



**City of
Raymore, Missouri**

**Adopted Annual Budget
For Fiscal Year
Beginning November 1, 2012**



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City of Raymore

2012-2013

Elected Officials and Department Heads

Mayor and City Council

Peter Kerckhoff, Mayor

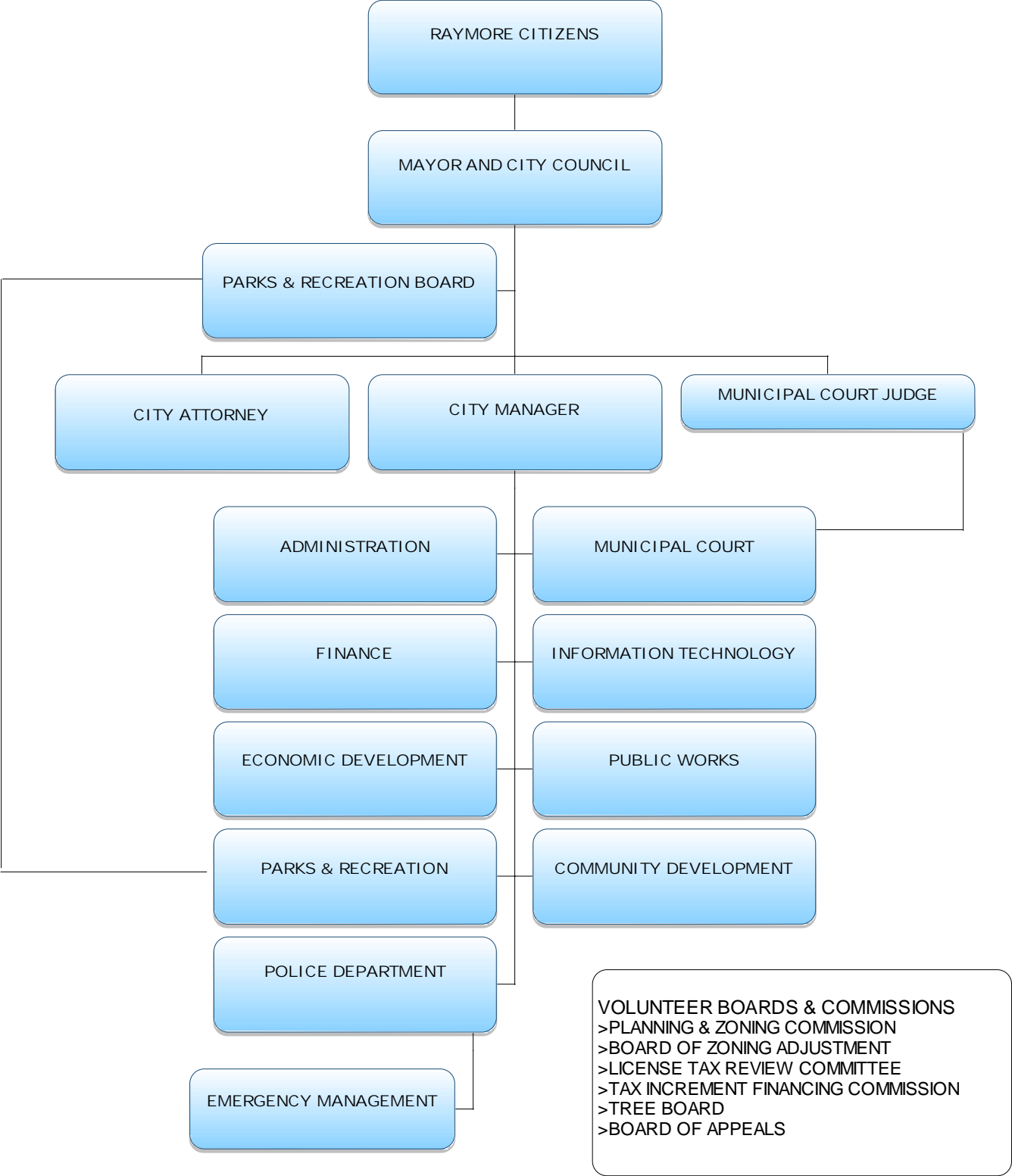
Jeffrey Stevens	Ward I
Kevin Kellogg (Mayor Pro Tem)	Ward I
Ryan Wescoat	Ward II
Jeffrey Cox	Ward II
Richard Hall	Ward III
Jeffrey Adams	Ward III
Sonja Abdelgawad	Ward IV
Jonathan Seeley	Ward IV

City Manager and Management Team

Eric Berlin, City Manager

Jim Feuerborn	Assistant City Manager
Jeanie Woerner	City Clerk
Jan Zimmerman	Chief of Police
Cynthia Watson	Finance Director
Jim Cadoret	Community Development Director
John Kennedy	Park & Recreation Director
Gene Thompson	Economic Development Director
Mike Krass	Public Works Director/City Engineer

CITY OF RAYMORE





City of Raymore

Budget 2012-13

Table of Contents

Elected Officials and Department Heads	i
City-wide Organizational Chart	ii
Table of Contents.....	iii
GFOA Distinguished Budget Presentation Award.....	ix
1 Budget Message	
City Manager's Budget Summary & Comments	1
Combined Operating Expenditures by Fund	13
Combined Operating Expenditures by Service	14
2 General Fund	
Budget Summary	15
Revenue Descriptions & Trends	
Real Estate Property Tax	16
Personal Property Tax	17
Penalties	18
Motor Vehicle License Tax	19
Land-Line Telecom Franchise Tax	20
KCP&L Franchise Tax	21
Osage Valley Elec Franchise.....	22
Mo Gas Energy Franchise Tax.....	23
Internet Cable / Video Franchise Tax.....	24
Wireless Telecom Franchise Tax	25
City Sales Tax	26
Gasoline Tax	27
State Sales Tax Vehicle.....	28
Miscellaneous Permits.....	29
Residential Building Permits & Plan Reviews.....	30
Commercial Building Permits & Plan Reviews	31
Engineering Inspection & Plan Reviews.....	32
Land Disturbance Permits	33
ROW Fees	34
Zoning Fees	35
Street Lights	36
Plan Review Fees	37
Code Enforcement Reimbursement.....	38
Warning System Fees.....	39
Farmers Market	40
Filing Fees	41

Occupational License Tax Fees.....	42
Liquor License.....	43
Dog & Cat Licenses	44
Municipal Court Fines.....	45
DWI-Drug Offense Reimbursement	46
Police Training	47
Drug Awareness	48
Animal Shelter Donations	49
Animal Control Fine Revenue.....	50
Dispatch Fees	51
Police Grants	52
Emergency Mgmt Grant.....	53
Copies.....	54
Refunds & Reimbursements.....	55
Interest Revenue.....	56
Miscellaneous Revenue.....	57
Cell Tower Revenue	58
Transfer in from Restricted Revenue Fund	59
Transfer in from Transportation Fund.....	60
Transfer in From Stormwater Sales Tax Fund	61
Transfer in From Enterprise Fund	62
Transfer in From Capital Projects	63
Departmental Organizational Charts, Narratives & Budgets	
Administration.....	65
Information Technology.....	73
Economic Development	79
Community Development	85
Engineering	93
Streets	99
Stormwater	105
Building & Grounds	111
Municipal Court	117
Finance	123
Police.....	129
Emergency Management.....	137
Transfers to Other Funds.....	143

3 Parks & Recreation

Budget Summary	145
Revenue Descriptions & Trends	
Real Estate Property Tax.....	146
Personal Property Tax	147
Interest Revenue.....	148
Miscellaneous Revenue.....	149
Donations	150
Park Concession Revenues.....	151
Park Rental Fees.....	152
Transfers from General Fund	153
Recreation Programs	154

Special Event Contributions	155
Advertising Revenue	156
Concession Revenues	157
Departmental Organizational Charts, Narratives & Budgets	
Parks Department	159
Recreation Department.....	165
4 Enterprise Fund	
Budget Summary	169
Revenue Descriptions & Trends	
Water Sales.....	170
Sewer Use Charge	171
Water Meter Supply Fee.....	172
Utility Penalties	173
Solid Waste Fees	174
Solid Waste Container Fees	175
Contractual	176
Interest Revenue	177
Miscellaneous.....	178
SRF Interest Credit.....	179
Departmental Organizational Charts, Narratives & Budgets	
Water	181
Sewer.....	187
Solid Waste	193
Transfers to Other Funds	195
Enterprise Debt Service	199
5 Debt Service	
General Obligation Bonds	
General Obligation Bond Narrative	202
Budget Summary	203
Legal Debt Limits	204
General Obligation Bond Schedules	205
Revenue Bonds	
Revenue Bond Narrative	211
Budget Summary	212
Revenue Bond Schedules	213
Special Obligation Bonds	
Special Obligation Bond Narrative	214
Budget Summary	215
Special Obligation Bond Schedules	216
Leasehold Revenue Bonds	
Leasehold Revenue Bond Narrative	217
Budget Summary	218
Leasehold Revenue Bond Schedules.....	219
6 Internal Service Fund	
VERP Fund	

Budget Summary	225
Restricted Revenue Fund	
Budget Summary	229
Revenue Descriptions & Trends	
Municipal Court Cash Bond Interest.....	230
Police Training	231
911 Distribution.....	232
Transfer from General Fund.....	233
BERP Fund	
Budget Summary	236
Revenue Descriptions & Trends	
Transfer from General Fund.....	237
Transfer from Restricted Fund	238
7 Capital Funds	
City Manager's Budget Summary & Comments	239
Capital Budget	
Capital Project Summary by Type	252
Capital Project Summary by Funding Source	253
Capital Budget by Project Type	254
Impact of Capital Expenditures on Operating & Existing Services	255
Capital Improvement Program by Project – 5 Year Summary.....	258
Capital Funds Individual Budgets	
Park Fee in Lieu Fund (27).....	259
Transportation Fund (36).....	263
Excise Tax Fund (37)	271
Public Works Building Fund (44)	275
Capital Improvements Sales Tax Fund (45).....	277
Stormwater Sales Tax Fund (46).....	285
Park Sales Tax Fund (47)	289
Water Connection Fee Fund (52)	293
Sewer Connection Fund (53).....	297
Enterprise Capital Maintenance Fund (54).....	301
8 Appendix	
Discussion of Budget Process & Policies	307
Fiscal/Financial Policies	
Accounting & Auditing Overview	311
Reserve Policy Resolution.....	311
Investment Policy	311
Debt Policy	317
Capitalization Policy	320
Purchasing Policy	324
Fund Type Descriptions	333
Fund Structures.....	334
Combine 4-Year – Statement of Rev. Exp & Change in Fund Balance.....	335
Combined Statement of Rev. Exp & Change in Fund Balance.....	336
Capital Funds - Combined Statement of Rev. Exp & Change in FB	337
Summary Schedules	
Major Funds-Combined Revenues by Fund.....	338

Major Funds-Combined Expenditures by Fund	340
General Fund Revenue Comparison.....	342
General Fund Expense Comparison	343
Park Fund Revenue Comparison.....	344
Park Fund Expenditure Comparison	345
Enterprise Revenue Comparison	346
Enterprise Expenditure Comparison	347
Property Tax Levy Distribution.....	348
Sales Tax Breakdown	349
Property Tax Levy – Raymore	350
History of Property Valuation and City Tax Levy	351
Property Tax Assessed Valuations by Classification	352
Combined Expenditures by Function	353
Personnel Expenditures by Type.....	354
Position Control Roster by Department & Fund	355
Adopted Salary Ranges by Level	361
Demographics & Statistics	363
City Goals	375
Goals & Matrix Status Report	387
Budget/CIP Process Schedule	422
Adopted Budget Ordinance	423
2012 Municipal Ward Boundaries.....	426
9 Glossary	
Specific Terms	429
10 CIP-Capital Improvement Program	
Capital Improvement Program Detail & Specifics Booklet	



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Raymore
Missouri**

For the Fiscal Year Beginning

November 1, 2011

Christopher P. Morill

President

Jeffrey R. Egan

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Raymore, Missouri for its annual budget for the fiscal year beginning November 1, 2011.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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City of Raymore

100 Municipal Circle
Raymore, Missouri 64083
(816) 331-0488 • Fax (816) 331-8724

November 1, 2012

The Honorable Peter Kerckhoff and
Members of the Raymore City Council

Dear Mayor Kerckhoff and Members of Council:

The Adopted Budget for Fiscal Year 2013 is hereby transmitted. This document represents all decisions made by the Council during its consideration of the Proposed FY 2013 Budget through adoption on October 22, 2012.

Summaries of revenues and expenditures are included for all applicable City funds, and expenditure information is provided for each department or significant division. Financial information provided includes prior year actual amounts, FY 2012 budgeted amounts and projected amounts, and FY 2013 projected revenues and budgeted expenditures. Budget detail was prepared by program for each department and division, which allows cost information to be represented and analyzed by service area. Department/Division goals are also provided by program area in an effort to link expenditures to desired results.

Staff worked diligently to draft a proposed budget that meets the goals of the Council and citizens and provides government services in an efficient and effective manner. The budget is in compliance with the City Charter requirement that total proposed expenditures not exceed estimated revenues plus any unencumbered cash reserves estimated to be on hand at the beginning of the ensuing fiscal year.

The budget was prepared using a modified zero-based budget approach. This approach requires each Department to prepare a budget request as if it was being done for the first time. While taking historical context into account, requests were reviewed in detail to ensure that requests did not just include incremental additions to prior year's budget numbers. Detail sheets were developed for each appropriate line item to allow for this review and to better serve as a management tool during the implementation of the budget. Budget development was also approached from a "maintenance" and "expansion" request perspective. The maintenance request represents the cost to provide service at the same level as the prior year. Expansion requests represent an increase in service level or provision of a new service or program.

Presentation: In 2008, the City joined the International City/County Management Association (ICMA) Performance Measurement program. This involves the use of a

*"The City of Raymore is dedicated to being a
quality community in which to live, work and play."*

uniform set of performance measurements for areas the program has been developed for. (Not all of the City's service areas are included in the ICMA program. In those departments where that is so, staff-derived performance measures are included.) The 2010 City Organizational Study recommended that performance measures included in the budget be "core measures" to avoid informational overload, and this recommendation is followed in the FY 2013 Budget.

Immediately following this message is a summary that shows how operating funds are spent by service, regardless of the fund from which they are budgeted.

Fund Balance Reserve: City policy is that each of the City's operating funds carry a restriction of 20% of the proposed fund expenditure for application to the next year's fund balance. This puts the City in good financial shape to deal with any foreseeable emergency.

OPERATING FUNDS AND DEBT SERVICE FUND HIGHLIGHTS: The primary non-capital funds for the City are the General Fund, Park Fund, Enterprise Fund and Debt Service Fund. Some highlights of these follow.

GENERAL FUND

- A. **Beginning Balance:** A deficit of \$56,550 was projected at the end of FY 2011 when the FY 2012 Proposed Budget was submitted last year. The FY 2011 General Fund ended up having a surplus of \$264,163, a net positive difference of \$320,713.

FY 2012 revenues are projected to come in \$538,026 higher (+6.8%) than the FY 2012 budget number. Most revenues are in line with budget expectations, but of note is that *Sales Tax* collections are projected to come in substantially higher than budget (\$248,714 higher, +10.6%). The primary reason for this is that beginning in January, 2012, gasoline sales taxes and vehicle sales taxes began being distributed by the state based upon 2010 census population (19,206, versus the 11,146 that had been used for the last ten years based upon the 2000 population.) Also of note is the *Fees and Permits* revenue line item, which is projected to come in substantially higher than budgeted (by \$131,727, +173%) due to greater building activity than had been projected.

Expenditures for FY 2012 are projected to be \$493,936 (-5.7%) below budget.

- B. **FY 2013 Revenues:** Staff projects total FY 2013 revenues to come in higher than the FY 2012 budget amount but somewhat less than FY 2012 projected receipts. Revenues in FY 2013 are projected to be \$358,669 (4.5%) higher than the amount budgeted in FY 2012.

Some highlights of projected revenues in the General Fund are as follows:

- Property Tax: Property tax receipts in FY 2013 are projected to be less than budgeted in FY 2012 and projected to be received in FY 2012. The FY 2013 projection is \$47,777 less (-3.8%) than the amount that was adopted for FY 2012. During the course of FY 2012 the City Council voted to repeal the Motor Vehicle License Tax, which was collected on property tax bills, beginning in FY 2013. This was an assessment of \$5.00 per vehicle owned by Raymore residents and businesses. The repeal results in a loss of revenue from this item of approximately \$65,000.

It should be noted that Cass County re-assesses property every two years, and this is a non-reassessment year, in which the City's total valuation will change only due to growth and not due to changes in the values of existing properties.

- Franchise Taxes: Franchise tax receipts for FY 2013 are projected to come in \$149,421 (+6.8%) above the FY 2012 budgeted amount. The addition of 40 new residences in FY 2013 is assumed in this projection.
- Sales Tax: As noted above, beginning in January, 2012, gasoline sales taxes and vehicle sales taxes began being distributed by the state based upon 2010 census population (19,206, versus the 11,146 that had been used for the last ten years based upon the 2000 population.) The FY 2013 projection, which is \$269,410 (+11.5%) higher than the FY 2012 Adopted Budget amount, reflects this change, as well as historical trends and an assumed new restaurant (Steak 'n Shake) for a full year.
- Fee and Permits: After years of annual decline, this line item rebounded sharply in FY 2012, from a budgeted \$76,329 to a projected \$208,056 at the end of FY 2012. More building activity occurred in FY 2012 than was anticipated. This line item is again projected conservatively, at the same level as budgeted in FY 2012, assuming 40 new residential homes in the coming year.
- Municipal Court: FY 2012 receipts are projected to come in significantly above the budgeted level (+12.7%). FY 2013 municipal court revenues are budgeted at the FY 2012 projected level.
- Transfer from Restricted Revenue Fund: The one-time transfer of funds (\$94,666 in FY 2012) from the Restricted Revenue Fund to cover salary/wage increases that came out of the FY 2011 compensation/classification study will not occur in FY 2013.
- Transfer from Transportation Fund: Some proceeds from the half-cent Transportation Sales Tax are transferred each year to the General Fund and are used for transportation-related expenditures. A transfer of \$320,000 is budgeted in FY 2013.

- Transfer from Enterprise Fund: Transfers have long been made from the Enterprise Fund to compensate the General Fund for administrative work serving Enterprise Fund functions. For FY 2013 it is budgeted to transfer \$658,676. A complete explanation of the methodology used to compute the amount for this transfer is presented in the “Transfers from Enterprise Fund to Other Funds” chapter in the Enterprise Fund budget.
- Capital Project Administration/Inspection Transfer: The City makes a transfer from the Capital Budget to compensate the General Fund for staff time administering and inspecting capital projects. In FY 2013, transfers in a total amount of \$22,440 are budgeted. The transfer constitutes six percent of the overall cost of included projects, which is the percentage we charge to developers to inspect future City infrastructure they construct to serve their developments. These are all projects that City staff will inspect and administer. Capital projects that do not meet this criterion are not included.
- Transfer from Storm Water Sales Tax Fund: The City has a Parks/Storm Water sales tax in the amount of one-half cent. Forty percent of the receipts from this tax is allocated to Parks & Recreation; forty percent is allocated to storm water activities; and twenty percent is allocated to each of these in amounts determined by the City Council each year. An amount, \$202,437, is transferred from the Storm Water Sales Tax Fund to the General Fund to offset costs for storm water management.

C. Compensation and Benefits: For FY 2013, an increase of 3% is budgeted to base employee wages/salaries. The State Auditor has established 3% as the inflationary factor for the state for the coming year. The City employee salary ranges will increase by 2.5%, allowing for some degree of employee movement through the salary range, depending on employee performance.

Health/dental insurance benefits costs in the Adopted Budget are budgeted to increase by 2.5%. Quotes for health and dental insurance had not yet been received at the time the budget was proposed. Subsequently the City did receive quotes; health/dental costs will actually decrease by 0.9%, but the 2.5% increase originally projected remains in the Adopted Budget. It should be noted that the City began offering employees the option of entering into a high-deductible plan through a health savings account in 2010.

D. Departmental Notes: Departmental items of particular note are as follows:

Staffing: It is budgeted to add 1.0 FTE to the City payroll in the Police Department, as noted below in the discussion of that department’s budget. The cost to the budget is \$51,053.

Administration: The budget for this department is budgeted to increase from the FY 2012 Budget amount of \$910,130 to \$988,555, an increase of \$78,425. This

includes an amount of \$25,000 for a City Charter election which is the subject of a citizen petition at this writing. The estimated amount is provided by the Cass County Clerk's office.

Also included is funding for grants consulting in an attempt to obtain more revenue from grants that may be available that are related to the City's mission. Grants that are applicable to municipalities, funds for which have largely been generated by the federal government, have greatly decreased since 2007. Staff does not believe that putting a full-time person on the City payroll to research grants and write grant applications would be a cost-effective measure. Alternatively, staff recommends budgeting \$15,000 to retain a consultant to perform research into grants that might be applicable to the City and for the consultant services to write grant applications for those grants determined to be worthwhile.

This budget also includes an amount for the cost of training for the entire work force to ensure we are in compliance with various mandates and best practices. The City is in the middle of establishing a personalized training/professional development program for each employee. A component of this is general training/development that all or most City employees should receive. An amount of \$11,000 has been budgeted for this purpose.

Information Technology Services: No major changes to the City's Information Technology program are budgeted in FY 2013. The most important expansion item is the upgrading of the City's bandwidth. Currently the entire City side of the network (non-police) has a bandwidth limit of 4.5 megabytes. It supports all City e-mail, remote connections and a connection to the Parks Maintenance facility, along with online utility payments. More bandwidth is now needed to support the City's internet-based applications. This comes with an annual cost of \$6,000.

Minor expansion items budgeted include the installation of display monitors in the two City Hall conference rooms at a cost of \$2,500 each, and the installation of a suspended ceiling and direct access to the I.T. server room, which will prevent particles from the flooring above from falling on equipment and will make it easier to control the temperature in the room. The cost of the latter is \$5,000.

Community Development: There are no significant new items in this departmental budget. The departmental budget is down significantly due to the budgeting in FY 2012 of an update to the City's Growth Management Plan, which is not included in FY 2013.

Streets: There are no significant new items in this departmental budget. Significant savings in the line item for road salt are expected due to the mild winter last year which reduced demand for salt and therefore reduced prices for this material.

Buildings & Grounds: It is budgeted to replace the Custodian position with a Building Technician position. Since the retirement of the Custodian last year, the City has been using a combination of contract labor and City personnel to keep the buildings maintained. This has not always been efficient in accomplishing building maintenance tasks. It is felt that the City would be better off returning to a full-time person to handle both custodial and routine maintenance duties. The Custodian position is listed at Grade 4; the budgeted position would be Grade 8. While a higher-graded position, in dollar terms this move would save approximately \$2,000 in the short run, due to the longevity of the incumbent Custodian who retired.

Stormwater: There are no significant new items in this departmental budget.

Municipal Court: The budget includes the addition of a component to the City's financial software that will allow for court payments to be made online. The City has received numerous requests to add this feature. In addition to improving convenience for customers, this will help reduce the number of failure-to-appear citations and reduce crowding on court nights. The cost of adding this feature in FY 2013 is \$2,600.

Police: An amount, \$6,500, is included for new furniture for the renovated area of City Hall that will become added space for the Police Department in FY 2013.

This budget includes the addition of two half-time FTEs for a total of one (1.0) additional FTE in the department:

- This budget includes the addition of a half-time Administrative Assistant for the department. There is not currently a dedicated position that provides general administrative assistance in this department. Much of the administrative work has fallen to the Property and Evidence Technician. A recent analysis determined that only 22% of her time is currently being spent on property and evidence duties. This proportion needs to increase to allow for the proper storage and disposal of property and evidence. It is felt that a half-time position can accomplish the administrative tasks that are necessary. The City Hall/Police Department renovation occurring at this writing will provide space for this position. The cost of this half-time position is \$20,425.
- This budget includes an upgrade of the part-time Animal Control position from 0.5 FTE to 1.0 FTE. This would result in two full-time personnel in the department. The number of animal control calls has remained fairly steady for the last five years, but the coverage of this division still requires response to animal calls by sworn officers in significant numbers. Sworn officer time would be better spent responding to non-animal calls. This upgrade would increase the annual daily coverage from 8.6 hours to 11.4 hours, at a cost of \$30,628.

Emergency Management: The budget includes funding for a contract with the City’s outdoor warning system vendor to provide annual maintenance for the City’s eight outdoor warning sirens. This contract is anticipated to cost approximately \$6,500 per year, but will be offset by reduction of another budget line item that will reduce the net cost substantially. Most of our sirens are over 16 years old and some have begun to experience mechanical issues. This contract will provide for a more systematic handling of the detection of issues, general maintenance, and replacement of parts and batteries. The net cost is \$2,254.

E. Transfers from General Fund to Park Fund: The City has traditionally transferred a small amount from the General Fund to this fund to support Parks & Recreation programs and reimburse it for in-kind services provided to the Raymore Festival in the Park. In FY 2013 the general transfer is budgeted at \$45,000 and the amount for the Festival is budgeted at \$5,000. This represents a \$10,000 increase in general support.

F. Expansion Items Included: A summary of expansion items included in the FY 2013 budget is as follows:

Administration	Grant Consulting	\$ 15,000
Administration	Citywide Training	\$ 11,000
Information Technology	Display Monitors – Conference Rooms	\$ 5,000
Information Technology	Suspended Ceiling – Server Room	\$ 5,000
Information Technology	Additional Bandwidth	\$ 6,000
Municipal Court	Online Payment Capability	\$ 2,600
Police	Half-time Administrative Assistant	\$ 20,425
Police	Upgrade Half-time ACO to Full-time	\$ 30,628
Police	Furniture for Expanded PD Area	\$ 6,500
Emergency Management	Siren Maintenance Contract	\$ 2,254
Transfer to Park Fund	Increase in General Support	\$ 10,000
Total		\$114,407

G. Expansion Items Not Included in City Manager’s Proposed Budget: There were no expansion items proposed by department heads that were not included in the City Manager’s proposed budget.

H. Transfers for Capital Items: After all the foregoing, and after reserving an amount equivalent to 20% of operating expenditures (\$1,661,071), as is the City’s practice, a net unrestricted fund balance of \$3,480,995 results at the end of FY 2013. This amount is available for additional use should the Council wish. However, if it is used it should be for non-recurring uses, such as one-time capital expenditures, rather than recurring uses such as additional personnel.

It is budgeted to use some of this fund balance for two major capital needs:

- a. In November, 2011, the City Council adopted a long-term City Comprehensive Pavement Management Program. One thing noted at the time of adoption was that there were a number of roads in the City that

were in such poor condition that only “band-aid” maintenance should be performed on them until they receive total reconstruction. It is budgeted to address the bulk of these by spending \$903,113 from fund balance to bring these streets up to an acceptable standard.

- b. The City is fortunate to operate out of relatively new buildings, but major maintenance expenses can be predicted in the future. These include items such as replacement of roofs, HVAC equipment, overhead doors, and parking lots, as well as a host of smaller but necessary items at City Hall, the Public Works/Parks/Animal Control campus, the Parks Maintenance Facility (in construction at this writing), the Park House, and concession/bathroom facilities in our parks.

It is budgeted to establish a new reserve fund, the Buildings & Equipment Replacement Fund (BERP), to begin the reservation of funds for these major items so they can be addressed when they occur. This fund will function in the same manner as the Vehicle & Equipment Replacement Fund (VERP) which currently exists in the budget. A one-time transfer of funds from the General Fund in the amount of \$1,000,000 is budgeted to seed this program. Future transfers would likely occur from the Capital Improvement Fund. Beyond FY 2013, it is projected that an injection of \$300,000 per year will be necessary to properly save for building and equipment replacement in future years.

The City Manager transmitted the proposed budget and CIP to the City Council on August 15, 2012, and the Council conducted work sessions on the documents on August 18, 2012, September 5, 2012 and September 12, 2012. During the course of budget deliberations the Council added the following transfers from the General Fund for capital budget items:

- *Eagle Glen Trail Reconstruction, Johnston Drive to Foxridge Drive – This project involves removing the asphalt pavement for this trail, milling it and using it as a base, and putting in a new 10-foot wide concrete trail. For this item, \$120,000 will be transferred from the General Fund to the Park Sales Tax Fund.*
- *Landscaping in Recreation, Ward, Hawk Ridge and Memorial Parks – This project involves replacing or installing trees, shrubs and flowers in four City parks. For this item, \$28,700 will be transferred from the General Fund to the Park Sales Tax Fund.*

PARK FUND

The Park Board has submitted a balanced operating budget, which, as every year, I forward to the Council unchanged.

Revenues: Main sources of funding for the Park Fund are as follows:

- Park Levy: The park levy for the next year is \$0.1251 per one hundred dollars assessed valuation. Of every dollar of property tax paid by Raymore residents and businesses that comes to the City, 9.57 cents goes for funding of the City's Parks & Recreation program.
- Program Revenue: Revenues derived from resident participation in programs offered by the Recreation Department account for about one-third of all revenue into the Park Fund.
- Park Sales Tax Fund Transfer: In addition to the Park Levy, proceeds from part of the City's 2.5-cent sales tax go the Parks Sales Tax Fund. An amount necessary to balance the Parks & Recreation budget is then transferred to the Park Fund. The department is not able to fund its operations entirely from the property tax levy.
- Transfer from General Fund – General Assistance: The City has traditionally transferred a small amount from the General Fund to this fund to support Parks & Recreation programs and reimburse it for in-kind services provided to the Raymore Festival in the Park. In FY 2013, that amount is \$50,000.

Expenditures: The FY 2012 Budget included the addition of a full time park worker at mid-year. This worker is now budgeted for a full year, at an additional cost in FY 2013 of \$23,575.

ENTERPRISE FUND (Water, Sewer and Solid Waste)

A. Revenues:

- The Enterprise Fund is funded mainly by water and sewer sales and fees charged for solid waste collection. FY 2012 revenues are projected to come in 2.9% higher than budgeted.
- FY 2013 sewer use charges reflect an increase to the City's sewer rates for the fiscal year, which was approved by the Council in June, 2012.

B. Expenditures:

- Water:
 - The City's ongoing conversion of its meters from touch-wand to radio-read continues. There are approximately 3,000 meters left to be converted city-wide. Approximately 300 will be converted in FY 2013,

at a budgeted amount of \$50,862. Full conversion is expected to be accomplished in 2022.

- The Water and Sewer budgets each contain one-half the cost of upgraded SCADA software, which is used to monitor telemetry in the City's water pump stations and sewer lift station. The upgrades will provide remote access, which will allow staff to troubleshoot and solve most operational problems without having to physically visit the alarm location. The budgeted amount in each budget is \$4,668.
- The cost of purchase of water from Kansas City Water Services is included in this budget. The City's rate for water is scheduled to rise by 12%.
- Sewer:
 - The Water and Sewer budgets each contain one-half the cost of upgraded SCADA software, which is used to monitor telemetry in the City's water pump stations and sewer lift station. The upgrades will provide remote access, which will allow staff to troubleshoot and solve most operational problems without having to physically visit the alarm location. The budgeted amount in each budget is \$4,668.
 - The cost of treatment of sewer by the Little Blue Valley Sewer District is included in this budget. The City's rate will increase 5.85% next year, resulting in an increase from a budgeted \$778,784 in FY 2012 to \$824,340 in FY 2013.
 - The cost of treatment of sewer by the Middle Big Creek Sewer Subdistrict is included in this budget. The City's rate will increase from \$28.50 per connection per month in FY 2012 to \$31.50 per connection per month next year, resulting in an increase from a budgeted \$557,808 in FY 2012 to \$639,414 in FY 2013.
- Solid Waste:

Revenues and expenditures for solid waste service are shown in the Enterprise Fund. Revenues are passed on in full to the City's solid waste contractor. In 2012 the City extended its agreement with the contractor. The charge to residents for trash, recycling and yard waste in FY 2013 will be \$12.31 per month.
- Transfers Out:
 1. The Enterprise Fund makes an annual payment to the General Fund for services provided by General Fund operations for the benefit of the Utility. The payment is made according to a formula for the calculation

of the cost of services provided, as outlined in the “Transfers from Enterprise Fund to Other Funds” chapter in the Enterprise Fund. \$658,676

2. The Enterprise Capital Maintenance Fund was established in FY 2010. The Fund accepts a transfer from the Enterprise Fund in the amount of 1% of the total value of water and sewer infrastructure of the City to reserve funds to pay for major capital projects that are related to serving existing ratepayers (as opposed to projects related to growth, which are funded from the Water Connection Fee Fund or the Sewer Connection Fee Fund). In FY 2013 that amount is \$680,267.

D. Expansion Items Included: The following expansion item is included in the FY 2012 Enterprise Fund budget:

Water/Sewer	SCADA Remote Access	\$ 9,336
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E. Expansion Items Not Included in City Manager’s Proposed Budget: There were no proposed expansion items proposed by department heads that were not included in the City Manager’s proposed budget.

DEBT SERVICE FUND

The Debt Service Fund accounts for debt service on all debt issuances the City has made for capital improvements that are still outstanding.

In 2010, City staff advised the City Council that the slowdown in housing and retail growth, coupled with the decline in the value of property assessments, meant that the \$0.7170 levy amount the City has adopted for years would not be sufficient to cover debt service payments after 2012. Council directed that \$550,000 from the 2007 General Obligation Bond issue for street improvements be transferred to the Debt Service Fund in order to correct this problem. That transfer occurs in the FY 2013 Budget.

INTERNAL SERVICES FUNDS

- A. The Vehicle and Equipment Replacement Fund (VERP) is a sinking fund for the replacement of existing equipment. A number of vehicles are being purchased from this fund in FY 2013.
- B. The Restricted Revenue Fund (04) was created in the FY 2010 Budget. It is used to account for and restrict funds that the City receives, or that the Council allocates, for a specific operating purpose, but which might not be spent in that budget year. The funds are deposited directly into the fund using a dedicated revenue account for each source, and expended from that account.
- C. As noted in the General Fund discussion above, it is budgeted to create a new Building & Equipment Replacement Fund (BERP), seeded by a \$1,000,000 transfer

from the General Fund. In addition, it is budgeted to transfer \$99,044 from the Restricted Revenue Fund to the new BERP fund. These funds were obtained through an insurance settlement for hail damage that occurred last year to the Public Works/Park Facility roof. The roof has received all the repairs it needs. It is budgeted to move these dollars over to the new fund to begin reserving funds for a new roof for the facility whenever that may become necessary.

With these transfers, it is projected that after FY 2013 an injection of \$300,000 per year will be necessary to properly save for building and equipment replacement in future years.

CAPITAL BUDGET

The FY 2013 Capital Budget and 2013 – 2017 Capital Improvements Program (CIP) are included in a separate document. The first year of the five-year CIP is incorporated into the annual budget as the Capital Budget. A separate transmittal letter is submitted summarizing the FY 2013 Capital Budget and five-year CIP.

ACKNOWLEDGEMENTS

My sincere thanks go to the department heads and division managers who worked hard to prepare this budget. Assistant City Manager Jim Feuerborn serves as the budget preparation director. Finance Director Cynthia Watson has a major role in producing this document. I am deeply grateful to all for their time and work on this year's document.

Respectfully Submitted,



Eric Berlin, City Manager

Combined Operating Expenditures by Fund

General Fund:

Administration	988,555
Information Technology	345,608
Economic Development	220,756
Community Development	556,270
Engineering	444,536
Streets	1,006,448
Stormwater	217,991
Building & Grounds	341,494
Municipal Court	155,477
Finance	494,424
Police	3,371,629
Emergency Management	112,166
Transfer Out	2,101,813
Total General Fund	10,357,167

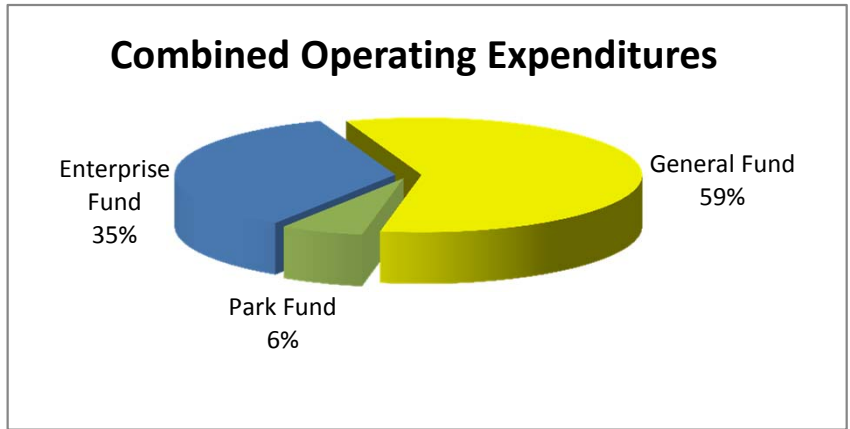
Parks and Recreation Fund:

Parks	608,711
Recreation	472,020
Total Parks and Recreation Fund	1,080,731

Enterprise Fund

Water	2,350,374
Sewer	2,084,765
Debt Service	394,235
Transfer Out	1,419,514
Total Enterprise Fund	6,248,888

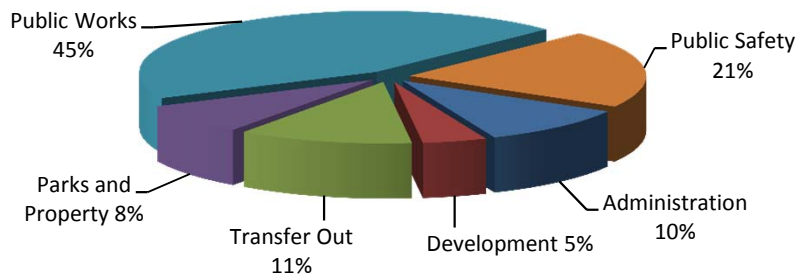
Total Combined Operating Expenditures \$ 17,686,786



Combined Operating Expenditures by Service

Administration	
Administration	988,555
Information Technology	345,608
Finance	494,424
Total Administration	1,828,587
Development	
Economic Development	220,756
Community Development	556,270
Total Development	777,026
Transfer Out	
Transfer Out	2,101,813
Total Transfer Out	2,101,813
Parks and Property	
Parks and Recreation	1,080,731
Building & Grounds	341,494
Total Parks and Property	1,422,225
Public Works	
Engineering	444,536
Streets	1,006,448
Stormwater	217,991
Water ,Sewer & Solid Waste	6,248,888
Total Public Works	7,917,863
Public Safety	
Police	3,371,629
Emergency Management	112,166
Municipal Court	155,477
Total Public Safety	3,639,272
Total Combined Operating Expenditures	\$ 17,686,786

Combined Operating Expenditures



General Fund (01)

	2009-2010 Actual	2010-2011 Actual	2011-12 Council Adopted	2011-12 Projected	2012-13 Department Requested	2012-13 C.M. Proposed	2012-13 Council Adopted
Fund Balance							
Beginning of Year	4,243,243	4,617,770	4,561,220	4,881,933	5,142,066	5,142,066	5,142,066
Revenue							
Property Taxes	1,233,683	1,265,464	1,265,146	1,288,502	1,217,369	1,217,369	1,217,369
Franchise Taxes	2,233,787	2,634,537	2,188,849	2,253,350	2,338,270	2,338,270	2,338,270
Sales Taxes	2,363,410	2,387,731	2,339,795	2,588,509	2,609,205	2,609,205	2,609,205
Fees & Permits	193,834	137,621	76,329	208,056	77,937	77,937	77,937
Licenses	122,062	127,767	118,598	132,973	132,935	132,935	132,935
Municipal Court	319,171	349,739	335,800	378,501	378,951	378,951	378,951
Miscellaneous	355,030	406,467	357,270	369,923	347,136	347,136	347,136
Other Sources & (Uses)							
Transfer from Restricted Revenue Fund			94,666	94,666	-		
Transfer from Transportation Fund	340,000	330,000	320,000	320,000	320,000	320,000	320,000
Transfer from Enterprise Fund	587,397	693,769	630,310	630,310	658,676	658,676	658,676
Transfer from Capital Funds	213,957	191,721	30,660	30,660	22,440	22,440	22,440
Transfer from Stormwater S.T.	175,511	182,239	189,262	189,262	202,437	202,437	202,437
One-Time revenues	245,268	-	-	-	-	-	-
Total Revenue	8,383,110	8,707,055	7,946,685	8,484,711	8,305,354	8,305,354	8,305,354
Total Fund Bal & Revenues	12,626,353	13,324,825	12,507,905	13,366,644	13,447,420	13,447,420	13,447,420
Expenditures							
Administration	808,359	942,504	910,130	789,711	988,555	988,555	988,555
Information Technology	287,690	276,356	334,401	322,954	345,608	345,608	345,608
Economic Development	202,353	196,997	218,308	200,834	220,756	220,756	220,756
Community Development	525,802	543,199	618,094	569,018	556,270	556,270	556,270
Engineering	424,259	415,007	437,550	396,661	444,536	444,536	444,536
Streets	937,999	919,677	986,408	952,276	1,006,448	1,006,448	1,006,448
Stormwater	221,593	178,694	212,596	176,569	217,991	217,991	217,991
Building & Grounds	341,388	313,406	359,362	311,571	341,494	341,494	341,494
Municipal Court	133,874	145,334	152,005	140,052	155,477	155,477	155,477
Finance	508,103	482,229	481,785	477,305	494,424	494,424	494,424
Police	2,805,877	2,984,233	3,322,114	3,202,661	3,371,629	3,371,629	3,371,629
Emergency Management	98,215	102,107	110,039	109,244	112,166	112,166	112,166
Transfer Out to Park Fund	47,000	49,167	40,000	40,000	40,000	50,000	50,000
	7,342,512	7,548,910	8,182,792	7,688,856	8,295,354	8,305,354	8,305,354
Project Carryover							
Capital Projects Budgeted (CIP)	2,327						
Other		316					
Transfer Out to BERP Fund					1,000,000	1,000,000	1,000,000
Transfer Out to Transportation Fund	400,000	569,000	335,722	335,722	903,113	903,113	903,113
Transfer Out to Park Sales Tax Fund		115,000					148,700
Transfer Out to Capital Improvement Fund	147,930		200,000	200,000			
Transfer Out to Ent. Cap. Maint. Fund		100,000					
Transfer Out to Restricted Revenue Fund	115,814	109,666					
	666,071	893,982	535,722	535,722	1,903,113	1,903,113	2,051,813
Total Expenditures	8,008,583	8,442,892	8,718,514	8,224,578	10,198,467	10,208,467	10,357,167
<i>Net Revenue over/under</i>	<i>374,527</i>	<i>264,163</i>	<i>(771,829)</i>	<i>260,133</i>	<i>(1,893,113)</i>	<i>(1,903,113)</i>	<i>(2,051,813)</i>
Fund Balance (Gross)	4,617,770	4,881,933	3,789,391	5,142,066	3,248,953	3,238,953	3,090,253
<i>Less: Restricted Balances</i>							
<i>Less: Reserve Balance 20% of Exp</i>	<i>(1,468,502)</i>	<i>(1,509,782)</i>	<i>(1,636,558)</i>	<i>(1,537,771)</i>	<i>(1,659,071)</i>	<i>(1,661,071)</i>	<i>(1,661,071)</i>
Avail Fund Balance-End of Year	3,149,267	3,372,151	2,152,833	3,604,295	1,589,882	1,577,882	1,429,182

Real Estate Property Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4010-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 67.110 & 140 RSMo Missouri State Constitution: Article X</p>
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Revenue Description

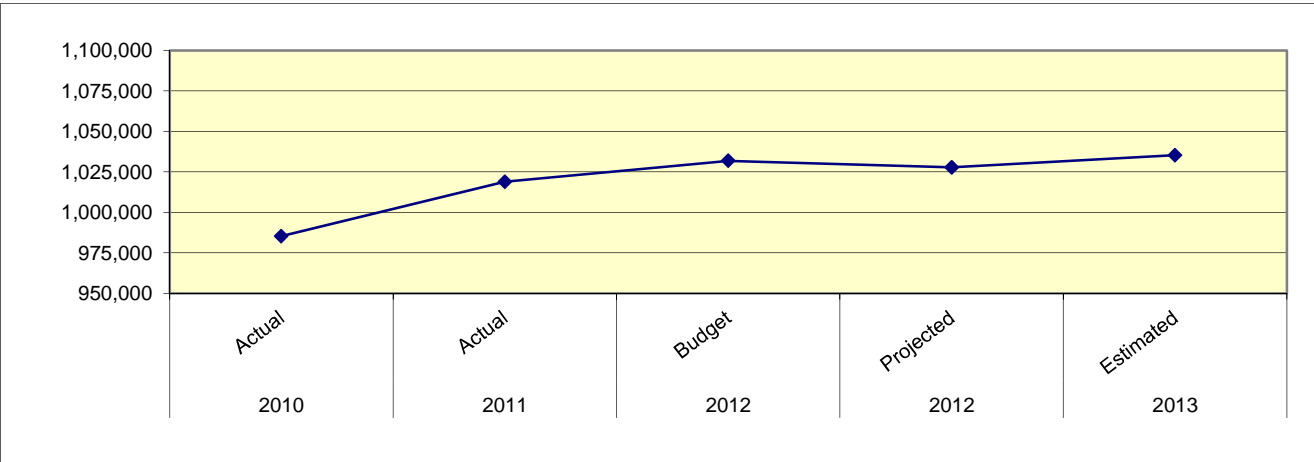
Real Property Tax- Assessed property values are determined by taking the market value, as determined by the county assessor, and multiplied by the assessment ratio. Assessment ratios are commercial at 32%, residential at 19%, and agricultural at 12%. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, established by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY13 City General Operating levy is .04647; the Debt Service levy is 0.7170 and the Parks levy is 0.1251 with real estate assessed valuation at \$230,279,967 compared to \$226,578,341 last year. The collection rate is estimated at 98%.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
985,240	1,018,838	1,031,851	1,027,785	1,035,339

Revenue History and Trend



Personal Property Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4020-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 67.110 & 140 RSMo Missouri State Constitution: Article X</p>
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Revenue Description

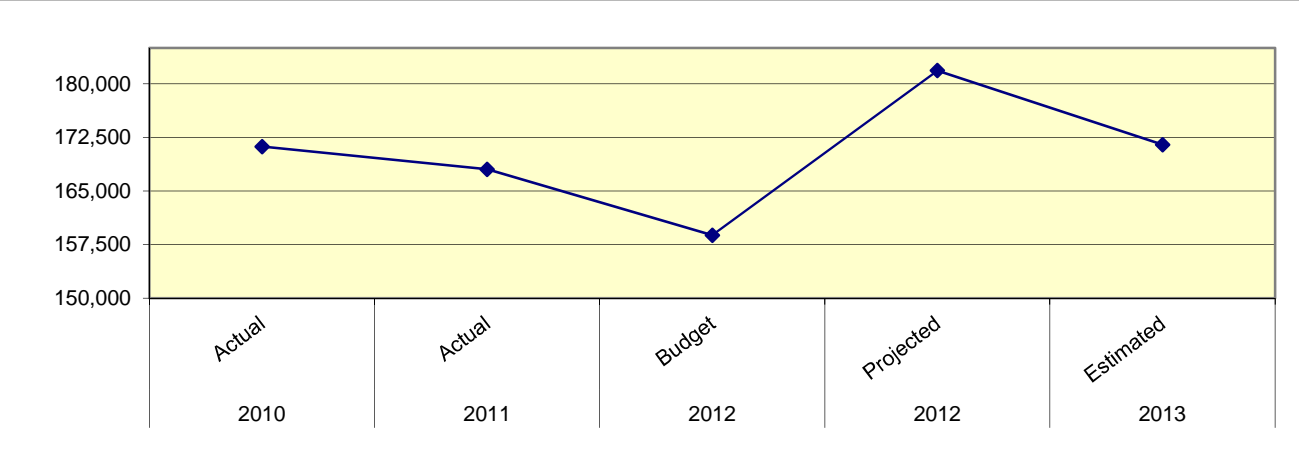
Personal Property Tax - assessed valuation is equal to 33% of market value set by the State Tax Commission. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, established by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY13 City General Operating levy is .04647; the Debt Service levy is 0.7170 and the Parks levy is 0.1251 with personal property assessed valuation at \$38,041,208 compared to \$34,868,907 last year. The collection rate is estimated at 98%.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
171,219	168,032	158,795	181,860	171,480

Revenue History and Trend



Penalties

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4030-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 67.110 & 140 RSMo Missouri State Constitution: Article X</p>
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Revenue Description

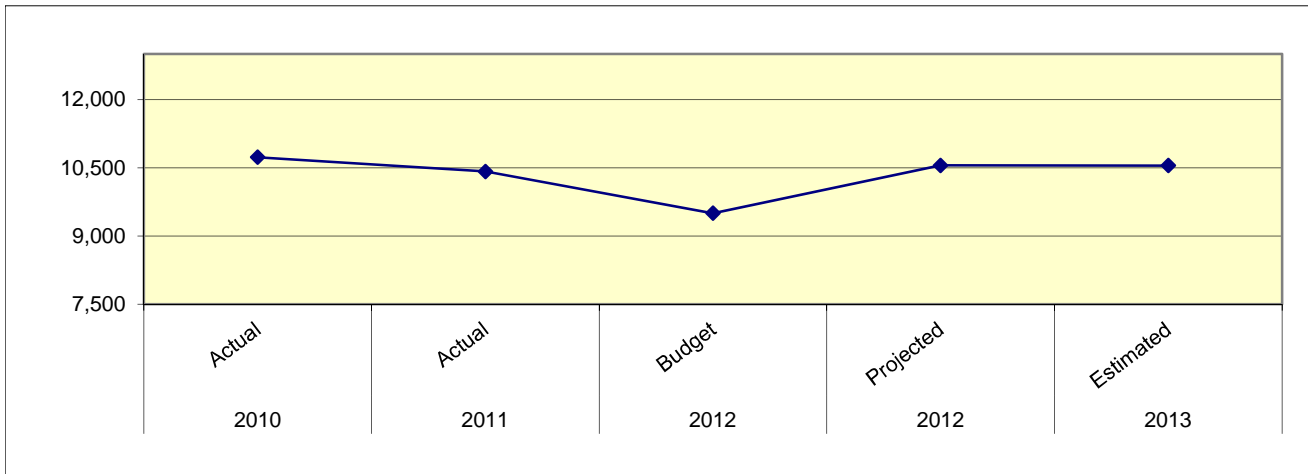
Penalties- are accrued beginning January 1 following the December 31 due date for yearly tax billings. The delinquent property tax accrues interest at the rate of 2% per month compounded.

