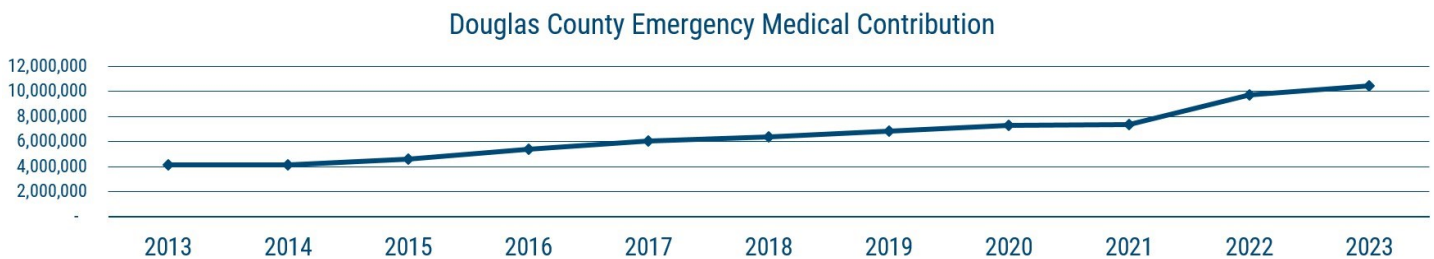


Douglas County Emergency Medical Contribution

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.

This revenue generates \$10.43 million, which represents a 32.59% increase over the prior year.

The graph below provides a ten-year history.

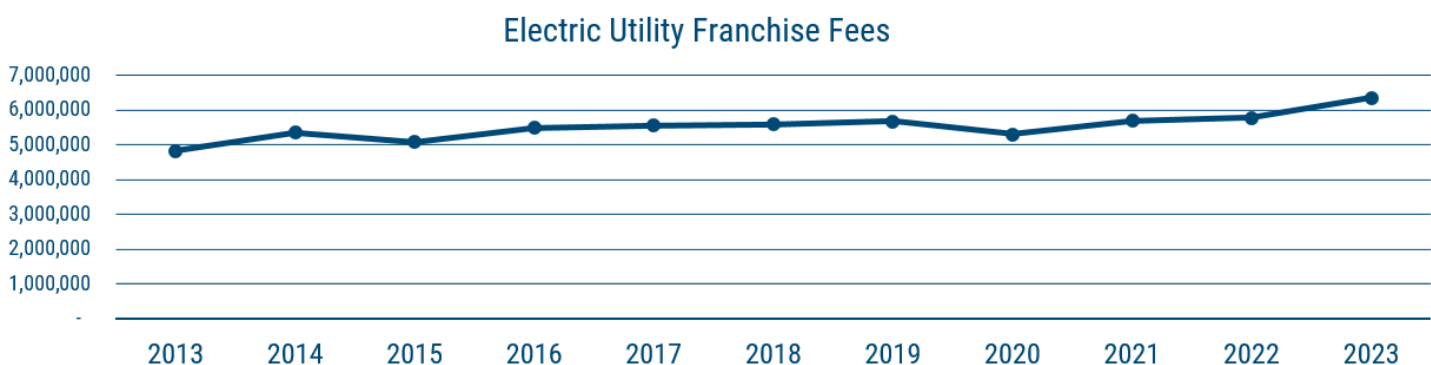


Electrical Franchise Fees

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 \$6.36 million, which represents a 10.02% increase over the prior year. This revenue is projected based upon historical trend analysis.

The graph below provides a ten-year history.



REVENUE SUMMARY

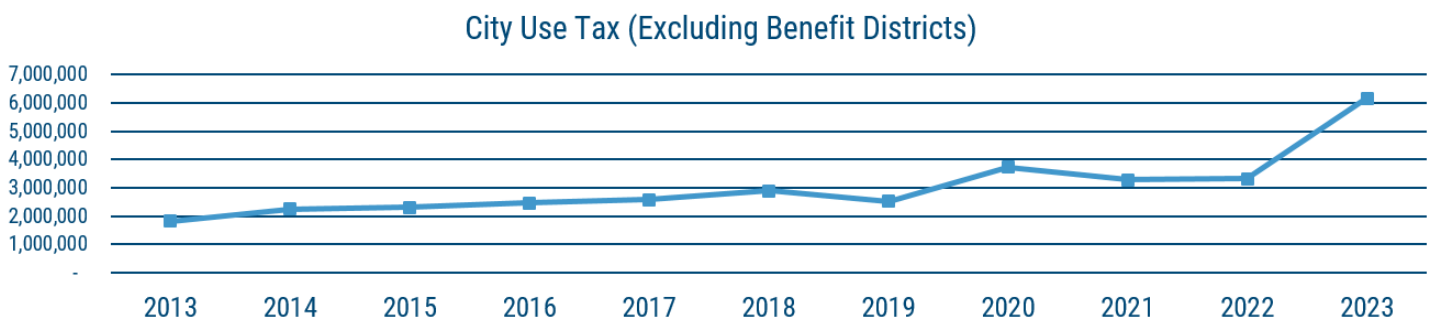


Compensating Use Tax

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 \$6.18 million, which represents a 85.44% increase over the prior year. Due to the Coronavirus, the City has continued to experience a spike in use tax collections.