Property tax rates are set by local governments within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, established by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY13 revenue is estimated based on historical data trends.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
10,732	10,418	9,500	10,551	10,550

Revenue History and Trend



Motor Vehicle License Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4045-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 137 RSMo. State Statute: Section 301.340 RSMo. Missouri State Constitution: Article X</p>
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Revenue Description

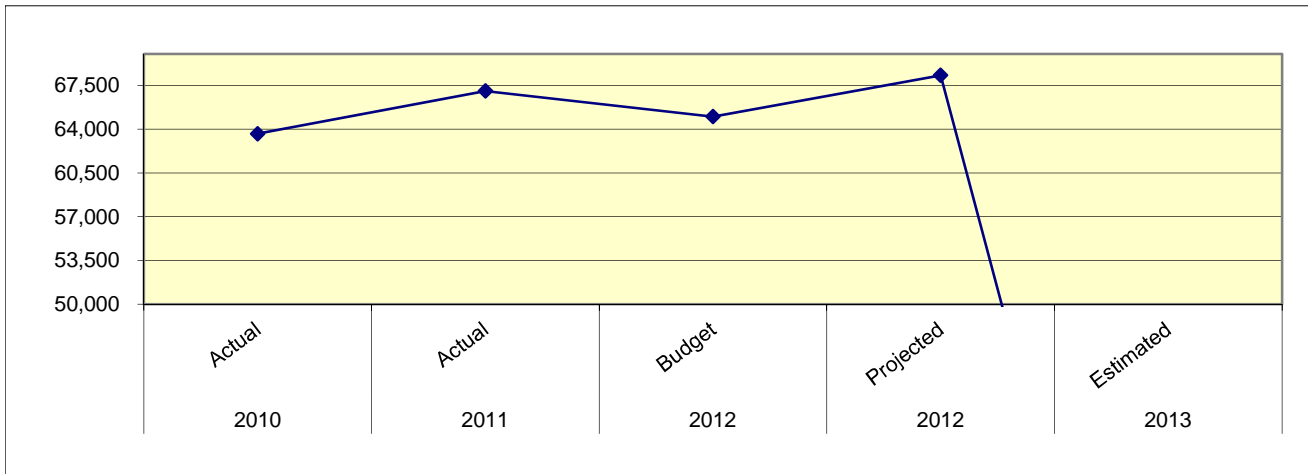
Motor Vehicle License Tax -Upon voter approval a municipality is authorized to impose a motor vehicle license tax. Section 301.310 RSMo. establishes the basis for the license tax as either a flat rate or based on horsepower. The City of Raymore assesses a flat \$5.00 per vehicle and billing and collection is done in conjunction with property tax through the County.

Revenues are conservatively based on the most current fiscal year receipts.

Ordinance 2012-010 City Council repealed this tax dated January 23, 2012.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
63,628	67,050	65,000	68,306	0

Revenue History and Trend



Land-Line Telecom Franchise Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4060-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XII Municipal Code: Section 640.010 Municipal Code: Section 640.030 State Statute: 67.2675-2714 Missouri State Constitution: Article X</p>
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Revenue Description

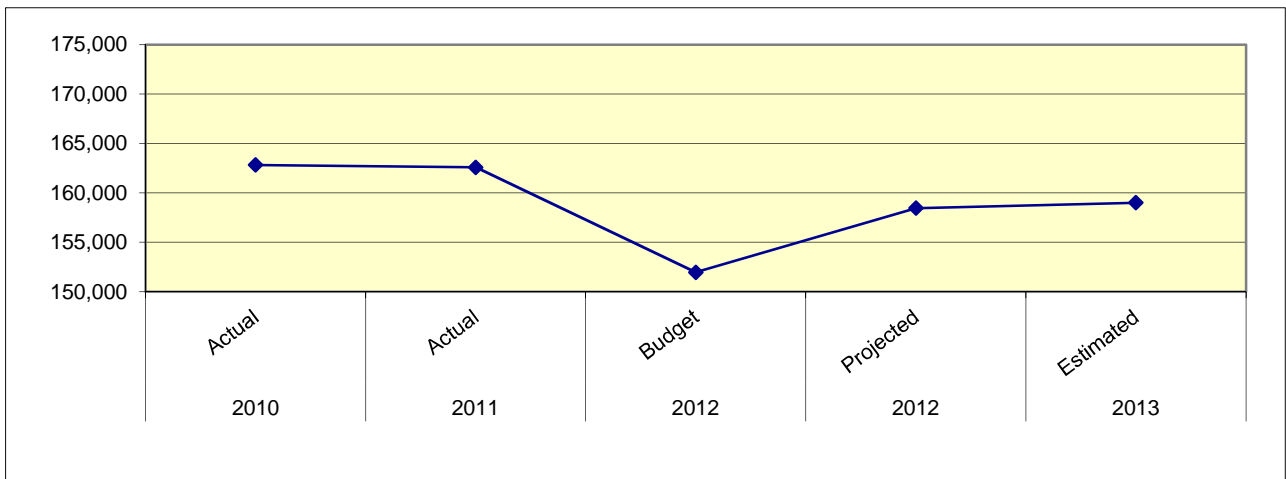
Each company or corporation engaged in the business of supplying public, non-municipal telephone services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the city limits.

Land-line and wireless telecommunications are split into separate accounts for budget reporting purposes.

Staff is conservatively projecting FY12 revenue based on current receipts and analysis of the last three years. Staff projects FY13 based upon FY12 receipts. the revenue in this line item is expected to decline over the years as customers discontinue land line service and move entirely to cellular.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
162,820	162,589	151,962	158,449	159,000

Revenue History and Trend



KCP&L Franchise Tax

General Ledger Codes: <p style="text-align: center;">01-00-4065-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XII Municipal Code: Section 640.010 State Statute: 393.297 Missouri State Constitution: Article X</p>
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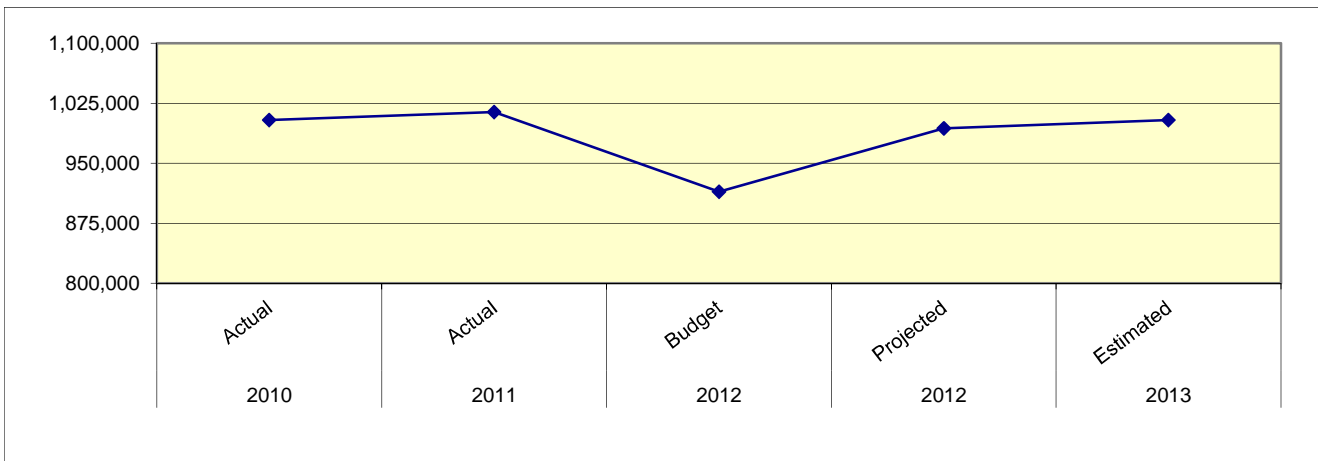
Revenue Description

KCP&L Electric - Each company or corporation engaged in the business of supplying public, non-municipal electric services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the city limits. This revenue source is dependent on weather conditions resulting in variances that are sometimes material.

Staff is estimating FY13 revenue based on the addition of 40 new residences in FY13.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
1,004,062	1,013,947	914,256	993,511	1,003,840

Revenue History and Trend



Osage Valley Elec Franchise

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4070-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XII Municipal Code: Section 640.010 State Statute: 393.297 Missouri State Constitution: Article X</p>
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Revenue Description

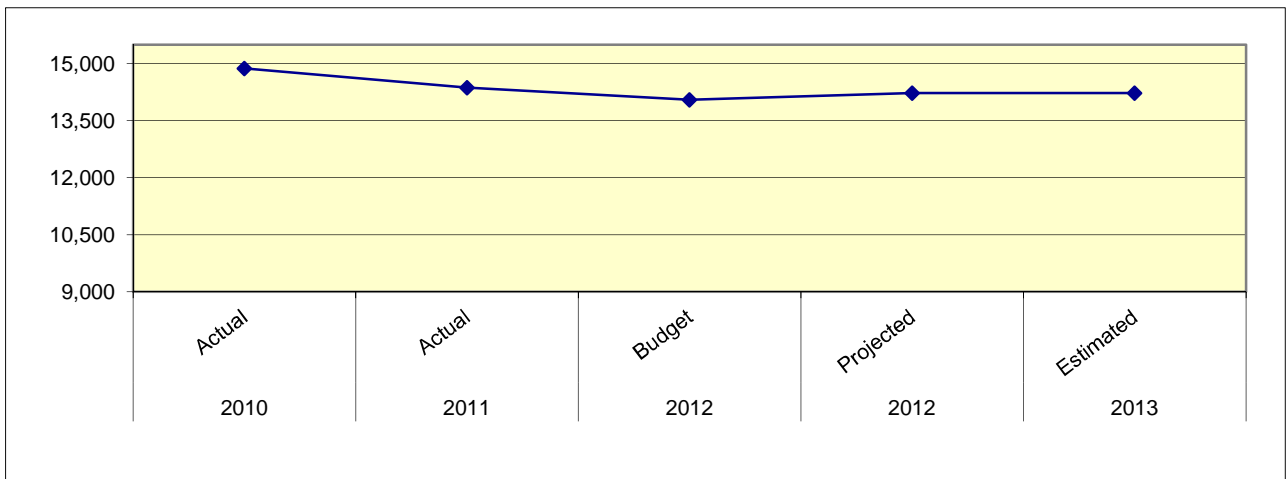
Osage Valley Electric - Each company or corporation engaged in the business of supplying public, non-municipal electric services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the city limits. This revenue source is dependent on weather conditions resulting in variances that are sometimes material.

Osage Valley Electric serves the southern portions of the city limits bordering the county areas. Any land annexed further south will be served by this utility.

Because Osage Valley Electric revenues will only increase due to rate increases, annexation of additional property, and actual building taking place on same. Proposed FY13 revenue is estimated to be the same as the FY12 projected year end.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
14,871	14,368	14,047	14,223	14,223

Revenue History and Trend



Mo Gas Energy Franchise Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4075-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XII Municipal Code: Section 640.010 State Statute: 393.297 Missouri State Constitution: Article X</p>
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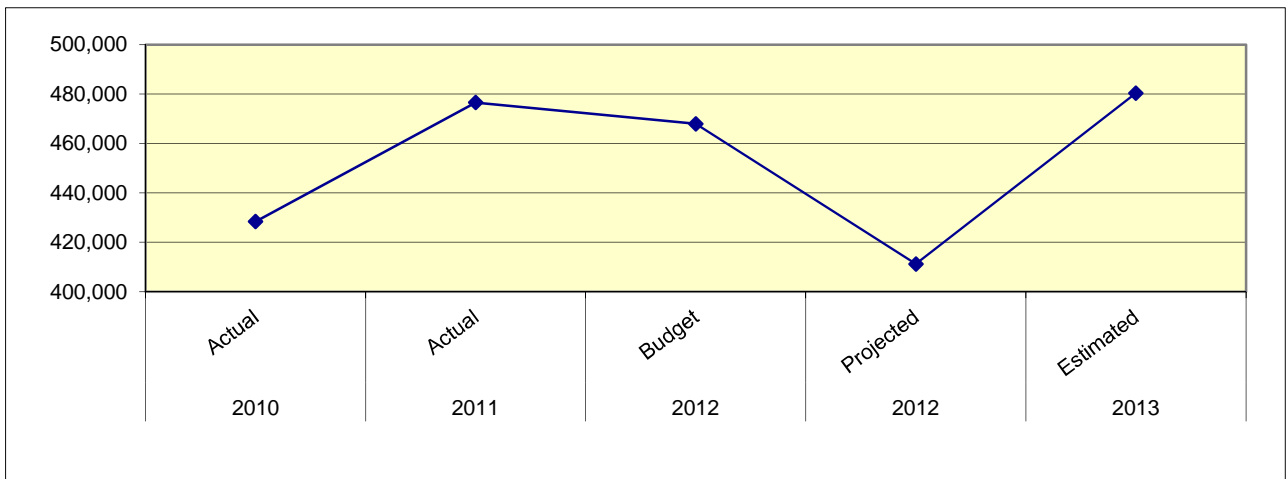
Revenue Description

Missouri Gas Energy - Each company or corporation engaged in the business of supplying public, non-municipal natural gas services to the citizens pays an annual franchise tax of seven percent (7%) of the gross receipts collected from the sale of public utility services within the city limits. This revenue source is dependent on weather conditions resulting in variances that are sometimes material.

Due to the unusually warm winter during 2012, staff is projecting the FY12 revenue to come in low. Staff projected FY13 revenue using the FY12 budget, increased by 40 additional homes.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
428,413	476,527	467,945	411,229	480,392

Revenue History and Trend



Internet Cable / Video Franchise Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4080-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XII Municipal Code: Section 640.010 State Statute: 67.2689 Missouri State Constitution: Article X</p>
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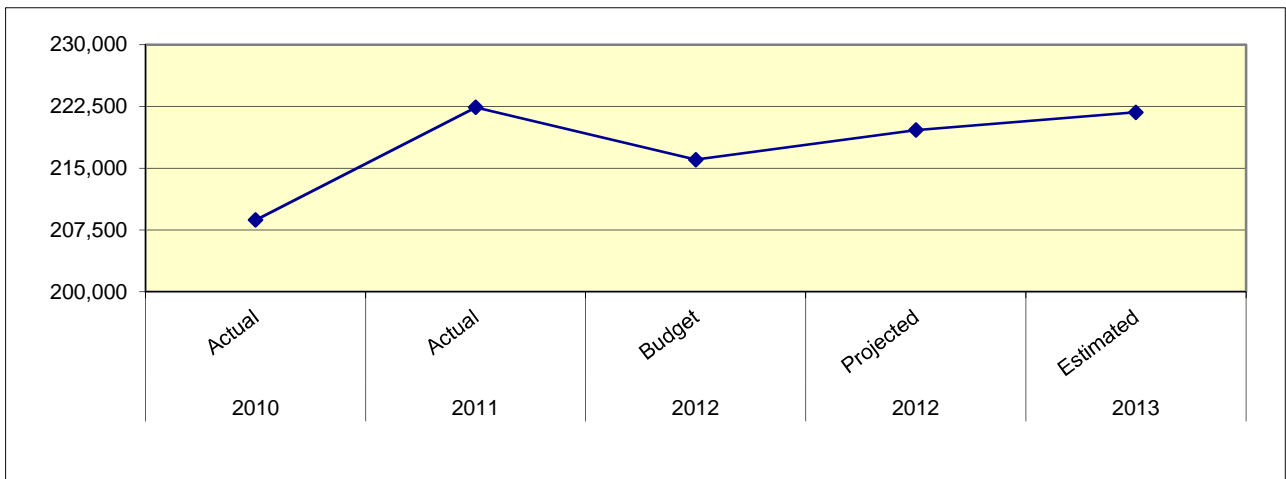
Revenue Description

Internet Cable / Video - Each company or corporation engaged in the business of supplying public, non-municipal cable services to the citizens pays an annual franchise tax of five percent (5%) of the gross receipts collected from the sale of public utility services within the city limits.

The increase in revenue over previous history, starting with FY10, is a combination of growth and the addition of AT&T U-Verse franchise. FY13 revenues are estimated using current rates and an additional 40 homes.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
208,702	222,379	216,030	219,624	221,776

Revenue History and Trend



Wireless Telecom Franchise Tax

General Ledger Codes: <p style="text-align: center;">01-00-4090-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XII Municipal Code: Section 640.010 Municipal Code: Section 640.030 State Statute: 67.2675-2714 Missouri State Constitution: Article X</p>
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Revenue Description

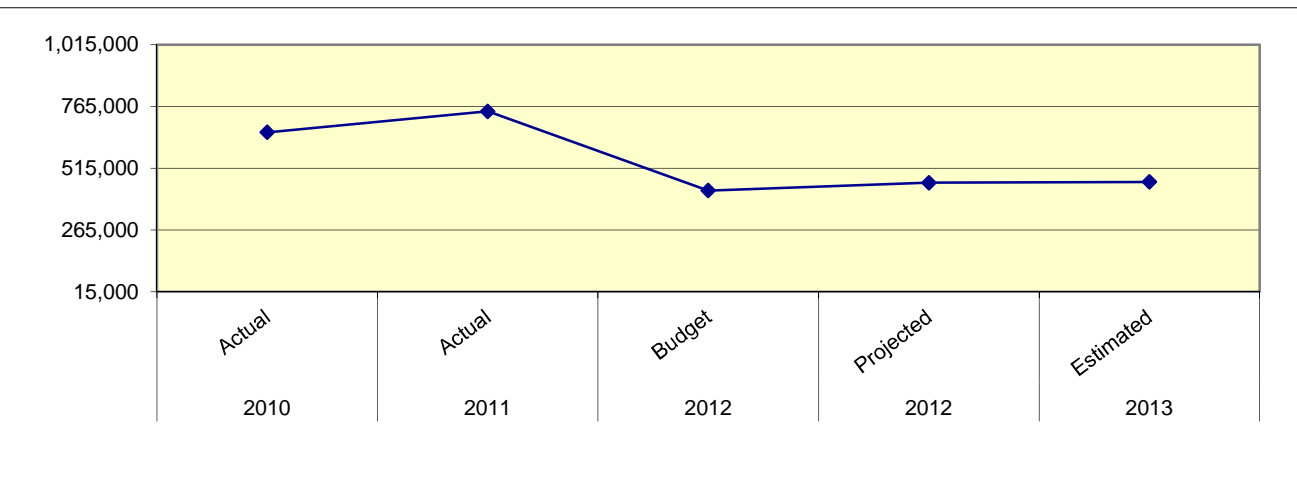
Miscellaneous - This revenue source reports franchise receipts from cellular telecommunications companies. Companies pay an annual franchise tax of seven percent (7%) of gross receipts collected.

Legislation and litigation concerning telecommunications franchise fees for T-Mobile continues to make projections slightly uncertain until a year's experience can be gained following settlement of these final issues.

The FY10 revenue reflects the one-time settlement associated with the T-Mobile lawsuit settlement of \$245,268. The FY11 projected revenues reflect the final \$280,770.39 held in escrow during the lawsuit, recognized as revenue following the final settlement documents received by the City in December 2010. FY13 revenues are based on the FY12 average monthly wireless telecom franchise tax receipts.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
660,187	744,726	424,608	456,315	459,039

Revenue History and Trend



City Sales Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4100-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Sections 145.010 State Statute: 94.500-94.550 RSMo Missouri State Constitution: Article X</p>
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Revenue Description

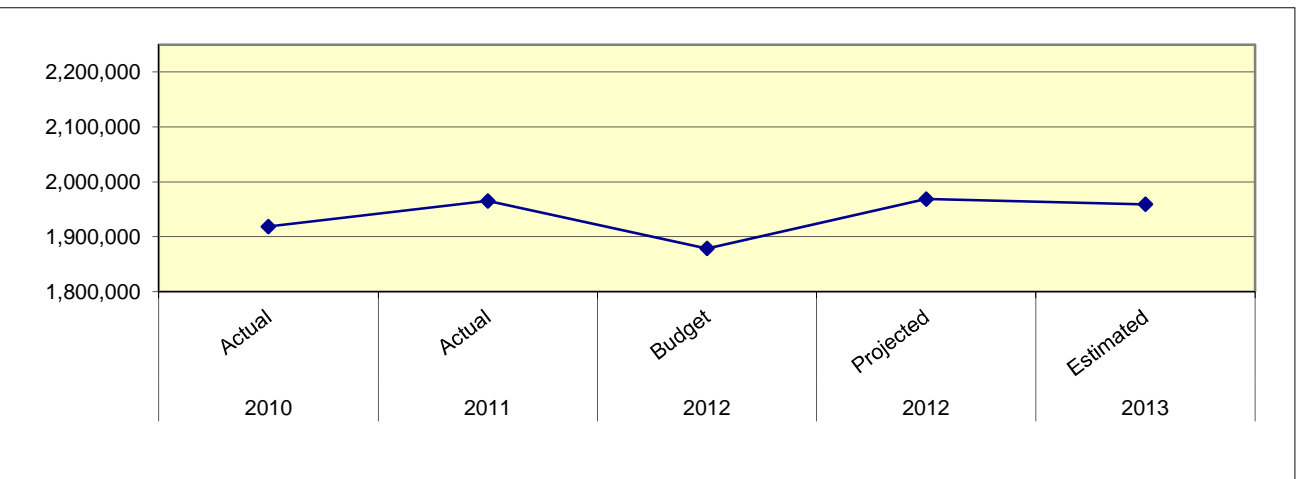
City Sales Tax - All cities, except those located in St. Louis County, are authorized to collect a general revenue sales tax. Municipalities may impose a general revenue sales tax at the rate of one-half of one percent, seven-eighths of one percent or one percent and the funds may be used for any municipal purpose. The general revenue sales tax must be approved by the voters before it can be implemented.

The City of Raymore rate of sales tax is one percent (1%) on the receipts from the sale at retail of tangible personal property or services. Sales tax revenue for the FY12 fiscal year is based on current receipts and historical trending. FY13 is based on the current increase recognized in the past three years and the addition of Steak 'n Shake restaurant beginning November 1, 2012.

In July 2012, Governor Noxon vetoed HB 1329, which, according to the Missouri Department of Revenue, will have the effect of reducing sales tax revenues for out-of-state sales of cars, boats and trailers by \$56,459.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
1,918,665	1,965,337	1,878,724	1,968,877	1,959,277

Revenue History and Trend



Gasoline Tax

<p>General Ledger Codes: 01-00-4135-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u> Missouri State Constitution: Article IV; Section 30b</p>
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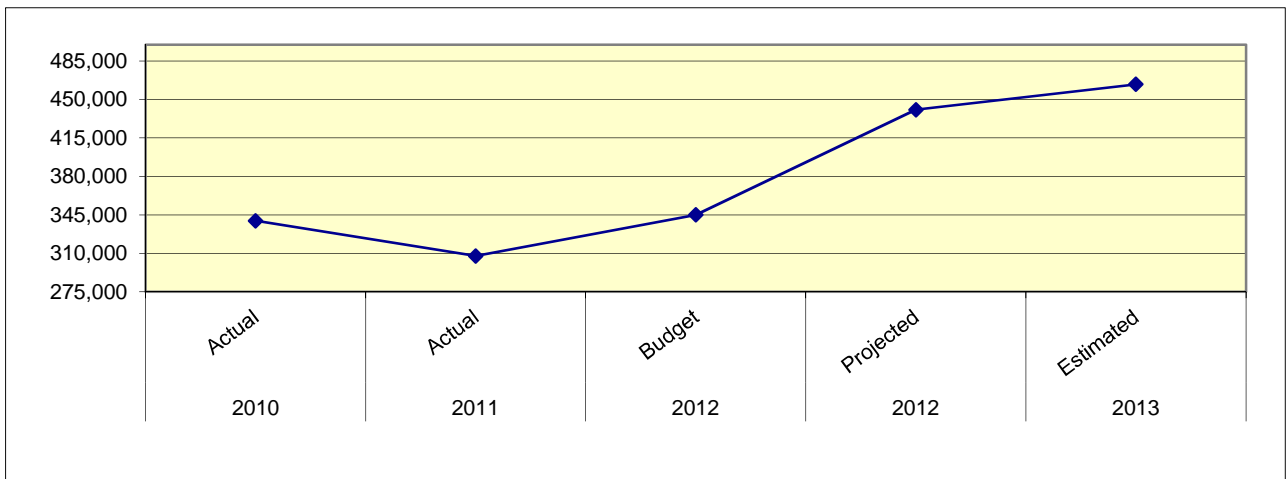
Revenue Description

Gasoline Tax - All municipalities over 100 population share in 15 percent of the state highway fund, which includes revenues from the motor fuel tax. The state vehicle fuel tax (gasoline tax) is the local share of the state tax on motor vehicle fuel sold. Distribution is based on the population of the city as of the 2010 census count. State Statute dictates that if the Department of Revenue receives the data from the Federal Government prior to July 1, then distribution will begin in January the following year. If the data is received on or after July 1, then distribution will begin July the following year.

Starting January 2012 the City recognized a significant increase in revenues received due to the adjustment associated with the 2010 census count. The FY12 projected revenues as well as the FY13 estimated revenues are based on historical data adjusted to the 2010 census contribution.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
339,644	307,494	345,000	440,593	463,811

Revenue History and Trend



State Sales Tax Vehicle

General Ledger Codes: <p style="text-align: center;">01-00-4140-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Missouri State Constitution: Article IV; Section 30b</p>
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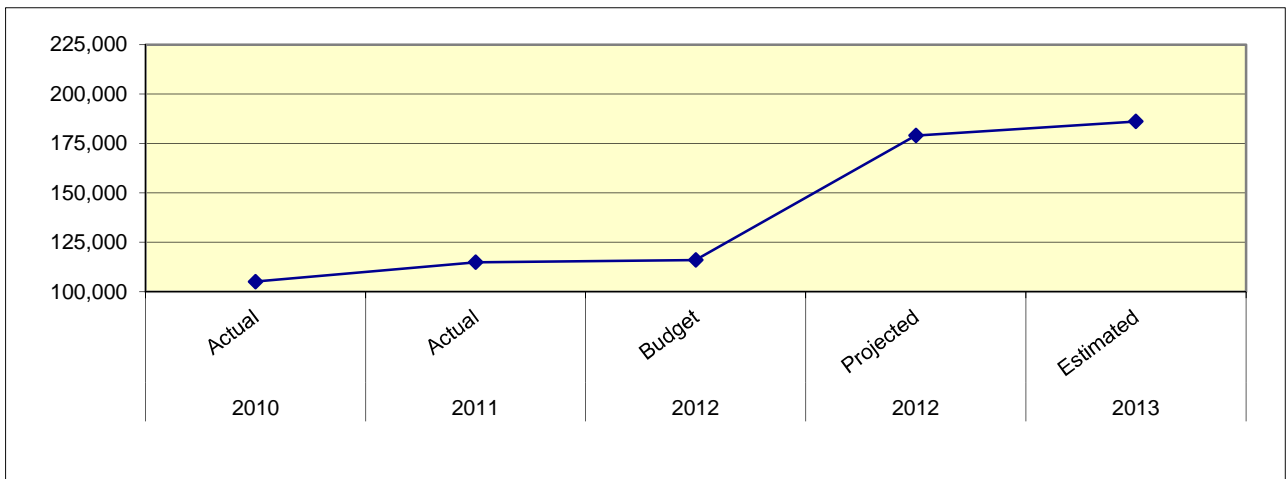
Revenue Description

State Vehicle Sales Tax - All municipalities over 100 population share in 15 percent of the state highway fund that includes revenues from motor fuel tax, license and registration fees and one-half of the regular state sales tax on automobiles. The vehicle sales tax is based and allocated to the city in which the vehicle is titled.

Starting January 2012 the City recognized a significant increase in revenues received due to the adjustment associated with the 2010 census count. The FY12 projected revenues as well as the FY13 estimated revenues are based on historical data adjusted to the 2010 census contribution.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
105,101	114,900	116,071	179,039	186,116

Revenue History and Trend



Miscellaneous Permits

General Ledger Codes: <p style="text-align: center;">01-00-4155-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Section 12.3 Municipal Code: Section 500.080 State Statute: Chapter 89</p>
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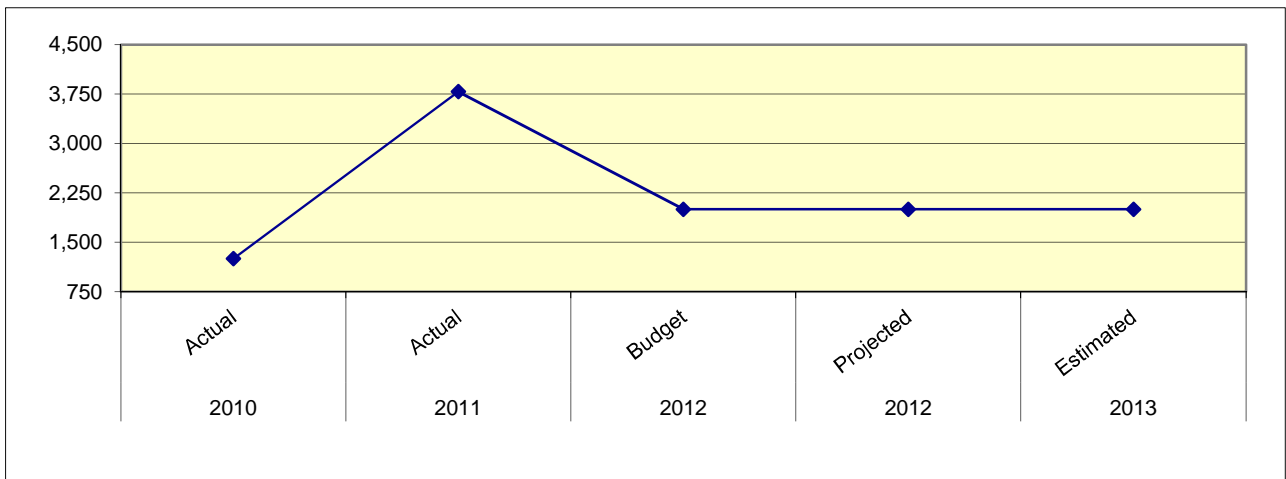
Revenue Description

Miscellaneous Permits - Solicitor permits and sign permits are recorded in this revenue account. Projections for future revenues are based on most recent historical activity.

FY12 projected revenues and FY13 estimated revenues are based on the expected fireworks permits.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
1,250	3,785	2,000	2,000	2,000

Revenue History and Trend



Residential Building Permits & Plan Reviews

<p>General Ledger Codes: 01-00-4160-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89</p>
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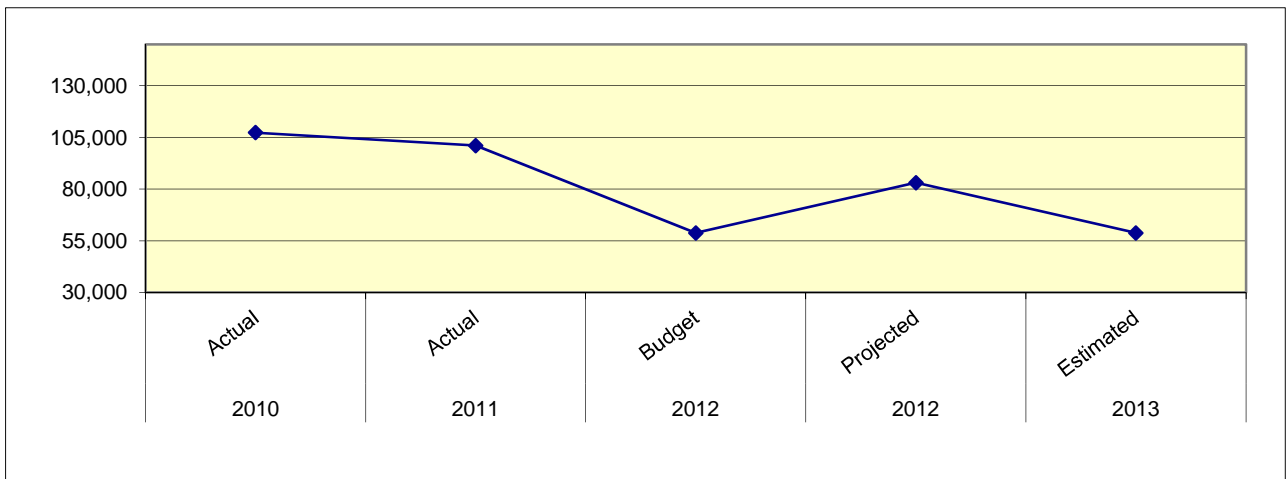
Revenue Description

Building Permits - A building permit must be obtained from the City before work is initiated on any construction job. Building valuation is calculated based on the Building Valuation Data from the April issue of Building Standards Magazine. Presently the fee is four dollars (\$4.00) per one thousand dollars (\$1,000) of building valuation. Residential valuation is calculated on living area multiplied by the cost per square foot.

Staff projected FY12 revenues on current receipts through mid-May as well as projected revenues from the upcoming Highpoint residential development. Revenues for FY13 are estimated based on 40 projected residential starts for the fiscal year with an average permit fee for these homes of \$1470.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
107,322	101,075	58,800	83,106	58,800

Revenue History and Trend



Commercial Building Permits & Plan Reviews

<p>General Ledger Codes: 01-00-4161-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89</p>
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Revenue Description

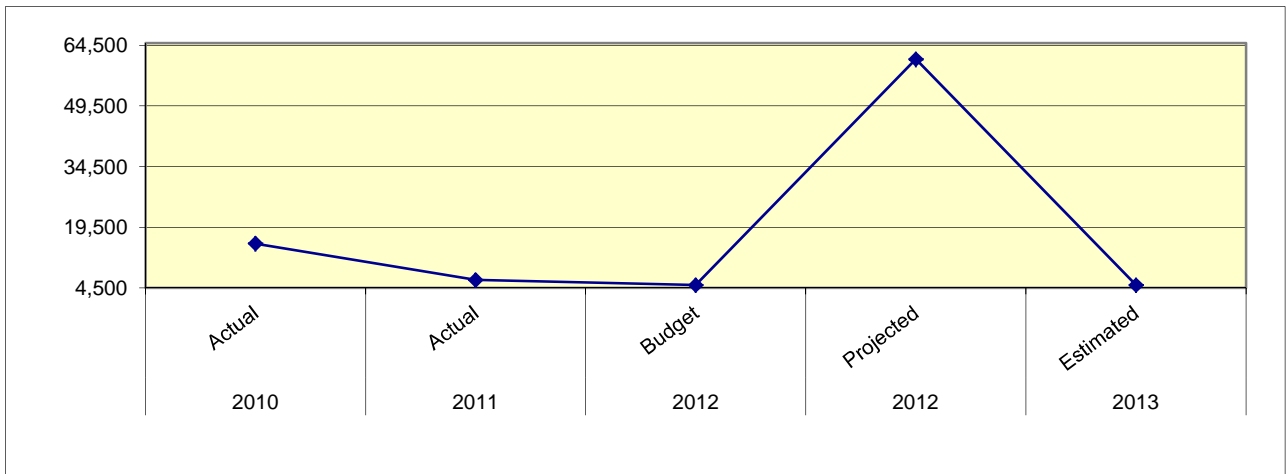
Building Permits - A permit must be obtained from the City before work is initiated on any building construction job. Building valuation is calculated based on the Building Valuation Data from the current issue of Building Standards Magazine. Building valuation for all building types, other than residential, is calculated on the gross floor area multiplied by the cost per square foot.

FY12 revenues are estimated based on 15 remodels @ \$350 each. FY13 revenues are estimated using only one commercial pad site.

The FY12 projected amount includes \$44,581 unbudgeted revenue to be received during the fourth quarter associated with the Sam's Club.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
15,472	6,468	5,250	61,042	5,250

Revenue History and Trend



Engineering Inspection & Plan Reviews

<p>General Ledger Codes: 01-00-4165-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89</p>
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Revenue Description

Inspection Fees - These fees are collected for City-provided inspection of all infrastructure installed on private development projects. The fee is 5% for inspection services and an additional 1% for administrative costs in plan review.

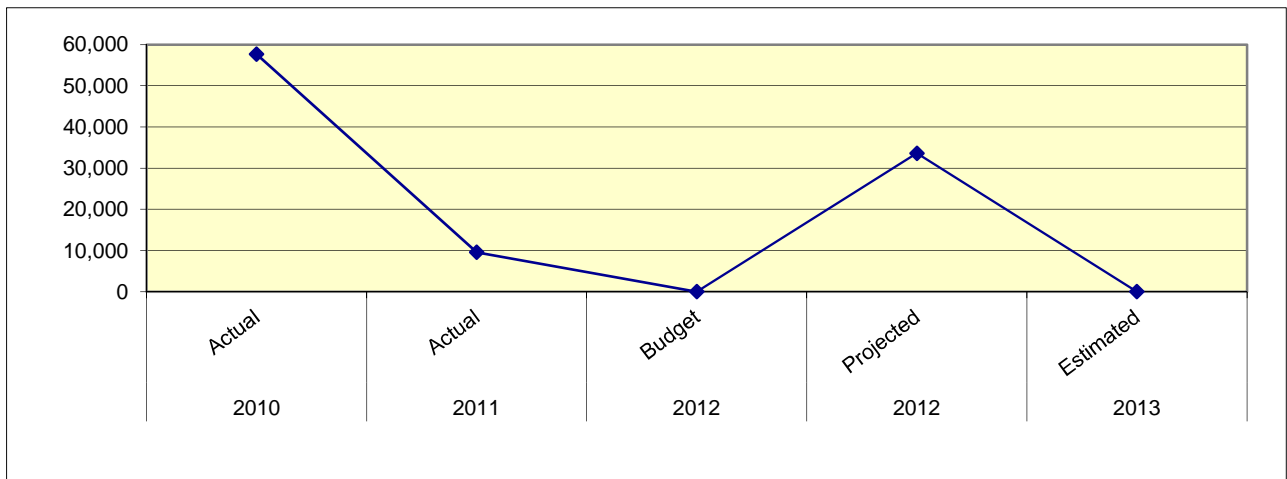
FY12 projected revenue is based on fees received from the Edgewater and Highpoint residential developments in the Creekmoor subdivision.

No additional subdivisions are expected in the coming year, thus resulting in revenue estimate of zero.

The FY12 projected amount includes \$3,009 unbudgeted revenue to be received during the fourth quarter associated with the Sam's Club.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
57,650	9,558	0	33,621	0

Revenue History and Trend



Land Disturbance Permits

<p>General Ledger Codes: 01-00-4170-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89</p>
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Revenue Description

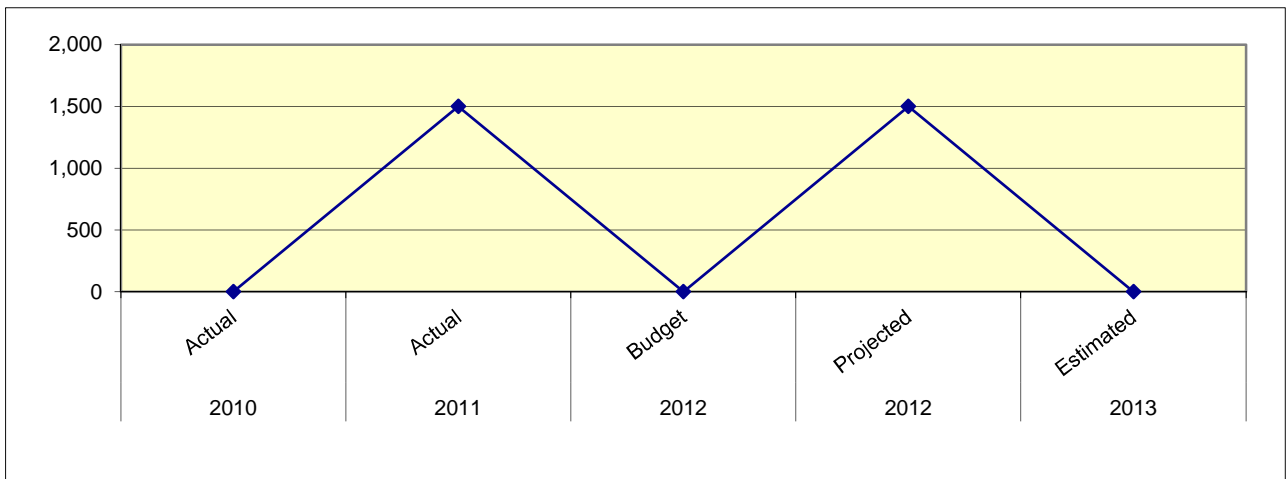
Grading Permit - The revenues recorded in this account are fees charged to cover Engineering's inspection of initial grading for new projects.

FY12 projected revenue is based on fees received from the Edgewater and Highpoint residential developments in the Creekmoor subdivision.

Staff is conservatively budgeting no revenue in FY13 based on the surplus of available lots in multiple subdivisions.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	1,500	0	1,500	0

Revenue History and Trend



ROW Fees

<p>General Ledger Codes: 01-00-4175-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89</p>
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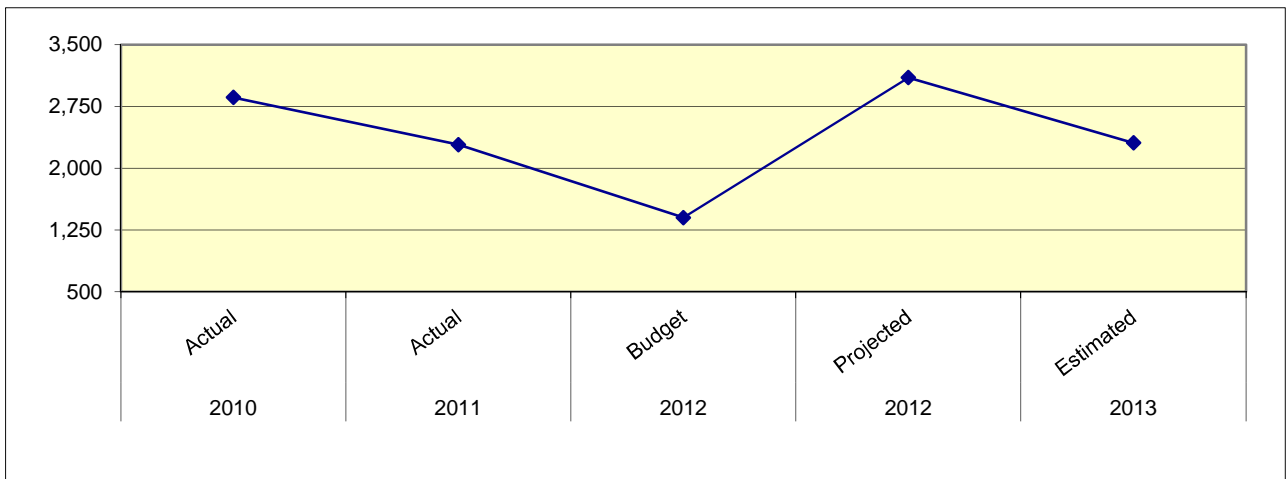
Revenue Description

ROW Fees - Right of Way fees are collected as part of the Land Disturbance Ordinance. This ordinance helps the City keep track of what entity is working within our right-of-way. The permit fee covers the administrative costs and degradation fees associated with any disturbed infrastructure. The Right-of-Way fee is recommended by the City Engineer, approved by the City council, and listed in the Schedule of Fees maintained in the City Clerk's office.

FY13 revenue is based on a five year historical trend.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
2,859	2,285	1,400	3,100	2,308

Revenue History and Trend



Zoning Fees

General Ledger Codes: <p style="text-align: center;">01-00-4180-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89</p>
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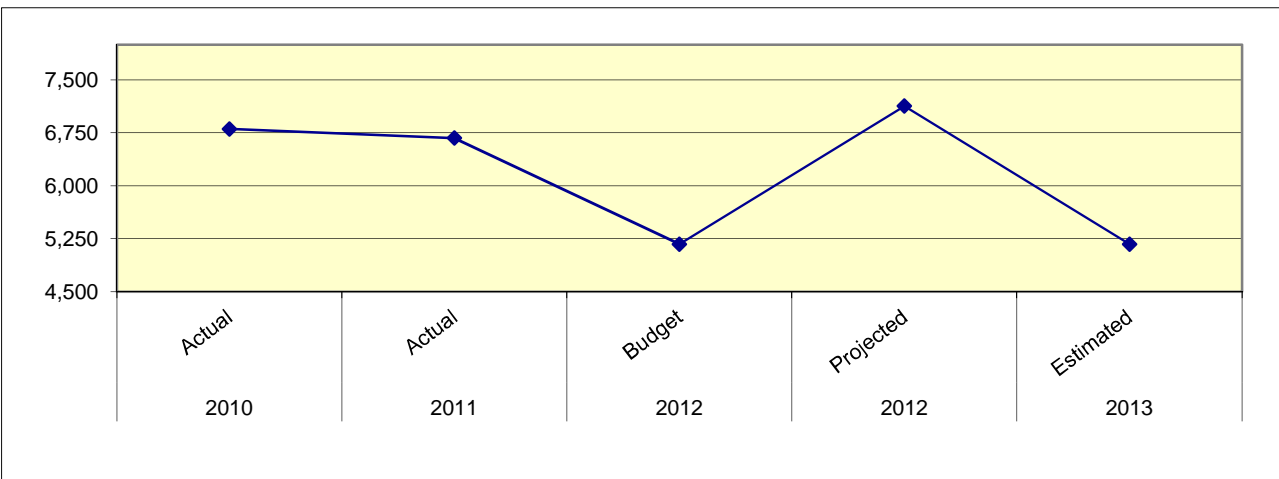
Revenue Description

Zoning Fees - Filing fees are charged for rezoning, variance requests and subdivision and conditional use requests. The fees offset advertising and administrative expenses.

Revenue estimates for FY13 are based on best information available to date for the number and type of requests being estimated for the fiscal period.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
6,805	6,675	5,174	7,130	5,174

Revenue History and Trend



Street Lights

General Ledger Codes: <p style="text-align: center;">01-00-4181-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89</p>
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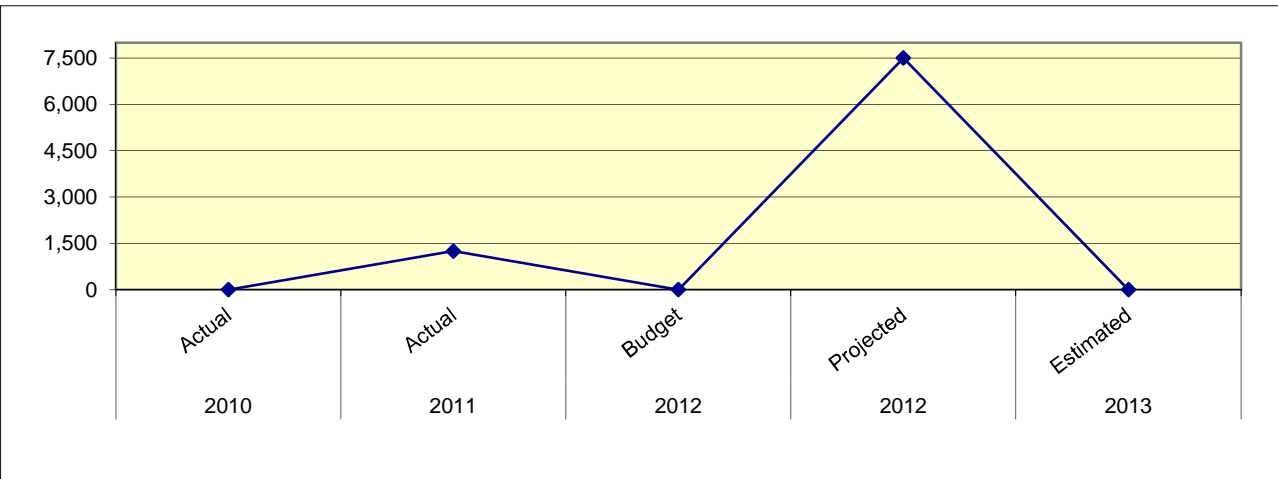
Revenue Description

Street Lights - Based on engineering estimates, five (5) years of estimated operating costs for street lighting in new developments is charged and recorded in this revenue account. After five years, the cost of street lighting in a development is assumed by the City.

FY12 projected revenue reflects development fees received from the Edgewater and Highpoint residential developments in the Creekmoor subdivision. Staff anticipates no new developments, therefore no revenue from the source in FY13.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	1,250	0	7,503	0

Revenue History and Trend



Plan Review Fees

<p>General Ledger Codes: 01-00-4182-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 500.080 Municipal Code: Section 500-150 Municipal Code: 515.170 State Statute: Chapter 89</p>
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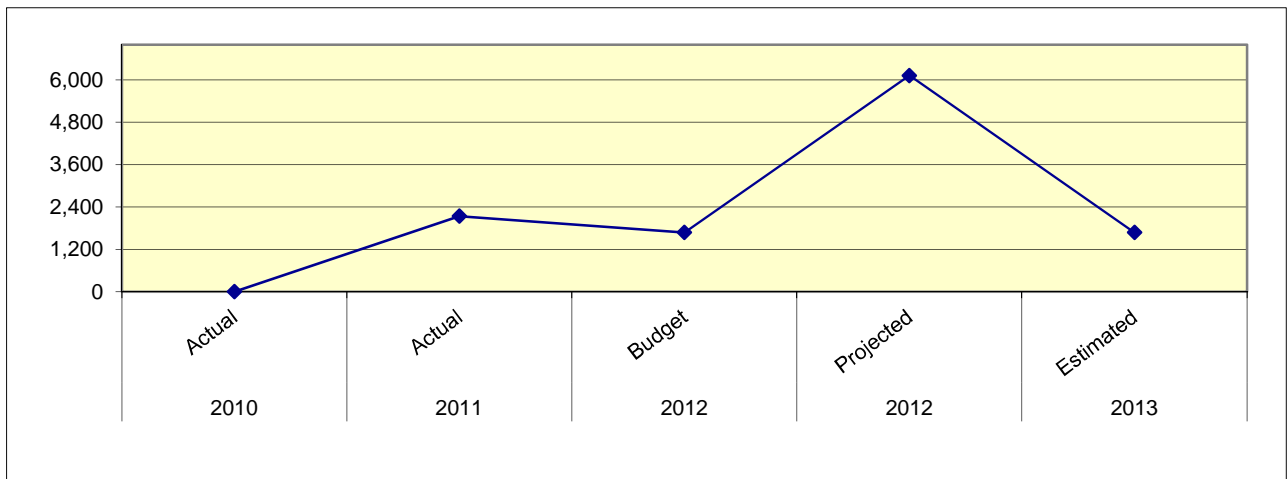
Revenue Description

Building Plan Review Fees - Plan review fees are set at a one-time forty-two dollar (\$42.00) fee for each new residential, duplex, or four-plex building plan submitted. For all other buildings the fee is forty-two dollar (\$42.00) for the first one thousand dollars (\$1,000) of building valuation plus fifty cents (\$.50) per each additional one thousand dollars of building valuation thereafter. Valuation is set by International Building Code specifications.

Revenues are based in part on historical trends and in part on estimated number of reviews projected for the fiscal year. FY12 revenue reflects actual receipts as well as revenues from the Edgewater and Highpoint residential development in the Creekmoor subdivision. FY13 revenues are estimated using 40 new homes.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	2,140	1,680	6,125	1,680

Revenue History and Trend



Code Enforcement Reimbursement

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4184-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p>Municipal Code: Section 200 Municipal Code: Section 400 Municipal Code: Section 500 State Statute: Chapter 89</p>
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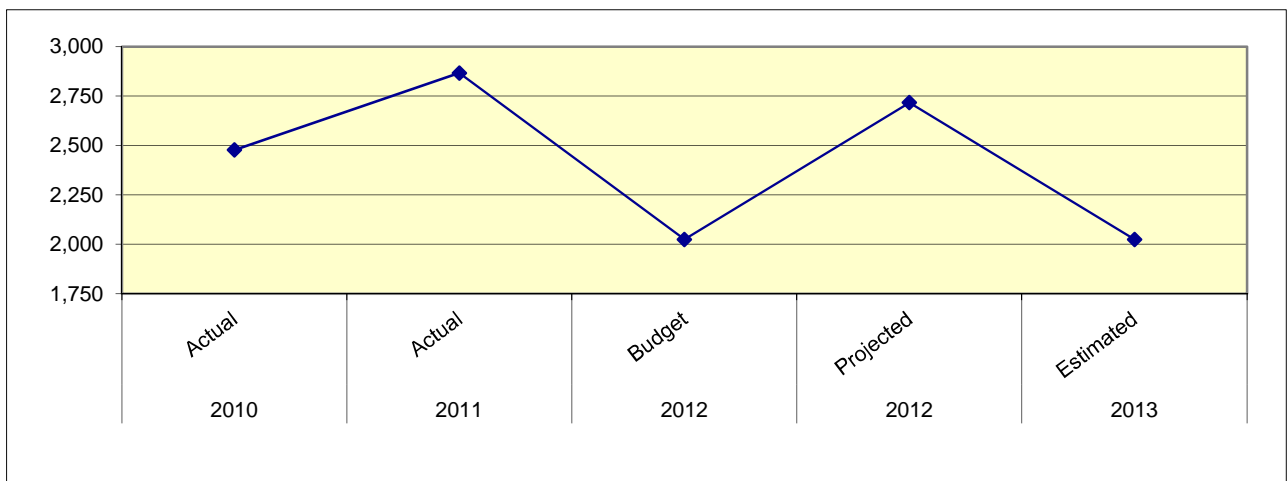
Revenue Description

Code Enforcement Reimbursement - The City is at times required to contract out code enforcement services for nuisance violations. The citizen is billed for actual reimbursement cost plus an administrative fee.

FY10 was the first year of recognition of this revenue stream by the City. Projected revenue is based on historical data. FY13 revenue is estimated to be the same as the FY12 Budget.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
2,477	2,866	2,025	2,716	2,025

Revenue History and Trend



Warning System Fees

General Ledger Codes: <p style="text-align: center;">01-00-4185-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 455 Municipal Code: Section 500-545 State Statute: Chapter 89 Missouri Constitution: Article VI; Section 19-22</p>
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Revenue Description

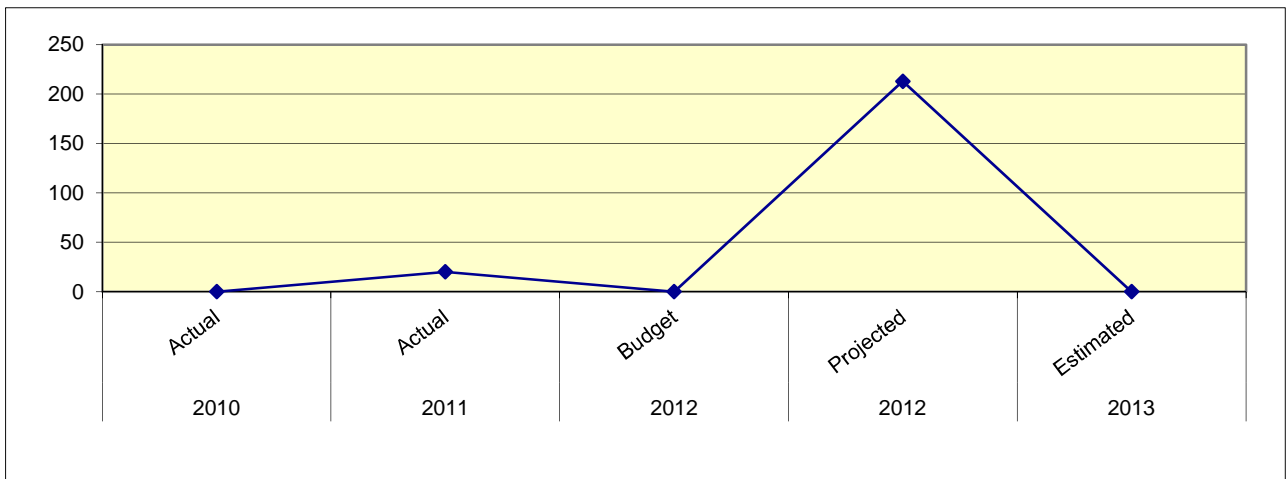
Warning System Fees - Fees are derived from subdivision developments that require additional weather warning systems installed (tornado siren). \$9.00 per acre is charged.

FY11 projected revenue reflect actual receipts.

FY12 revenues are estimated at zero due to the downturn in the housing market and the fact that no new subdivisions are expected to be built in the coming year.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	20	0	213	0

Revenue History and Trend



Farmers Market

General Ledger Codes:
01-00-4186-0000

Legal Authority:

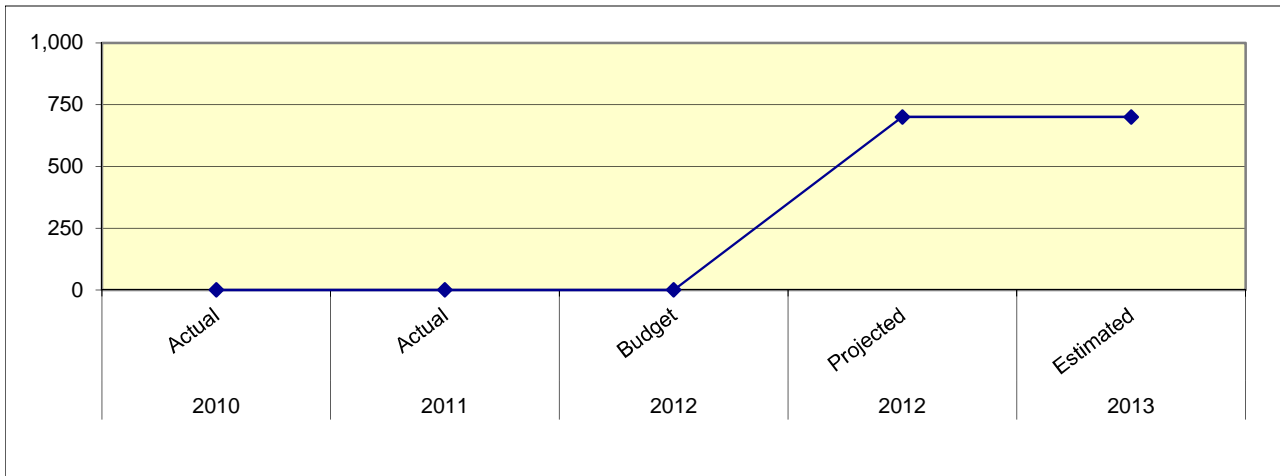
Revenue Description

Farmers Market - Beginning in FY2012 the City is charging to reserve places at the Farmers Market. Fees for this are booth spaces with power \$20 per month, booth space without power \$10 per month.

The FY12 are based on the revenues received through the end of May. The FY13 revenues are estimated based on the FY12 projected revenues.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	0	700	700

Revenue History and Trend



Filing Fees

General Ledger Codes:
01-00-4190-0000

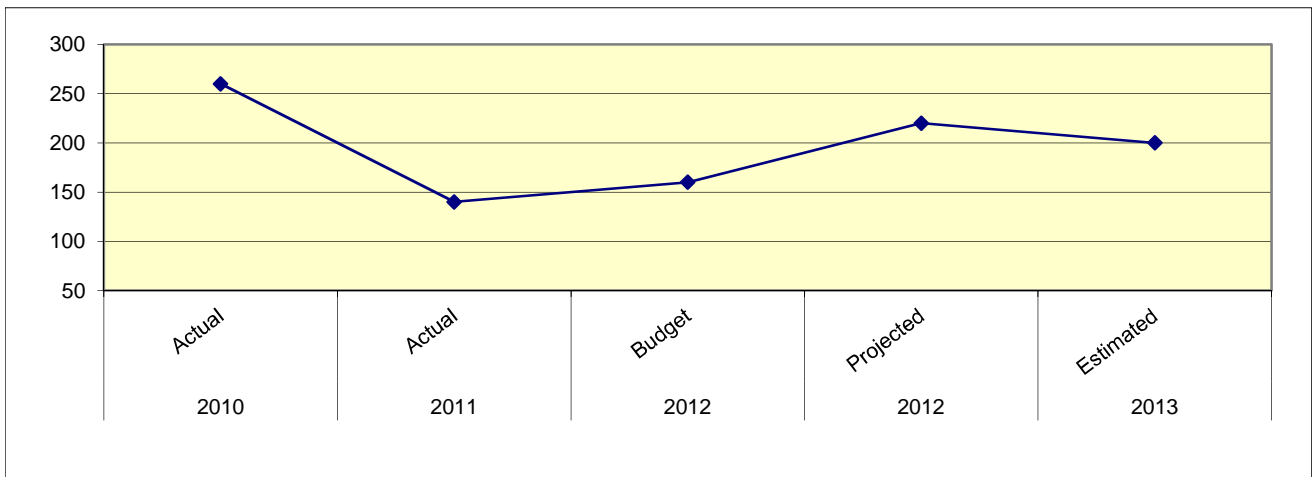
Legal Authority:
Municipal Code Section 105.040
State Statute: Section 115.001-122.650 RSMo.

Revenue Description

Filing Fees - The City of Raymore charges \$20 per person for candidate filings for positions on the City Council.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
260	140	160	220	200

Revenue History and Trend



Occupational License Tax Fees

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4200-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Chapters 600-650 State Statute: Section 94.110 & 94.270 RSMo.</p>
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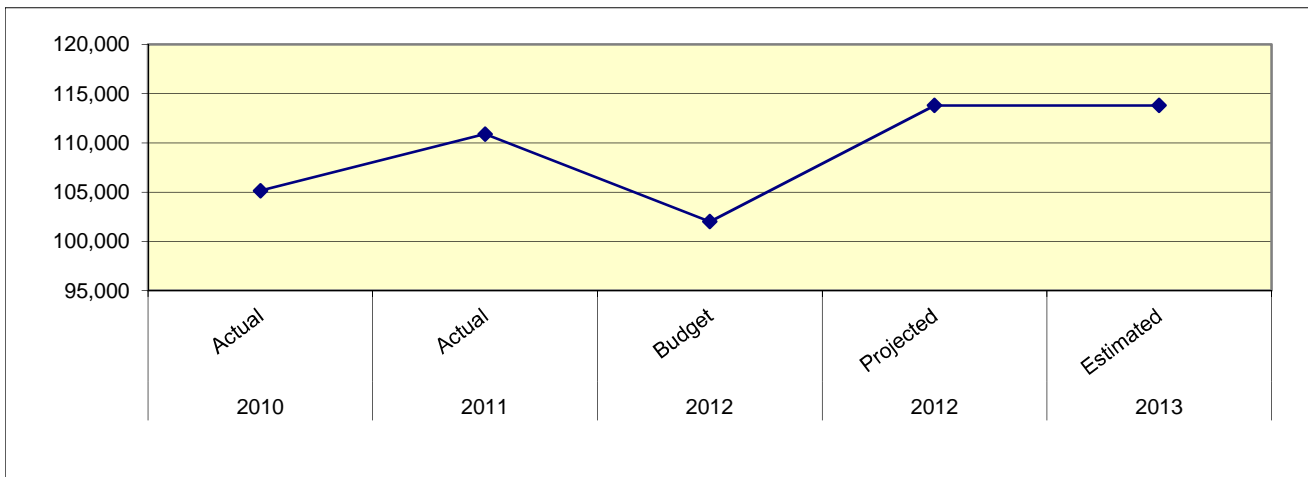
Revenue Description

Occupational License Tax Fees - This is a fee instituted for the privilege of doing business within the City and is due and payable by the business, trade, occupation or advocates at the time of commencing operations with an annual renewal on or before the first day of January of each year. The City of Raymore fee is based on a flat rate of \$100 per business. The Hancock Amendment requires that an increase in business license fees must be put before a vote of the people. This revenue has dropped in recent years due to the decrease in contractors licensed to build new homes.

FY12 revenue is projected to exceed budget due to the increase in residential building permits as well as additional roofing permits. Staff estimates FY13 based on FY12 actual.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
105,145	110,900	102,000	113,810	113,810

Revenue History and Trend



Liquor License

General Ledger Codes:
01-00-4210-0000

Legal Authority:

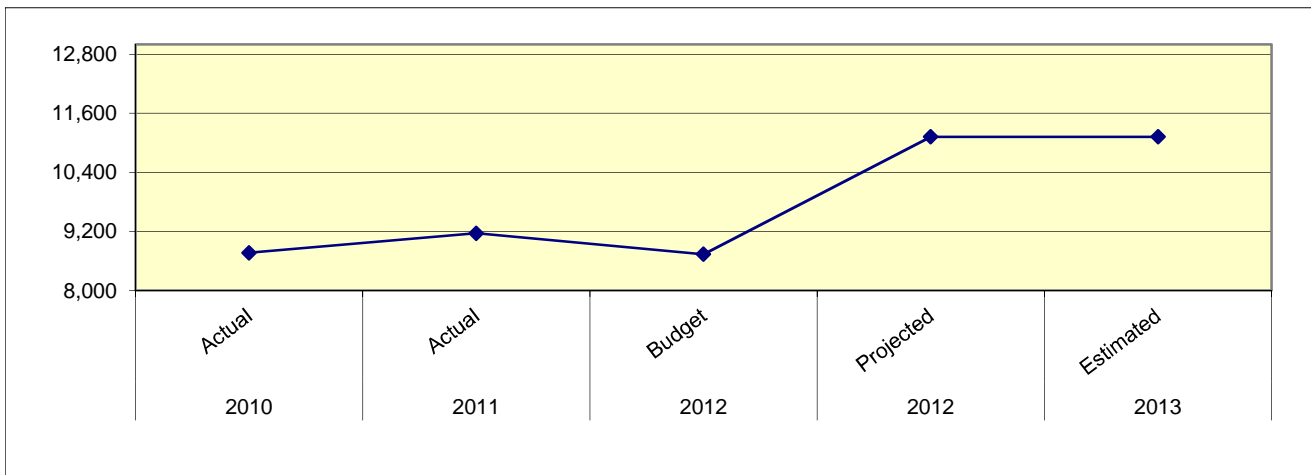
Municipal Code: Section 600
Municipal Code: Section 605.010
State Statute: Section 94.270 RSMo.
State Statute: Chapters 311 & 312 RSMo.

Revenue Description

Liquor License - The City charges one and one-half times the rate charged by the state to licensed liquor providers as allowed by Section 311.220 RSMo. This revenue is fairly constant due to the consistency of the restaurant and retail liquor trade in the community.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
8,768	9,165	8,738	11,125	11,125

Revenue History and Trend



Dog and Cat Licenses

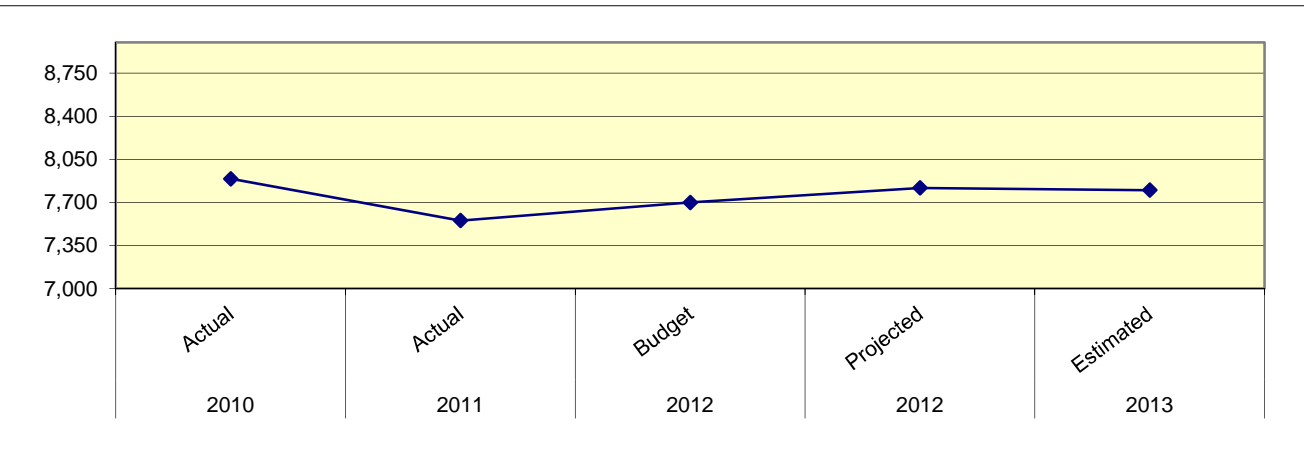
General Ledger Codes: <p style="text-align: center;">01-00-4220-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 205 State Statute: Section 94.270 RSMo.</p>
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Revenue Description

Dog License - All dogs or cats over the age of six months within the city limits must be licensed annually. The license is valid for the calendar year and is renewed each January 1st thereafter at the rate of \$5 for neutered and \$20 for un-neutered animals. Fees are increased to \$7.50 and \$30 if paid after January 31st.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
7,893	7,553	7,700	7,818	7,800

Revenue History and Trend



Municipal Court Fines

General Ledger Codes: <p style="text-align: center;">01-00-4250-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Chapter 130 State Statute: Chapter 479</p>
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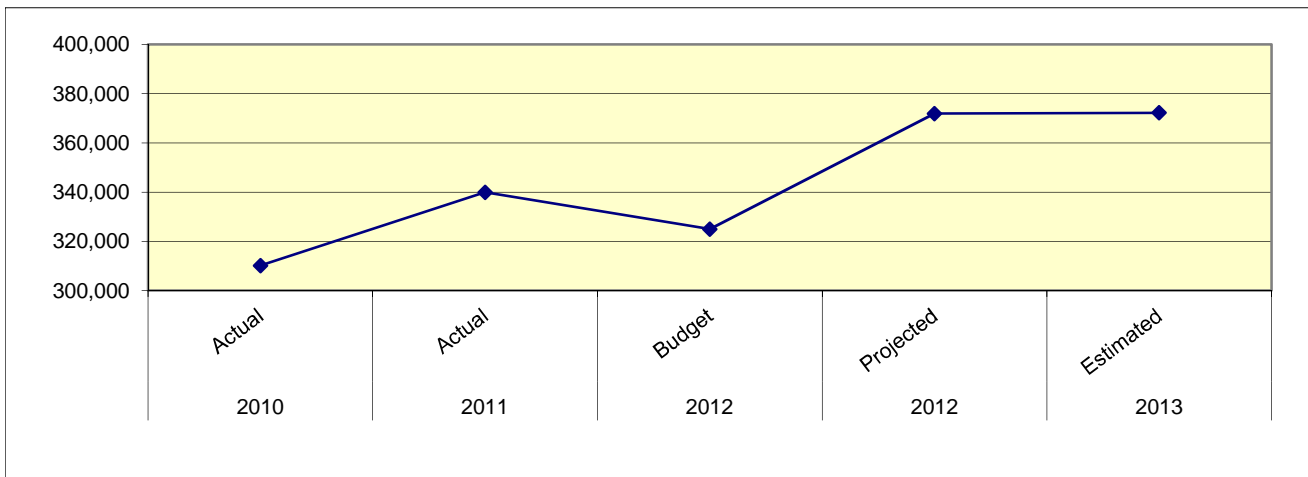
Revenue Description

Municipal Court Fines - Municipalities derive revenue from the fines and forfeitures collected in municipal court.

The FY12 projected revenues are based on past three years historical trending. FY13 is projected to continue to increase at the current pace.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
310,140	339,924	325,000	371,893	372,211

Revenue History and Trend



DWI-Drug Offense Reimbursement

General Ledger Codes:
01-00-4252-0000

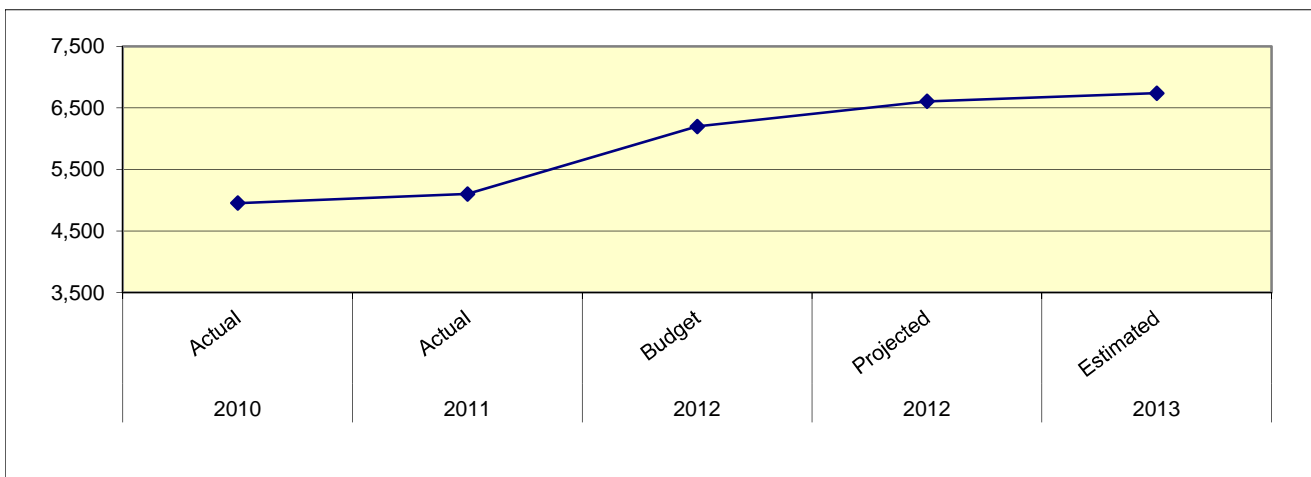
Legal Authority:
Municipal Code: Section 130.290
State Statute: Chapters 479 & 483 & 590

Revenue Description

DWI-Drug Offense Reimbursement - . In addition to fines, municipalities may impose a court fee of \$12-\$15 (488.013 RSMo.) and levy a fee to recoup the additional costs related to traffic violations involving alcohol and drugs.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
4,955	5,101	6,200	6,607	6,740

Revenue History and Trend



Police Training

General Ledger Codes:
01-00-4255-0000

Legal Authority:
Municipal Code: Section 130.290
State Statute: Chapters 479 & 483 & 590

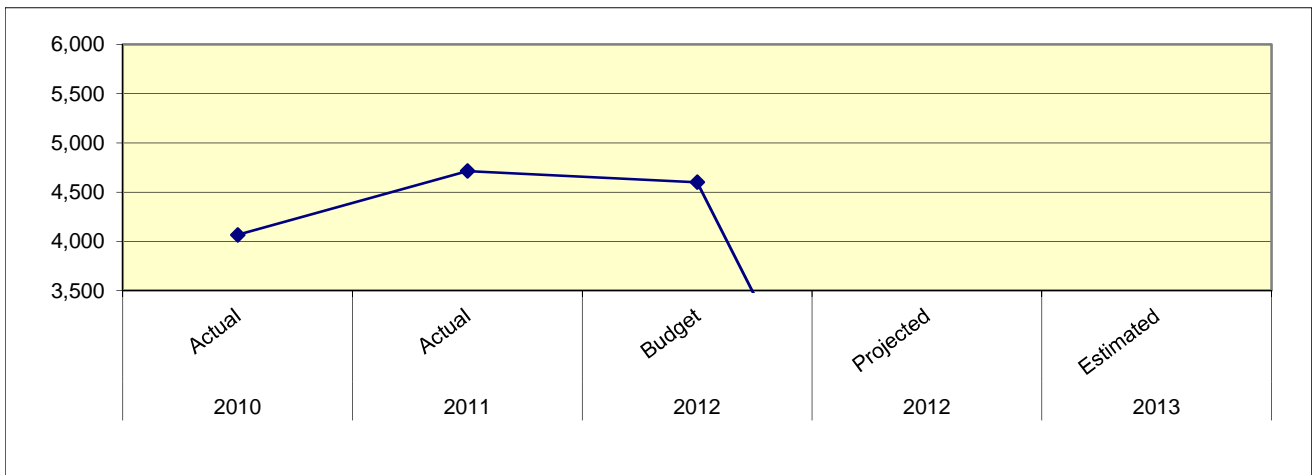
Revenue Description

Police Training Fees - In addition to any fine that may be imposed by the Municipal Judge there are assessed as costs in all cases a Police Training fee of \$2.00. This assists in providing additional funds for training of police officers.

This revenue source has been reallocated to the Restricted Revenue Fund (04).

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
4,065	4,713	4,600	0	0

Revenue History and Trend



Drug Awareness

General Ledger Codes:
01-00-4265-0000

Legal Authority:
Municipal Code:
State Statute:

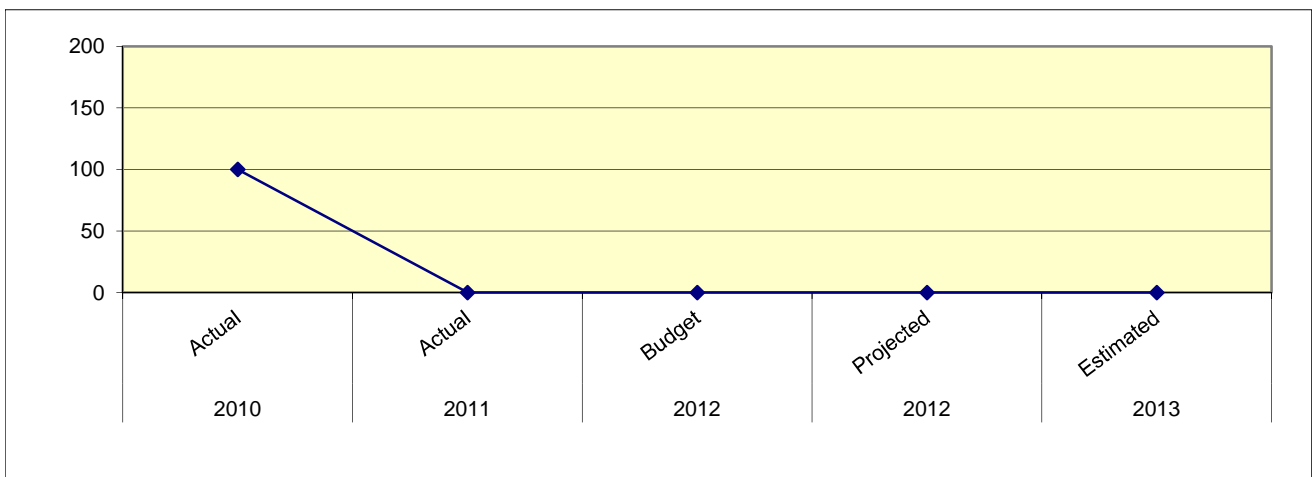
Revenue Description

Drug Awareness - The Police Department runs the DARE program for all the 5th graders in the Raymore area. This account is used to account for the various donations of local sponsors for the graduation expenses.

No revenue is budgeted since the DARE program was eliminated during the FY12 Budget process.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
100	0	0	0	0

Revenue History and Trend



Animal Shelter Donations

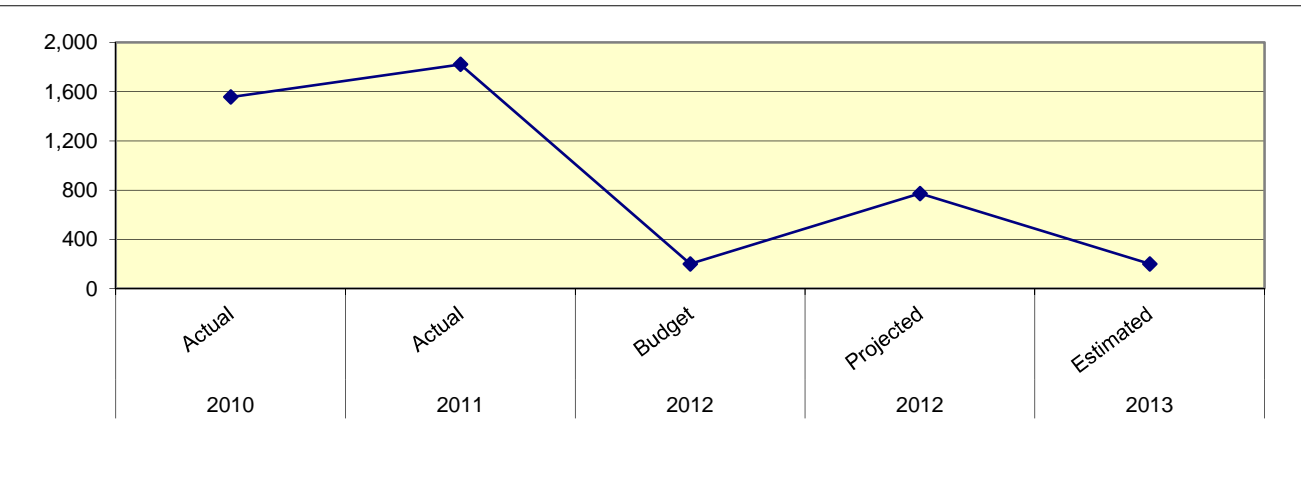
General Ledger Codes: <p style="text-align: center;">01-00-4270-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 205 State Statute: 89</p>
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Revenue Description

Animal Shelter Donations - This account is used to account for donations received by citizens and local business to support the local animal shelter. The inconsistent nature of revenue sources makes it very difficult to project and budget.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
1,556	1,822	200	773	200

Revenue History and Trend



Animal Control Fine Revenue

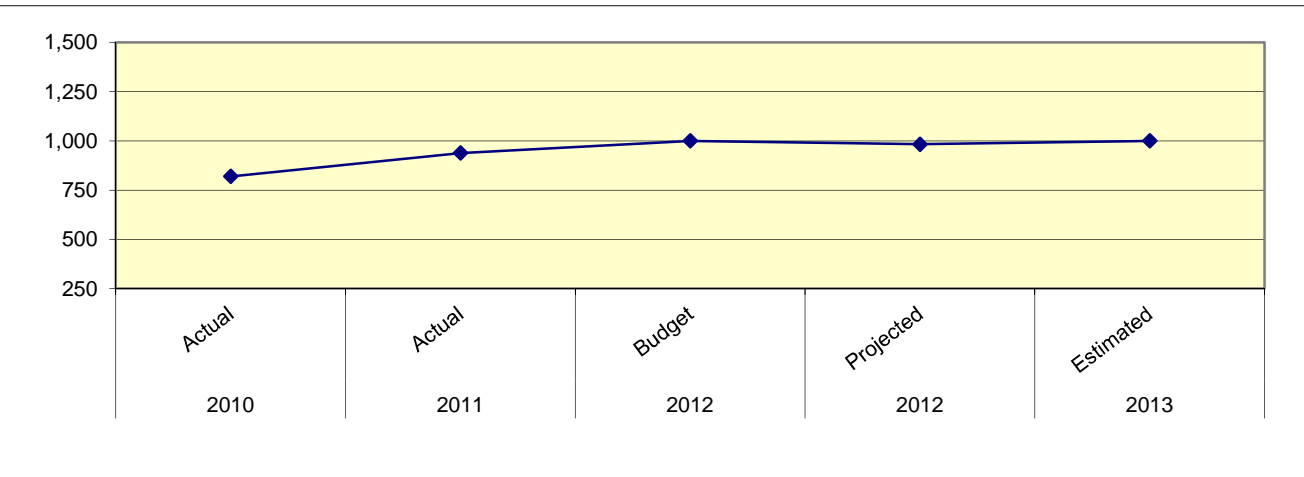
General Ledger Codes: 01-00-4275-0000	<u>Legal Authority:</u> Municipal Code: Chapter 205 State Statute: Chapter 82
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Revenue Description

Animal Control Fine - This account collects fines imposed by the Municipal Court for violations of the City's animal control regulations.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
820	938	1,000	983	1,000

Revenue History and Trend



Dispatch Fees

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4310-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: 200 State Statute: Chapter 82</p>
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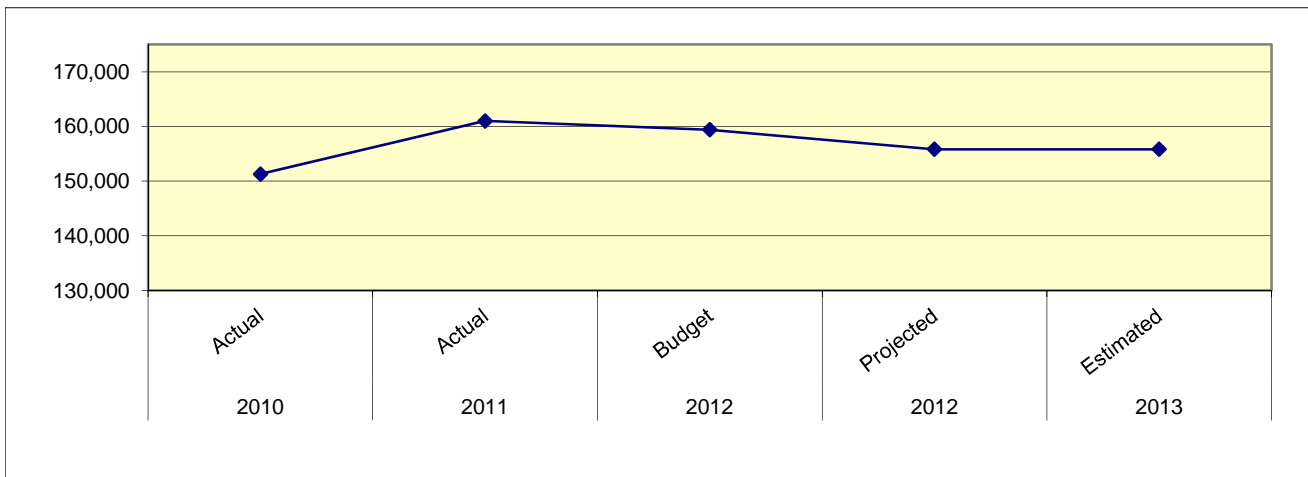
Revenue Description

Dispatch Fees - The City of Raymore Police Department provides dispatch service for the City of Peculiar and South Metro Fire Protection District. The City of Peculiar is assessed a fee based on 5% of that City's assessed property values each year. South Metro Fire Protection District is assessed a fee based on the levy amount imposed by the fire district on all real and personal property within the district boundaries for the purpose of paying for a centralized dispatch center. Currently this levy 0.394 per \$100 of assessed valuation in accordance with RSMO. 3210243(1). The amount is collected by the County and distributed to the City.