The graph below provides a ten-year history.



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 \$5.96 million, which represents a 7.60% 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.

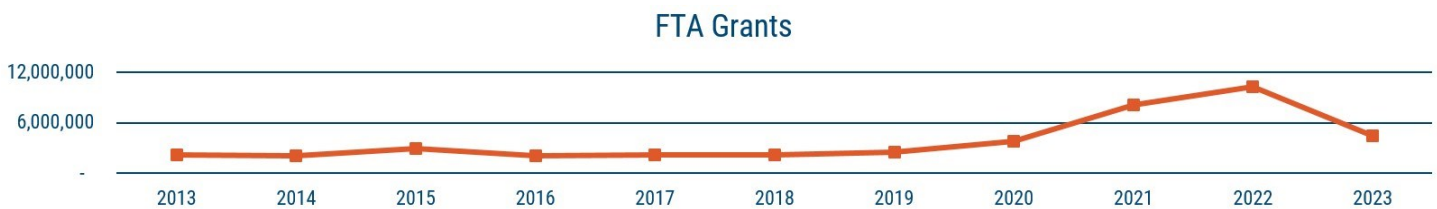


Federal Transit Administration (FTA) Grant

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 \$4.46 million, which represents a decrease of 56.64% from the prior year. The revenue is projected based on the transportation department's grant requests. Due to the Coronavirus pandemic, the City received a larger grant award during FY 2021 and FY 2022. 2023 reflects a more normal grant award.

The graph below provides a ten-year history.

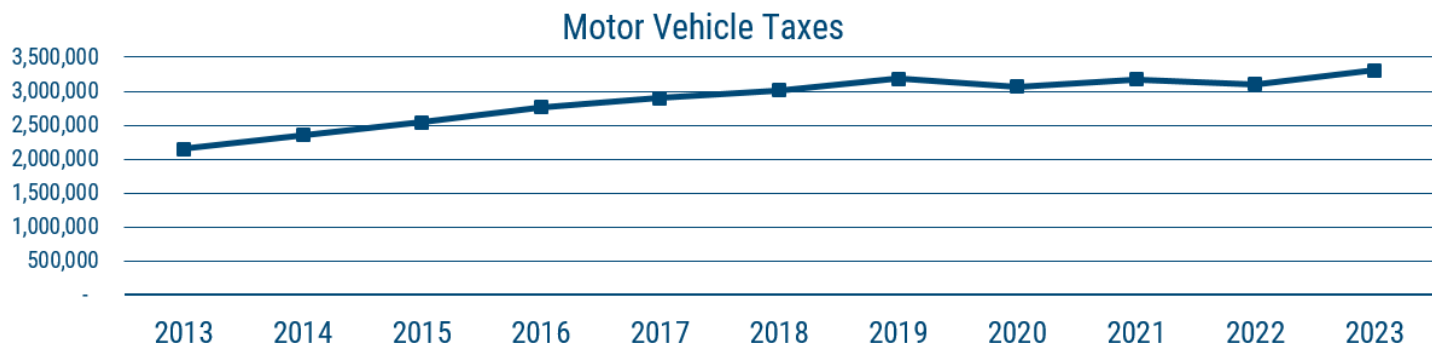


Motor Vehicle Taxes

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 \$3.31 million, which represents a 6.81% increase 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.

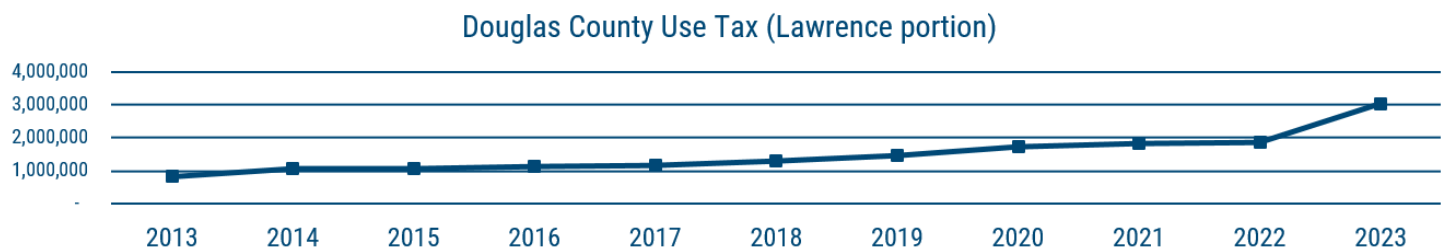


Douglas County Compensating Use Sales Tax

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 \$3.05 million, which represents a 64.01% increase over the prior year. Due to the Coronavirus, the City has continued to experience a spike in use tax collections.

The graph below provides a ten-year history.

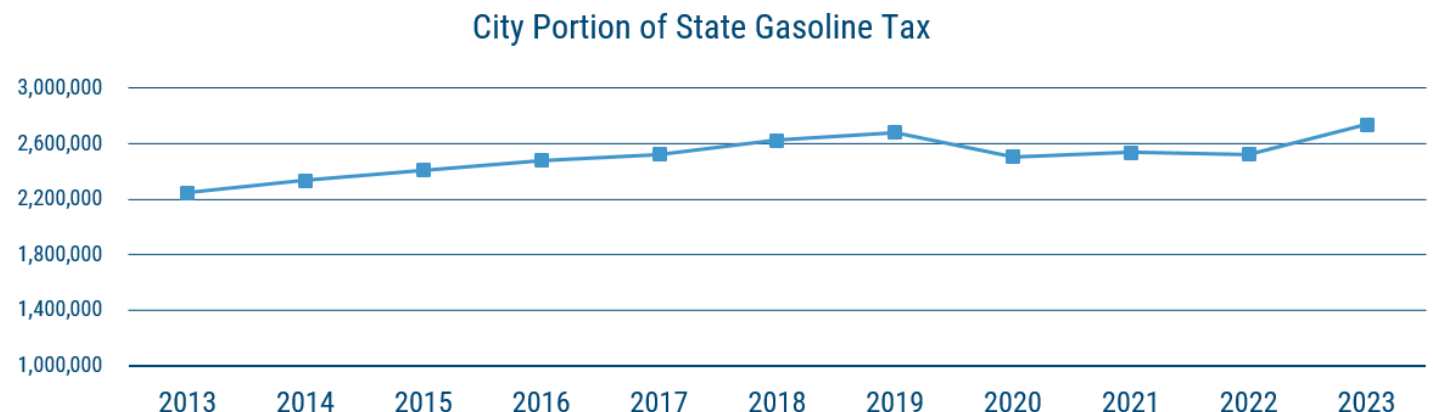


City portion of the state Gasoline Tax

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 \$2.74 million, which is a 8.44% increase over the prior year.

The graph below provides a ten-year history.



REVENUE SUMMARY

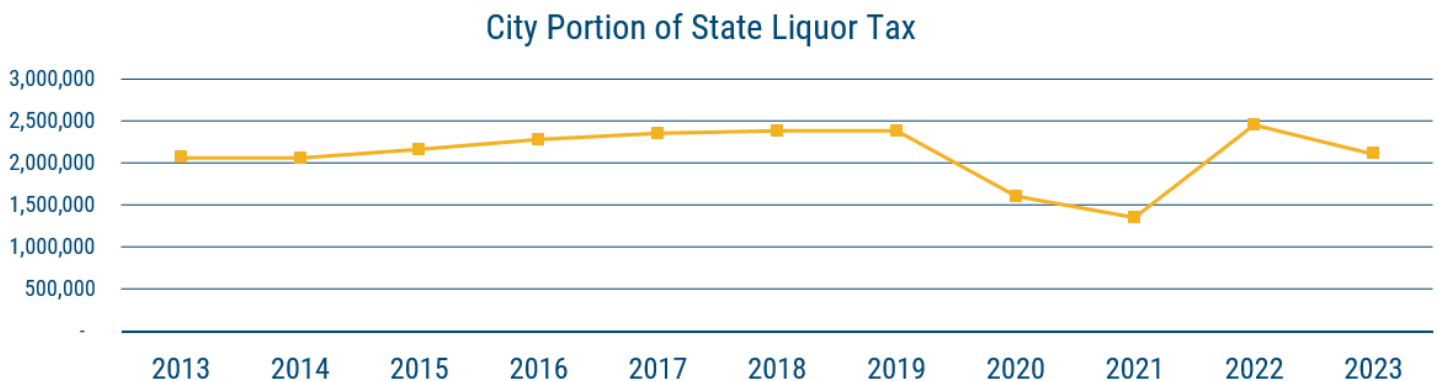


City portion of the State Liquor Tax

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 \$2.11 million, which represents a 13.94% decrease from the prior year.