The FY13 estimates to be received by both South Metro Fire Protection District and the City of Peculiar are based no increase in their total assessed valuation and South Metro submitting a reimbursement request up to the max 5%.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
151,296	161,006	159,396	155,823	155,823

Revenue History and Trend



Police Grants

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4320-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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Revenue Description

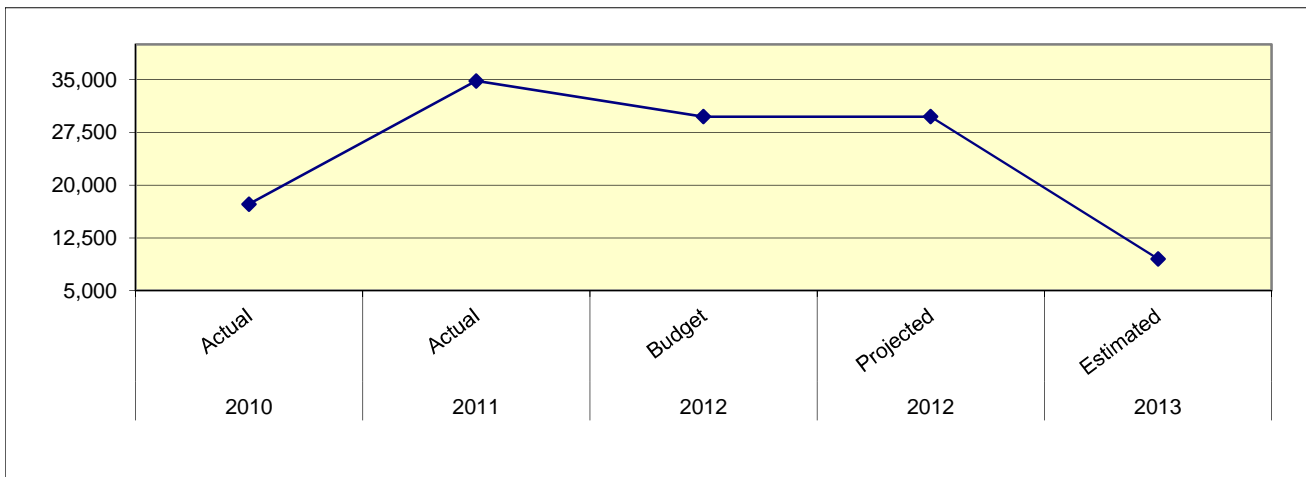
Police Grants - The Safety Traffic Enforcement Program (S.T.E.P.) Grant provides reimbursement of overtime wages for hazardous moving violation enforcement and DWI checkpoints through the Missouri Division of Highway Safety. The city receives reimbursement for one-half the cost of body armor ballistic vests. Funding is approved through the U.S. department of Justice-Bulletproof Vest Partnership Program.

The FY12 revenues were based on the application submitted for S.T.E.P. grant funds and the award of the Safe Routes to School for \$18,000. FY13 revenues are estimated using the following applications and awards:

S.T.E.P.	\$ 8,000
Bullet Proof Vest	\$ 1,500

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
17,282	34,798	29,725	29,725	9,500

Revenue History and Trend



Emergency Mgmt Grant

General Ledger Codes: <p style="text-align: center;">01-00-4325-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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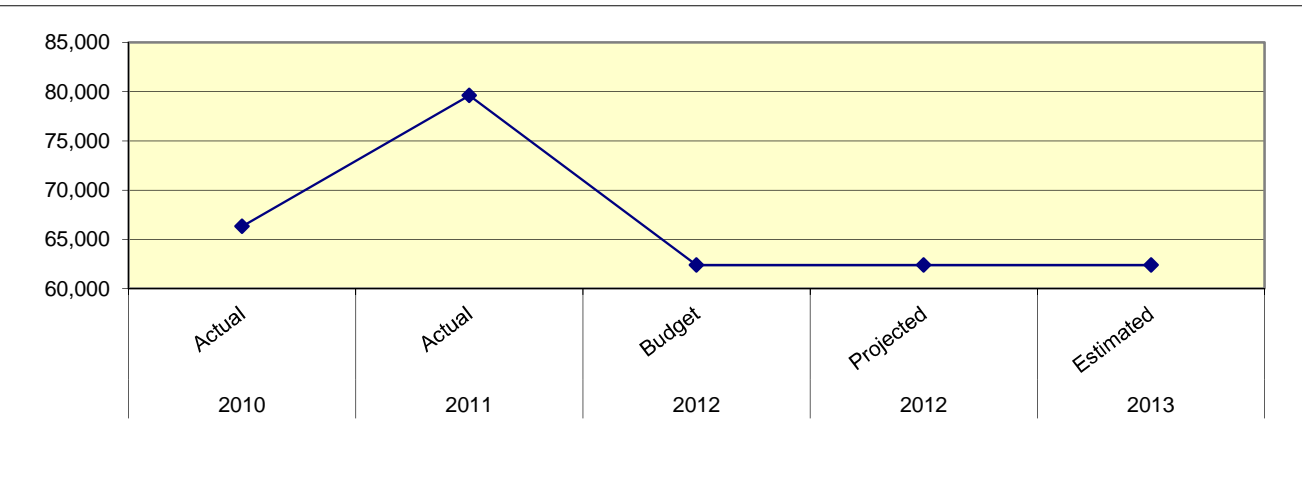
Revenue Description

Emergency Management Grant - Grants received for the current fiscal year (FY12) include \$62,389 from the Federal Government for emergency management related expenditures, primarily salary and benefit costs. This same revenue is expected for next year. Additional funds are distributed to each entity at the end of each grant year if leftover funds are available.

The City received a 75% reimbursement of expenses incurred in the blizzard of 2011. Staff is estimating the grant revenue to remain the same as the FY12 grant.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
66,321	79,612	62,389	62,389	62,389

Revenue History and Trend



Copies

General Ledger Codes:

01-00-4330-0000

Legal Authority:

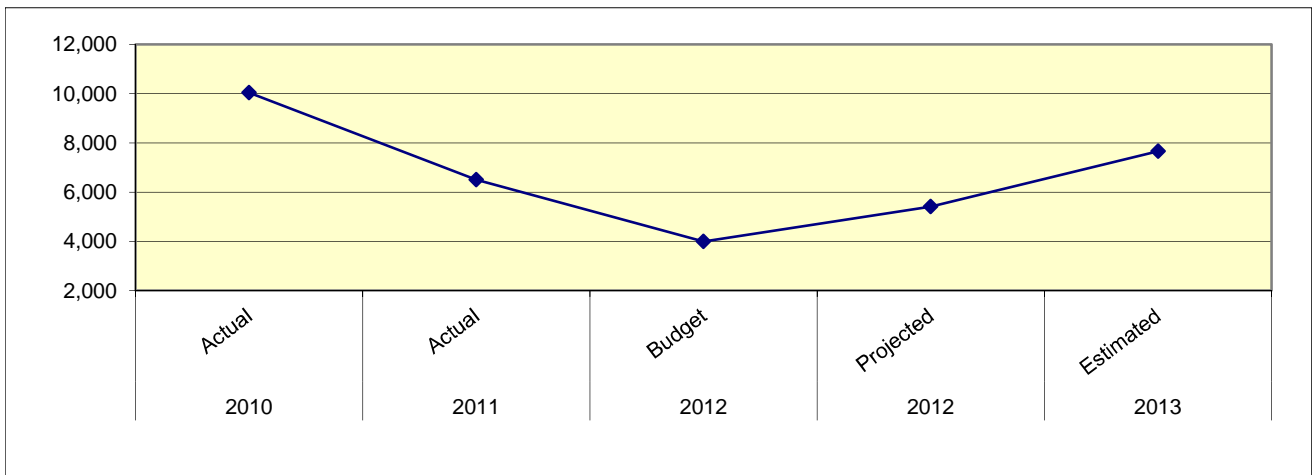
**State Statute: Chapter 82
"Sunshine Law" on public information**

Revenue Description

Copies - Photocopies are provided to the citizens by request. Color map reproduction cost ranges from \$5.00 - \$25.00 depending on the size of the map. Standard black and white copies are \$.10 per copy. This revenue is unpredictable in nature. FY10 revenue includes two unusually high requests. FY13 revenue is estimated based on the five year average historical trend.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
10,041	6,503	4,000	5,415	7,664

Revenue History and Trend



Refunds & Reimbursements

<p>General Ledger Codes:</p> <p style="text-align: center;">01-00-4340-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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Revenue Description

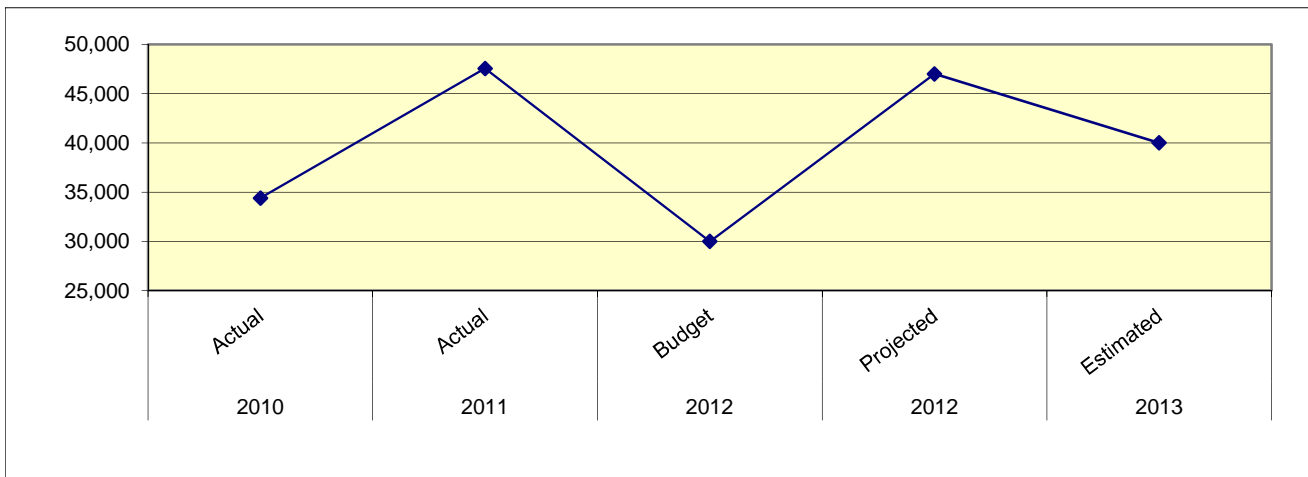
Refunds & Reimbursements - Reimbursements/refunds to the City are recorded in this account. In the current fiscal year, the majority of the reimbursements are from insurance claims. Historical revenues are not a reliable source within this account. Revenues are estimated conservatively and based on the five year historical trend.

Listed below are highlights of a few of the larger revenues received, projected and estimated:

	2011	2012	2013
Insurance refunds	24,736	26,849	23,000
Election refunds	4,796	10,353	7,500
Property tax liens (mowing)	2,251	6,421	6,500
Rebates	1,520	2,194	1,500
Property tax lien (building)	11,207		

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
34,393	47,562	30,000	47,000	40,000

Revenue History and Trend



Interest Revenue

General Ledger Codes:

01-00-4350-0000

Legal Authority:

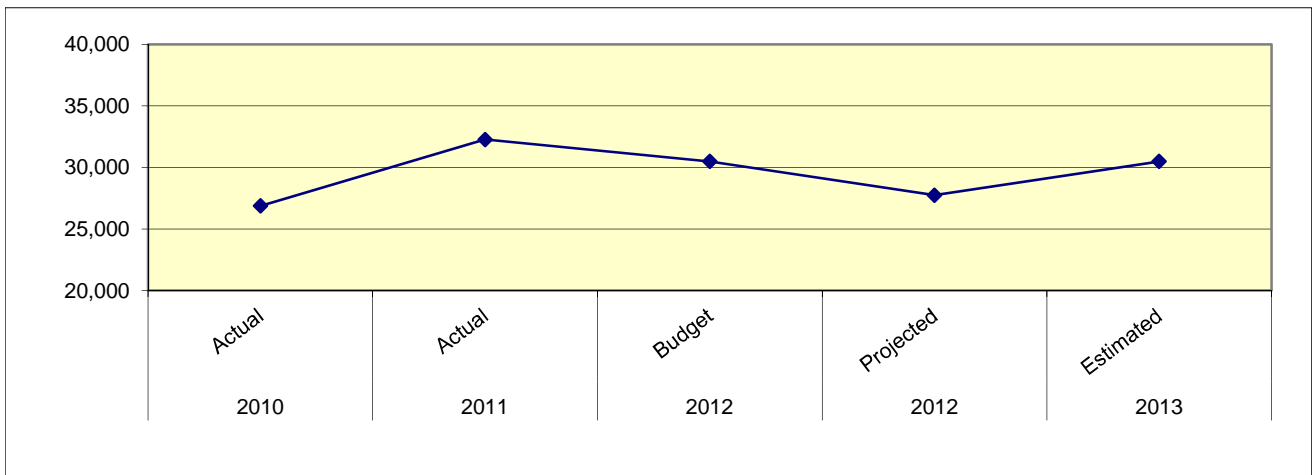
State Statute: Chapter 82

Revenue Description

Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds. This account is greatly affected by the drop in interest rates. FY13 revenues are estimated based on the assumption of no change in the interest rates or carrying balances of the FY12 investments.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
26,874	32,280	30,500	27,755	30,500

Revenue History and Trend



Miscellaneous Revenue

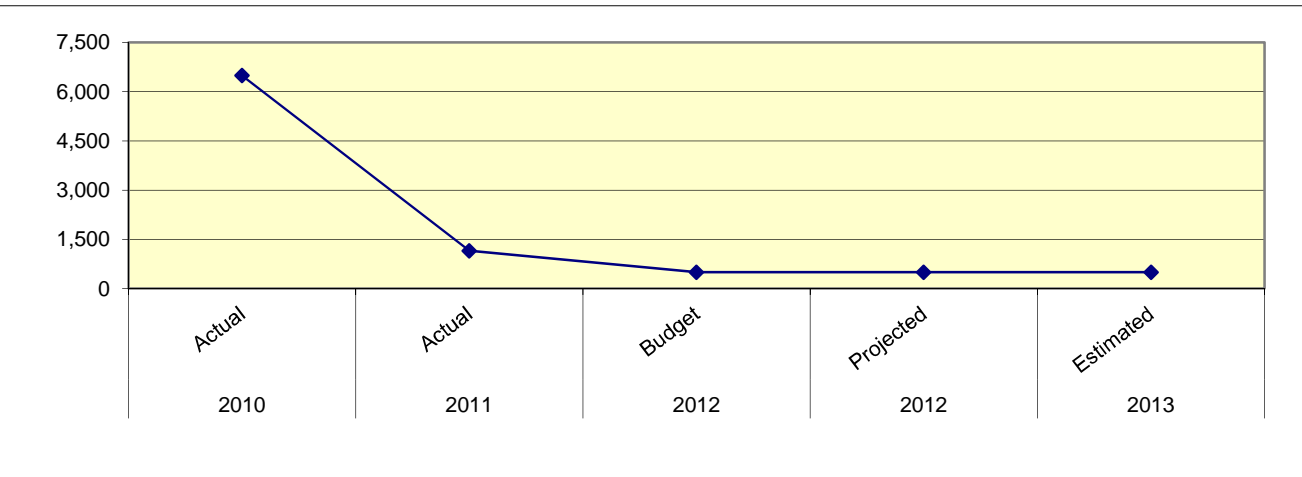
General Ledger Codes: <p style="text-align: center;">01-00-4370-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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Revenue Description

Miscellaneous Revenue - Sale of real and personal property, municipal court restitution are recorded in this account. This revenue source is unpredictable in nature.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
6,490	1,151	500	500	500

Revenue History and Trend



Cell Tower Revenue

General Ledger Codes:

01-00-4410-0000

Legal Authority:

Municipal Ordinance: 28057 & 26066

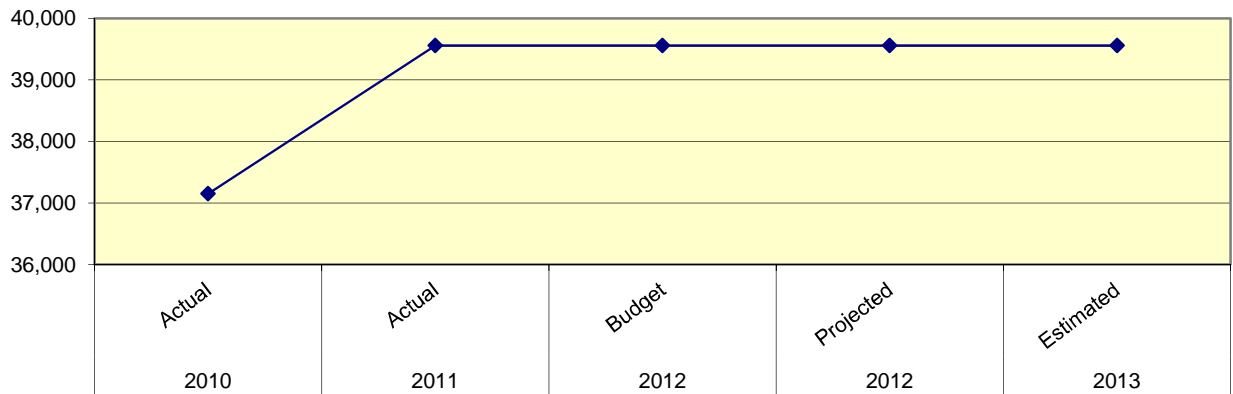
State Statute: Chapter 82

Revenue Description

Cell Tower Revenue - The City has lease options with APT of Kansas City and Cricket Communication for the cellular companies to locate communication antennas on City water towers. Either party can terminate the agreement with thirty (30) days notice. The current lease is \$21,160 per year for the APT Tower and \$18,400 per year for the Cricket communications.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
37,152	39,560	39,560	39,560	39,560

Revenue History and Trend



Transfer in From Restricted Revenue Fund

General Ledger Codes: 01-00-4904-0000	<u>Legal Authority:</u> Municipal Ordinance: n/a State Statute: n/a
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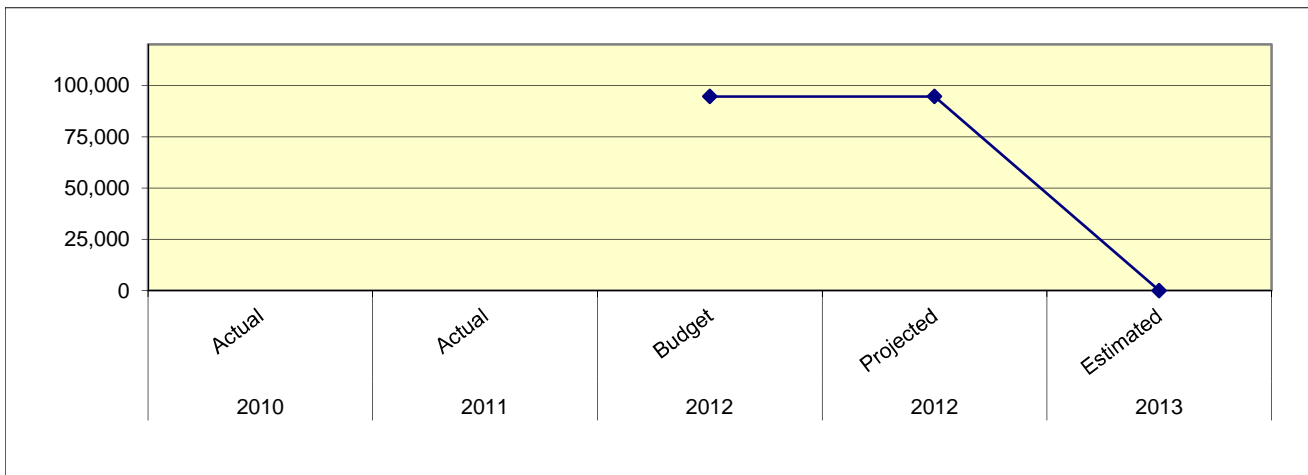
Revenue Description

Transfer From the Restricted Revenue Fund - For Fiscal Year 2012, revenues associated with this funding source were the direct result of the transfers from the Restricted Revenue Fund (04) of monies deposited there in FY 2011 to house unused FY2012 funds that were budgeted to supplement salary increases arising out of the FY2011 employee compensation/classification study.

There are no transfers budgeted for FY13.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	94,666	94,666	0

Revenue History and Trend



Transfer in From Transportation Fund

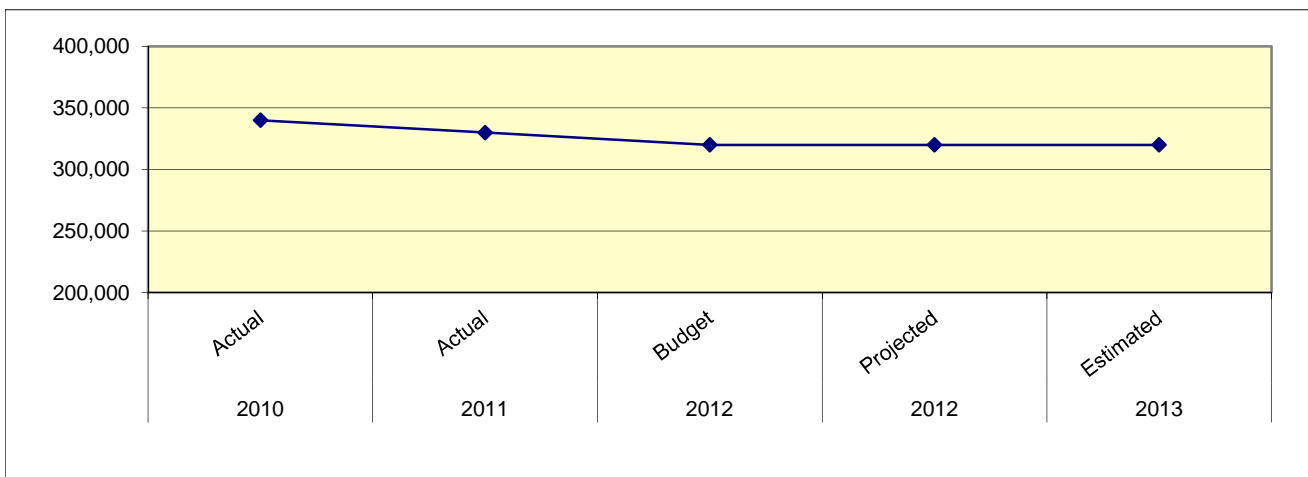
General Ledger Codes: <p style="text-align: center;">01-00-4936-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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Revenue Description

Transfer From the Transportation Fund - These funds represent a fund balance transfer from the Transportation Fund (36) to the City. The funds are used to offset costs incurred by the Street Department in the General Fund.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
340,000	330,000	320,000	320,000	320,000

Revenue History and Trend



Transfer in From Stormwater Sales Tax Fund

General Ledger Codes:

01-00-4946-0000

Legal Authority:

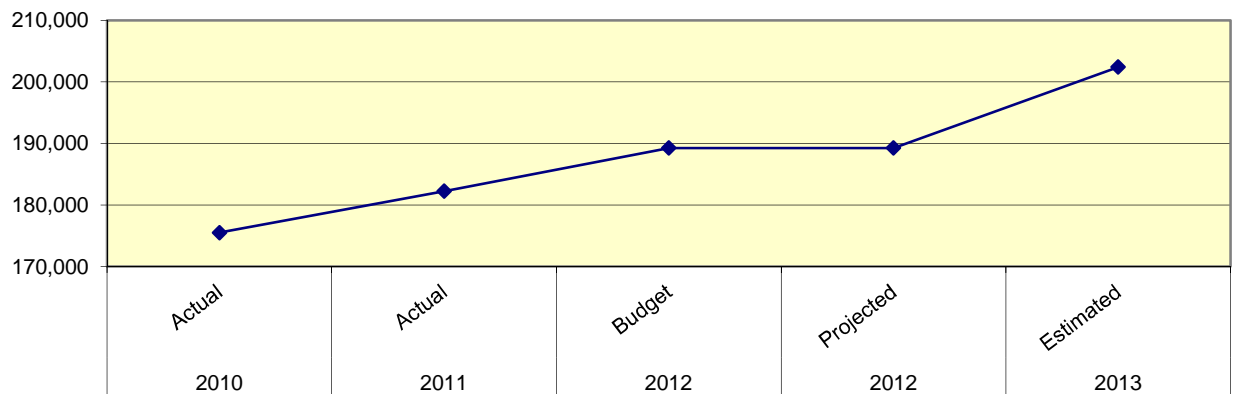
Municipal Ordinance: n/a
State Statute: n/a

Revenue Description

Transfer from the Stormwater Sales Tax Fund - These funds represent a transfer from the Stormwater Sales Tax Fund (46) to support the direct costs associated with expenditures related to the personnel costs of the Stormwater Department in the General Fund.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
175,511	182,239	189,262	189,262	202,437

Revenue History and Trend



Transfer in From Enterprise Fund

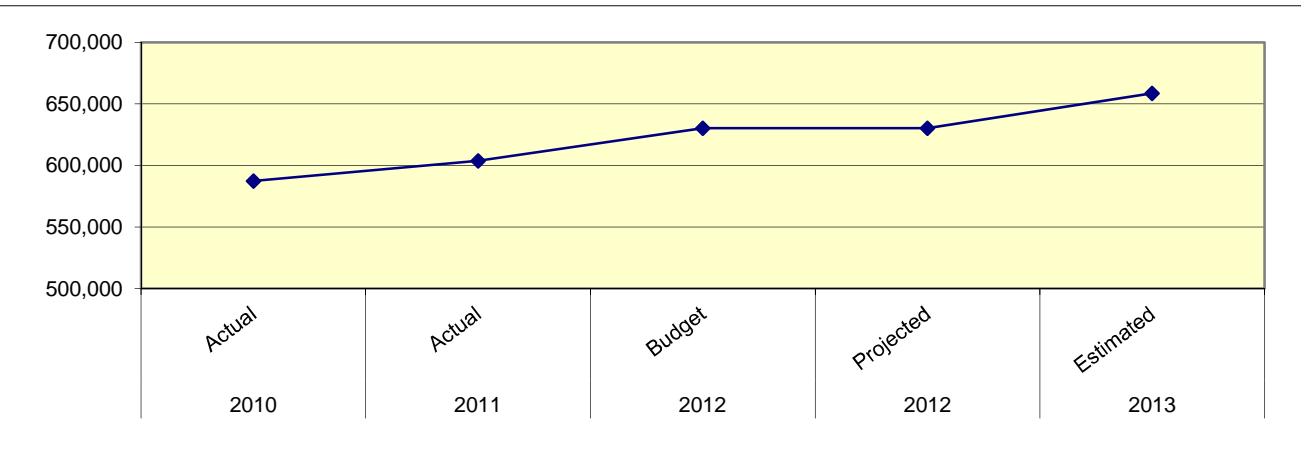
General Ledger Codes: <p style="text-align: center;">01-00-4950-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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Revenue Description

Transfer from the Enterprise Fund - These funds represent a "billing" of the Enterprise Fund (50) for those indirect costs associated with administrative support of the activities of that fund. In addition, direct utility billing costs, which are paid out of the General Fund, are also billed in this account.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
587,397	603,760	630,310	630,310	658,676

Revenue History and Trend



Transfer in From Capital Projects

General Ledger Codes: <p style="text-align: center;">01-00-4998-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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Revenue Description

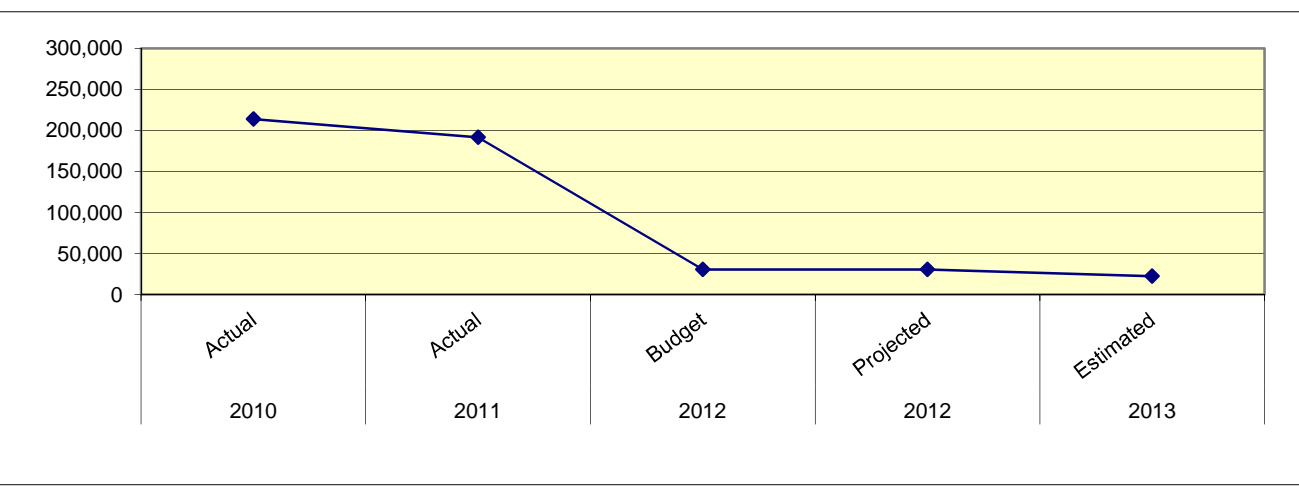
Capital Project A&I - These funds represent a "billing" of six percent (6%) against those Capital Funds which have been provided administrative and inspection services by the General Fund. These fees are assessed against projects which are programmed in the CIP for the five year period 2012-2016.

The FY13 estimated revenue is based on projects listed in the CIP on schedule to be completed during FY13 and shown below:

Original Town Lighting - Phase II	\$ 5,440
Annual Sidewalk Program	\$17,000

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
213,957	191,721	30,660	30,660	22,440

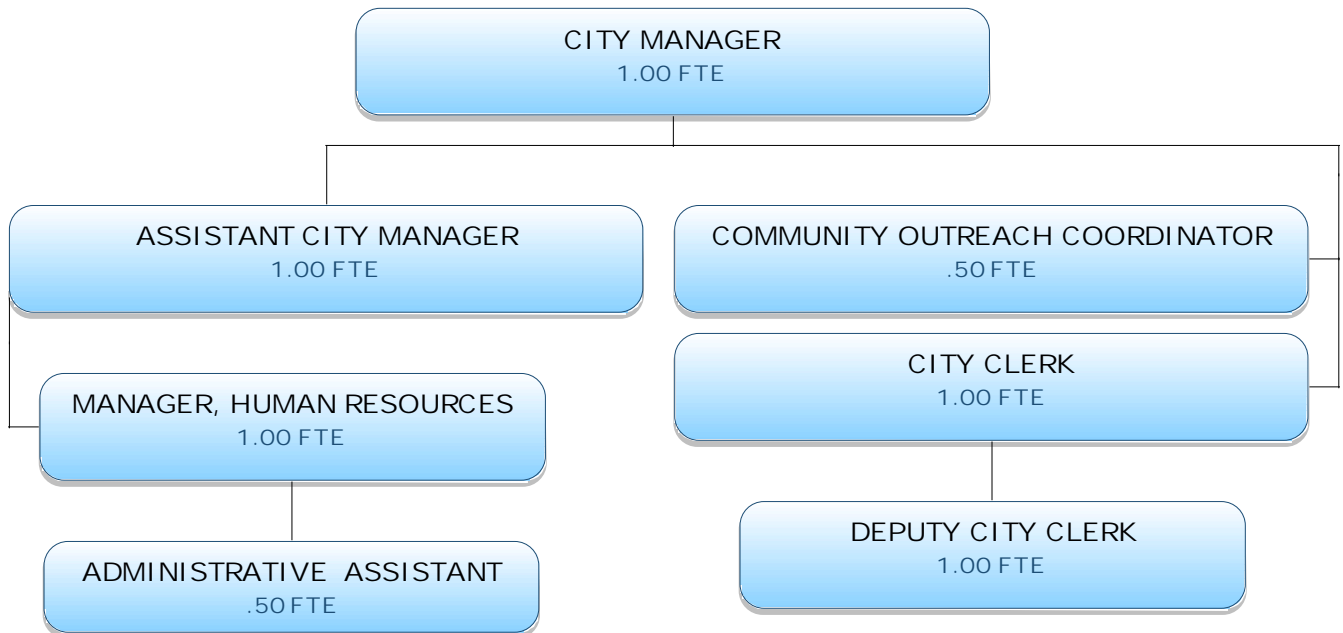
Revenue History and Trend





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ADMINISTRATION



ADMINISTRATION

DEPARTMENT ADOPTED 2013 BUDGET

By Category

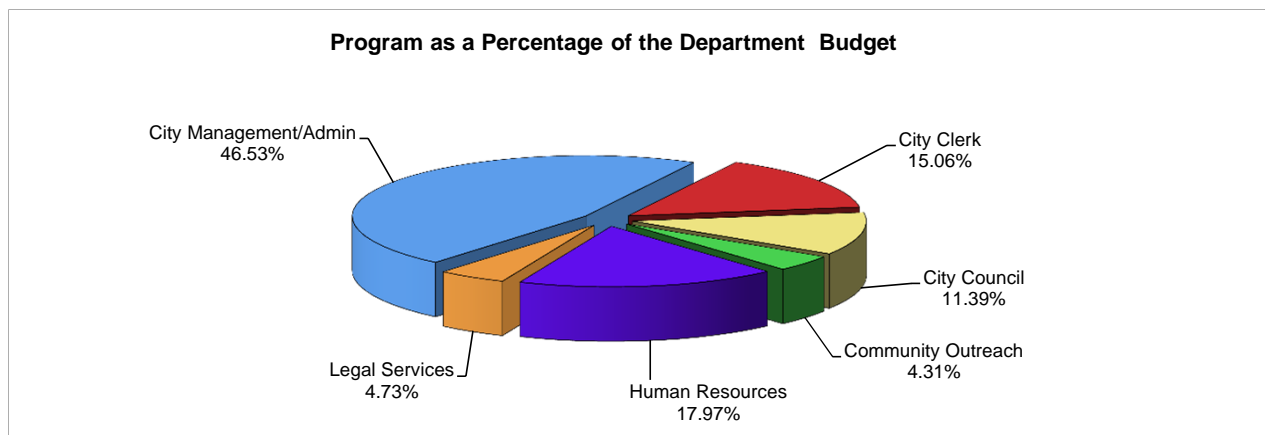
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13	
					Department Requested	2012-13 CM Proposed
Personnel	513,793	525,094	582,102	552,845	597,118	597,118
Commodities	15,450	14,238	21,921	21,655	20,721	20,721
Maintenance and Supplies	420	219	725	700	725	725
Utilities		0	0	0	0	0
Contractual	269,857	393,806	291,725	200,854	361,016	361,016
Capital Outlay		0	0	0	0	0
Debt Service		0	0	0	0	0
Transfers/Miscellaneous	8,839	9,147	13,657	13,657	8,975	8,975
Total	808,359	942,504	910,130	789,711	988,555	988,555

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13
			Adopted
City Manager	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Manager, Human Resources	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50
Community Outreach Coordinator	0.50	0.50	0.50
Total FTE	6.00	6.00	6.00

Proposed By Program

City Management/Admin	460,017
City Clerk	148,924
City Council	112,600
Community Outreach	42,598
Human Resources	177,640
Legal Services	46,776
Total	988,555



ADMINISTRATION DEPARTMENT

DEPARTMENT DESCRIPTION

The Administration Department is responsible for supervising and coordinating the operations of all City Departments within the organization, advising the Mayor and Council on policy issues, implementing the policies and directives of the Council, enforcement of all City Codes, implementing the budget and capital program adopted by the Council, administering the personnel system, providing public information, and managing the official records of the City. Organizationally, the Department includes the following areas: City Administration, City Clerk, City Attorney, Human Resources, Community Outreach, Economic Development, Court Administration, and Information Technology Services (ITS). For budgetary purposes, Court Administration, Economic Development, and ITS are detailed separately.

PROGRAMS & GOALS

City Council

The powers of the City, as provided by state law and the City Charter, are vested in the Mayor and City Council. The Council is composed of 8 members, from four wards, and the Mayor.

City Management/Administration

The City Manager is the chief administrative officer of the City and is responsible for the management of all personnel, the administration of all departments, provision of support and policy recommendations to the Council, development and implementation of the annual budget and capital program, enforcement of laws, and carrying out all Council policies and directives. This program includes the City Manager and Assistant City Manager.

Human Resources

The function of Human Resources is to provide leadership and advice on the impact of regulatory actions on the attraction, motivation, development and retention of the people resources of the City. This includes leading compliance efforts with governmental recordkeeping and practice requirements, administering salary and benefits, employing appropriate employee relations practices, creating and implementing policy, facilitating employee educational events, and ensuring accurate pay practices. The program includes the Human Resources Manager and a .50 Administrative Assistant.

City Clerk

This office manages and retains all City records; assists citizens and the media in research of ordinances, contracts and other public information; coordinates the preparation of information required for City Council meetings; provides a permanent record for all Council meetings; coordinates the election process; ensures the City Code is updated and maintained; issues occupational licenses, fireworks permits, and liquor licenses;

Legal Services

The City Attorney serves as the chief legal advisor to the City and represents the City in all legal proceedings.

Community Outreach

The Community Outreach division consists of one employee, the Community Outreach Coordinator, whose costs are divided 50/50 between the General Fund and the Parks Fund. This division is responsible for all aspects of City media, including the City web site and government television channel. The division is responsible for communicating and publicizing all aspects of the City government to the public, using e-mail news updates, press releases, videos, and other appropriate means. The position also coordinates the City's volunteer matching program.

Goals

1. In the Human Resources division, undertake a workforce planning effort to develop a workforce plan, including succession planning.
2. Fully implement the existing INCODE features available on the software system to provide a comprehensive software solution to support the Human Resources functions and eliminate much of the manual entry currently taking place.
3. Implement a formal training policy outlining the annual training requirements for various positions, including required supervisory training.
4. Work with homeowners associations by holding meetings, open houses, etc. to hear their concerns.
5. Hold Town Hall-type meetings on individual "hot" topics in the community and/or hold such meetings on the activities of a particular department.

FY 2012 PERFORMANCE SUMMARY

1. Conducted recruitments of a new Police Chief and Parks & Recreation Director.
2. Coordinated the Second Amendment to the Raymore Galleria TIF Plan and the formation of the Community Improvement District for the Galleria.
3. Implemented Long-Term Care Insurance for City employees.
4. Implemented extension of agreement with the City's solid waste contractor.
5. Brought forth agreement securing additional water rights for City from Kansas City Water Services.
6. Brought forth charter amendments for Council consideration.

SIGNIFICANT BUDGETARY ISSUES

1. A contingency amount for the General Fund is budgeted in Administration. The target each year is to budget one percent of General Fund budgeted expenditures. The amount budgeted is 1% of General Fund budgeted expenditures. \$83,053
2. This budget includes an amount for a City Charter election which is the subject of a citizen petition at this writing. The estimated amount is provided by the Cass County Clerk's office. \$25,000
4. The City's Farmers Market was introduced in FY 2011. Costs for the market are budgeted in this department. \$5,500
5. Costs for the City's volunteer coordination program are budgeted in this department. \$2,500
6. This budget includes an amount for grants consulting, in an attempt to obtain more revenue from grants that may be available that are related to the City's mission. Grants that are applicable to municipalities, funds for which have largely been generated by the federal government, have greatly decreased since 2007. This would fund retaining of a consultant to perform research into grants that might be applicable to the City and for the consultant services to write grant applications for those grants determined to be worthwhile. \$15,000
7. This budget also includes an amount for the cost of Citywide training to ensure we are in compliance with various mandates and best practices. The

City is in the middle of establishing a personalized training/professional development program for each employee. A component of this is general training/development that all or most City employees should receive. \$11,000

8. The City conducts a Citizen Survey every two years, in the odd-numbered year. An amount is budgeted for this year's survey. \$13,000

**PERFORMANCE MEASUREMENTS
ADMINISTRATION**

Performance Measurements	2010-11 Actual	2011-12 Projected	2012-13 Estimated
<i>Efficiency Measures</i>			
# of FTE (All Funds) per 1,000 Population (18,594 2011 / 19,209 2012 / 19,318 2013)	5.14	5.19	5.24
General Fund Operating Expenditures per Capita	\$406	\$400	\$432
Legal Fees as Percent of General Fund	3.09%	1.01%	0.89%
% Electronic vs. Hard Copy Versions of City Council Packets	64%/36%	64%/36%	64%/36%
% of Minutes Presented for Approval on the Following City Council Agenda	100.00%	100.00%	100.00%
% Council Packets are Completed by Established Deadline	100.00%	100.00%	100.00%
<i>Output Measures</i>			
Number of External Sunshine Law Requests Responded To	70	75	75
Number of Records Codified	9	25	15
Number of Occupational Licenses/Payments Processed	1100	1075	1075
Number of Ordinances/Resolutions Recorded as Legislation	180	225	200
City Code Updates	4	3	3
Years of Permanent Records Microfilmed/Scanned	1	1	1
<i>Service Quality Measures</i>			
Accuracy of City Council Minutes as Presented for Approval/Errors	28/2	24/0	24/0

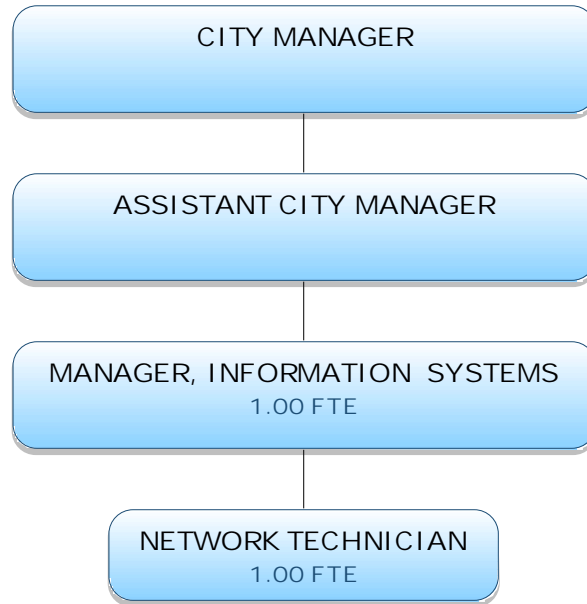
Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
Percentage of citizens satisfied with customer service from City employees	72%	77%	78%
Percentage of citizens who feel that Raymore is an "excellent" or "good" place to live	75%	80%	80%
Percentage of citizens satisfied with the content of the City newsletter	64%	65%	61%
Percentage of citizens satisfied with availability of information about programs and services	58%	61%	63%
Percentage of citizens satisfied with the City efforts to keep them informed	54%	57%	61%
Percentage of citizens satisfied with the overall image of the City	66%	75%	71%
Percentage of citizens satisfied with the quality of the City web page	47%	57%	59%

ICMA - Performance Measurements - Human Resources	2008-09 Actual	2009-10 Actual	2010-11 Actual
# FTEs jurisdiction-wide--Calc	107.34	110	109.6
Total salary expenditures jurisdiction-wide	\$4,749,423	\$4,764,739	\$4,828,779
Total benefit expenditures jurisdiction-wide	\$1,645,505	\$1,721,854	\$1,594,530
Total overtime expenditures jurisdiction-wide	\$208,893	\$209,122	\$139,409
Employee benefits as % of employee salaries--Excl overtime--Calc	34.64%	36.14%	33.00%
Employee benefits as % of total comp--Incl salary, benefits, overtime--Calc	24.91%	25.72%	24.00%
FT, regular employee turnover rate--Public safety--Calc	0.135	0.22	0.10
FT, regular employee turnover rate--All others--Calc	0.057	0.08	0.00
FT, regular employee turnover rate--Avg all employees--Calc	0.087	0.13	0.04
Grievances per employees subject to grievances--non-civil service--Calc	0.008	0.02	0.00
Sick leave utilization per 1000 sched work hours--Avg for all employees--Calc	30.81	30.08	28.92



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INFORMATION TECHNOLOGY SERVICES



INFORMATION TECHNOLOGY

DEPARTMENT ADOPTED 2013 BUDGET

By Category

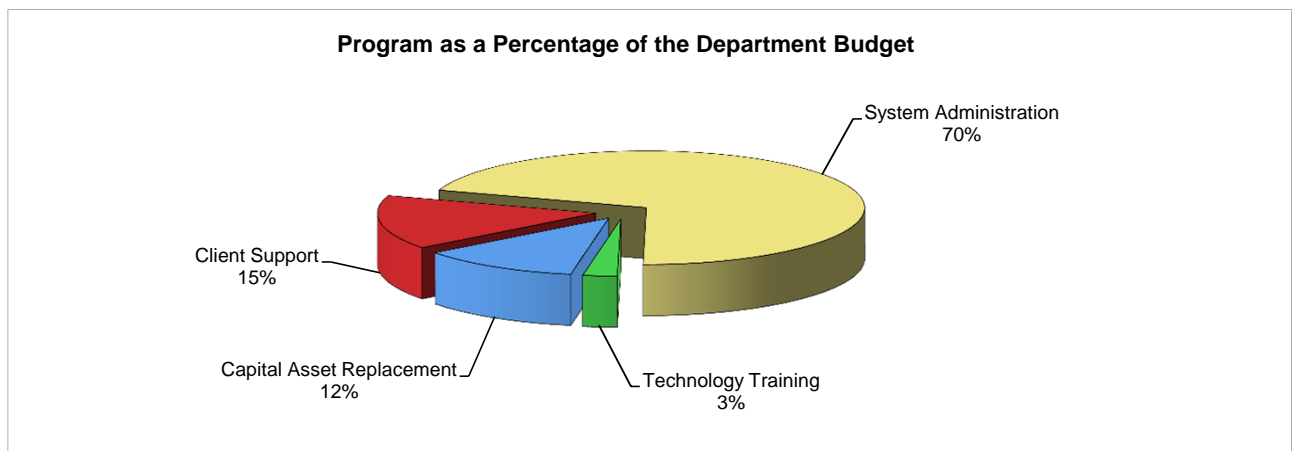
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13		
					Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	125,299	136,120	141,336	138,194	145,408	145,408	145,408
Commodities	72,067	48,047	41,980	42,010	58,144	58,144	58,144
Maintenance and Supplies		86	0	0	0	0	0
Utilities	1,865	92,103	134,095	126,300	132,056	132,056	132,056
Contractual	88,460	0	16,990	16,450	10,000	10,000	10,000
Capital Outlay							
Debt Service							
Transfers/Miscellaneous							
Total	287,691	276,356	334,401	322,954	345,608	345,608	345,608

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Manager, Information Systems	1.00	1.00	1.00
Network Technician	1.00	1.00	1.00
Total FTE	2.00	2.00	2.00

Proposed By Program

Capital Asset Replacement	40,863
Client Support	53,214
System Administration	242,779
Technology Training	8,752
Total	345,608



INFORMATION TECHNOLOGY DEPARTMENT

DEPARTMENT DESCRIPTION

The Information Technology (I.T) department has four programs: Systems Administration, Client Support, Capital Asset Replacement, and Training. The following is a description of each functional area within those programs. This program includes the Manager of Information Systems and the Network Technician, for a total of two FTE's.