The graph below provides a ten-year history.

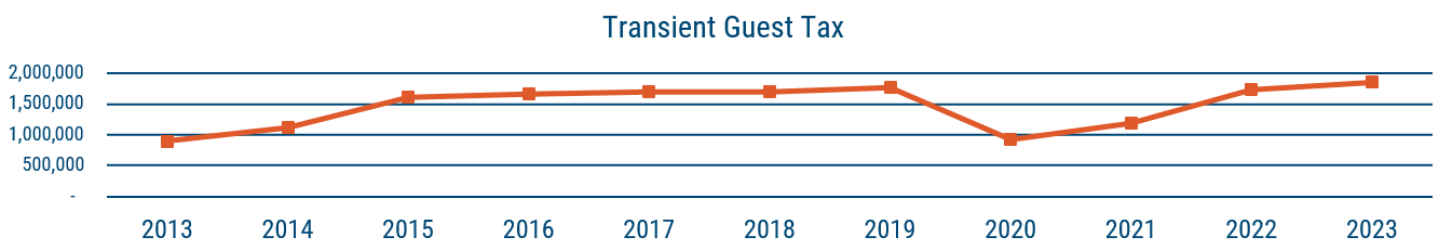


Transient Guest Tax

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 \$1.85 million, which is an increase of 7.06% over the prior year. This revenue was one of the hardest hit in FY 2020 due to the Coronavirus.

The graph below provides a ten-year history.



REVENUE SUMMARY



Municipal Court Fines

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

This revenue generates \$850,000, which is an increase of 13.33% over the prior year. This revenue has been trending down since 2014, but has had small variations since 2020.

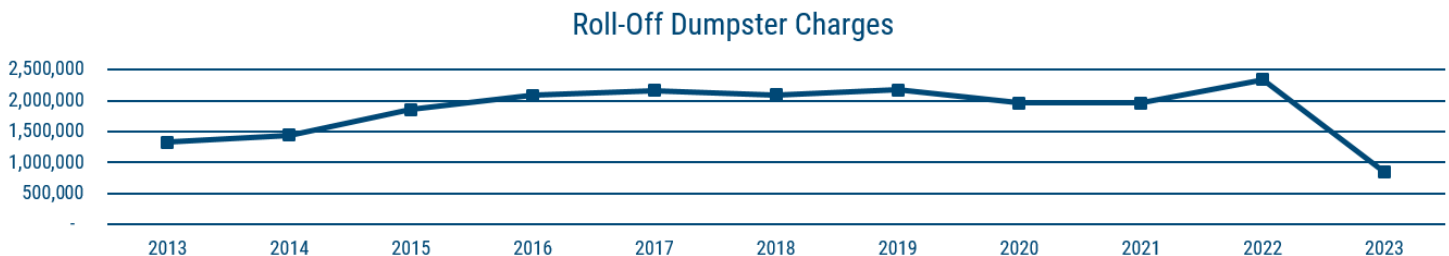


Roll-off disposal charges

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 \$844,000, which is 63.93% lower 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.

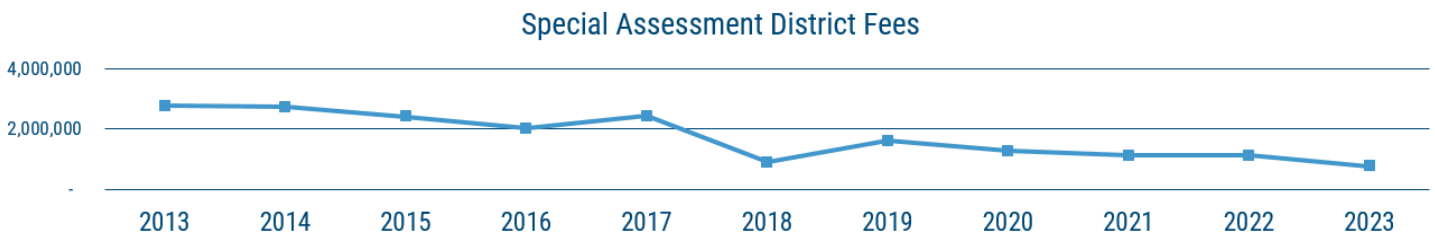


Special Assessment District Fees

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 \$763,000, which represents a 31.63% decrease from 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.

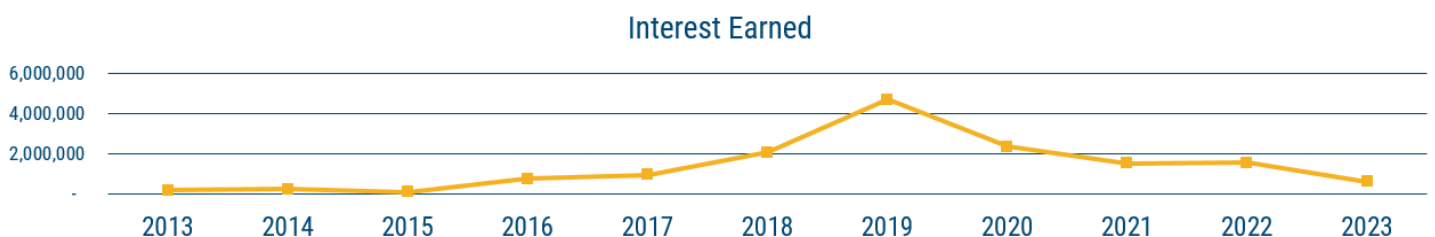


Interest Earned

Revenues earned on the investments currently held by the City.

This revenue generates \$585,000, which is 61.91% 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.



REVENUE SUMMARY



Revenue Transfers

Below outlines a summary of all transfers that are included in the Fiscal Year 2023 budget with an explanation of the purpose of those transfers.

Transfers to the General Fund (Fund 101)

Transfers FROM	Amount	Reason
Water & Wastewater Fund	\$3,831,000	Payment-in-lieu-of-taxes (PILOT)
Solid Waste Fund	\$1,066,000	Payment-in-lieu-of-taxes (PILOT)
Storm Water Fund	\$357,000	Payment-in-lieu-of-taxes (PILOT)
Total	\$5,254,000	

Transfers from the General Fund (Fund 101)

Transfers TO	Amount	Reason
Airport Fund	\$155,000	Airport Operations Support
Bond & Interest Fund	\$398,000	Savings from the "Green Bonded" projects used to pay for the debt
Special Alcohol Fund	\$146,000	Support for Housing Initiatives
Housing Trust Fund	\$350,000	Support for Housing Initiatives
Total	\$1,049,000	

Transfers to the Housing Trust Fund (Fund 204)

Transfers FROM	Amount	Reason
General Fund	\$350,000	Support for the Housing Initiatives
Total	\$350,000	

Transfers to the Special Alcohol Fund (Fund 222)

Transfers FROM	Amount	Reason
General Fund	\$146,000	Support for Housing Initiatives
Total	\$146,000	

Transfers to the Airport Fund (Fund 241)

Transfers FROM	Amount	Reason
General Fund	\$155,000	Airport Operations Support
Total	\$155,000	

REVENUE SUMMARY



Transfers to the Bond and Interest Fund (Fund 301)

Transfers FROM	Amount	Reason
General Fund	\$398,000	Green Bonds
Total	\$398,000	

Transfers from the Water & Wastewater Fund (Fund 501) Franchise Fees

Transfers FROM	Amount	Reason
General Fund	\$3,831,000	Payment-in-lieu-of-taxes (PILOT)
Total	\$3,831,000	

Transfers from the Solid Waste Fund (Fund 502) Franchise Fees

Transfers FROM	Amount	Reason
General Fund	\$1,066,000	Payment-in-lieu-of-taxes (PILOT)
Total	\$1,066,000	

Transfers from the Storm Water Fund (Fund 502) Franchise Fees

Transfers FROM	Amount	Reason
General Fund	\$357,000	Payment-in-lieu-of-taxes (PILOT)
Total	\$357,000	

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX B: PERSONNEL SUMMARY

2023 PERSONNEL SUMMARY

INTRODUCTION

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. An FTE is calculated by taking the total hours for all employees and dividing by 2080.

Department	2023 FTE
City Commission	5.00
Office of the City Manager	42.75
Planning & Development Services	42.00
Finance	32.50
Information Technology	19.50
Office of the City Attorney	22.50
Police	183.00
Fire Medical	219.20
Municipal Services & Operations	329.00
Parks & Recreation	77.75
TOTAL	973.20

Fund	2023 FTE
Administrative Services Fund	110.35
Airport Improvement Fund	1.60
America Recovery Plan Act Fund	1.00
Community Development Fund	2.23
Fair Housing Grant	0.05
Farmland Remediation Fund	1.50
General Fund	593.57
Federal Grant Fund	5.24
Guest Tax Fund	1.19
Home Program Fund	0.74
Public Parking Fund	10.20
Health and Wellness Fund	1.00
Risk Management	1.00
Solid Waste Fund	87.75
State Grant Fund	2.00
Storm Water Fund	14.75
Transit Sales Tax Fund	1.31
Transportation Planning Fund	1.92
Water/Sewer Fund	135.80
TOTAL	973.20