PROGRAMS

System Administration

Network Administration – The City of Raymore's local area network is built using the core services of the Windows 2003 & 2008 Server Operation System. These servers provide services used by all PC users such as sharing files, access to network printers, and service to access e-mail and Internet connections. Workstation operating systems used is Windows XP Professional, Windows 7, and Mac OS 10.

Applications Administration – The department provides administration and end user support for all applications running on the network platforms. The services I.T. provides include the design, installation, configuration, vendor coordination, support, end user training and support, installation of upgrades, development of interfaces as required, and application troubleshooting. Related administrative duties include tracking of software licensing, ensuring that common versions are installed, and managing any related software contracts for maintenance and support.

Technology Planning/Internal Consulting – The department is responsible for coordination with each department to ensure that department needs are met. I.T. works with departments to assess, define and identify needs. It also researches, develops, and implements solutions to meet those demands.

Phone System Administration – The department has the responsibility of supporting the phone and voice mail systems. These responsibilities include coordination of all phone-related moves, additions and changes as well as monitoring and managing phone-related hardware located at City locations.

Client Support

Network Support –The department supports, configures, and maintains all network devices used by the City of Raymore and the Police Department.

Desktop Support – Centralized and coordinated support is delivered via the I.T. department. Any City staff member who needs assistance with hardware, software or a

phone system issue calls the I.T. department and the call is prioritized and handled in a timely manner.

Capital Asset Replacement

Computer Replacement – Replacement of computers is on a four-year cycle that provides each City employee with equipment that is based on current technology. The I.T. department, along with department supervisors, determines the suitable computer style that best suits the department needs. Monitors and printers are replaced on an as needed basis.

Technology Training

The Information Technology Department implemented an in-house training program for the Microsoft Office software suite in 2006. This training has now become a standard program. The I.T. department also provides training for telephone equipment, telephone software, and various software programs.

GOALS

1. Provide reliable communication and network services to City staff, businesses, and to the citizens of Raymore.
2. Maintain a high level of security and disaster recovery capability.
3. Deliver timely and effective service to customer requirements through communication, teamwork, and a skilled staff.
4. Ensure effective technical and fiscal management of departments resources.
5. Replace 15 servers and computer workstations in the capital replacement program.
6. Continue user education programs for security training, end user software products and telecom systems. There is focused training in Microsoft Outlook and the Inter-tel phone system.

FY 2012 PERFORMANCE SUMMARY

1. Replaced 21 computer workstations.
2. Responded to over 700 tracked requests for service.
3. Installed and set up the Application Availability Incode Module (Disaster Recovery)
4. Performed the budgeted security audit of the City's information technology network.
5. Installed the proximity door access system in City Hall.
6. Installed public wireless access at City Hall.

SIGNIFICANT BUDGETARY ISSUES

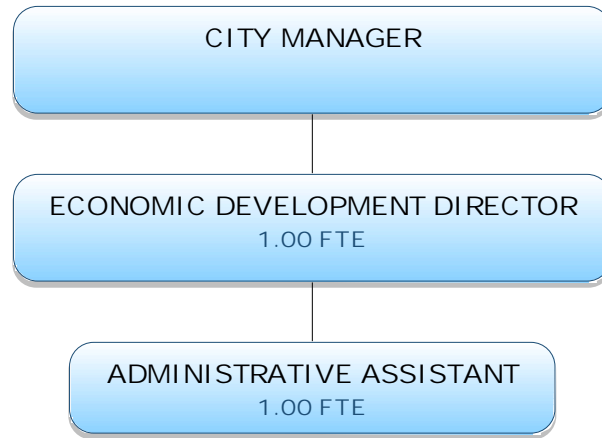
1. The annual computer replacement program cost for FY 2013 is \$24,100.
2. The software maintenance cost for FY 2013 is \$92,680.
3. The budget contains an expansion item to upgrade the City's bandwidth. Currently the entire City side of the network (non-police) is accessing bandwidth limits of 4.5 megabytes. It supports all City e-mail, remote connections and a vpn connection to the Parks Maintenance facility, along with online utility payments. More bandwidth is now needed to support the City's internet-based applications. This comes with an annual cost of \$6,000.

**PERFORMANCE MEASUREMENTS
INFORMATION TECHNOLOGY**

ICMA - Performance Measurements - Information Technology	2008-09 Actual	2009-10 Actual	2010-11 Actual
Repair calls--telephone	31	29	19
Repair calls--network	98	9	30
The ratio of intelligent work stations to total employees	1.19	1.31	n/a
Total repair calls for application services	154	139	495
Total # of desktop repairs	452	178	257

IT Internal Survey	2008-09 Actual	2009-10 Actual	2010-11 Actual
Interjurisdictional satisfaction survey	Yes	Yes	Yes
Number of questionnaires distributed	97	100	100
Number of responses	35	65	49
Quality of service--telephone			
Excellent	37.14%	31.25%	31.90%
Good	54.29%	56.25%	57.40%
Fair	5.71%	6.25%	6.40%
Poor	0.00%	1.56%	0.00%
Don't know	2.86%	4.69%	4.30%
Quality of service--network services			
Excellent	40.00%	38.09%	50.00%
Good	45.71%	47.62%	35.40%
Fair	5.71%	4.76%	10.40%
Poor	0.00%	3.17%	0.00%
Don't know	5.71%	6.36%	4.20%
Quality of service--application services			
Excellent	40.00%	32.81%	41.70%
Good	45.71%	48.44%	43.80%
Fair	2.86%	3.13%	4.20%
Poor	0.00%	3.13%	2.10%
Don't know	11.43%	12.49%	8.30%
Quality of service--desktop services			
Excellent	45.71%	35.48%	47.90%
Good	42.86%	46.77%	39.60%
Fair	0.00%	1.61%	2.10%
Poor	0.00%	3.23%	0.00%
Don't know	11.43%	12.91%	10.40%

ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT

DEPARTMENT ADOPTED 2013 BUDGET

By Category

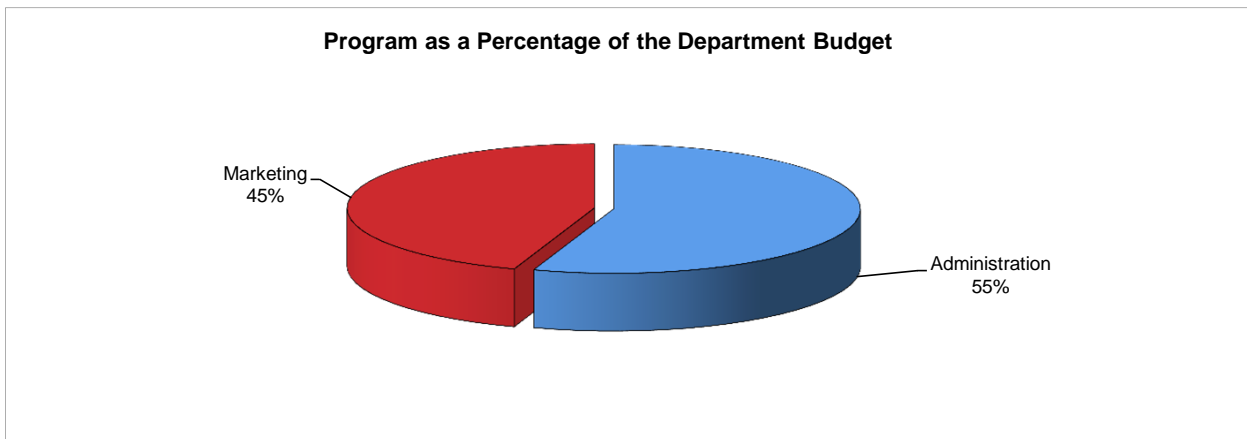
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13		
					Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	156,325	164,069	166,677	164,123	170,705	170,705	170,705
Commodities	741	433	900	561	900	900	900
Maintenance and Supplies							
Utilities							
Contractual	45,287	31,694	50,731	36,150	49,151	49,151	49,151
Capital Outlay							
Debt Service							
Transfers/Miscellaneous							
Total	202,353	196,196	218,308	200,834	220,756	220,756	220,756

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13
			Adopted
Economic Development Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total FTE	2.00	2.00	2.00

Proposed By Program

Administration	121,947
Marketing	98,809
Total	220,756



ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT DESCRIPTION

The primary focus of the Economic Development department is the retention and expansion of existing Raymore businesses and the provision of assistance to new commercial, office, and industrial businesses locating in the City.

The department, consisting of the Director and support staff, provides support to the Mayor, City Council, Economic Development Host Team and the Tax Increment Financing Commission.

The department is charged with creating an environment that will be responsive to the concerns of residents and the development community, and improving the quality of life in the city by maintaining and improving the City's tax base and employment. The department develops and administers plans, programs and economic development projects consistent with economic and community goals.

PROGRAMS

Administration

Respond in an efficient manner to citizen, staff, developer and commercial business representative inquiries on policy, data, incentives, procedures, demographics and more; coordinate City development efforts as they relate to the business community; and address business needs for local or state assistance.

Marketing

Maintain cooperative marketing efforts through the Missouri Department of Economic Development, Kansas City Area Development Corporation, the Cass County Corporation for Economic Development, economic development journals, trade publications, trade shows, impact trips, local, regional and national retailers and developers.

Create and update marketing materials; maintain database of information essential for evaluating the Raymore community for the location of commercial, industrial and residential projects; market the community through advertising, trade shows, impact trips, etc.; conduct ceremonial events for new businesses; and work directly with businesses to fill spots in City shopping centers.

GOALS

1. Work with developers and realtors to fill vacant spaces in City shopping centers.
2. Work with developers and realtors to develop the Raymore Galleria.
3. Review City economic development incentive policies to ensure our policies and practices are competitive with other jurisdictions while adequately protecting taxpayers, and adopt a more full-formed policy to guide use of these incentives.

FY 2012 PERFORMANCE SUMMARY

1. Worked with Sam's Club, Belfonte's Premier Express Carwash and Steak 'n Shake restaurant to bring them to Raymore Galleria North and Raymore Galleria.
2. Conducted 17 groundbreaking & ribbon cutting events for new & expanding businesses in the city of Raymore.
3. Held the ninth annual Mayor's Economic Development Breakfast.
4. Worked with retailers, developers, and commercial realtors to bring national retailers, junior anchors, high tech office development, and restaurants to the Good Ranch Redevelopment Area, Raymore Galleria, and Raymore Market Center.
5. Continued participation with University of Central Missouri Business Innovation Institute. Eight existing, new or start-up businesses were assisted.

**PERFORMANCE MEASUREMENTS
ECONOMIC DEVELOPMENT**

Performance Measurements - Economic Development	2010-11 Actual	2011-12 Projected	2012-13 Estimated
<i>Output Measures</i>			
Number of new businesses opening	17	9	2
Number of new businesses occupying existing space	17	7	0
Number of new businesses building new	0	2	2
Number of existing businesses relocating within the city	1	3	2
Total number of occupational Licenses	1,090	1,046	1,048
Total number of occupational licenses non-construction	352	375	377
Total number of occupational licenses construction	738	671	671
Total number of businesses in city limits	335	321	323
Total number of non-construction businesses in city limits	280	275	275
Total number of construction businesses in city limits	55	46	46
Total number of small businesses - local	276	261	262
Total number of regional chain businesses	16	16	16
Total number of national chain businesses	43	44	45
Trade Show & Impact Trips Attended	2	2	3
Number of Ribbon Cuttings/Ground Breakings Conducted	22	17	23
<i>Outcome Measures</i>			
Retail Sales Tax Revenues (all funds)	\$4,724,472	\$4,922,193	\$4,898,193
Retail Sales Tax Per Capita	\$246	\$255	\$254
Sales Tax Generated by New Businesses	\$1,887	\$47,218	\$153,125
Commercial Excise Tax	\$31,430	\$284,914	\$35,000
Total Commercial Assessed Valuation	\$20,537,420	\$20,537,420	\$20,126,672

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
Respondents who rated the following development items too slow			
Retail development	76%	66%	69%
Industrial development	61%	61%	60%
Office development	35%	33%	40%
Single family residential development	6%	5%	12%
Multi-family residential development	1%	3%	4%
Support for the use of city incentive to attract and expand retail, manufacturing, science and technology and regional office			
Not supportive	8%	7%	6%
Not sure	15%	17%	13%
Somewhat supportive	32%	32%	32%
Very supportive	45%	44%	48%
% of residents who shop outside of Raymore at least once a week	85%	75%	76%



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COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT

DEPARTMENT ADOPTED 2013 BUDGET

[By Category](#)

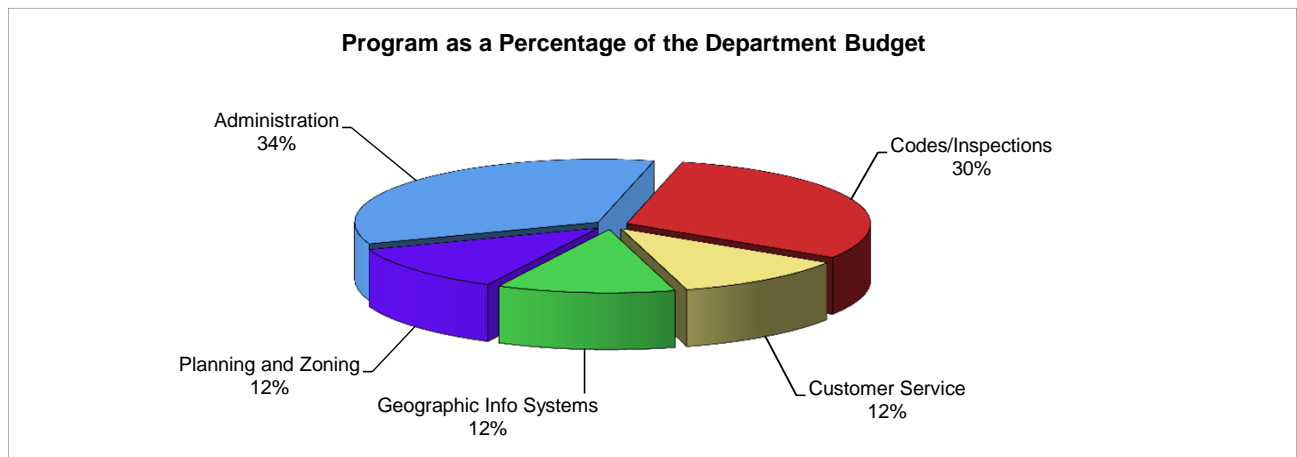
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	473,395	486,004	475,071	462,480	488,362	488,362	488,362
Commodities	13,873	18,546	14,688	12,628	15,963	15,963	15,963
Maintenance and Supplies	956	1,093	1,400	1,800	1,400	1,400	1,400
Utilities	456	60	0	0	0	0	0
Contractual	29,647	29,762	118,085	83,260	33,525	33,525	33,525
Capital Outlay							
Debt Service							
Transfers/Miscellaneous	7,475	7,736	8,850	8,850	17,020	17,020	17,020
Total	525,802	543,201	618,094	569,018	556,270	556,270	556,270

[Department Position Control Roster](#)

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Community Development	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00
Building Official	1.00	1.00	1.00
Building Inspector, Senior	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50
Permit Technician	1.00	1.00	1.00
Total FTE	6.50	6.50	6.50

[Proposed By Program](#)

Administration	190,449
Codes/Inspections	168,902
Customer Service	64,625
Geographic Info Systems	65,651
Planning and Zoning	66,643
Total	556,270



COMMUNITY DEVELOPMENT DEPARTMENT

DEPARTMENT DESCRIPTION

The Community Development Department is involved in the development and implementation of the Unified Development Code, the Growth Management Plan, overseeing the development and plan review process, and codes compliance. Additional responsibilities include managing the City's GIS program, codes enforcement, and building inspections. The Department serves as primary staff support to the Planning and Zoning Commission, Board of Appeals, and Board of Adjustment. The Community Development Director supervises the day-to-day activities of the department, and reports to the City Manager.

PROGRAMS & GOALS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management and budget administration. Program goals include:

- Enhance teamwork within the department and cooperation with other departments.
- Ensure all interested entities are apprised of development activities.
- Complete electronic files of all materials in the development project case files.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries. It includes providing informational brochures, statistics, and procedural manuals to residents, businesses, and the development community. Program goals include:

- Enhance response/service guidelines for applications, inquires, and complaints.
- Continue to enhance department website by maintaining up-to-date information about on-going projects
- Encourage increase in use of Request Tracker on-line system for filing and tracking status of code enforcement complaints
- Expand the Declaratory Ruling Book for interpretations of the Unified Development Code
- Expand the excerpt sheets from the Unified Development Code as aids in providing quick reference material for residents and applicants.

Geographic Information Systems

The services in this program include those necessary for the development and maintenance of graphical representations related to development activities within the City, and other mapping requirements. This program will provide support primarily for development activities related to planning, zoning, and engineering as well as police, parks, and other City departments as necessary. Program goals include:

- Begin implementation of the GIS Master Plan.
- Provide analysis and map products to assist city departments and other governmental entities in making decisions and presenting information spatially.
- Continue to enhance the internal ArcIMS site to provide increased amounts of information about properties in the city to all city employees.
- Provide support for ArcGIS and ArcExplorer
- Build inventory of community assets using CAD and GPS

Planning and Zoning

The services in this program include those associated with comprehensive planning, rezoning, conditional use permit and platting processes, site plan review, and variances. This includes the organization of work sessions and recording of minutes for the Planning and Zoning Commission, as well as public notification and providing staff support to the Planning and Zoning Commission, City Council, Board of Appeals and Board of Adjustment. Program goals include:

- Implementation of the Growth Management Plan.
- Annual review of the Unified Development Code for any minor corrections that may be necessary.
- Continue to implement the development review committee (DRC) to coordinate and improve the application review process.
- Conduct annual training sessions for Planning Commission members.

Codes/Inspections

This program identifies, investigates, and responds to complaints concerning violations of the city code, and related policies. This program is responsible for the investigation and enforcement of complaints concerning nuisances, weeds, property maintenance, signs, and the Unified Development Code. Building inspections includes inspection activities necessary to ensure residential, commercial and industrial structures conform to applicable codes and approved plans. Program goals include:

- Identify necessary code revisions to allow for effective code enforcement at the judicial level.
- Continue a proactive approach to contact all builders and developers in the early spring about mowing and maintenance of their properties.

- Continue to monitor the condition of foreclosed properties that have been registered with the City.

GOALS

1. Engage the public in decisions that impact the entire community, such as the Growth Management Plan and community visioning process.
2. Evaluate current zoning and subdivision regulations to ensure that community goals and needs are supported.

SIGNIFICANT BUDGETARY ISSUES

1. The Community Development Budget decreased significantly in FY 2013 due to the fact that a Growth Management Plan update in the amount of \$75,000 was budgeted in FY 2012.

FY 2012 PERFORMANCE SUMMARY

1. Completed one amendment to the Unified Development Code.
2. Continued implementation of Original Town Neighborhood Plan, including assistance with street light, and sidewalk installation.
3. Continued to increase mapping and data capabilities of internal ArcIMS site for all employees to access GIS information.
4. Provided in-house review of all building plans for residential and commercial projects.
5. Maintained a development report that is updated monthly to reflect existing housing units, units under construction, and available building lots in the City.
6. Administered a program to register properties that have been foreclosed on and complete weekly inspections to ensure code compliance and ensure structures are secured.
7. Continued implementation of a proactive inspection procedure for property maintenance code violations. Building inspectors completed a drive-by inspection of all properties in the City and commenced enforcement procedures on those properties deemed to have a violation of the property maintenance code.
8. Added written interpretations to the Declaratory Ruling Book for official interpretations of the Unified Development Code.

9. Continued creation of excerpts from the Unified Development Code that provides quick reference material for residents and applicants.
10. Updated the Building Codes Interpretation Manual that includes common plan check corrections and interpretations of various building code provisions.
11. Updated department brochures to reflect code and/or fee changes approved by City Council.
12. Established planning process for preparation of a new Growth Management Plan, including hiring of a facilitator to assist in the project. Commenced work on soliciting public input and data collection for plan.
13. Consolidated nuisance and tall grass requirements that were formerly contained in other chapters of the Raymore City Code into the Property Maintenance Code.
14. Implemented the Contractor Licensing Program.

**PERFORMANCE MEASUREMENTS
COMMUNITY DEVELOPMENT**

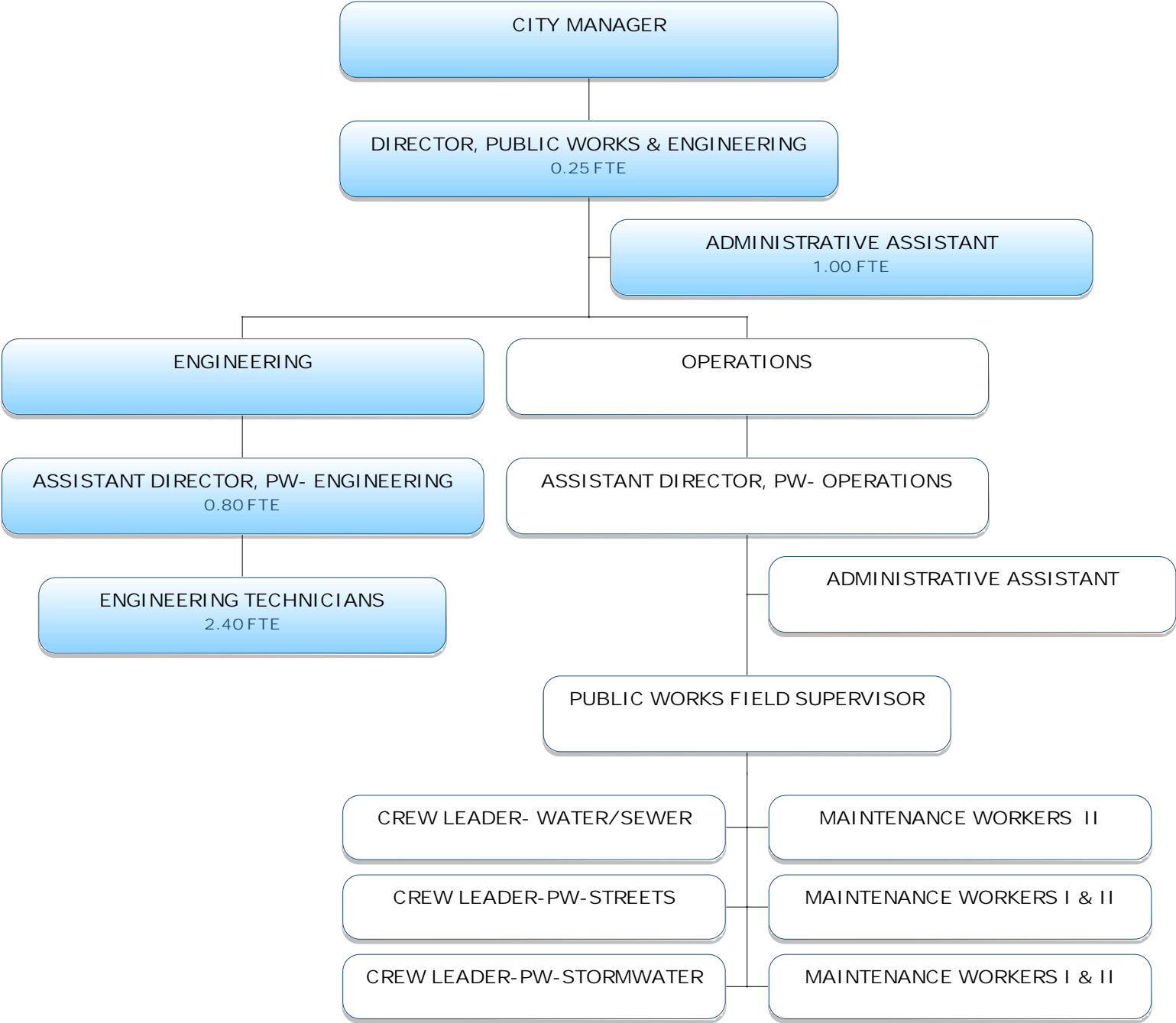
ICMA - Performance Measurements - Com. Dev. & Code Enforcement	2008-09 Actual	2009-10 Actual	2010-11 Actual
Total housing code violation cases--Initiated (complaints & Inspector initiation)	34	17	28
# housing code violation cases resolved through voluntary compliance	27	14	20
# housing code violation cases resolved through forced compliance	0	2	8
Total housing code violation cases carried over	7	2	0
% housing code violation cases resolved through voluntary compliance--Calc	79.41%	82.35%	71.00%
% housing code violation cases resolved through forced compliance --Calc	0.00%	11.76%	29.00%
Total zoning code violation cases--Initiated (complaints & Inspector initiation)	3	3	9
# zoning code violation cases resolved through voluntary compliance	3	3	9
# zoning code violation cases resolved through forced compliance	0	0	0
Total zoning code violation cases carried over	0	0	0
% zoning code violation cases resolved through voluntary compliance--Calc	100.00%	100.00%	100.00%
% zoning code violation cases resolved through forced compliance --Calc	0.00%	0.00%	n/a
Total dangerous bldg code violation cases--Initiated (complaints & Inspector initiation)	0	0	3
# dangerous bldg code violation cases resolved through voluntary compliance	0	0	3
# dangerous bldg code violation cases resolved through forced compliance	0	0	0
Total dangerous bldg code violation cases carried over	0	0	0
% dangerous bldg code violation cases resolved through voluntary compliance--Calc	n/a	n/a	100%
% of dangerous bldg code violation cases resolved through forced compliance	n/a	n/a	n/a
Total nuisance violation cases--Initiated (complaints & Inspector initiation)	338	337	331
# nuisance violation cases resolved through voluntary compliance	293	321	269
# nuisance violation cases resolved through forced compliance	42	24	69
Total nuisance violation cases carried over	3	0	0
% of nuisance violation cases resolved through voluntary compliance	87%	95%	80%
% of nuisance violation cases resolved through forced compliance	12%	7%	20%
Total other violation cases--Initiated (complaints & Inspector initiation)	32	14	52
# other violation cases resolved through voluntary compliance	29	0	52
# other violation cases resolved through forced compliance	0	0	0
Total other violation cases carried over	3	14	0
% of other violation cases resolved through voluntary compliance	91%	0%	100%
% of other violation cases resolved through forced compliance	0%	0%	n/a
Total # of bldg permits issued	365	675	1,231
% initial code review, construction permits, completed within 14 calendar days	100%	100%	100%
Total # of inspections	3,150	3,042	3,223

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
% of residents satisfied with enforcement of codes designed to protect public safety	56%	57%	60%
% of residents satisfied with enforcement of sign regulations	53%	54%	59%
% of residents satisfied with enforcement of codes and maintenance of business property	52%	54%	61%
% of residents satisfied with enforcement of the maintenance of residential property	37%	40%	52%
% of residents satisfied with enforcement of mowing and trimming of lawns	46.0%	45%	52%
% of residents satisfied with clean up of litter and debris on private property	44.0%	47%	50%
% of residents rating overall code violation--			
Not a problem	n/a	26%	34%
Only a small problem	n/a	39%	41%
Somewhat of a problem	n/a	21%	22%
A major problem	n/a	2%	3%
Don't know	n/a	12%	0%



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ENGINEERING



ENGINEERING

DEPARTMENT ADOPTED 2013 BUDGET

By Category

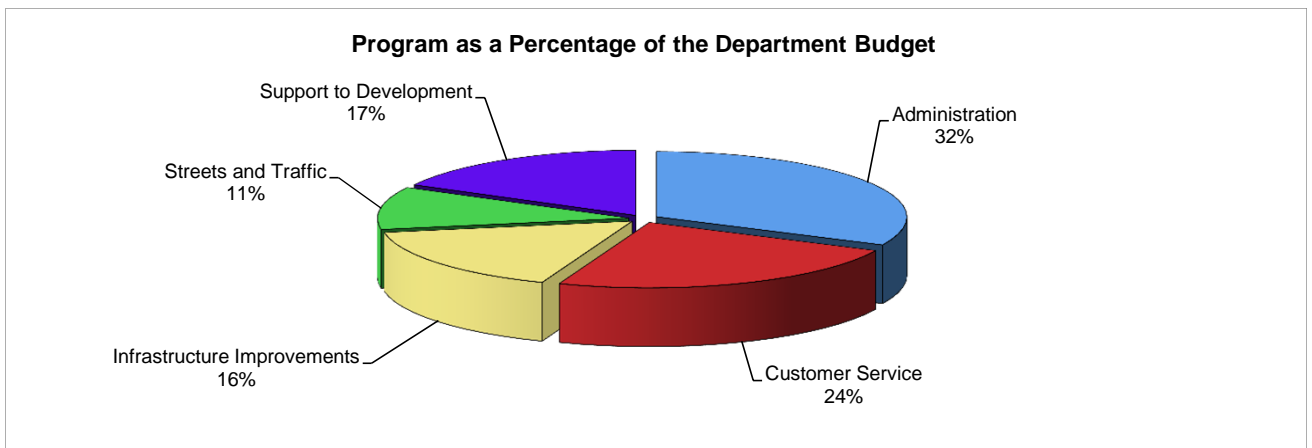
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	373,773	351,329	377,050	346,575	385,245	385,245	385,245
Commodities	9,091	19,446	11,717	10,198	13,233	13,233	13,233
Maintenance and Supplies	6,923	7,217	5,000	3,000	5,000	5,000	5,000
Utilities	0	0	0	0	0	0	0
Contractual	19,933	21,967	25,600	18,705	30,725	30,725	30,725
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	14,539	15,048	18,183	18,183	10,333	10,333	10,333
Total	424,259	415,007	437,550	396,661	444,536	444,536	444,536

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works and Engineering	0.25	0.25	0.25
Assistant Director, PW-Engineering	0.80	0.80	0.80
Engineering Technicians	2.40	2.40	2.40
Senior Engineering Technician	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00
Total FTE	4.45	4.45	4.45

Proposed By Program

Administration	142,697
Customer Service	105,407
Infrastructure Improvements	73,004
Streets and Traffic	46,868
Support to Development	76,560
Total	444,536



ENGINEERING DEPARTMENT

DEPARTMENT DESCRIPTION

The Public Works Department is organized into two functions, Engineering and Operations. Engineering is involved in the management, design, construction, administration, and review of all projects containing infrastructure. This includes the water distribution system, the sewer collection system, the street system, the storm drainage system, and facilities. Engineering is involved in long-term planning of infrastructure for projected growth, constant review of ordinances for updates, plan review of development, coordination of utilities, negotiation of easements, and acting as the City's liaison to all federal agencies, state agencies, and neighboring communities. The Engineering Department consists of the Director of Public Works, the Assistant Director of Public Works – Engineering, three Engineering Technicians, and one Administrative Assistant.

PROGRAMS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management and budget administration.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries. It includes providing information, statistics, and standards manuals to residents, contractors, businesses, and the development community.

Infrastructure Improvements

The services in this program include those necessary for the design, administration, and inspection of all capital improvements and development.

Support to Development

The services in this program include those associated with rezoning, conditional use permit and platting processes, site plan review, and variances. This includes the technical review and analysis to assure the proposed infrastructure complies with our ordinances and also complies with all State and/or Federal regulations.

Streets and Traffic

This program involves determining the need for street improvements based on criteria and maintenance records, assessing and maintaining contracts for signals, and determining the need for access management.

GOALS

1. Explore opportunities with adjacent communities to jointly bid projects for street overlay, striping, etc.
2. Develop and implement long-range street maintenance/repair/replacement plan and funding strategy based on findings of an update to the City's Pavement Management System.
3. Continue expansion of "in-house" design of CIP Projects

FY 2012 PERFORMANCE SUMMARY

1. Maintained the appropriate records for the successful fulfillment of the requirements of the NPDES Phase II permit.
2. Developed cost of construction guidelines to document resource requirements for the design and inspection of capital projects, and used this to develop a work plan for FY 2012.
3. Implemented the recommendations of the Pavement Management Program.
4. Participated in the MARC Transportation Priorities Committee which oversees the distribution of transportation funding.
5. Coordinated design and construction of the annual Street Preservation program, annual Curb Replacement program, FY 2012 Sidewalk Installation program, North Park Storm Water Improvement project, Lampkins Fork Sanitary Sewer Rehabilitation Phase II project, Owen Good Force Main Investigation project and Alexander Creek Interceptor Improvements project.

SIGNIFICANT BUDGETARY ISSUES

1. Included in this budget are funds to train a second engineering technician on the City's Pavement Management Program software. \$3,500

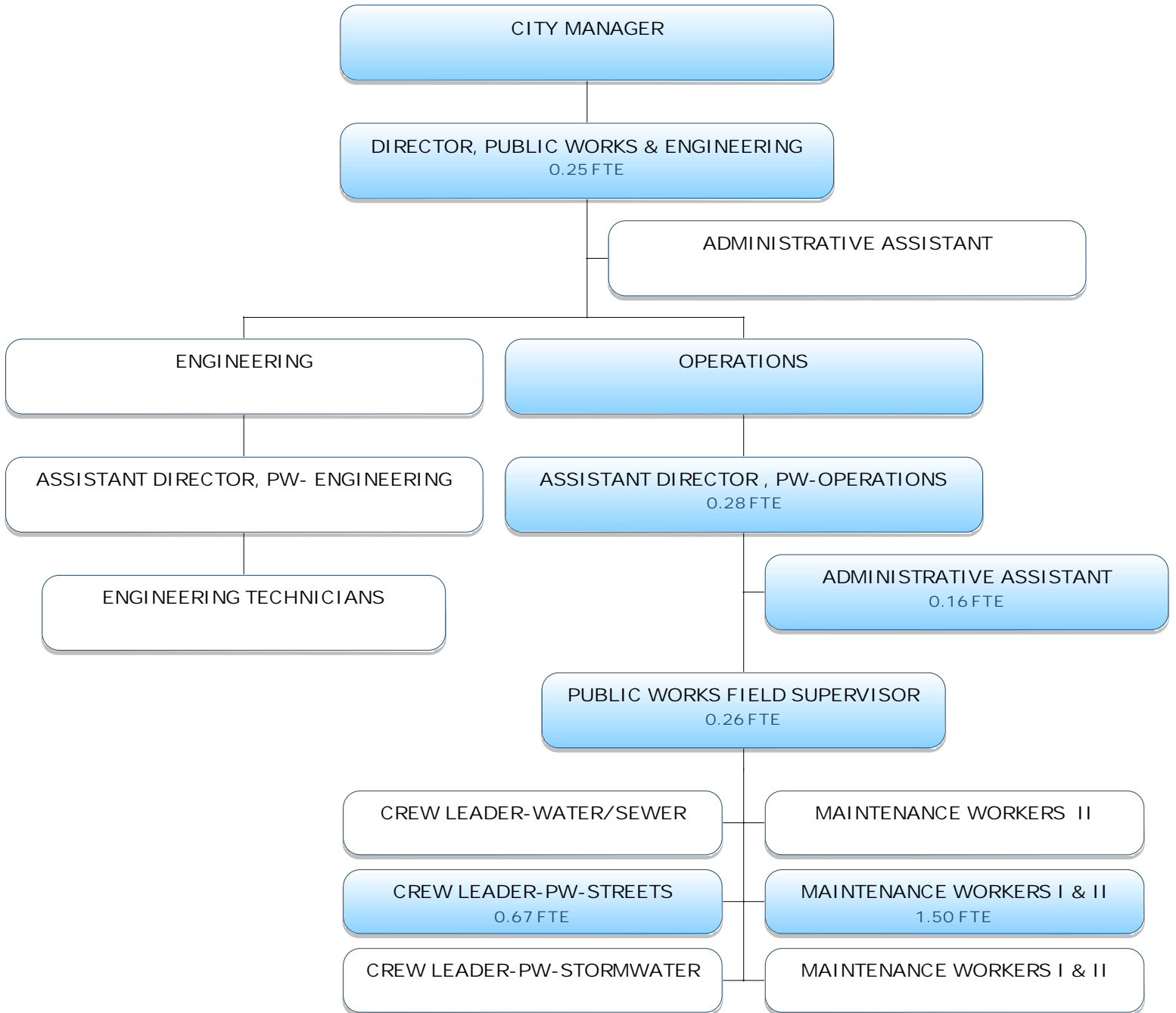
**PERFORMANCE MEASUREMENT
ENGINEERING**

Performance Measurements - Engineering	2010-11 Actual	2011-12 Projected	2012-13 Estimated
Number of Customer Inquiries	171	150	150
Percent of Customer Inquiries Initially Responded to within 24 Hours	100%	100%	100%
Dollars of Public & Private Infrastructure Improvements Inspected	\$3,974,000	\$3,170,107	\$1,980,000
Percent of Projects designed "in house"	42%	83%	72%
Percent of projects completed within budget	100%	100%	100%
Average percentage increase in contract cost due to change orders	2%	8%	8%
Number of Development Plan Sets Reviewed	1	6	1
Percent of Development Plan Sets Reviewed within 14 Days	100%	100%	100%
Number of Plot plans Reviewed	48	60	40
Percent of Plot plans Reviewed within 3 Days	100%	100%	100%
Percentage of lane Miles of Pavement Condition Index Updatec	100%	33%	25%
Number of As-Built Plan Sets Received	6	5	2



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STREETS



STREETS

DEPARTMENT ADOPTED 2013 BUDGET

By Category

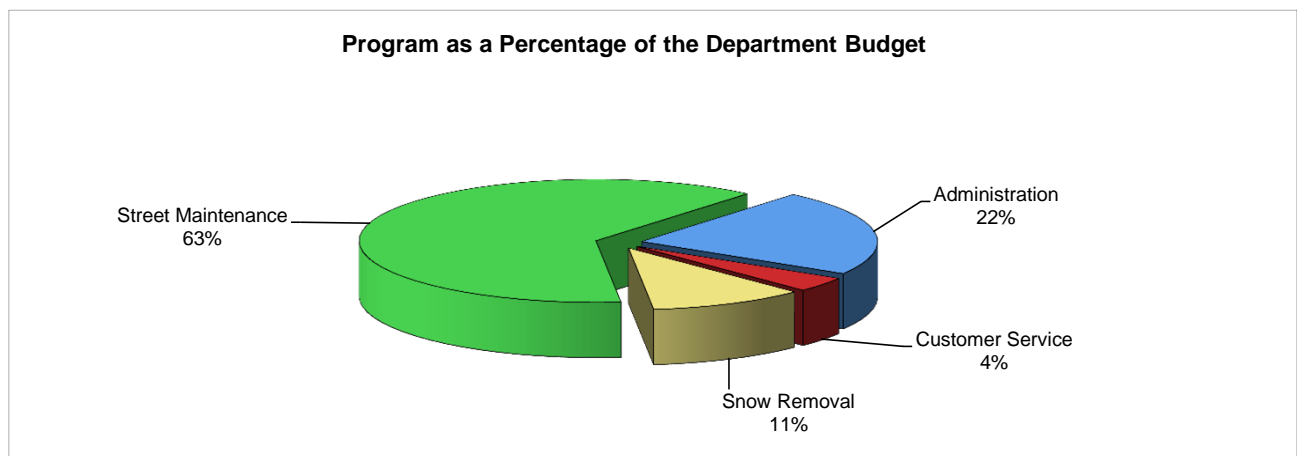
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	227,741	264,601	264,266	259,124	277,091	277,091	277,091
Commodities	142,158	118,324	136,049	92,766	116,048	116,048	116,048
Maintenance and Supplies	50,942	47,801	53,558	46,000	53,600	53,600	53,600
Utilities	3,438	2,621	2,628	2,540	2,604	2,604	2,604
Contractual	447,577	410,005	448,150	473,046	485,080	485,080	485,080
Capital Outlay	7,010	13,228	15,000	12,043	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	59,132	63,006	66,757	66,757	72,025	72,025	72,025
Total	937,998	919,586	986,408	952,276	1,006,448	1,006,448	1,006,448

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW-Operations	0.28	0.28	0.28
Public Works Field Supervisor	0.26	0.26	0.26
Crew Leader	0.67	0.67	0.67
Maintenance Workers I & II	1.50	1.50	1.50
Administrative Assistant	0.16	0.16	0.16
Total FTE	3.12	3.12	3.12

Proposed By Program

Administration	227,559
Customer Service	39,093
Snow Removal	107,692
Street Maintenance	632,104
Total	1,006,448



STREET DEPARTMENT

DEPARTMENT DESCRIPTION

The Operation & Maintenance Division includes four sections: Street, Storm, Water and Sewer. The Assistant Public Works Director of Operations and Maintenance (hereafter referred to as the Assistant Director of Public Works) and the Administrative Assistant handle the administration of these sections. The Assistant Director of Public Works handles human resources, work detail, approval of work schedules, priority of work, and customer service. The Assistant Director of Public Works reports directly to the Public Works Director who approves all major decisions made by the Assistant Director of Public Works.