PERSONNEL SUMMARY



City Attorney's Office	
Position Title	2023 FTE
Assistant City Attorney	2.00
Assistant City Attorney/City Prosecutor	1.00
City Attorney	1.00
City Prosecutor	1.00
Court Clerk	6.00
Court Security Guard	1.50
Deputy City Attorney	1.00
Legal Assistant	3.00
Municipal Judge	1.00
Municipal Court Manager	1.00
Probation Officer	1.00
Senior Administrative Specialist	1.00
Senior Court Clerk	1.00
Supervising City Prosecutor	1.00
TOTAL	22.50

Fund	2023 FTE
Administrative Services	5.50
Fair Housing Grant	0.05
General	14.95
Public Parking	2.00
TOTAL	22.50

City Commission	
Position Title	2023 FTE
City Commissioner	5.00
TOTAL	5.00
Fund	2023 FTE
Administrative Services	5.00
TOTAL	5.0

City Manager's Office	
Position Title	2023 FTE
Administrative Assistant	1.00
Administrative Specialist	1.00
Administrative Technician	1.00
Assistant City Manager	3.00
Assistant Human Resources Director	1.00
Brand Manager	1.00
Budget Analyst	1.00
City Clerk	1.00
City Manager	1.00
Communications and Creative Resources Director	1.00
Community Engagement Coordinator	1.00
Deputy City Clerk	1.00
Director of Equity and Inclusion	1.00
Economic Development Director	1.00
Economic Development Analyst	1.00
Environmental Sustainability Director	1.00
Part Time Parking	0.75
Human Resources Advisor	3.00
Human Resources Analyst	1.00
Human Resources Director	1.00
Human Resources Technician	1.00
Marketing Specialist Part Time	0.75
Media/Creative Specialist	1.00
Organizational Equity Coordinator	1.00
Parking Control Officer	4.00
Parking Control Technician	1.00
Parking Supervisor	1.00
Planning I	1.00
Planning II	1.00
Risk Manager	1.00

PERSONNEL SUMMARY



City Manager's Office Cont.

Position Title	2023 FTE
Senior Administrative Specialist	1.00
Senior Parking Control Officer	1.00
Transit and Parking Manager	1.00
Transportation Specialist	1.00
Video Production Specialist	1.00
Web Content Administrator	1.00
TOTAL	42.75

Fund	2023 FTE
Administrative Services Fund	25.00
General Fund	2.00
Grants	5.24
Public Parking Fund	7.20
Risk Management	1.00
Health Care Fund	1.00
Transit Sales Tax Fund	1.31
TOTAL	42.75

Finance

Position Title	2023 FTE
Accountant	3.00
Budget Analyst	2.00
Budget Manager	1.00
Buyer	1.00
Customer Service Supervisor	1.00
Finance Director	1.00
Finance Specialist	6.00
Finance Supervisor	1.00
Finance Technician	8.50

Finance Cont.

Position Title	2023 FTE
Grant Administrator	1.00
Payroll Analyst	2.00
Payroll Specialist	1.00
Purchasing Manager	1.00
Senior Accountant	1.00
Senior Financial Specialist	2.00
TOTAL	32.50

Fund	2023 FTE
Administrative Services Fund	31.50
ARPA Fund	1.00
TOTAL	32.50

Information Technology

Position Title	2023 FTE
Administrative Technician Part Time	0.50
Applications Administrator	3.00
Assistant Information Technology Director	1.00
Business Systems Analyst	1.00
Cybersecurity Manager	1.00
Database Administrator	1.00
GIS Manager	1.00
Helpdesk Supervisor	1.00
Information Technology Director	1.00
Information Technology Senior Analyst	1.00
Information Technology Technician	1.00
Network Architect	1.00
Network Technician	1.00
PMO Manger	1.00
Project Manger-Information Technology	1.00

PERSONNEL SUMMARY



Information Technology Cont.	
Position Title	2023 FTE
Senior System Technician	1.00
System Administrator	1.00
Telecom Technician	1.00
TOTAL	19.5
Fund	2023 FTE
Administrative Services Fund	19.5
TOTAL	19.5

Fire Medical	
Position Title	2023 FTE
Fire Battalion Chief	5.60
Fire Captain	23.00
Fire Chief	1.00
Fire Division Chief	6.80
Fire Engineer/AEMT	61.60
Fire Engineer/Paramedic	19.60
Fire Lieutenant/AEMT	24.00
Fire Lieutenant/Paramedic	14.00
Fire Medical Analyst	1.00
Firefighter	19.00
Firefighter/AEMT	15.40
Firefighter/Paramedic	20.20
Medical Billing Technician	2.00
Medical Claims Supervisor	1.00
Mobile Integrated Health	2.00
Senior Administrative Specialist	2.00
TOTAL	219.20
Fund	2023 FTE
General Fund	219.20
TOTAL	219.20

Police	
Position Title	2023 FTE
Accreditation Manager	1.00
Administrative Specialist	3.00
Animal Control Officer	3.00
Community Service Technician	2.00
Crime Analyst	2.00
Crime Scene Technician	2.00
Deputy Chief	2.00
Detective	17.00
Evidence Technician	2.00
Information Technology Technician	1.00
Network Administrator	1.00
Network Manager	1.00
Police Analyst	1.00
Police Chief	1.00
Police Civilian Investigator	3.00
Police Communications Manager	1.00
Police Lieutenant	6.00
Police Major	4.00
Police Officer	91.00
Police Officer II	12.00
Police Records Clerk	5.00
Police Records Manager	1.00
Police Sergeant	17.00
Police Teleserve Technician	1.00
Senior Administrative Specialist	1.00
System Administrator	1.00
Victim Assistance Coordinator	1.00
TOTAL	183.00

PERSONNEL SUMMARY



Police Cont.	
Fund	2023 FTE
General Fund	183.00
TOTAL	183.00

Parks and Recreation	
Position Title	2023 FTE
Administrative Specialist	2.00
Assistant Aquatics Supervisor	1.00
Assistant Golf Course Professional	1.00
Assistant Parks and Recreation Director	2.00
Communications and Events	2.00
Communications and Events Manager	1.00
Forester	4.00
Forestry Supervisor	1.00
Golf Course Professional	1.00
Golf Course Supervisor	1.00
Horticulture Manager	1.00
Horticulture Supervisor	1.00
Horticulturist	6.00
Nature Center Supervisor	0.10
Nature Programmer	1.00
Park District Supervisor	1.00
Park Facility Maintenance Supervisor	6.00
Park Facility Maintenance Technician	18.00
Park Operations Manager	2.00
Parks and Recreation Director	1.00
PT Assistant Nature Programmer	0.75
Recreation Facility Operations	4.00

Parks and Recreation Cont.	
Position Title	2023 FTE
Recreation Facility Operations Supervisor	2.00
Recreation Operations Manager	2.00
Recreation Program Supervisor	4.00
Recreation Programmer	4.00
Senior Administrative Specialist	2.00
Senior Park Facility Maintenance Technician	4.00
TOTAL	77.75

Fund	2023 FTE
General Fund	76.56
Guest Tax	1.19
TOTAL	77.75

Municipal Services & Operations	
Position Title	2023 FTE
ADA Compliance Administrator	1.00
Administrative Specialist	1.00
Administrative Technician	4.00
AMI Program Manager	1.00
Assistant MSO Director	2.00
City Engineer	1.00
City Surveyor	1.00
Deputy MSO Director	1.00
Electrician	2.00
Engineering Program Manager	5.00
Engineering Technician	1.00
Field Technologist	1.00
GIS Analyst	5.00

PERSONNEL SUMMARY



Municipal Services & Operations Cont.	
Position Title	2023 FTE
HVAC Technician	2.00
Instrumentation Technician	2.00
Light Vehicle Technician I	1.00
Master Mechanic I	5.00
Master Mechanic II	4.00
MSO Analyst	1.00
MSO Analyst Administration	1.00
MSO Analyst Data	1.00
MSO Asset and Innovation Manager	1.00
MSO Division Manager Solid Waste	1.00
MSO Division Manager Treatment	1.00
MSO Field Technician Specialist	3.00
MSO Field Technician Specialist II	1.00
MSO Field Technologist I	7.00
MSO Field Technologist II	1.00
MSO General Manager Administration	1.00
MSO General Manager Field Operations Inspections	1.00
MSO General Manager Solid Waste Facilities Fleet	1.00
MSO Inventory Administrator	2.00
MSO Inventory Administrator Fleet	1.00
MSO Inventory Assistant Fleet	1.00
MSO Maintenance Technician Building Structure	3.00
MSO Maintenance Technician Solid Waste	6.00
MSO Manager Building Structure	1.00
MSO Manager Environmental	2.00
MSO Manager Field	2.00
MSO Manager Fleet	1.00