The Street Department is involved in the maintenance of our street network. This includes right of way maintenance, pot hole patching, street sign maintenance and new installation, crack sealing, asphalt paving, snow removal, pavement maintenance, and sidewalk evaluations and repairs. The Street Department is comprised of the Assistant Director of Public Works, Public Works Supervisor, Maintenance Workers, and the Administrative Assistant, all of whom also work in the Water, Storm and Sanitary divisions.

PROGRAMS & GOALS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management and budget administration. Program goals include:

- Maintain the Midwest Public Risk Loss Control Program.
- Continue to implement Career Development/Training Plans for division employees.
- Explore intergovernmental relationships to positively affect our infrastructure.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries. Providing responses to service requests in a reasonable time frame. Program goals include:

- Assist with the MARC Household Hazardous Waste event.
- Implementation of the Computerized Maintenance Management System for complaint tracking, work requests, work order generation, inventory control system, maintenance of infrastructure and effective job and activity costing

Street Maintenance

The services in this program include those activities associated with streets, signs, curb, and sidewalks. Program goals include:

- Conduct crack sealing, pothole patching, and other maintenance operations associated with extending the life expectancy of Raymore's streets.
- Inventory, assess, and upgrade the City's current street signs and striping in accordance with MUTCD reflectivity standards.
- Inventory, assess and program sidewalk repairs throughout the City.

Snow Removal

- The services provided in this program include removal of snow from the City's streets.

FY 2012 PERFORMANCE SUMMARY

1. Snow crews mobilized for five snow events.
2. Crews used approximately 1500 tons of asphalt make street repairs and patch potholes at various locations around the City.

SIGNIFICANT BUDGETARY ISSUES

1. This budget includes the cost of the City's participation in the MARC Household Hazardous Waste program. \$20,000

**PERFORMANCE MEASUREMENT
STREET**

Performance Measurements - Streets	2010-11 Actual	2011-12 Projected	2012-13 Estimated
Number of Lost Time Accidents	0	0	0
Number of Hours lost per Lost Time Accident	0	0	0
Number of Customer Service Inquiries	380	507	500
Customer Service Inquiries Responded to within 24 Hours - request tracker system	100%	100%	100%
Number of Pothole Complaints Received	41	20	30
Percent of Pothole Complaints Responded to within 24 Hours	94%	94%	94%
Employee Hours per Pothole Repair	0.2	0.2	0.2
Lane Miles of Right of Way mowed	110	110	110
Lane Miles of road	345	345	345
Number of snow events	12	5	10
Lane Miles cleared of snow - all snow events	4140	1725	3450

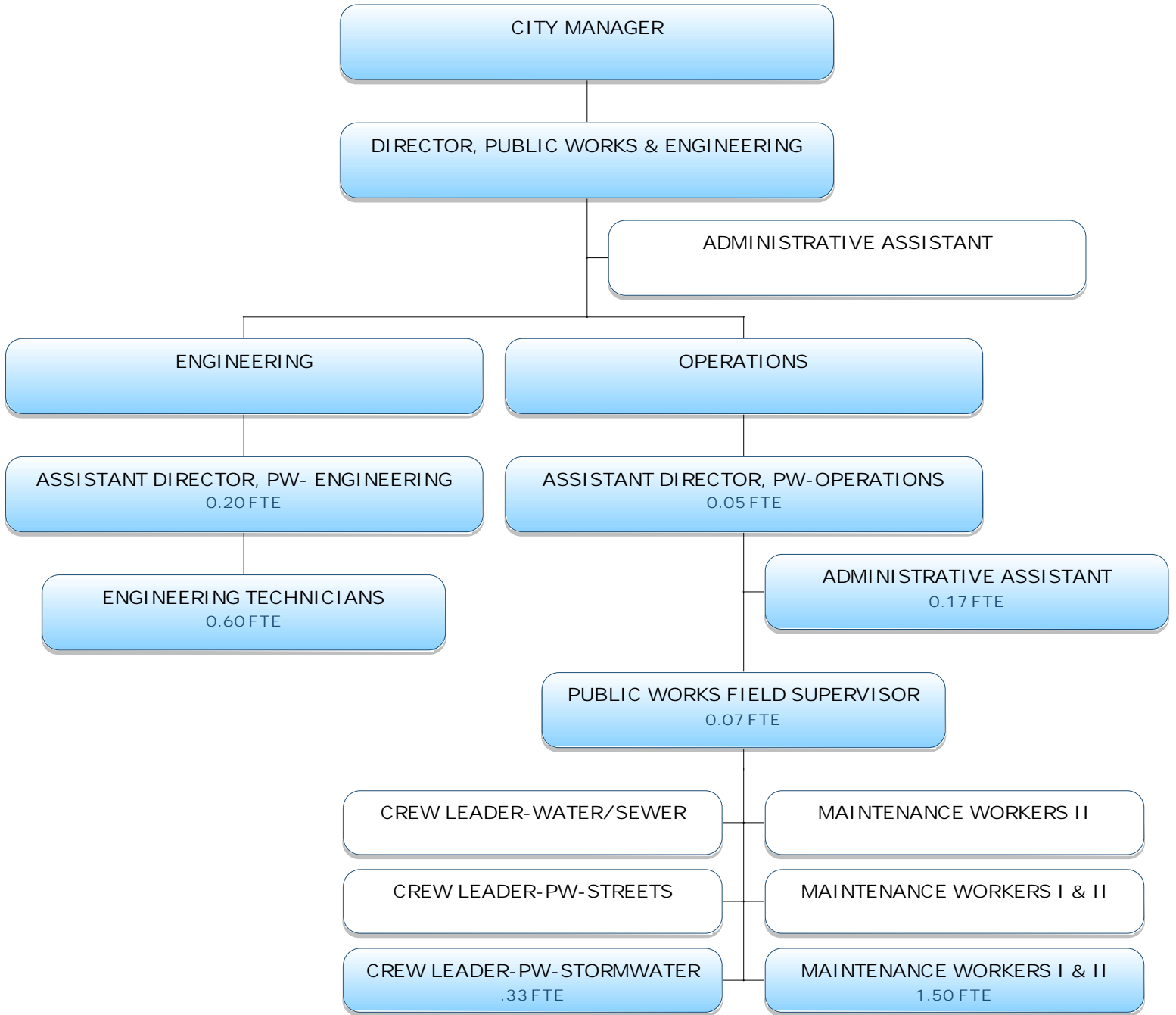
ICMA - Performance Measurements - Streets	2008-09 Actual	2009-10 Actual	2010-11 Actual
Road rehab expenditures per lane mile	n/a	\$1,034.59	\$1,208.06
Road rehab expenditures per capita	n/a	\$18.85	\$31.13
Snow/ice control expenditures per lane mile	\$29.81	\$35.02	\$29.93
Snow/ice control expenditures per capita	\$6.22	\$7.66	\$6.00

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
% of citizens satisfied with snow removal on major City streets	76%	78%	76%
% of citizens satisfied with the maintenance of streets signs & traffic signals	70%	72%	78%
% of citizens satisfied with the cleanliness of streets	69%	78%	78%
% of citizens satisfied with the maintenance of major City streets	63%	62%	79%
% of citizens satisfied with the adequacy of City street lighting	54%	54%	61%
% of citizens satisfied with the landscaping/appearance along city streets	53%	62%	69%
% of citizens satisfied with the condition of city sidewalks	53%	54%	66%
% of citizens satisfied with snow removal on neighborhood streets	45%	62%	56%
% of citizens satisfied with the maintenance of neighborhood streets	45%	57%	65%
% of citizens satisfied with the availability of city sidewalks	43%	41%	60%
General rating of road conditions in Raymore			
Don't know	n/a	3%	1%
Many bad spots	n/a	18%	19%
Mostly good condition	n/a	64%	61%
Good condition	n/a	15%	19%



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STORMWATER



STORMWATER

DEPARTMENT ADOPTED 2013 BUDGET

By Category

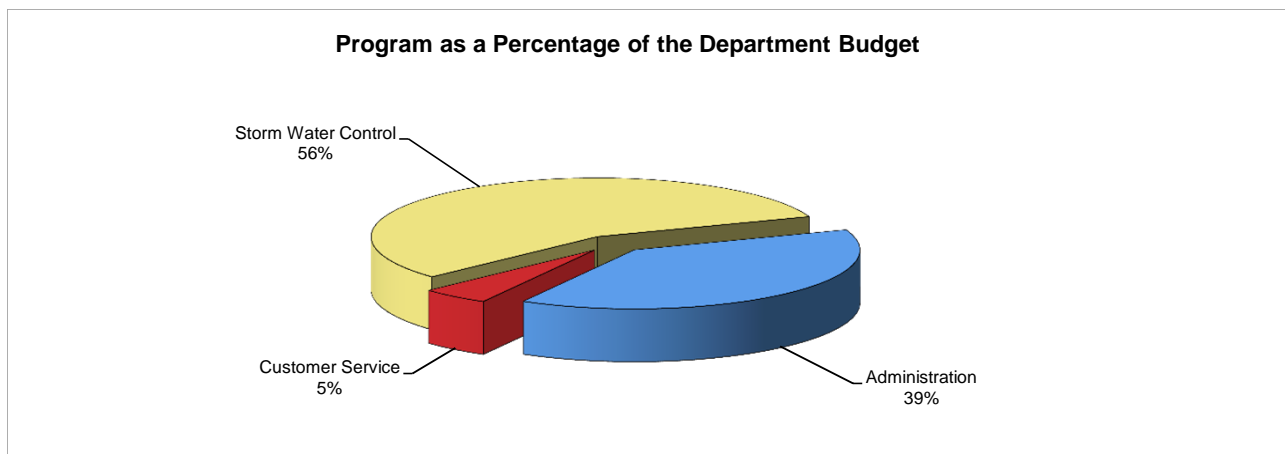
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	189,745	156,463	186,420	152,507	191,140	191,140	191,140
Commodities	1,648	3,539	4,176	4,062	4,226	4,226	4,226
Maintenance and Supplies	8,942	7,121	8,500	6,500	8,500	8,500	8,500
Utilities	0	0	0	0	0	0	0
Contractual	1,118	11,481	13,500	13,500	14,125	14,125	14,125
Capital Outlay	20,140	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0
Total	221,593	178,604	212,596	176,569	217,991	217,991	217,991

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Assistant Director, PW - Engineering	0.20	0.20	0.20
Assistant Director, PW - Operations	0.05	0.05	0.05
Administrative Assistant	0.17	0.17	0.17
Public Works Field Supervisor	0.07	0.07	0.07
Crew Leader Public Works	0.33	0.33	0.33
Maintenance Worker I & II	1.50	1.50	1.50
Engineering Technicians	0.60	0.60	0.60
Total FTE	2.92	2.92	2.92

Proposed By Program

Administration	84,356
Customer Service	10,645
Storm Water Control	122,990
Total	217,991



STORM WATER DEPARTMENT

DEPARTMENT DESCRIPTION

The Operation & Maintenance Division of the Public Works Department includes four sections: Streets, Storm Water, Water and Sewer. The Assistant Public Works Director of Operations and Maintenance (hereafter referred to as the Assistant Director of Public Works) and the Administrative Assistant handle the administration of these sections. The Assistant Director of Public Works handles human resources, work detail, approval of work schedules, priority of work, and customer service. The Assistant Director of Public Works reports directly to the Public Works Director who approves all major decisions made by the Assistant Director of Public Works.

The Storm Water Department is involved in the inspection and maintenance of our storm water systems including detention ponds, stream buffers and erosion and sediment controls and all other elements of the storm water conveyance system. The Storm Water division Department is comprised of the Assistant Director of Public Works, Public Works Supervisor, Maintenance Workers, and the Administrative Assistant, all of whom also work in the Water and Sanitary Sewer divisions.

PROGRAMS & GOALS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management and budget administration.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries and service requests.

Storm Water Control

The services provided by this division include the inspection and maintenance of the stormwater collection system which includes conduits, streams, and ponds, and implementing all tasks outlined in the NPDES Phase II Permit.

FY 2012 PERFORMANCE SUMMARY

Significant areas of accomplishment in the prior year include:

1. The catch basin inlet cleaning program was continued. All major road culverts were inspected and cleaned as necessary.
2. Ditch maintenance was performed along 155th street to prevent water crossing the street causing icing problems in the winter.
3. Staff prioritized the responses received from the Storm Water Survey and designed a project to address a flooding problem in the Moon Valley area.

**PERFORMANCE MEASUREMENT
STORMWATER**

Performance Measurements - Stormwater	2010-11 Actual	2011-12 Projected	2012-13 Estimated
Number of Lost Time Accidents	0	0	0
Number of Hours lost per Lost Time Accident	0	0	0
Number of Customer Service Inquiries	88	27	25
Customer Service Inquiries Responded to within 24 hours - request tracker system	100%	100%	100%
Number of Catch Basins Inspected	2591	2591	2591
Number of Catch Basins Cleaned *	2516	864	864
Number of Street Sweepings per Year	3	3	3
Number of Drainage Complaints	5	12	12
Percent of Drainage Complaints Requiring Action Addressed within 25 Working Days	100%	100%	100%

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
% of citizens satisfied with drainage of rain water off city streets	63%	58%	63%
% of citizens satisfied with drainage of rain water off properties next door	56%	55%	51%
Citizen rating of street sweeping			
Don't know	n/a	19%	21%
Poor	n/a	9%	8%
Fair	n/a	27%	21%
Good	n/a	38%	44%
Excellent	n/a	7%	7%

* 2010-2011 marked the first year of this program. Time allowed for the majority of the catch basins to be cleaned in the initial year with a future schedule of approximately 1/3 or 864 catch basins to be cleaned annually.



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BUILDING & GROUNDS



BUILDINGS & GROUNDS

DEPARTMENT ADOPTED 2013 BUDGET

By Category

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	115,705	109,634	121,389	102,612	124,484	124,484	124,484
Commodities	1,337	2,539	7,920	6,969	4,695	4,695	4,695
Maintenance and Supplies	29,589	23,292	36,210	35,440	33,970	33,970	33,970
Utilities	118,809	118,559	120,578	107,498	121,460	121,460	121,460
Contractual	75,948	59,382	73,265	59,052	56,885	56,885	56,885
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0
Total	341,388	313,406	359,362	311,571	341,494	341,494	341,494

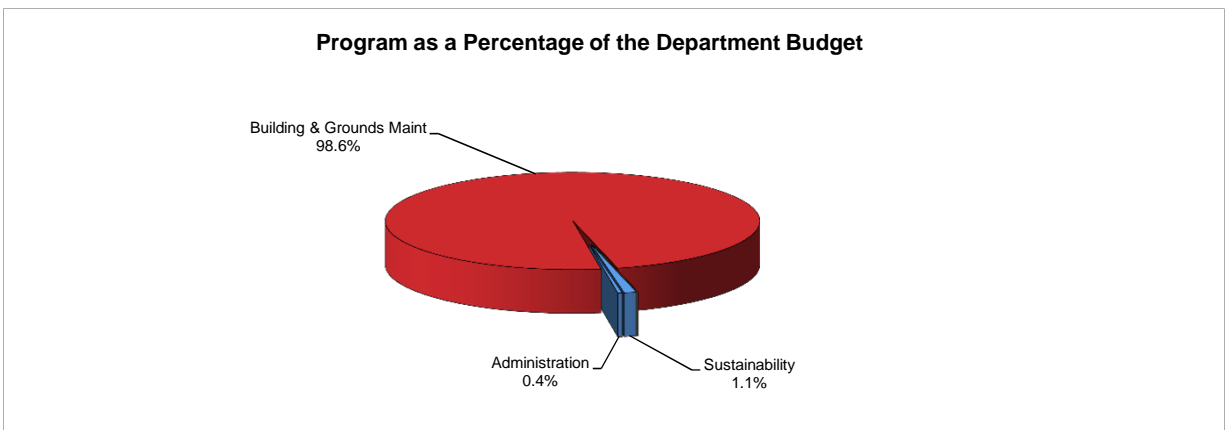
Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Parks & Recreation	0.15	0.15	0.15
Crew Leader, Parks Maintenance	0.25	0.25	0.25
Parks Maintenance Workers I & II	0.50	0.50	0.50
Administrative Assistant	0.10	0.00	0.00
Office Assistant	0.00	0.10	0.10
Custodian *	1.00	1.00	0.00
Building Technician *	0.00	0.00	1.00
Superintendent, Parks Operations	0.20	0.20	0.20
Total FTE	2.20	2.20	2.20

* FY13 reclassified the position

Proposed By Program

Administration	1,260
Building & Grounds Maint	336,584
Sustainability	3,650
Total	341,494



BUILDING & GROUNDS DEPARTMENT

DEPARTMENT DESCRIPTION

The Building and Grounds Department is responsible for maintaining City buildings and grounds, and is managed by the Director of the Parks and Recreation Department. The Department oversees contracts for professional services for the cleaning, maintenance and repair to the City's Municipal Complex and mechanical equipment. The department staff care for the facility on a day-to-day basis and consist of two full time employees, a Maintenance Worker, specifically assigned to City Hall and one FTE that is split between several staff members of the parks department to complete lawn care, landscaping, maintenance and repairs, and contract management. The Buildings and Grounds department is also responsible for implementing those sustainability recommendations submitted by the city Green Team and approved and included in the fiscal year budget.

PROGRAMS & GOALS

This program area is responsible for the day-to-day maintenance, improvement and care of all existing city facilities and grounds, including City Hall.

Goals for this fiscal year include:

1. Continuation of a routine preventive maintenance plan.
2. Continuation of standard weekly grounds care.
3. Continue to improve the care and maintenance of landscaping beds around the City's facilities.
4. Continue efforts toward sustainable building operations.

FY 2012 PERFORMANCE SUMMARY

1. The routine preventive maintenance plan was followed.
2. Standard weekly grounds care was performed.
3. Landscaping beds were replanted and weeded regularly in 2012 with the highest priority given to the City Hall grounds.
4. Staff reduced the amount of weeds by implementing an herbicide spraying program in-house.

SIGNIFICANT BUDGETARY ISSUES

1. It is budgeted to replace the Custodian position with a Building Technician position. Since the retirement of the Custodian last year, the City has been using a combination of contract labor and City personnel to keep the buildings maintained. This has not always been efficient in accomplishing building maintenance tasks. It is felt that the City would be better off returning to a full-time person to handle both custodial and routine maintenance duties. The Custodian position is listed at Grade 4; the proposed position would be Grade 8. While a higher-graded position, in dollar terms this move would save approximately \$2,000 in the short run, due to the longevity of the incumbent Custodian who retired.

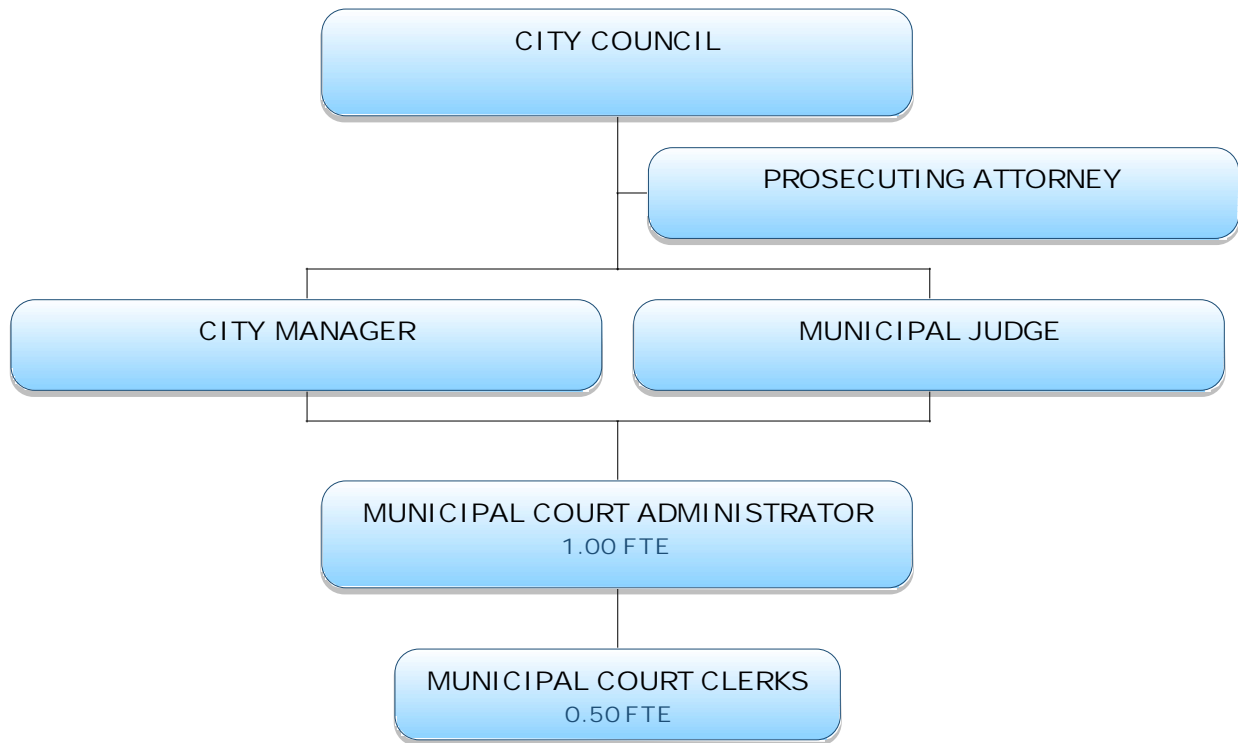
**PERFORMANCE MEASUREMENTS
BUILDINGS AND GROUNDS**

ICMA - Performance Measurements - Buildings and Grounds	2008-09 Actual	2009-10 Actual	2010-11 Actual
Total hrs paid for O&M of facilities--custodial maintenance & repair	3,849	3,947	3,818
Total hrs paid for O&M of facilities--Facilities management FTE's--Calc	2.20	2.20	1.84
Hours paid for custodial maintenance only for admin/office facilities	1,648	1,420	1,618
Total # of facilities management emp on the last day of the reporting	2	2	2
# of facilities operated/maintained--Admin/office facilities	1	1	1
# of facilities operated/maintained--Warehouse/industrial facilities	2	2	2
# of facilities operated/maintained--Animal care facilities	1	1	1
# of facilities operated/maintained--Total--Calc	4	4	4
Sq ft of facilities operated/maintained--Administrative/office facilities	26,000	26,000	26,000
Sq ft of facilities operated/maintained--Warehouse/industrial facilities	18,732	18,372	18,732
Sq ft of facilities operated/maintained--Animal care facilities	1,280	1,280	1,280
Sq ft of facilities operated/maintained--Total--Calc	46,012	46,012	46,012
Total O&M expenditures for all facilities	\$291,492	\$312,554	\$285,979
Total capital expenditures for maintenance of all existing facilities	\$15,000	\$224,820	\$0
Total operating and capital expenditures--Calc	\$306,492	\$537,374	\$285,979
Expenditure Info--Admin/office fac--Cust in-house--Expenditures	\$47,278	\$32,495	\$37,331
Expenditure Info--Admin/office fac--Cust in-house--Expend per sq ft--Calc	\$1.82	\$1.25	\$1.44
Expenditure Info--Admin/office fac--Cust contract--Expenditures	\$10,464	\$14,685	\$14,461
Expenditure Info--Admin/office fac--Cust contract--Expend per sq ft--Calc	\$0.40	\$0.56	\$0.56



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MUNICIPAL COURT



MUNICIPAL COURT

DEPARTMENT ADOPTED 2013 BUDGET

By Category

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	112,469	117,967	120,292	113,842	123,332	123,332	123,332
Commodities	1,257	2,295	2,680	1,750	2,710	2,710	2,710
Maintenance and Supplies	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0
Contractual	20,148	25,073	29,033	24,460	29,435	29,435	29,435
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0
Total	133,874	145,335	152,005	140,052	155,477	155,477	155,477

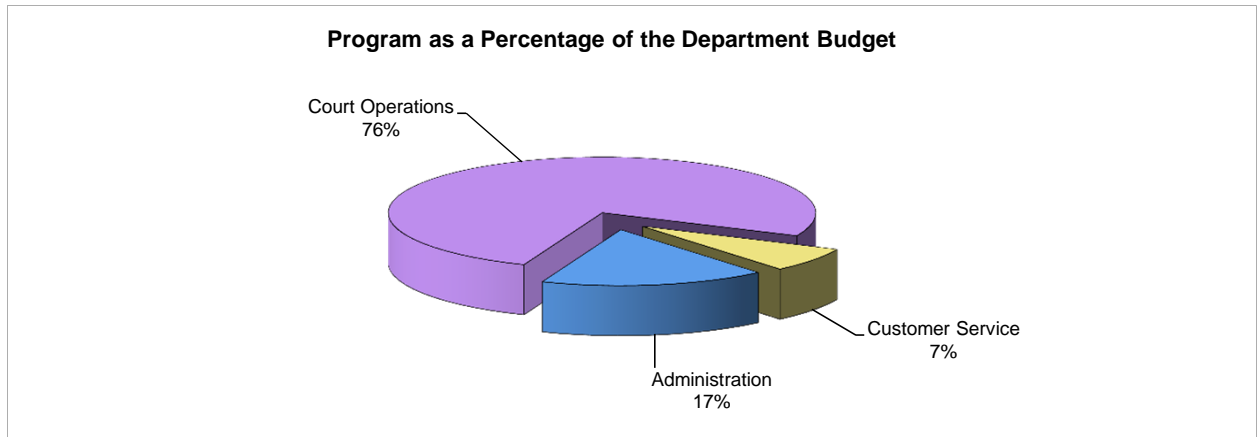
Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Municipal Court Administrator	1.00	1.00	1.00
Municipal Court Clerks *	0.50	0.65	0.65
Total FTE	1.50	1.65	1.65

* additional FTE

Proposed By Program

Administration	26,524
Court Operations	117,905
Customer Service	11,048
Total	155,477



MUNICIPAL COURT DEPARTMENT

DEPARTMENT DESCRIPTION

The Raymore Municipal Court, as a division of the Cass County Circuit Court, has jurisdiction to hear and rule on all complaints under City Ordinances. The Municipal Court maintains all files and documents necessary to schedule and conduct trials, pleas, pre-trial hearings, sentencing, probation revocation hearings, and post-trial motions related to violations of City ordinances. The mission of the court's staff is the fair and efficient administration of justice, to dispense equal justice to all, to provide courteous and respectful service to the public and to encourage respect for the rule of law. These responsibilities are carried out in three programs, Administration, Court Operations, and Customer Service.

PROGRAMS & GOALS

Administration

Administration provides services necessary to operate the department including probation programs, implementing new legislation, preparing and administering yearly department budget, developing and implementing court policies and procedures, evaluating staffing requirements, supervising court personnel, preparing employee performance appraisal, attending training sessions, ensuring effective communication with Court staff, the Public, Police Department and other City personnel.

Program goals of this area are:

- Continued evaluation, development, and implementation of procedures to improve daily functions of the court.
- Continued utilization and training of InCode Court Software Program and related enhancements to the software.
- Completion of continuing educational units to maintain certification as Judge, Prosecutor, and Court Administrator.
- Implementation of new State Legislation and City Ordinances.
- Continued improvement of communication with City Personnel, Police Department, Circuit Court, and the Public.
- Follow Court Operating Rule 8 for Record Retention and Destruction.
- Continue to work with agencies that provide probation programs.

Court Operations

Court Operations adjudicates all code violations filed by the City Prosecutor, including but not limited to all traffic tickets, domestic violence, common assault, drug possession, general ordinance violations, animal control violations, building/inspection code violations, zoning violations, and any new violations approved by City Council.

Program goals of this area are:

- Continued effective and efficient administration of justice.

- Continued research, review, and utilization of practical alternative sentencing for appropriate defendants.
- Continued intervention through education and self-help materials.
- Accurate, effective and efficient tracking and aging of open cases.
- Accurate assessing, collecting and reporting of all money received and deferred.
- Timely reporting to City, DOR, MSHP, OSCA.
- Timely notification of FTA, Bond Forfeiture Hearings, and Suspensions.
- Assure confidentiality of Closed Records.
- Review status of probations insuring compliance.

Customer Service

Customer Service provides permissible information about court cases to defendants, defense attorneys, other authorized City departments, witnesses, other government agencies and the public. Customer Service also collects fines, filing fees, and bail bonds and provides efficient and effective probation services.

- Continued service to the community with courtesy, efficiency, and professionalism.
- Provide interpreters for those who are language, hearing, or speech impaired.
- Provide court appointed attorneys as necessary.
- Effective and efficient management of staff hours to ensure coverage of office and court hours.
- Maintain list of non-profit organizations willing to accept community service workers.
- Strive to return all phone calls and correspondence within 24 hours.

FY 2012 PERFORMANCE SUMMARY

Significant areas of accomplishment in the prior year include:

1. Updated changes made in the City Code to the InCode Court System.
2. Set up and implemented electronic filing of Record of Convictions to the State.
3. Set up and implemented the Payment Plan Module in the InCode Software.
4. Added new Microsoft Word Templates for use in the InCode Court System.
5. Implemented use of electronic tickets from the Police Department.
6. The part-time clerk received CCA certification.
7. The Court Administrator served as MACA Region II Director
8. The City began hosting the Cass County Youth Court.
9. Assisted the Department of Revenue with Administrative Hearings

SIGNIFICANT BUDGETARY ISSUES

1. The General Fund includes an item for this department, the addition of a component to the City's financial software that will allow for court payments to be made online. The City has received numerous requests to add this feature. In addition to improving convenience for customers, this will help reduce the number of failure-to-appear citations and reduce crowding on court nights. The cost of adding this feature in FY 2013 is \$2,600.

**PERFORMANCE MEASUREMENT
COURT**

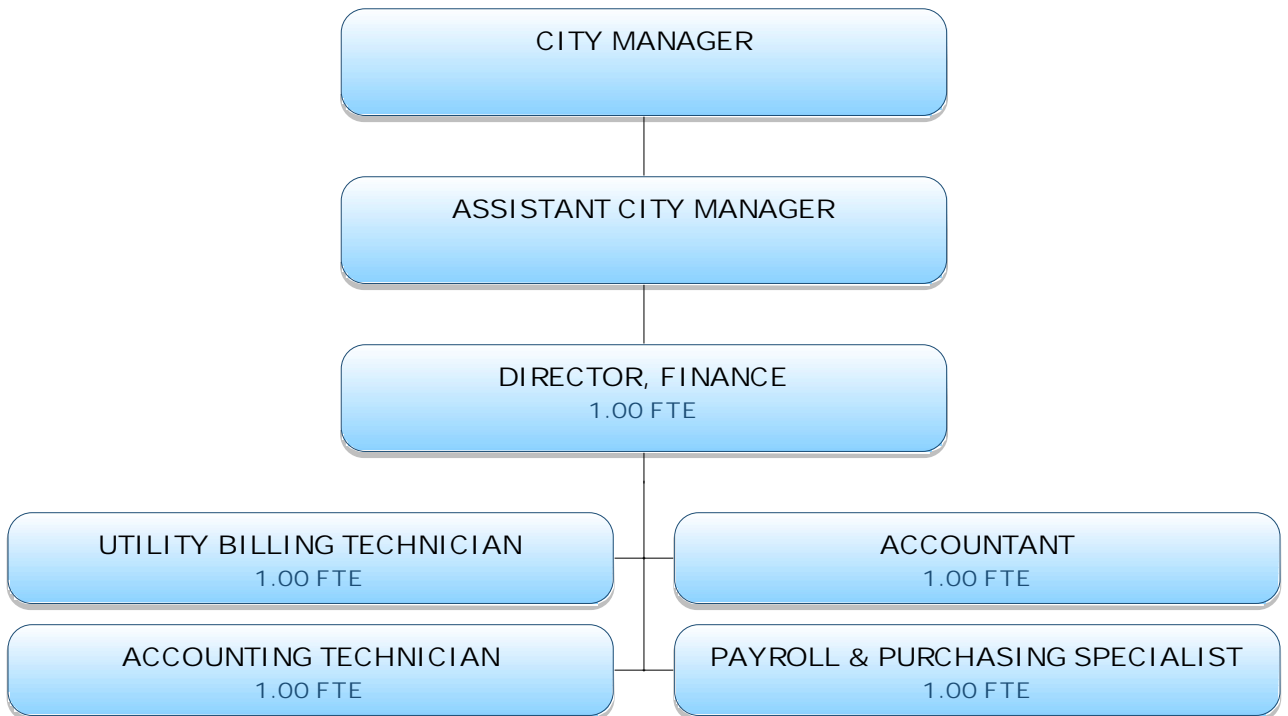
Performance Measurements - Court	2010-11 Actual	2011-12 Projected	2012-13 Estimated
Number of Warrants issued	1,061	752	904
Number of Warrants Cleared	880	732	790
Number of Citations Filed	3,434	3,154	3,265
Number of Cases Completed	3,148	2,960	3,199
Cases Completed / # Cases Filed	92%	94%	98%
Warrants Cleared / Warrants Issued	83%	97%	87%
\$ Collected / Citations Completed	\$118.93	\$113.84	\$116.00
Municipal Court Budget / Citations Filed	\$42.10	\$41.54	\$43.40
Citations Filed / FTE (1.50)	2,289	2,103	2,177

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
Overall satisfaction with the city's municipal court	51%	62%	61%



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FINANCE



FINANCE

DEPARTMENT ADOPTED 2013 BUDGET

By Category

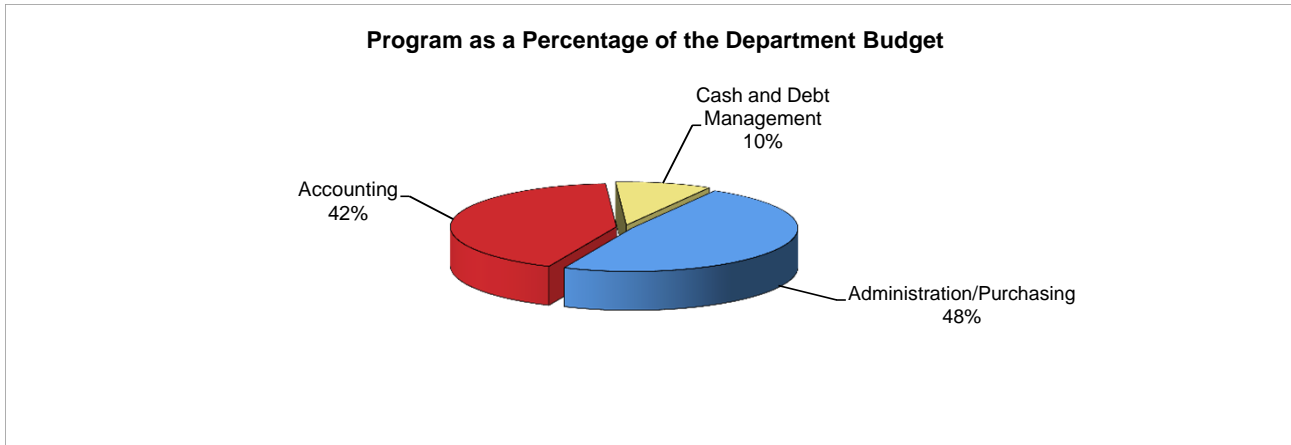
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	386,975	320,109	350,025	348,083	359,966	359,966	359,966
Commodities	12,926	10,805	8,850	10,010	10,403	10,403	10,403
Maintenance and Supplies	3,227	2,680	4,350	1,849	3,274	3,274	3,274
Utilities	0	0	0	0	0	0	0
Contractual	104,975	148,635	118,560	117,363	120,781	120,781	120,781
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	0	0	0	0	0	0	0
Total	508,103	482,229	481,785	477,305	494,424	494,424	494,424

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Finance	1.00	1.00	1.00
Accountant	1.00	1.00	1.00
Payroll & Purchasing Specialist	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00
Utility Billing Technician	1.00	1.00	1.00
Total FTE	5.00	5.00	5.00

Proposed By Program

Administration/Purchasing	138,816
Accounting	121,578
Cash and Debt Management	26,925
Utility Billing	207,105
Total	494,424



FINANCE DEPARTMENT

DEPARTMENT DESCRIPTION

The Finance Department provides internal support service, administration and management and external customer service for all areas of the City's finances, cash management, and utility billing. By directing and coordinating financial planning, budgeting, cash and debt management with purchasing, accounting and utility customer services, the Finance staff provides effective and efficient financial reporting and customer billing. The department provides oversight and compliance with federal, state and local statutes, regulations and codes to ensure the City's accountability and prudent use of public funds.

To meet these requirements, the department maintains internal controls and procedures for the safekeeping of assets, investments, effective collection of all City revenues, timely vendor payments, efficient procurement and accurate and timely utility billing services.

The Finance Department is divided in to four specific areas of responsibility: Administration/Purchasing; Accounting; Cash and Debt Management and Utility Billing.

PROGRAMS & GOALS

Administration/Purchasing

Department management, audit coordination, budget preparation, procurement, establishment of internal controls and procedures, development and administration of fiscal policy; representation of the City to the public in matters with financial considerations; maintenance and preparation of materials associated with the payroll function, including preparation of payroll checks.

Program goals of this area are:

- Effective communication and accurate reporting of the City's financial information to all users with standardized reporting and easy to read, understandable budgets.
- Continuous review, update and revision of purchasing and procurement policies and internal control policies and procedures; stay abreast of the changing business climate and compliance with federal, state and local statutes, regulations and codes.
- Assure prudent use of public funds through effective procurement.
- Detail the City vendor list to allow for more expanded notification to vendors of potential City projects.
- Analyze and refine investment procedures in order to maximize the return on the City's invested funds.

Accounting

Reporting of the City's financial activity in compliance with federal, state and local requirements and in accordance with Generally Accepted Accounting Principals (GAAP) is the primary function of this area.

Program goals of this area are:

- Timely monthly and annual reporting of the City's financial activity with increased emphasis on "fund reconciliation" reporting.
- Refinement of the reporting and accounting of capital funds.
- Refinement of the reporting and accounting of debt service issues.
- Finalize implementation of barcoding all of the city's fixed assets.

Cash and Debt Management

Fiduciary and custodial duties for the City's cash and debt management policies, procedures and activities are functions of this area.

Program goals of this area are:

- Continuous updating of cash and debt management policies to stay abreast of the changing business climate and assure compliance with federal, state and local statutes, regulations and codes.
- Maximize investment yields and minimize debt financing interest costs through continued analysis of internal and external economic influences and the establishment of benchmarks for investing.
- Maintain and maximize cash collections and collection procedures.

Utility Billing

Providing accurate utility account management to over 6700 service addresses and coordinating utility services between the Public Works Department and customers are the primary functions of this area.

Program goals of this area are:

- Expansion of the number of radio read technology meters in service.
- Expansion of the use to statement billing for landlords and builders having multiple accounts.
- Expansion and implementation of customer payment options.
- Reduce the number of billing errors

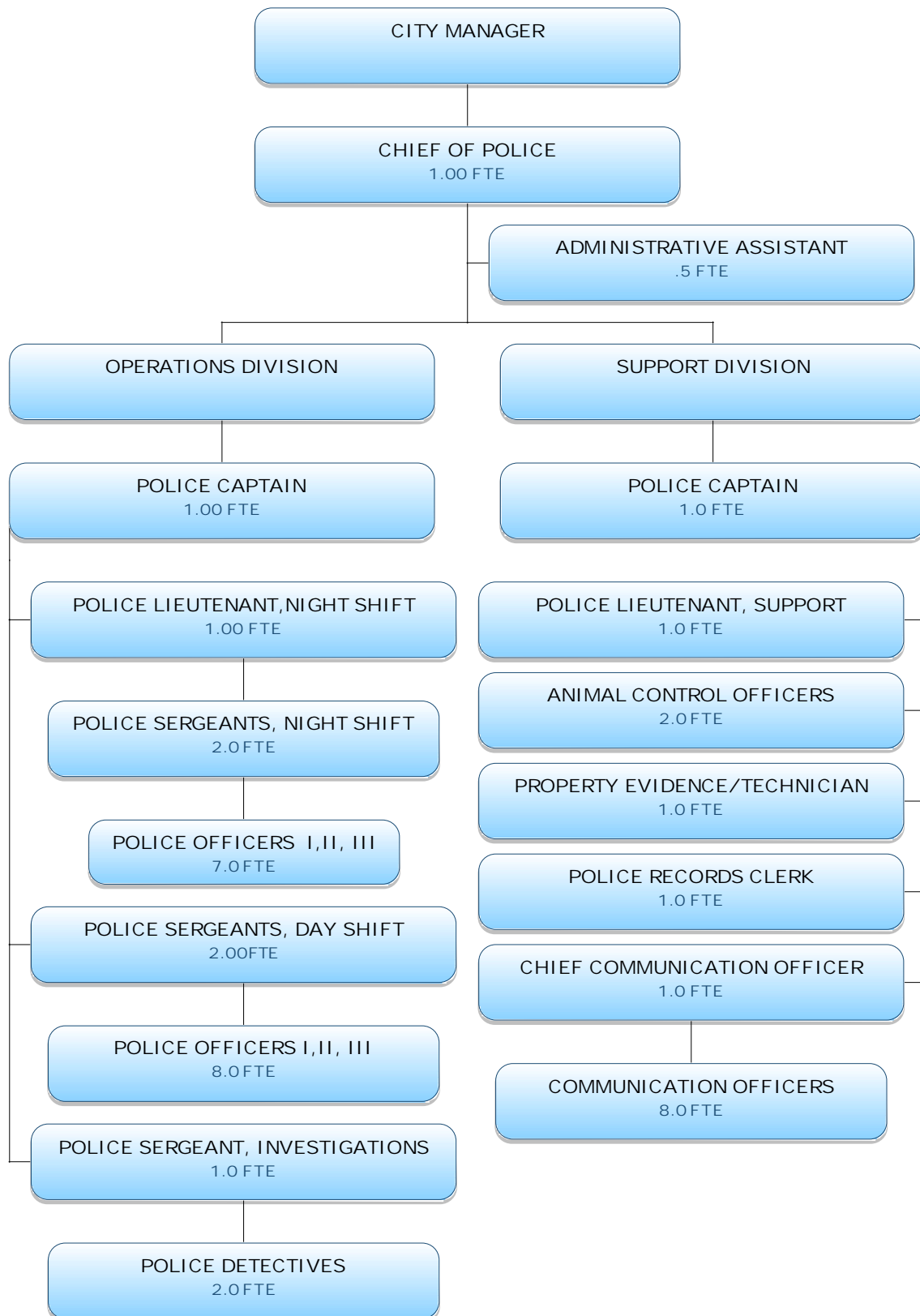
FY 2012 PERFORMANCE SUMMARY

1. Received GFOA Outstanding Budget Presentation Award for the eighth year.
2. Received an unqualified opinion on the FY 2011 audit.
3. Worked with Administration on the water and sewer rate study for Council consideration.
4. Revised and implemented a new investment policy.
5. Staff worked with the various departments to fully implement the city's fixed assets, using a barcode system for better tracking and ease of biannual department inventory.
6. Submitted the FY 2011 Comprehensive Annual Financial Report (CAFR) for review and comment to GFOA.
7. Received the Agency Certification Award from Universal Public Procurement Certification Council (UPPCC) for the second year.

**PERFORMANCE MEASUREMENT
FINANCE**

Performance Measurements - Finance	2010-11 Actual	2011-12 Projected	2012-13 Estimated
<i>Output Measures</i>			
Number of utility payments processed	69,812	72,464	72,944
Number of utility bills issued	82,131	83,004	83,544
Number of utility disconnect notification letters mailed	7,898	6,874	7,294
Number of utility shut offs processed	1,196	1,058	1,112
Number of returned checks processed for utility	92	87	90
Number of returned checks for utility submitted to the county for collection	0	1	1
Number of returned checks processed for other departments	5	7	8
Number of returned checks other departments submitted to the county for collection	1	1	1
Number of accounts payable checks issued	2,822	2,588	2,575
Number of emergency accounts payable checks issued	0	0	0
Number of payroll checks and EFTs issued	3,298	3,300	3,430
Number of payroll checks corrected for errors	2	0	0
Number of RFP/RFQ's prepared and processed	34	36	24
Number of RFP/RFQ addendums issued to correct an error	0	2	0
<i>Efficiency Measures</i>			
Percentage of utility shut offs processed after notification	15.143%	15.391%	15.250%
Percentage of returned utility checks processed as compared to payments processed	0.132%	0.120%	0.123%
Percentage of returned utility checks processed submitted to county for collections	0.000%	1.149%	1.111%
Percentage of returned other checks processed submitted to county for collections	20.000%	14.286%	12.500%
Time required to process payables (from receipt of invoice to payment date)	10 Days	10 Days	10 Days
Cost to process a single check	\$4.18	\$4.25	\$4.25
Percentage of accounts payable check errors	0.000%	0.000%	0.000%
Percentage of payroll check errors	0.061%	0.000%	0.000%
Percentage of RFP/RFQ's prepared with error	0.000%	5.556%	0.000%
<i>Service Quality Measures</i>			
Number of utility customers using bank drafting option	Avg. 529 Monthly	Avg. 534 Monthly	Avg. 540 Monthly
Number of utility customers using credit card draft	Avg. 46 Monthly	Avg. 60 Monthly	Avg. 60 Monthly
Number of utility customers using online billing transactions	Avg. 489 Monthly	Avg. 518 Monthly	Avg. 577 Monthly
<i>Outcome Measures</i>			
Bond Rating – Moody's	A2	A1	A1

POLICE DEPARTMENT



POLICE

DEPARTMENT ADOPTED 2013 BUDGET

By Category

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	2,434,760	2,590,607	2,851,867	2,730,133	2,978,428	2,978,428	2,978,428
Commodities	128,035	143,230	146,965	164,915	160,762	160,762	160,762
Maintenance and Supplies	30,817	25,288	26,100	19,976	20,000	20,000	20,000
Utilities	257	0	0	0	0	0	0
Contractual	81,104	90,547	116,847	107,302	100,617	100,617	100,617
Capital Outlay	10,000	8,841	42,200	42,200	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	120,904	125,720	138,135	138,135	111,822	111,822	111,822
Total	2,805,877	2,984,233	3,322,114	3,202,661	3,371,629	3,371,629	3,371,629

Department Position Control Roster**

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Chief of Police	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00
Police Lieutenant	1.00	1.00	1.00
Police Lieutenant (Support)	1.00	1.00	1.00
Police Patrol Sergeant	4.00	4.00	4.00
Police Detective Sergeant	1.00	1.00	1.00
Police Detective	2.00	2.00	2.00
Police Officer *	15.00	18.00	18.00
Chief Communications Officer	1.00	1.00	1.00
Communications Officer	8.00	8.00	8.00
Animal Control Officer **	1.50	1.50	2.00
Administrative Assistant **	0.00	0.00	0.50
Property & Evidence Clerk	1.00	1.00	1.00
Police Records Clerk	1.00	1.00	1.00
Total FTE	39.50	42.50	43.50

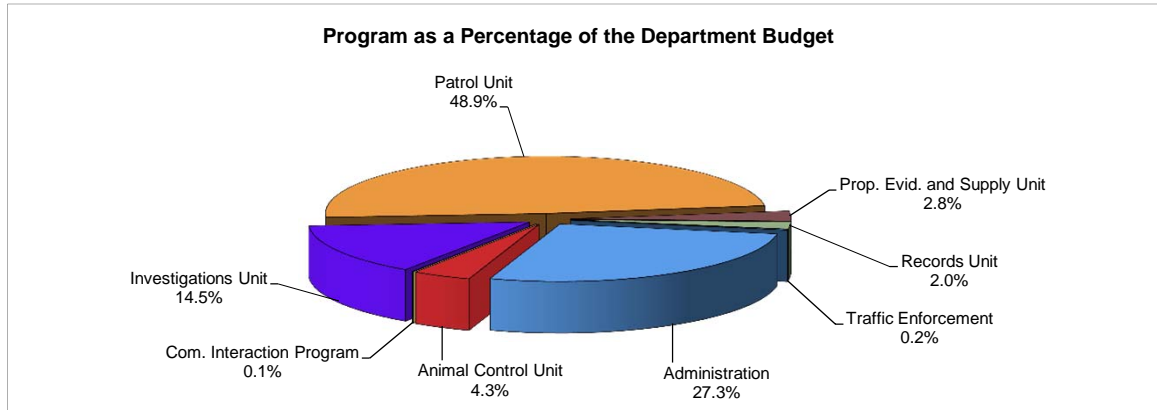
* Addition of 3 new officers effective FY11-12

** Addition of .5 FTE each effective FY12-13

*** Most all positions acquired new titles effective June 2011

Proposed By Program

Administration	776,528
Animal Control Unit	121,742
Communications Unit	530,418
Com. Interaction Program	1,650
Investigations Unit	411,376
Patrol Unit	1,388,467
Prop. Evid. and Supply Unit	80,692
Records Unit	55,656
Traffic Enforcement	5,100
Total	3,371,629



POLICE DEPARTMENT

DEPARTMENT DESCRIPTION

The Raymore Police Department is responsible for providing superior police service to the community 24 hours a day, year-round. This includes but is not limited to answering calls for service, community policing initiatives, crime prevention, enforcement of laws, protecting persons and property within the city limits, investigating crimes and assisting other law enforcement agencies.

The leadership and administrative oversight of the operation of the Police Department is the duty of the management team. This team is comprised of the Chief of Police, who also serves as the Emergency Management Director; the Operations Division Commander; the Support Services Division Commander; the Support Lieutenant; the Night Operations Lieutenant; and the Emergency Management Coordinator. This management and direction includes, but is not limited to: ensuring adequate staffing levels, mandating and securing appropriate training for all department members, strategic planning, budget preparation and control, purchasing, proper maintenance and allocations of resources, and the coordination of all emergency preparedness activities.

The Police Department performs its mission and goals by separating the organization into two (2) divisions, Operations and Support Services, which are further subdivided into areas of expertise, staffed by specially trained personnel. Both Division Commanders and the Emergency Management Coordinator report directly to the Chief of Police.

OPERATIONS DIVISION:

A Captain commands the Operations Division which is comprised of the **Patrol and Investigations Units**. In the Patrol Unit, uniformed officers respond to citizen calls for service, conduct preliminary investigations and proactive enforcement activities, and arrest offenders for violations of city ordinances, state statutes, and federal laws. The Division Commander and supervisors manage these activities by planning, assessing, and staffing to most effectively deliver police services to the community. The Division is also responsible for community interaction activities, bicycle patrol, training, and Raymore officers assigned to the Cass County Tactical Response Unit.

The Investigations Unit is comprised of specially trained and designated investigators who follow up on criminal, special, and juvenile investigations. These personnel also conduct investigations on narcotic, liquor, and vice violations, work with local and federal investigators to assist in criminal investigations within the Kansas City Metro area, and are active members with the Metro Squad. They also provide security checks for area businesses and speak at local seminars in an attempt to help detect and prevent crimes. They assist the Patrol Unit with day-to-day activities, obtain search warrants, arrest warrants, and assist with crime scene processing. Background investigations and maintaining intelligence information are also the responsibility of assigned personnel.

Goals:

1. Maintain an efficient, properly trained staff to meet community needs.
2. Plan deployment according to identified areas of concern.
3. Respond to citizen concerns/complaints within 24 hours.
4. Provide professional customer service with every contact.

Patrol Unit

The Patrol Unit has allocated staffing of four Sergeants and eighteen Patrol Officers. The Patrol Unit provides a variety of services such as: 24 hour/day uniformed police presence and service, response to calls for service, completion of offense reports, performance of preliminary criminal investigations, enforcement of traffic laws, investigation of traffic crashes, prevention of criminal behavior through police presence, and maintenance of community oriented policing and crime prevention programs, including the Citizen's Police Academy, Neighborhood Watch, National Night Out, child fingerprinting and bicycle safety seminars.

Several members of the patrol staff are specially trained to provide a variety of additional police services, including the bicycle patrol and tactical team.

Goals:

1. Enhance citizen satisfaction through community policing activities and focused training in customer service.
2. Provide a safer community for citizens through the use of crime prevention techniques and the apprehension of offenders.
3. Reduce the number of traffic accidents through aggressive enforcement at high crash locations.
4. Attend neighborhood association and community meetings to provide training and/or crime data as requested..
5. Provide timely response to all requests for police service.

Investigations Unit

The Investigations Unit is tasked with follow-up investigative work on reported criminal activity and is the department liaison with the Prosecutor's Office for the filing of charges at the Municipal, State, and Federal level.

The Investigations Unit is staffed with one Detective Sergeant and two Detectives. These investigators are responsible for the prevention of crime, investigation of criminal and juvenile cases, detection and arrest of criminal offenders, location of missing persons and runaway juveniles, recovery of lost and stolen property, proper conduct of fugitive extradition proceedings, and investigating conditions relating or contributing to criminal activity.

Goals:

1. Meet or exceed the national clearance rate for Part I Crimes.
2. Lower the average caseload per detective to provide for more focused, high-quality investigations.
3. Continue specialization through training to more effectively investigate cases.
4. Enhance interaction with the Cass County Prosecutor and Juvenile Office.

SUPPORT SERVICES DIVISION:

This division includes the office of the Support Services Division Commander and is responsible for maintaining all departmental records of police incidents and motor vehicle accidents. This Division processes permits and licenses for solicitation, ensures public safety by providing quality animal control of domestic and non-domestic animals within the city limits, and coordinates police department information and technology needs with the City's Information Technology Services Department. The Support Services Division also provides continuous police communications and dispatch for the Raymore Police Department, South Metro Fire Protection District and the Peculiar Police Department. This responsibility also includes all records management functions and access to local, state, and national computer databases. This Division is also tasked with purchasing and supply for the police department, as well as the orderly maintenance and chain-of-custody control of evidence and property collected, seized, or otherwise obtained by members of this department for the purpose of safekeeping and/or use as evidence in the prosecution of criminal cases. In addition, this Division coordinates all planning and research, policy development, public information, budget and fiscal responsibilities, and grant management.

Goals:

1. Provide professional customer service during every citizen contact.
2. Promote community awareness through education and enforcement.
3. Maintain a humane shelter environment for all animals.
4. Provide a 100% rate of compliance with the State-Mandated spay/neuter program.
5. Continue animal adoption initiatives.
6. Creation of a systematic review process for the timely return, destruction or sale of property and evidence that no longer needs to be held by the Department.
7. Creation of a systematic process for the collection, dissemination and retention of all records, to include offense reports, accidents, arrests, and traffic citations.

Communications Unit

The Raymore Police Department Communications Unit has allocated staffing of one civilian Communications Supervisor, 8 civilian Communications Officers, and one on-call position. The Unit provides 24 hour-a-day dispatching and communications functions for the Raymore Police Department, Peculiar Police Department, and the South Metro Fire Protection District. The Unit is also one of five public safety answering points (PSAPs) in Cass County, serving as a primary 911 answering point for the communities of Raymore, Lake Winnebago, and Peculiar.

In addition, the members of the Communications Unit are responsible for the operation of local, state, and federal computer database systems, which provide information regarding driving records, vehicle registration, wants and warrants, and homeland security communications. The Unit also provides emergency medical dispatching services as needed.

Goals:

1. Maintain excellent customer service through prompt and professional citizen contacts.
2. Ensure accurate and timely dissemination of data.
3. Maintain 100% compliance with Emergency Medical Dispatch certifications.
4. Maintain 100% compliance with State-Mandated training requirements.
5. Provide smooth transition to new radio, computer, and 911 systems.
6. Work with REJIS for mutually acceptable solutions for information management.

FY 2012 PERFORMANCE SUMMARY

1. The department replaced four patrol vehicles during FY 2012.
2. Held a Neighborhood Watch “National Night Out” event.
3. Held the 9th Citizen’s Police Academy class in the Spring of 2012.
4. Applied for and received grant funding from the Missouri Division of Highway Safety for continued S.T.E.P. traffic enforcement activities.
5. Applied for and received grant funding from the Missouri Department of Transportation for overtime enforcement of school zones.
6. Completed a hiring process for five police officer positions and one communications officer position.

SIGNIFICANT BUDGETARY ISSUES

1. This budget includes the addition of a half-time Administrative Assistant for the department. There is not currently a dedicated position that provides general administrative assistance in this department. Much of these duties have fallen to the Property and Evidence Technician, but a recent analysis determined that only 22% of her time is currently being spent on property and evidence duties. This proportion needs to increase to allow for the proper storage and disposal of property and evidence. It is felt that a half-time position rather than a full-time position can accomplish the administrative tasks that are necessary. The City Hall/Police Department renovation occurring at this writing will provide space for this position. \$20,425
2. This budget includes an upgrade of the part-time Animal Control position from 0.5 FTE to 1.0 FTE. This would result in two full-time personnel in the department. The number of animal control calls has remained fairly steady for the last five years, but the coverage of this division still requires response to animal calls by sworn officers in significant numbers. The number of police calls for service has increased significantly in recent years (from 10,688 in 2009 to a projected 18,132 in 2012), and sworn officer time would be better spent responding to non-animal calls. \$30,628
3. An amount is included for new furniture for the renovated area of City Hall that will become added space for the Police Department in FY 2013. \$6,500

**PERFORMANCE MEASUREMENTS
POLICE**

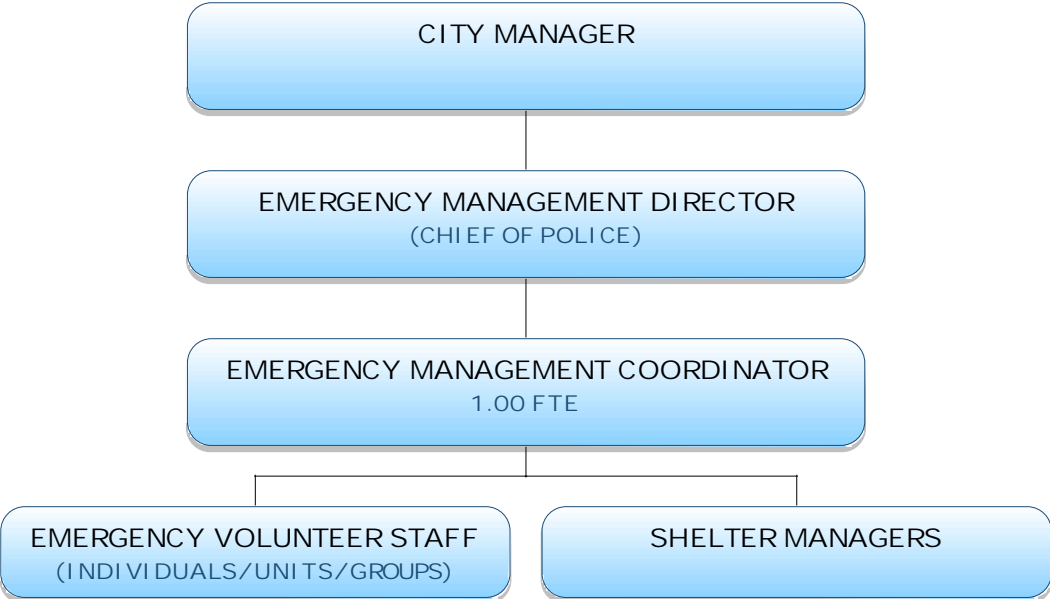
ICMA - Performance Measurements - Police	2008-09	2009-10	2010-11
	Actual	Actual	Actual
Number of sworn and civilian FTEs per 1,000 population--Calc	2.57	2.24	2.05
Total sick/fam leave hours taken by all police employees--Calc	2,624	2,379	2,313
Total police personnel salary, benefit, and overtime expenditures--Calc	\$2,438,020	\$2,224,397	\$2,557,114
Number of dispatched police calls that are top priority per 1,000 pop--Calc	188.59	86.54	88.46
Total arrests for UCR Part I crimes per 1,000 population--Calc	18.13	17.86	19.68
Total arrests for UCR Part I crimes per sworn FTE--Calc	10.16	5.60	9.57
Juvenile arrests for UCR Part I crimes as percentage of total arrests for UCR Part I crimes--Calc	35.47%	15.24%	27.13%
Total arrests per 1,000 population--Calc	37.84	20.72	18.59
Percentage of UCR Part I crimes assigned to investigators--Calc	26.83%	32.65%	43.39%
Percentage of UCR Part I crimes cleared--Calc	46.75%	25.95%	28.31%
Total UCR Part I crimes cleared per sworn officer--Calc	7.55	3.04	3.96
Expenditures per Part I crime cleared--Calc	\$13,771.26	\$29,453.00	\$27,491.30
Total arrests for UCR Pt II drug offenses per 1,000 population--Calc	2.24	2.13	2.71
Juvenile arrests for Part II drug abuse offenses as a percentage of total arrests for UCR Part II drug offenses--Calc	8.10%	17.07%	28.85%
DUI arrests per 1,000 population--Calc	6.35	3.96	4.11
Traffic fatalities per 1,000 population--Calc	0.06	0.00	0.00

Citizen Survey Measures	2006	2008	2010
	Actual	Actual	Actual
Overall citizen satisfaction with the quality of local police protection	83%	86%	84%
Citizen satisfaction with police response time to emergencies	74%	79%	78%
Citizen satisfaction with city effort to prevent crime	67%	66%	67%
Citizen satisfaction with enforcement of local traffic laws	66%	72%	73%
Citizen satisfaction with the quality of animal control	65%	69%	66%
Citizen satisfaction with the visibility of police in neighborhoods	65%	66%	74%
Citizen satisfaction with the visibility of police within retail areas	55%	59%	61%
% of citizens who feel safe walking alone in the neighborhoods during the day			
Unsafe		0%	1%
Safe		22%	23%
Very safe		78%	76%
% of citizens who feel safe walking alone in the neighborhoods in general			
Unsafe		2%	3%
Safe		33%	29%
Very safe		65%	68%
% of citizens who feel safe walking alone in a business district during the day			
Unsafe		3%	3%
Safe		33%	32%
Very safe		64%	65%
% of citizens who feel safe walking alone in your neighborhood after dark			
Unsafe		17%	17%
Safe		49%	49%
Very safe		34%	34%
% of citizens who feel safe walking alone in a business district after dark			
Unsafe		26%	23%
Safe		53%	55%
Very safe		21%	22%
% of households where someone was the victim of crime in the past three months			
No		95%	91%
Yes		4%	7%
Don't know		1%	2%
Of the yes above % who reported crime to the police			
Yes		89%	89%
No		11%	11%
% of households where someone was the victim of crime in the past 12 months			
No		52%	56%
Yes		37%	41%
Don't know		1%	3%
Of those who did contact the police how was the contact rated			
Poor		5%	4%
Fair		10%	9%
Good		38%	34%
Excellent		47%	53%



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EMERGENCY MANAGEMENT



EMERGENCY MANAGEMENT

DEPARTMENT ADOPTED 2013 BUDGET

By Category

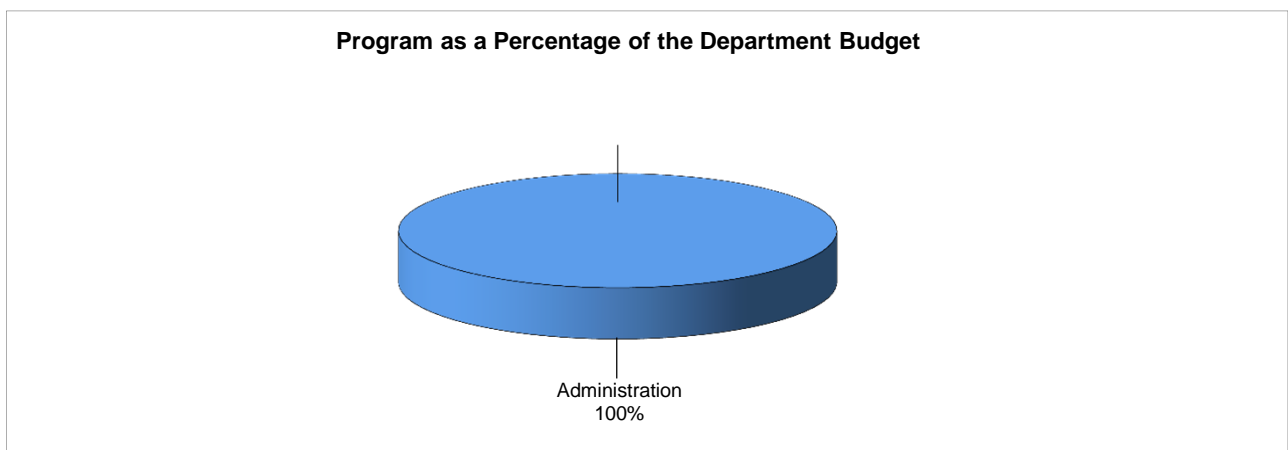
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	78,105	81,470	84,518	80,724	86,886	86,886	86,886
Commodities	8,609	6,121	6,793	5,996	6,332	6,332	6,332
Maintenance and Supplies	5,620	6,478	9,504	8,954	10,857	10,857	10,857
Utilities	130	7	27	27	27	27	27
Contractual	2,888	5,068	6,130	10,476	4,890	4,890	4,890
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	2,862	2,963	3,067	3,067	3,174	3,174	3,174
Total	98,214	102,107	110,039	109,244	112,166	112,166	112,166

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Emergency Management Coordinator	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00

Proposed By Program

Administration	112,166
Total	112,166



EMERGENCY MANAGEMENT DEPARTMENT

DEPARTMENT DESCRIPTION

Raymore Emergency Management provides communication, coordination and management during local and regional emergency events that affect the citizens of Raymore. These responsibilities include but are not limited to the coordination of policies, procedures and plans regarding the execution of all major emergency and disaster operations within the City's jurisdictional boundaries and provision of support and assistance to other agencies in the greater metropolitan area. All actions to mitigate, prepare for, respond to and recover from the effects of an emergency, disaster, or catastrophic event are coordinated through this office.

The Director, the Chief of Police, has overall authority for the agency. The Coordinator is responsible for the day-to-day administration and operation of the agency. During an emergency or disaster, the agency may call upon various department heads assigned to certain functions or coordinate mutual-aid assistance from other local, state and federal governments to accomplish the critical response and recovery from such events.

GOALS

Department management, procurement of equipment and resources, policy and procedure review and implementation, long and short-range budgeting and planning as well as emergency preparedness are the primary functions of this agency. Coordination of resources and tracking of the availability of these resources in the event a need arises is critical to providing an effective emergency management response. Additional responsibilities include maintaining and operating the emergency operations center and alternate emergency communications operations (Mobile Command and Communications trailer) along with alternate emergency operations and communication centers.

Program goals are:

1. Review, update and implement policies and procedures for emergency preparedness to maintain compliance with state and federal requirements.
2. Monitor local, regional and national homeland security issues or events and localized emergencies for expedient dissemination of information and response to any event.
3. Continue professional development in emergency management, disaster preparedness and recovery, homeland security and other areas pertinent to the City's emergency management program.
4. Continue with the implementation of National Incident Management System (NIMS) and Incident Command System (ICS) training within various departments.
5. Represent the City on the Metropolitan Emergency Managers Committee, Local Emergency Planning Committee and as a member in the Missouri Emergency Preparedness Association.

FY 2012 PERFORMANCE SUMMARY

1. The agency responded and opened the emergency management office during several severe weather events.
2. In 2012, the Emergency Management Performance Grant (EMPG) guidelines were changed to require agencies receiving preparedness funding to participate in one exercise each quarter, with one being a full-scale exercise. The agency accomplished this requirement by working with state emergency management and other local emergency management agencies, and is currently doing the same for this year.
3. The agency developed and conducted a tabletop training exercise for City staff regarding their roles during a major emergency.
4. The agency participated in several local and regional exercises throughout the metropolitan area, including a national level exercise in May in conjunction with the state and other local agencies.
5. The agency participated in various public outreach events. These included training of interested civilian personnel on how to best prepare families and individuals for emergencies that may occur.
6. The City received funding through the Urban Area Security Initiative (UASI) for Community Emergency Response Team (CERT) training. In 2012, the City was also awarded a trailer for use in this program.

SIGNIFICANT BUDGETARY ISSUES

1. The City receives a grant (\$62,389 in FY 2013) that offsets the cost of this operation.
2. In FY 2013 the agency is requesting funding for a contract with the City's Outdoor Warning System vendor to provide annual maintenance for the City's eight outdoor warning sirens. This contract is anticipated to cost approximately \$6,500.00 per year, but will be offset by reduction of another budget line item that will reduce the net cost substantially. Most of our sirens are over 16 years old and some have begun to experience mechanical issues. This contract will provide for a more systematic handling of the detection of issues, general maintenance, and replacement of parts and batteries. \$2,254

**PERFORMANCE MEASUREMENT
EMERGENCY MANAGEMENT**

Performance Measurements - Emergency Management	2010-11 Actual	2011-12 Projected	2012-13 Estimated
Number of people trained in National Incident Management System training (NIMS) - Police-Fire-Communications & Emergency Management	83	95	95
Number of people trained in National Incident Management System training (NIMS) - Public Works-Administration-other departments	8	20	20
Installation of additional outdoor warning sirens	1	0	0
Annual exercises or actual events used for exercise	4	4	4
Events attended for Public Outreach	5	5	4
Percentage of City Covered by outdoor warning sirens	95%	95%	95%



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TRANSFERS FROM GENERAL FUND TO OTHER FUNDS

CHAPTER DESCRIPTION

This chapter is included to note any transfers from the General Fund that are included in the fiscal year budget.

SIGNIFICANT BUDGETARY ISSUES

1. Transfers to Park Fund:
 - a. General Transfer: The City has traditionally transferred a small amount from the General Fund to this fund to support Parks & Recreation programs and reimburse it for in-kind services provided to the Raymore Festival in the Park. In FY 2013, the general transfer is budgeted at \$45,000.
 - b. Raymore Festival in the Park: An amount to pay for an in-kind contribution to the Raymore Festival in the Park is budgeted at \$5,000.

2. Transfer to Transportation Fund: In November, 2011, the City Council adopted a long-term City Comprehensive Pavement Management Program. One thing noted at the time of adoption was that there were a number of roads in the City that were in such poor condition that only “band-aid” maintenance should be performed on them until they receive total reconstruction. Staff proposes to address the bulk of these by spending an amount from fund balance to bring these streets up to an acceptable standard. \$903,113

3. Transfer to Newly Created BERP Fund: The City is fortunate to have relatively new building facilities, but major maintenance expenses can be predicted in the future. These include roof replacement, HVAC replacement, overhead door replacement, parking lot replacement, and a host of other smaller but necessary items at City Hall, the Public Works/Parks/Animal Control campus, the Parks Maintenance Facility in construction at this writing, the Park House, and concession/bathroom facilities in our parks. Staff proposes to establish a new reserve fund, the Buildings & Equipment Replacement Fund (BERP), to begin the reservation of funds for these major items when they occur. This fund would function in the same manner as the Vehicle & Equipment Replacement Fund (VERP) which currently exists in the budget. This one-time transfer would seed this program. Future transfers would likely occur from the Capital Improvement Fund. \$1,000,000

4. Transfer to Park Sales Tax Fund: During the course of budget deliberations, the Council decided to make the following two transfers to the Park Sales Tax Fund for capital projects:
 - a. Eagle Glen Trail Reconstruction, Johnston Drive to Foxridge Drive – This project involves removing the asphalt pavement for this trail, milling it and using it as a base, and putting in a new 10-foot wide concrete trail. \$120,000
 - b. Landscaping in Recreation, Ward, Hawk Ridge and Memorial Parks – This project involves replacing or installing trees, shrubs and flowers in four City parks. \$28,700

Parks and Recreation (25)

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Council Adopted	2011-12 Projected	2012-13 Department Requested	2012-13 C.M. Proposed	2012-13 Council Adopted
Fund Balance								
Beginning of Year	564,804	586,189	654,498	476,390	499,704	515,121	515,121	515,121
Revenue Parks								
Property Taxes	310,025	314,214	322,319	320,530	325,644	324,883	324,883	324,883
Miscellaneous Revenues	12,179	11,312	7,099	5,319	4,310	4,274	4,274	4,274
Park Revenues	63,424	62,322	53,597	61,725	57,000	12,000	12,000	12,000
Transfer from General Fund	40,000	47,000	49,167	40,000	40,000	40,000	50,000	50,000
Transfer from Parks Sales Tax Fund	300,000	300,000	100,000	300,000	300,000	317,359	307,359	307,359
Revenue Recreation								
Recreation Programs	199,251	256,579	279,678	317,565	321,530	322,365	322,365	322,365
Concession Revenues				-	-	45,000	45,000	45,000
Total Revenue	924,879	991,427	811,860	1,045,139	1,048,484	1,065,881	1,065,881	1,065,881
Total Fund Bal & Revenues	1,489,683	1,577,616	1,466,358	1,521,529	1,548,188	1,581,002	1,581,002	1,581,002
Expenditures Parks								
Personnel	381,461	340,619	381,333	377,378	371,295	418,152	418,152	418,152
Commodities	38,651	38,400	33,035	45,545	39,243	26,848	26,848	26,848
Maintenance & Supplies	62,350	63,687	46,249	56,050	53,950	45,244	45,244	45,244
Utilities	36,481	43,742	42,700	38,720	42,461	42,936	42,936	42,936
Contractural	48,601	41,330	41,822	56,799	56,164	26,739	26,739	26,739
Capital Outlay			-	-	-	-	-	-
Transfers/Miscellaneous	30,132	34,899	-	-	-	-	-	-
Debt Service			32,864	38,727	38,727	34,742	34,742	34,742
Expenditures Recreation								
Personnel	157,762	184,420	192,859	252,458	247,466	260,298	260,298	260,298
Commodities	9,216	13,379	26,759	17,253	20,315	18,838	18,838	18,838
Maintenance & Supplies	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Contractural	138,840	152,553	169,033	162,209	163,446	192,084	192,084	192,084
Capital Outlay	-	10,089	-	-	-	-	-	-
Transfers/Miscellaneous	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
	903,494	923,118	966,654	1,045,139	1,033,067	1,065,881	1,065,881	1,065,881
Project Carryover								
Capital Expenditures						14,850	14,850	14,850
Admin/Inspection								
Construction								
Design								
Land Acquisition								
Other								
	-	-	-	-	-	14,850	14,850	14,850
Total Expenditures	903,494	923,118	966,654	1,045,139	1,033,067	1,080,731	1,080,731	1,080,731
<i>Net Revenue over Expenditures</i>	<i>21,385</i>	<i>68,309</i>	<i>(154,794)</i>	<i>-</i>	<i>15,417</i>	<i>(14,850)</i>	<i>(14,850)</i>	<i>(14,850)</i>
Fund Balance (Gross)	586,189	654,498	499,704	476,390	515,121	500,271	500,271	500,271
<i>Less: Reserve Balance</i>	<i>180,699</i>	<i>184,624</i>	<i>193,331</i>	<i>209,028</i>	<i>206,613</i>	<i>213,176</i>	<i>213,176</i>	<i>213,176</i>
Fund Balance - End of Year	405,490	469,874	306,373	267,362	308,507	287,094	287,094	287,094

Real Estate Property Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">25 25-4010-000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 67.110 & 140 RSMo Missouri State Constitution: Article X</p>
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Revenue Description

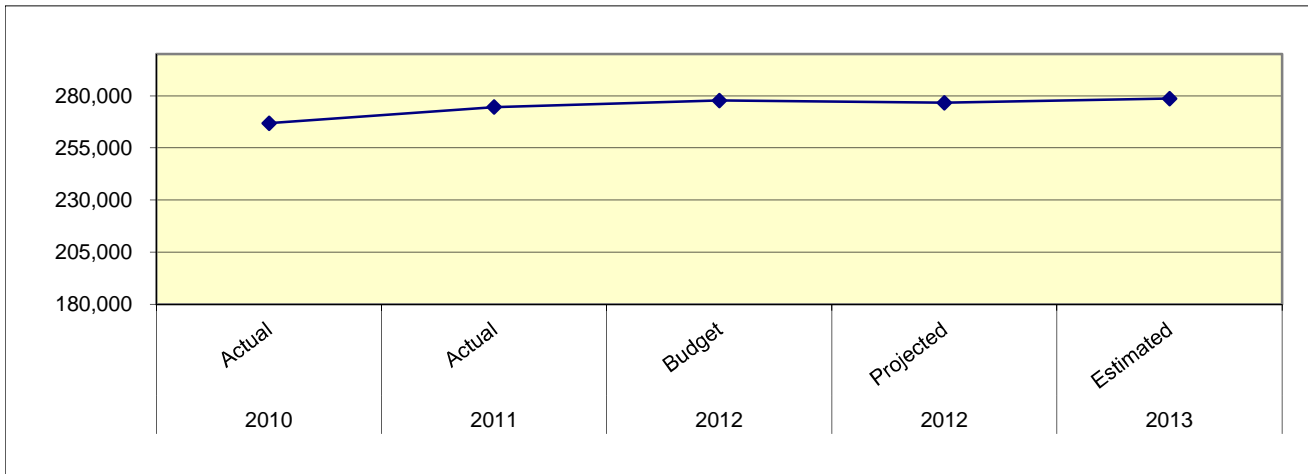
Real Property Tax- Assessed property values are determined by taking the market value, as determined by the county assessor, and multiplied by the assessment ratio. Assessment ratios are commercial at 32%, residential at 19%, and agricultural at 12%. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, established by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY13 City General Operating levy is .04647; the Debt Service levy is 0.7170 and the Parks levy is 0.1251 with real estate assessed valuation at \$230,279,967 compared to \$226,578,341 last year. The collection rate is estimated at 98%.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
266,826	274,643	276,686	276,686	278,719

Revenue History and Trend



Personal Property Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">25 25-4020-000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Charter: Article XI; Section 11.8 State Statute: Chapter 67.110 & 140 RSMo Missouri State Constitution: Article X</p>
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Revenue Description

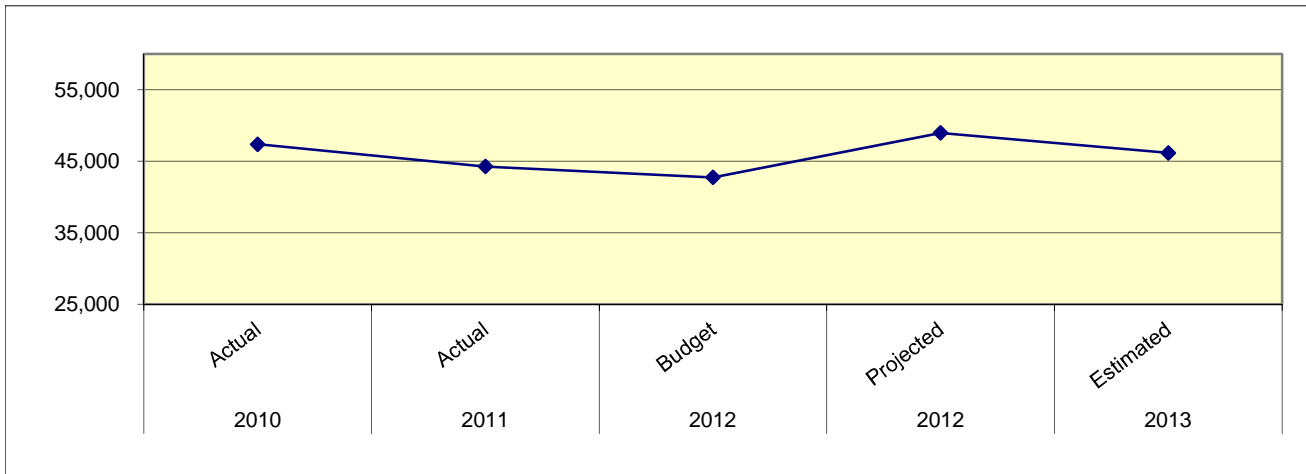
Personal Property Tax - assessed valuation is equal to 33% of market value set by the State Tax Commission. Tax is paid on each \$100 of assessed value.

Property tax rates are set by local governments within the limits set by the Missouri Constitution and statutes. They are based on the revenues permitted for the prior year with an allowance for growth based on the rate of inflation and new development. Tax amounts are determined using market value of the property, established by the County Assessor, multiplied by the assessment ratio. Cass County collects and distributes the property taxes for the City of Raymore.

The FY13 City General Operating levy is .04647; the Debt Service levy is 0.7170 and the Parks levy is 0.1251 with personal property assessed valuation at \$38,041,208 compared to \$34,868,907 last year. The collection rate is estimated at 98%.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
47,388	44,272	42,749	48,958	46,163

Revenue History and Trend



Interest Revenue

General Ledger Codes:

25 00-4350-0000

Legal Authority:

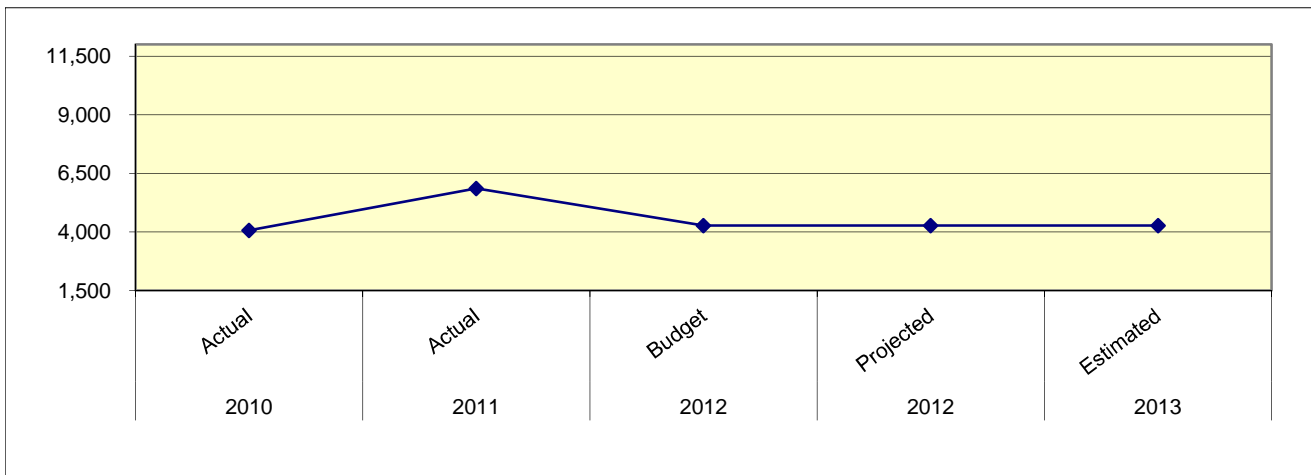
State Statute: Chapter 82

Revenue Description

Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds. This account is greatly affected by the drop in interest rates. FY13 revenues are estimated based on the assumption of no change in the interest rates or carrying balances of the FY12 investments.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
4,066	5,856	4,274	4,274	4,274

Revenue History and Trend



Miscellaneous Revenue

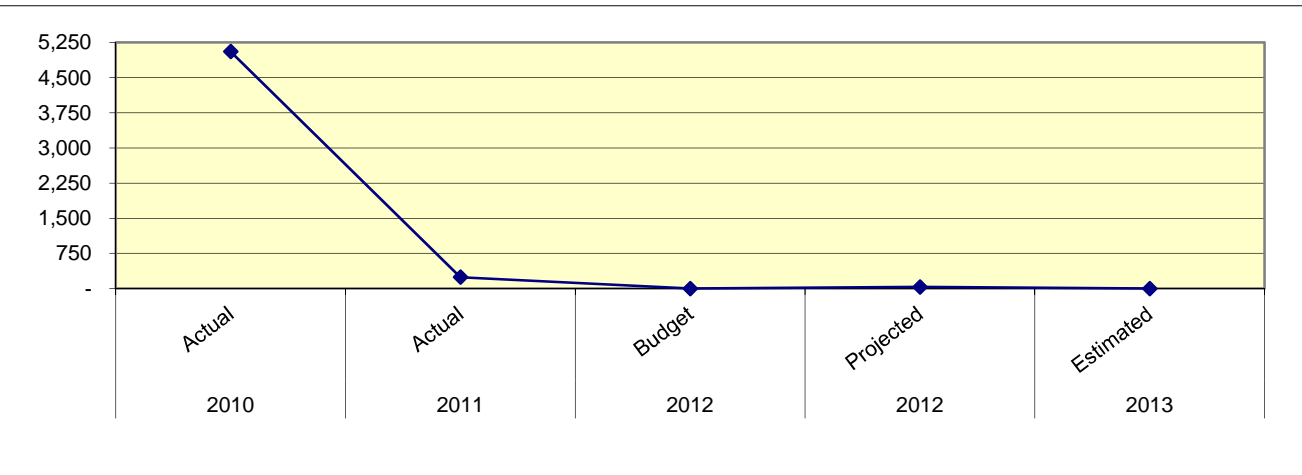
<p>General Ledger Codes:</p> <p style="text-align: center;">25 25-4370-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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Revenue Description

Miscellaneous Revenue -Various miscellaneous revenues not otherwise categorized. The inconsistent nature of this revenue source make it difficult to predict.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
5,055	242	0	36	0

Revenue History and Trend



Donations

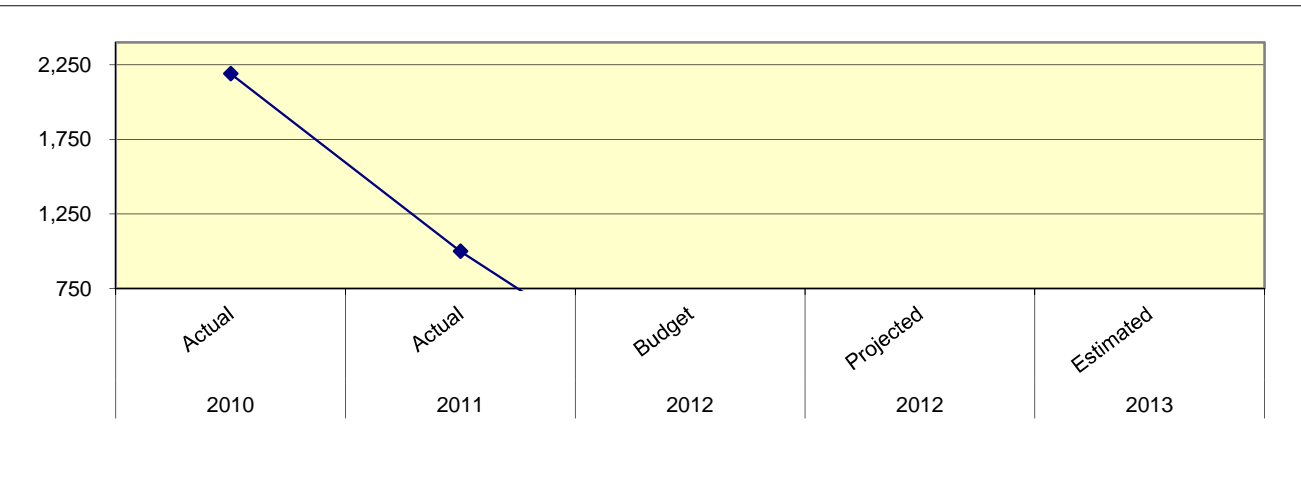
<p>General Ledger Codes:</p> <p style="text-align: center;">25 25-4480-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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Revenue Description

Donations - Donations not attributable to special events or programs.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
2,191	1,000	0	0	0

Revenue History and Trend



Park Concession Revenues

<p>General Ledger Codes:</p> <p style="text-align: center;">25 25-4700-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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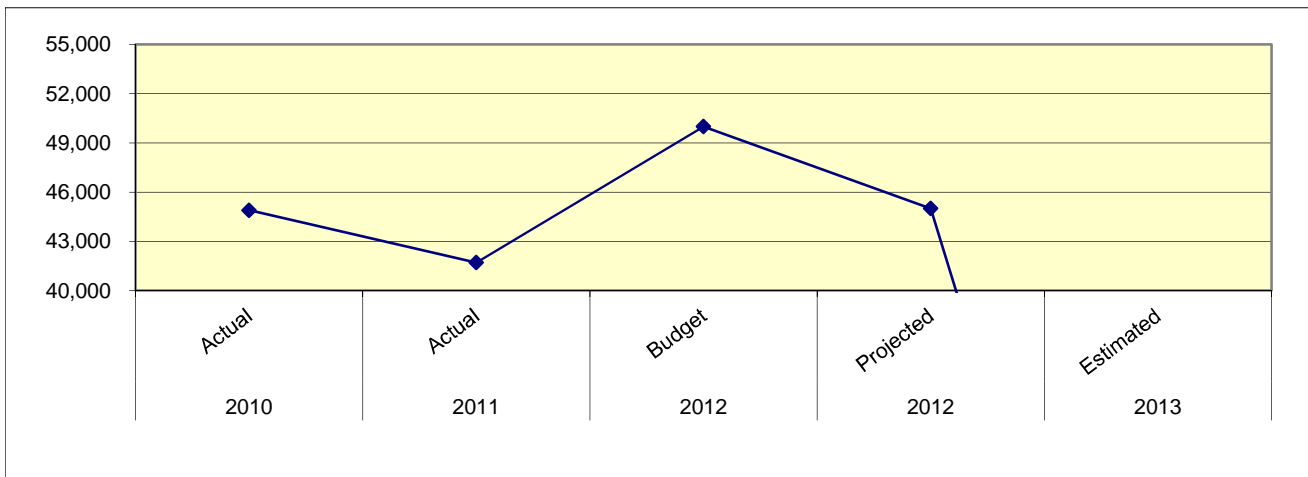
Revenue Description and Projection Rationale

Park Concession Revenue - Revenues collected from concession proceeds are recorded in this account.