Municipal Services & Operations Cont.	
Position Title	2023 FTE
MSO Manger Treatment	5.00
MSO Manager Water Quality Lab	1.00
MSO Operational Technician Specialist	3.00
MSO Operations Supervisor Solid Waste	2.00
MSO Program Administrator	3.00
MSO Specialist	1.00
MSO Specialist Learning	1.00
MSO Specialist Public Information	1.00
MSO Supervisor Building Structure	1.00
MSO Supervisor Field	4.00
MSO Supervisor Fleet	2.00
MSO Supervisor Inspections	1.00
MSO Supervisor Meters	1.00
MSO Supervisor Solid Waste	4.00
MSO Supervisor Street	4.00
MSO Supervisor Technology	1.00
MSO Supervisor Traffic	1.00
MSO Technician Programs	3.00
MSO Technician Utilities	13.00
MSO Technologist	2.00
MSO Director	1.00
Project Engineer I	1.00
Project Inspector	8.00
Project Inspector II	1.00
Project Management Coordinator	1.00
Project Manager-Construction	2.00
Senior Project Engineer	5.00
Solid Waste Loader	30.00
Solid Waste Operator	39.00
Street Maintenance Lead Operator	1.00

PERSONNEL SUMMARY



Municipal Services & Operations Cont.	
Position Title	2023 FTE
Street Maintenance Operator I	5.00
Street Maintenance Operator II	28.00
Tire Technician	1.00
Traffic Control Technician II	2.00
Traffic Signal Technician	3.00
Utility Field Representative	6.00
Utility Operator I	18.00
Utility Operator II	29.00
Utility Operator III	10.00
Water Quality Lab Technician	5.00
TOTAL	329.00
Fund	2023 FTE
Administrative Services	23.85
Airport Fund	1.60
Farmland Remediation	1.50
General Fund	62.75
Public Parking Fund	1.00
Solid Waste Fund	87.75
Storm Water Fund	14.75
Water and Wastewater	135.80
TOTAL	329.00

Planning & Development Services	
Position Title	2023 FTE
Administrative Technician	4.00
Assistant Planning and Development	1.00
Building Inspector	3.00
Code Enforcement Manager	1.00

Municipal Services & Operations Cont.	
Position Title	2023 FTE
Code Enforcement Officer	2.00
Code Official	1.00
Community Development Analyst	1.00
Community Development Manager	1.00
Deputy Code Official/Building Safety Supervisor	1.00
Housing Administrator	1.00
Permit Technician	1.00
Planner I	4.00
Planner II	8.00
Planning and Development Analyst	1.00
Planning and Development Services Director	1.00
Planning Manager	1.00
Planning Technician	1.00
Plans Examiner	1.00
Project Specialist	1.00
Project Specialist—Homeless Programs	2.00
Senior Administrative Specialist	1.00
Senior Code Enforcement Officer	2.00
Transportation Planning Manager	1.00
TOTAL	42.00
Fund	2023 FTE
Community Development	2.23
General Fund	35.11
Home Grant	0.74
State Grants	2.00
Transportation Planning	1.92
TOTAL	42.00

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 December 31, 2022, the City's total general obligation debt was \$161,368,000. 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 June 30, 2022 is computed as follows:

2021/22 Real & Personal Property Assessed Valuation	\$1,272,866,565
<i>Total Equalized Assessed Tangible Valuation</i>	<i>\$1,272,866,565</i>

Debt Limitation (30% of assessed valuation)	381,859,970
Total General Obligation Bonds & Notes	161,368,000
<i>Total General Obligation Debt Applicable to Limitation</i>	<i>152,583,546</i>
Legal Debt Margin	\$ 229,276,424

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.

CURRENT GENERAL OBLIGATION DEBT

YEAR ENDING	GOVERNMENTAL ACTIVITIES		BUSINESS-TYPE ACTIVITIES		TOTAL DUE
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
2023	\$ 7,416,830	\$ 3,354,001	\$ 604,170	\$ 73,643	\$ 11,448,644
2024	7,361,185	3,019,208	95,815	39,434	10,515,641
2025	6,962,634	2,757,453	100,366	34,771	9,855,225
2026	6,778,924	2,522,662	105,076	29,878	9,436,540
2027	6,741,213	2,289,621	109,787	24,760	9,165,382
2028-2032	29,774,431	8,124,507	165,569	82,744	38,147,251
2033-2037	21,376,153	3,673,913	198,847	48,530	25,297,444
2038-2042	10,599,807	1,341,458	210,193	18,514	12,169,973
2043-2047	3,575,000	1,149,888	-	-	4,724,888
2048-2052	3,140,000	251,175	-	-	3,391,175
	\$ 103,726,176	\$ 28,483,888	\$ 1,589,824	\$ 352,274	\$ 134,152,162

Note: This chart represents the current repayment of all General Obligation bonds outstanding. The notes that are included in the debt margin, are not included in this chart as those notes will be converted to bonds in the future.

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

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.

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.



BUDGET OFFICE