During FY13 this revenue source was allocated to the Recreation Department to better account for the revenues and expenditures of concession sales associated with recreation programs.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
44,895	41,709	50,000	45,000	0

Revenue History and Trend



Park Rental Fees

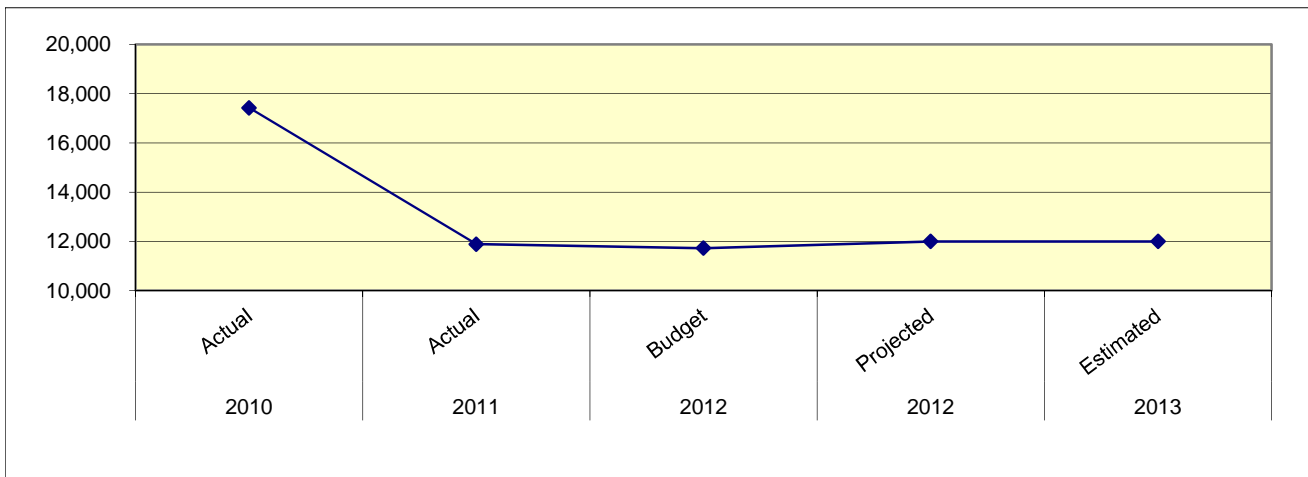
General Ledger Codes: <p style="text-align: center;">25 25-4710-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

Park Rental Fees - Rental fees for the use of park facilities by the general public for non-city sponsored activities.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
17,427	11,888	11,725	12,000	12,000

Revenue History and Trend



Transfers from General Fund

<p>General Ledger Codes:</p> <p style="text-align: center;">25 25-4901-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a</p>
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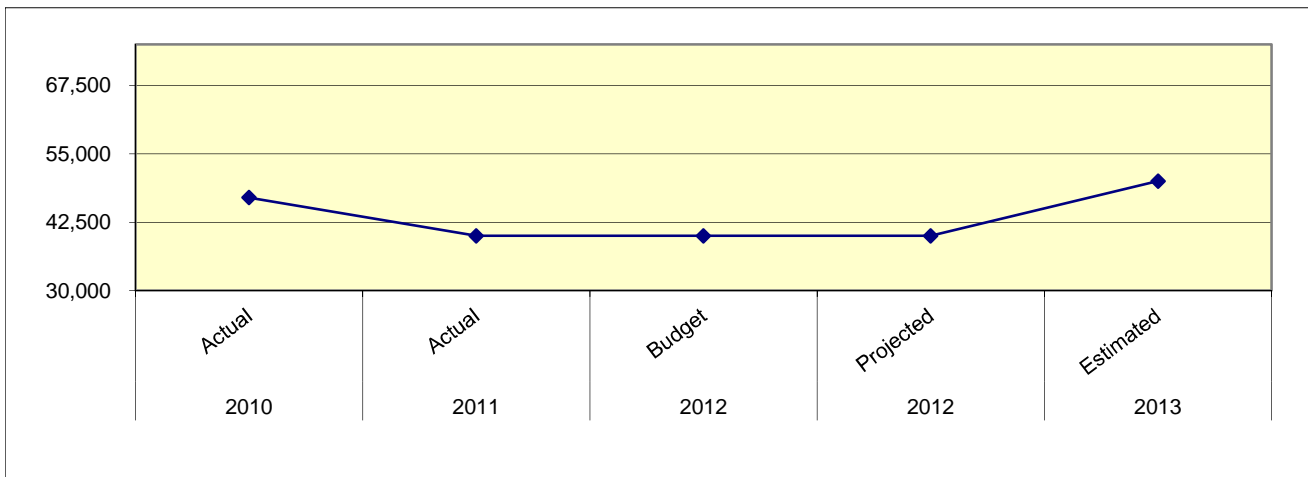
Revenue Description

Transfers from General Fund - These funds represent a fund balance transfer from the General Fund of the City and are used to support the Parks Department and associated programs which benefit the citizens as a whole.

The amount is computed by adding \$35,000 in general support plus \$5,000 in support of the Raymore Festival in the Park (reimbursement to the Park Department for in-kind services).

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
47,000	40,000	40,000	40,000	50,000

Revenue History and Trend



Recreation Programs

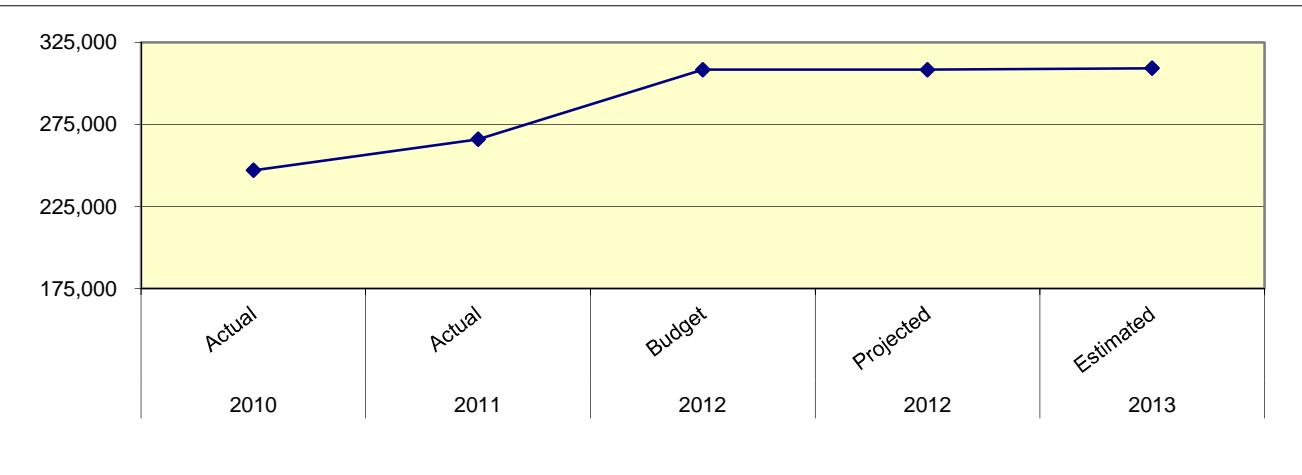
General Ledger Codes: <p style="text-align: center;">25 26-4715-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

Recreation Programs - Participant fees for enrollment in various recreation programs scheduled throughout the year are recorded in this account.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
247,110	265,951	308,415	308,415	309,265

Revenue History and Trend



Special Event Contributions

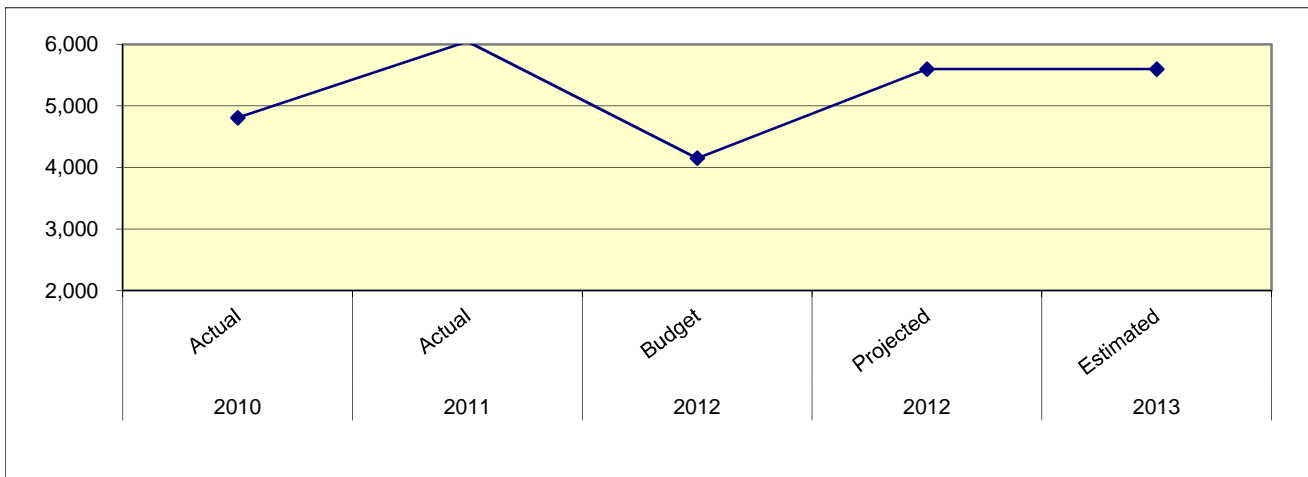
<p>General Ledger Codes:</p> <p style="text-align: center;">25 26-4720-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

Special Event Contributions - Donations, sponsorships monies, and other contributions for special events including Easter Festival, Summer Festival, Tree Lighting, and July 4th fireworks are recorded in this account.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
4,810	6,047	4,150	5,600	5,600

Revenue History and Trend



Advertising Revenue

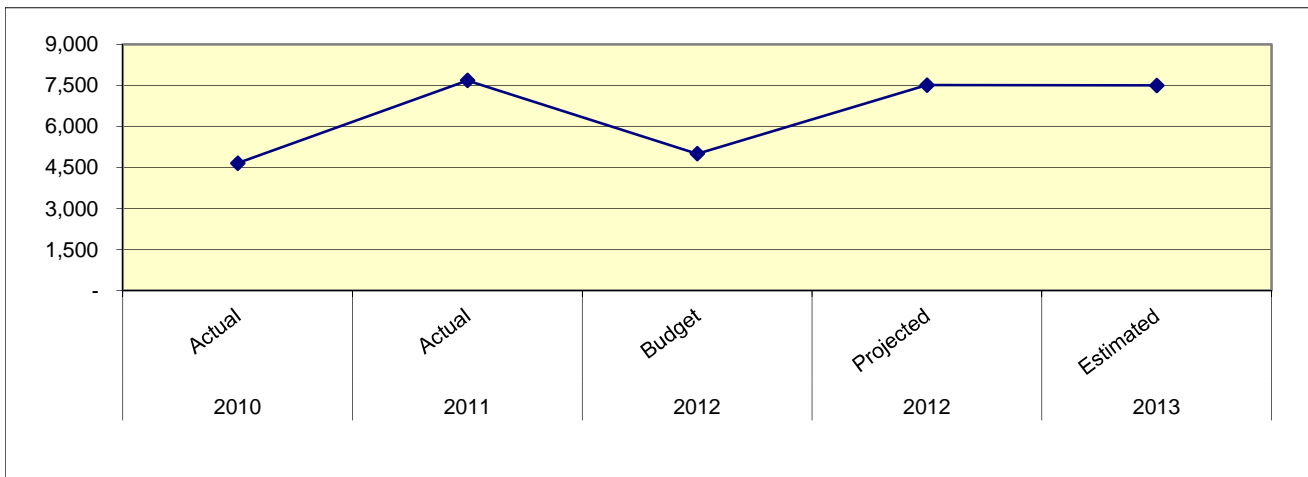
<p>General Ledger Codes:</p> <p style="text-align: center;">25 26-4725-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

Advertising Revenue - Space in Parks & Recreation publications is sold to local businesses in support of programs. The varying amount of advertising space available for sale makes this revenue stream difficult to predict.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
4,660	7,680	5,000	7,515	7,500

Revenue History and Trend



Concession Revenues

General Ledger Codes: <p style="text-align: center;">25 26-4700-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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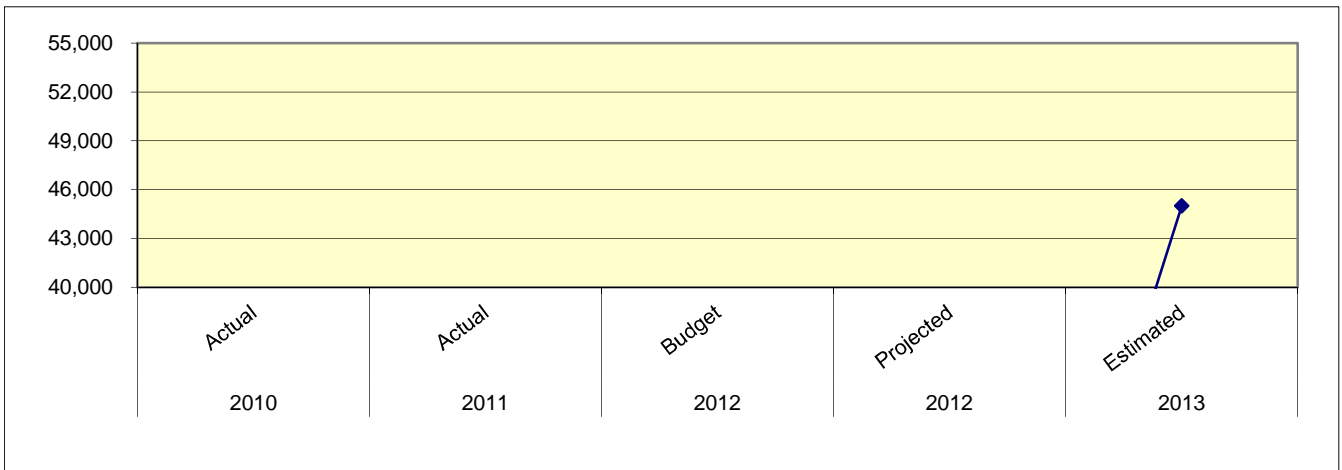
Revenue Description and Projection Rationale

Concession Revenue - Revenues collected from concession proceeds are recorded in this account.

This account was created in FY13 to better account for this revenue. This revenue source was previously allocated to the Park Concession Revenues 25-25-4700-0000.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	0	0	45,000

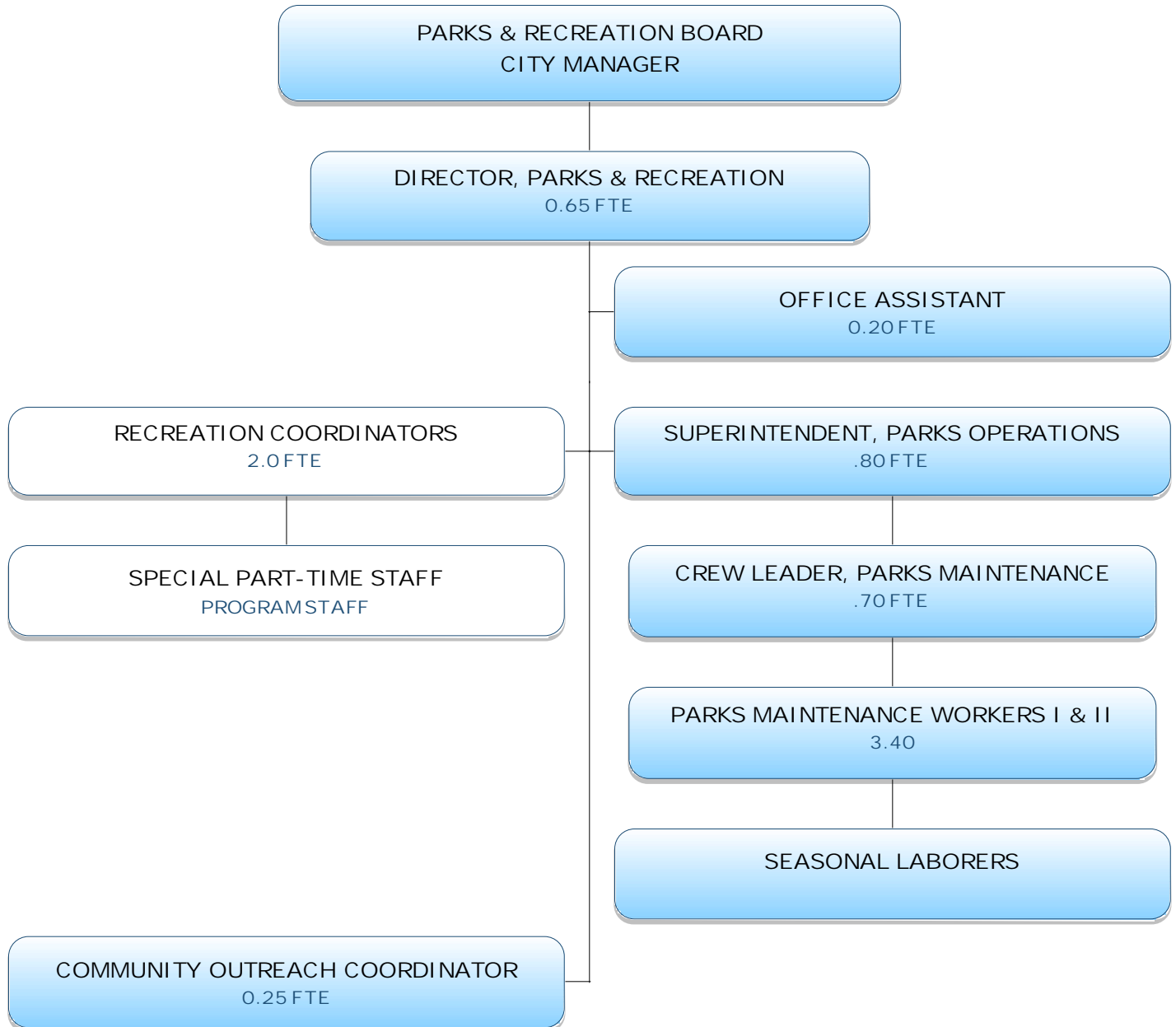
Revenue History and Trend





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PARKS



PARKS DEPARTMENT

DEPARTMENT ADOPTED 2013 BUDGET

By Category

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13		
					Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	340,619	381,333	377,378	371,295	418,152	418,152	418,152
Commodities	38,400	33,035	45,545	39,243	26,848	26,848	26,848
Maintenance and Supplies	63,687	46,249	56,050	53,950	45,244	45,244	45,244
Utilities	43,742	42,700	38,720	42,461	42,936	42,936	42,936
Contractual	41,330	41,822	56,799	56,164	26,739	26,739	26,739
Capital Outlay	0	0	0	0	14,050	14,050	14,050
Transfers/Miscellaneous	34,899	32,864	38,727	38,727	34,742	34,742	34,742
Debt Service	0	0	0	0	0	0	0
Total	562,677	578,003	613,219	601,840	608,711	608,711	608,711

Department Position Control Roster

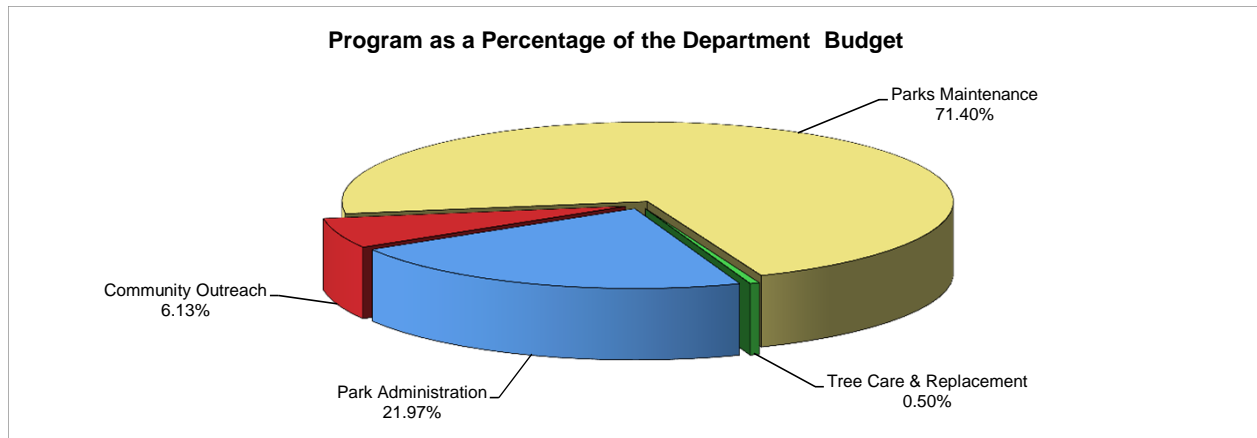
	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Parks & Recreation	0.65	0.65	0.65
Superintendent, Parks Operation	0.80	0.80	0.80
Crew Leader, Parks Maintenance	0.70	0.70	0.70
Parks Maintenance Worker *	2.40	3.40	3.40
Administrative Assistant	0.10	0.00	0.00
Office Assistant P/T *	0.00	0.20	0.20
Community Outreach Coordinator *	0.50	0.25	0.25
Total FTE	5.15	6.00	6.00

* Additional Parks Maintenance Worker FY12 began at mid-year

* Community Outreach Coordinator & Office Assistant FTE were reallocated to cost share Parks/Recreation

Adopted By Program

Park Administration	133,757
Community Outreach	37,325
Parks Maintenance	434,599
Tree Care & Replacement	3,030
Total	608,711



PARKS DIVISION

DEPARTMENT DESCRIPTION

The Raymore Parks and Recreation Department, in conjunction with the Park Board, oversees the acquisition, development, and maintenance of various parklands within the City limits. The Department is responsible for planning, organizing, offering, and supervising a variety of recreation programs and special events for the benefit of the citizens of the City and surrounding community. Managing the use of park property by private individuals, groups, and athletic organizations, caring for municipal buildings and grounds, and coordinating the activities of the Raymore Parks and Recreation Board are also functions of this department.

For effective and efficient management, the department is organized into four divisions: Park Administration, Park Maintenance, Community Outreach, and Recreation Programs. The department has ten (10) full time employees, consisting of a Director, Parks Superintendent, Park Crew Leader, two Recreation Coordinators, four Park Maintenance Workers, a Community Outreach Coordinator, and a part time Office Assistant. The Parks Division utilizes 6.15 FTE within the full time staff to care for over 285 acres of park land. Seasonal assistance is necessary during the peak park-use months of May through September and for the concessions operations.

PROGRAMS & GOALS

Park Administration

The Park Board is responsible for acquisition, development, and maintenance of various parklands within the City limits and delegates the management of park resources to Park Administration. While preparation of fields for summer use, maintenance of park facilities, amenities, and trees are primary management functions, customer service to those who use park facilities and amenities such as shelters and ball fields, is considered foremost in all functions.

Goals for this area include:

- Continued pursuance of neighborhood park property dedications through the development process.
- Continue implementing opportunities toward sustainable practices in the parks and park facilities.
- Plan and design improvements for Hawk Ridge Park.

Park Maintenance

Park maintenance goals are:

- Continue the Park Beautification Program through annual tree planting and landscaping projects.
- Continue improvements to the Recreation Park baseball fields.
- Continue improvements to the Recreation Park soccer fields.
- Complete any leftover accessibility projects begun late in FY 2012 and complete 2013 projects.

Community Outreach

The Community Outreach division consists of one employee, the Community Outreach Coordinator, whose costs are divided 50/50 between the General Fund and the Parks Fund. Half of the Park Fund's portion of this is shown in Parks and half is shown in Recreation. This division is responsible for all aspects of City media, including the City web site and government television channel. The division is responsible for communicating and publicizing all aspects of the City government to the public, using e-mail news updates, press releases, videos, and other appropriate means. The position also coordinates the City's volunteer matching program.

FY 2012 PERFORMANCE SUMMARY

1. The staff continued implementation of sustainable practices in the parks and park facilities through the use of natural areas and special mowing/management techniques. As well, the use of green technologies like motion sensors and green practices like reduced use of irrigation systems continued.
2. The Department held pre-planning discussions with residents for the development of Hawk Ridge Park.
3. The Department continued the Park Beautification Program through tree planting and landscaping projects.
4. The Park Crew completed significant improvements to the Recreation Park ball fields.
5. The Department continued the regular herbicide spraying program for the purpose of reducing the proliferation of dandelions, clover, and other undesirable vegetation, focusing the efforts on high visibility and turf playing areas.
6. Staff improved the general appearance of linear parks through the continuance of a selective herbicide spraying program that stunts the growth of invasive species in greenways.

SIGNIFICANT BUDGETARY ISSUES

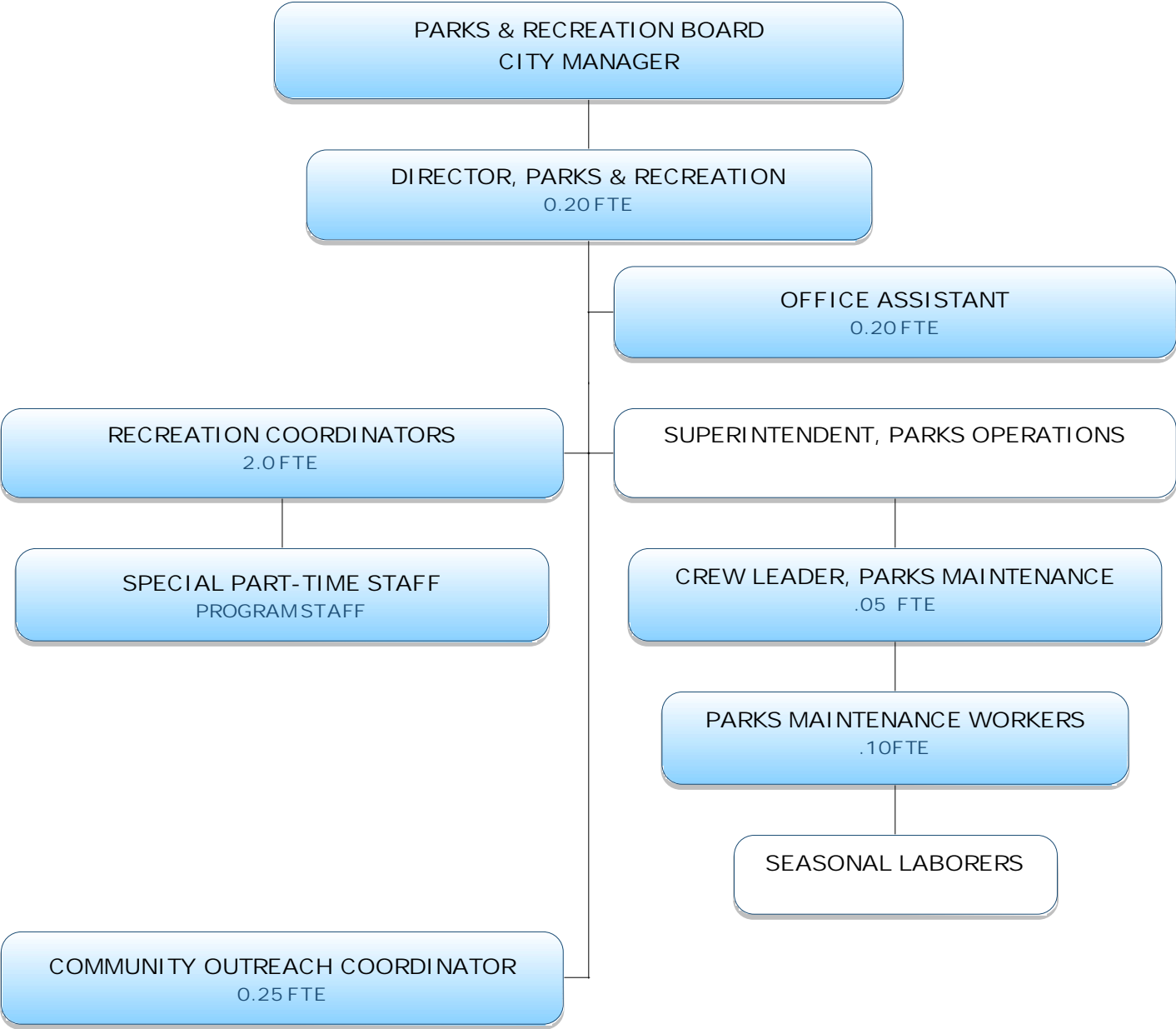
1. The FY 2012 Budget included the addition of a full time park worker at mid-year. This worker is now budgeted for a full year, at an additional cost in FY 2013 of \$23,575
2. Implementation of required projects to comply with the Americans with Disabilities Act (ADA) will occur this fiscal year. \$4,250
3. The cost of concessions items, previously budgeted in the Park Division, have been moved to the Recreation Division.

**PERFORMANCE MEASUREMENTS
PARKS AND RECREATION**

ICMA - Performance Measurements - Parks and Recreation	2008-09 Actual	2009-10 Actual	2010-11 Actual
Park acres per 1000 pop--Total	17.2	17.2	14.8
Expenditures per 1000 pop--Total expenditures--Excl special facilities--Calc	\$47,890.00	\$94,621.00	\$46,538.74
Total earned revenue per capita--Calc	\$30.39	\$24.31	\$16.85
Revenue for operations received from endowments, etc.	\$9,684.00	\$16,510.00	\$14,727.00

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
Overall satisfaction with the parks and recreation facilities	69%	69%	n/a
Overall satisfaction with the maintenance of city parks programs	74%	77%	83%
	65%	68%	63%
Satisfaction with how close neighborhood parks are to homes	63%	64%	67%
Satisfaction with the quality of outdoor athletic fields	61%	67%	73%
Satisfaction with city special events and festivals	58%	64%	63%
Satisfaction with the # of outdoor athletic fields	53%	63%	69%
Satisfaction with the city's youth athletic programs	52%	66%	64%
Satisfaction with the # of walking and biking trails	43%	55%	66%
Satisfaction with the city's adult athletic programs	40%	53%	49%
Safety of parks and recreation facilities			
Poor		2%	3%
Fair		11%	10%
Good		64%	61%
Excellent		23%	26%
The appearance of parks and recreation facilities			
Poor		2%	2%
Fair		15%	11%
Good		61%	62%
Excellent		22%	25%
Satisfaction with parks and recreation in Raymore			
Poor		4%	4%
Fair		17%	17%
Good		59%	58%
Excellent		20%	21%
Range of activities at parks and recreation facilities			
Poor		5%	4%
Fair		21%	22%
Good		56%	57%
Excellent		17%	17%

RECREATION



RECREATION DEPARTMENT

DEPARTMENT ADOPTED 2013 BUDGET

By Category

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13	
					Department Requested	2012-13 CM Proposed
Personnel	184,420	192,859	252,458	247,466	260,298	260,298
Commodities	13,379	26,759	17,253	20,315	18,838	18,838
Maintenance and Supplies	0	0	0	0	0	0
Utilities	0	0	0	0	0	0
Contractual	152,553	169,033	162,209	163,446	192,084	192,084
Capital Outlay	0	0	0	0	800	800
Transfers/Miscellaneous	10,089	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Total	360,441	388,651	431,920	431,227	472,020	472,020

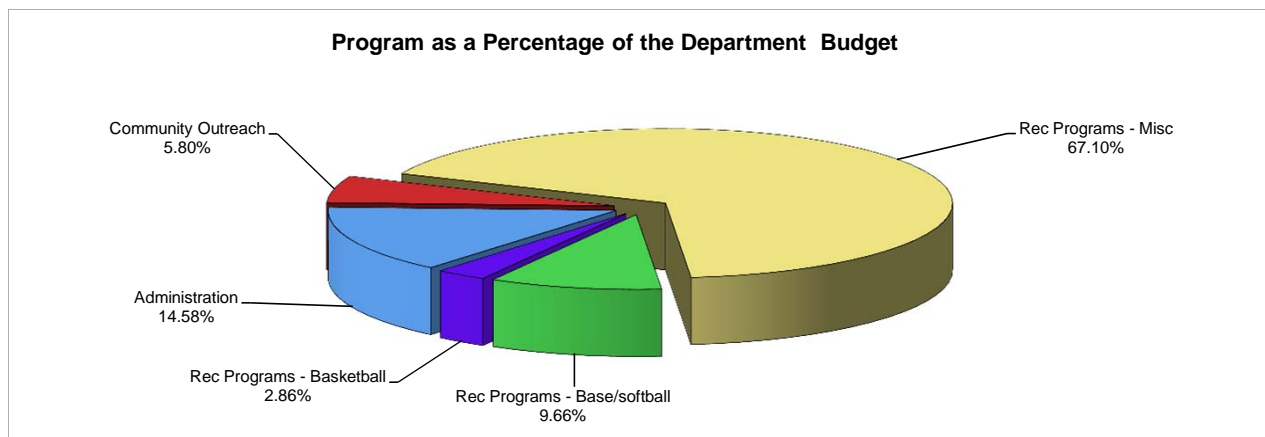
Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Parks & Recreation	0.20	0.20	0.20
Recreation Coordinator	1.00	2.00	2.00
Crew Leader, Parks Maintenance	0.05	0.05	0.05
Parks Maintenance Worker	0.10	0.10	0.10
Administrative Assistant	0.80	0.00	0.00
Office Assistant P/T *	0.50	0.20	0.20
Community Outreach Coordinator *	0.00	0.25	0.25
Total FTE	2.65	2.80	2.80

* Community Outreach Coordinator & Office Assistant FTE were reallocated to cost share Parks/Recreation

Adopted By Program

Administration	68,805
Community Outreach	27,384
Rec Programs - Misc	316,731
Rec Programs - Base/softball	45,600
Rec Programs - Basketball	13,500
Total	472,020



RECREATION DIVISION

DIVISION DESCRIPTION

The Raymore Parks and Recreation Department, in conjunction with the Park Board, oversees the acquisition, development, and maintenance of various parklands within the City limits. The Department is responsible for planning, organizing, offering, and supervising a variety of recreation programs and special events for the benefit of the citizens of the City and surrounding community. Managing the use of park property by private individuals, groups, and athletic organizations, caring for municipal buildings and grounds, and coordinating the activities of the Raymore Parks and Recreation Board, are also functions of this department.

For effective and efficient management, the department is organized into four divisions: Park Administration, Park Maintenance, Community Outreach, and Recreation Programs. The department has ten (10) full time employees, consisting of a Director, Parks Superintendent, Park Crew Leader, two Recreation Coordinators, four Park Maintenance Workers, a Community Outreach Coordinator, and a part time Office Assistant. The Recreation Division utilizes 2.80 FTE within the full-time staff. Additional special part time employees are hired to supervise and instruct recreation programs and camps.

PROGRAMS & GOALS

Recreation Programs

Planning, organizing, and offering a variety of recreation programs and special events for the benefit of the residents of the City is the primary function of this area. Scheduling and coordinating programs and events within the availability of facilities and overseeing the staff to coordinate activities is also a critical responsibility of this area.

Goals for area are:

- Ensure that cost recovery of recreation programs and special events conforms with the Park Board Revenue Policy.
- Continue to improve participants' recreation program experience by using the information gathered in evaluations of recreation programs. Use an online evaluation survey service for customer convenience.
- Continue to make volunteer – agency matches and celebrate the volunteer service of those in the community who volunteer their time in service to others.
- Continue to increase public awareness and business support for special events hosted by the department.

Community Outreach

The Community Outreach division consists of one employee, the Community Outreach Coordinator, whose costs are divided 50/50 between the General Fund and the Parks Fund. Half of the Park Fund's portion of this is shown in Parks and half is shown in Recreation. This division is responsible for all aspects of City media, including the City web site and government television channel. The division is responsible for communicating and publicizing all aspects of the City government to the public, using e-mail news updates, press releases, videos, and other appropriate means. The position also coordinates the City's volunteer matching program.

FY 2012 PERFORMANCE SUMMARY

1. The Volunteer Matching Program has continued to match agencies and individuals interested in volunteering. In 2012, agencies were invited to attend a Volunteer Fair showcasing the availability of opportunities for individuals.
2. Staff increased business support for special events hosted by the department through the development and distribution of a sponsorship brochure and advertising banner program.
3. Staff continued using an online evaluation survey service to collect customer comments related to programs and services.
4. Staff implemented the transfer of recreational soccer programming with no interruption in service to customers.

SIGNIFICANT BUDGETARY ISSUES

1. The concessions expenses previously budgeted in the Parks Division have been moved to the Recreation Division.

Enterprise Fund (50)

	2009-10 Actual	2010-11 Actual	2011-12 Council Adopted	2011-12 Projected	2012-13 Department Requested	2012-13 C.M. Proposed	2012-13 Council Adopted
Fund Balance - CASH Beginning of Year	3,016,594	1,050,274	2,017,984	2,091,560	2,026,957	2,026,957	2,026,957
Revenue							
Water Sales	1,994,104	2,257,059	2,251,659	2,442,664	3,022,200	3,022,200	3,022,200
Sewer Use Charge	2,409,308	2,606,870	2,846,569	2,789,141	3,086,501	3,086,501	3,086,501
Water Meter Supply Fee	17,329	13,055	11,599	13,080	11,599	11,599	11,599
Utility Penalties	132,516	141,294	136,578	135,730	139,310	139,310	139,310
Contractual Revenue			-	9,644	11,249	11,249	11,249
Interest	16,528	5,793	8,294	2,881	3,000	3,000	3,000
Miscellaneous	17,167	17,988	5,673	4,106	3,050	3,050	3,050
SRF Interest Credit	91,848	214,595	39,299	40,164	16,157	16,157	16,157
Total Revenue	4,678,800	5,256,654	5,299,671	5,437,410	6,293,066	6,293,066	6,293,066
Total Fund Bal & Revenues	7,695,394	6,306,928	7,317,655	7,528,970	8,320,023	8,320,023	8,320,023
Expenditures							
Personnel	668,172	699,229	758,946	697,259	777,328	777,328	777,328
Commodities	1,296,016	1,524,302	1,283,320	1,438,573	1,843,641	1,843,641	1,843,641
Maintenance & Supplies	137,481	140,037	132,760	109,760	146,960	146,960	146,960
Utilities	84,013	66,187	79,317	60,453	69,564	69,564	69,564
Contractual	1,495,320	1,396,582	1,466,167	1,422,769	1,597,646	1,597,646	1,597,646
Capital Projects (Operating)				-	-	-	-
Transfer to VERP	50,286	163,426	70,789	70,789	80,571	80,571	80,571
Transfer to General Fund	587,397	603,760	630,310	630,310	658,676	658,676	658,676
Miscellaneous	-	1,111					
Debt Service	431,848	481,145	391,833	391,833	394,235	394,235	394,235
Total Expense	4,750,533	5,075,779	4,813,442	4,821,746	5,568,621	5,568,621	5,568,621
Net Operating Revenue (Expense)	(71,733)	180,875	486,229	615,664	724,445	724,445	724,445
Project Carryover	236,053	7,155					
Construction	-						
Transfer to Ent. Cap Maint Fund	1,158,534	632,750	680,267	680,267	680,267	680,267	680,267
	1,394,587	639,905	680,267	680,267	680,267	680,267	680,267
Total Expenditures	6,145,120	5,715,684	5,493,709	5,502,013	6,248,888	6,248,888	6,248,888
Fund Balance (Gross)	1,550,274	591,244	1,823,946	2,026,957	2,071,135	2,071,135	2,071,135
Non-operating Income & Loss							
Depreciation Expense	(2,738,867)	(2,432,987)					
Allowance	2,738,867	2,432,987					
Other							
Transfers In		1,500,316					
Transfers Out	(500,000)						
	(500,000)	1,500,316	-	-	-	-	-
Net Fund Balance (Cash)	1,050,274	2,091,560	1,823,946	2,026,957	2,071,135	2,071,135	2,071,135
Less: Reserve Balance 20% of Exp	(950,107)	(1,015,156)	(962,688)	(964,349)	(1,113,724)	(1,113,724)	(1,113,724)
Avail Fund Balance, End of Year	100,167	1,076,405	861,258	1,062,608	957,410	957,410	957,410

Solid Waste Fees	702,958	879,814	876,000	923,469	937,200	937,200	937,200
Solid Waste Container Fees	9,208	14,640	14,400	10,401	-	-	-
Total Revenue	712,166	894,454	890,400	933,870	937,200	937,200	937,200
Contractual Services	712,166	894,454	890,400	933,870	937,200	937,200	937,200
Total Expenditures	712,166	894,454	890,400	933,870	937,200	937,200	937,200
Net Revenue Over(under) Expenditures	-	(0)	-	(0)	-	-	-

Water Sales

<p>General Ledger Codes:</p> <p style="text-align: center;">50-00-4610-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 700 & 705 State Statute: Chapter 91 RSMo.</p>
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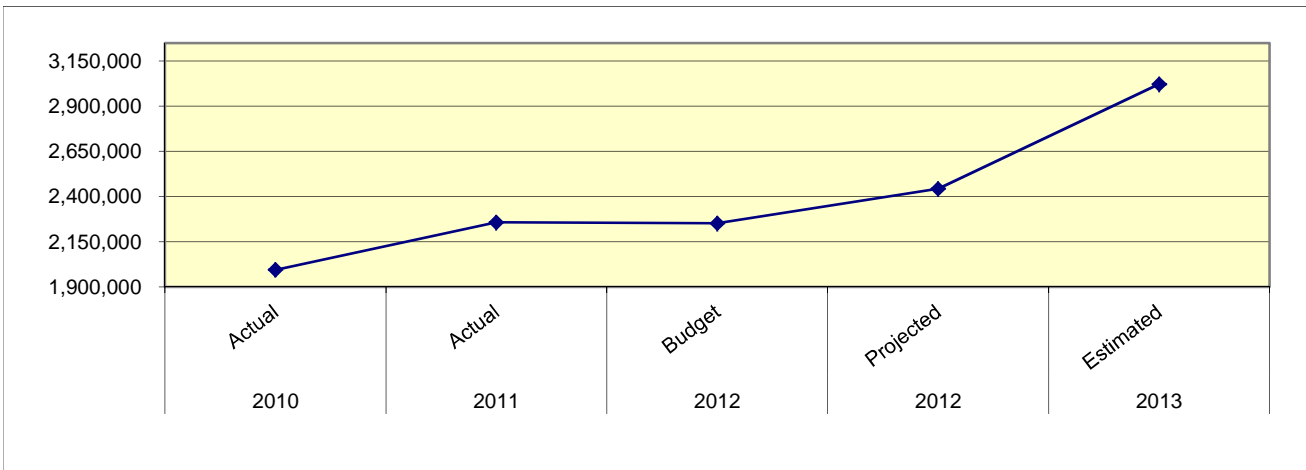
Revenue Description and Projection Rationale

Water Sales - City of Raymore water rates are \$5.65 per one thousand (1,000) gallons of water consumed. The FY12 rate was \$4.85. This is the first rate increase since 1996. All residents receive a minimum bill for two thousand gallons of water and two thousand gallons sewer usage.

Revenues for FY13 are being based on a small growth of 40 homes with an average bill of \$29.26 per month.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
1,994,104	2,257,059	2,251,659	2,442,664	3,022,200

Revenue History and Trend



Sewer Use Charge

General Ledger Codes: 50-00-4630-0000	<u>Legal Authority:</u> Municipal Code: Section 700 & 710 State Statute: Chapter 91 RSMo.
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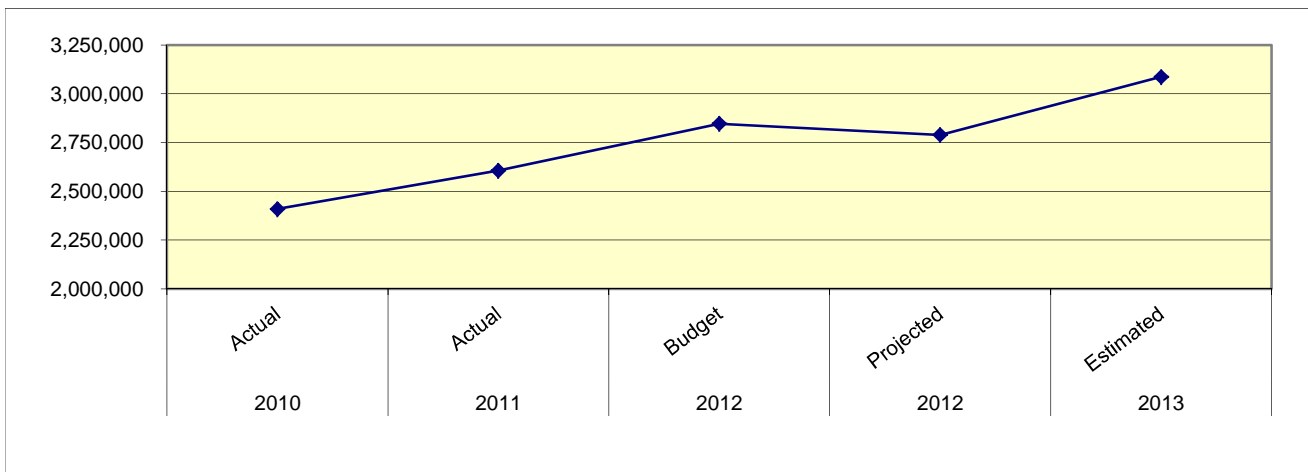
Revenue Description and Projection Rationale

Sewer Use Charges - Sewerage use rates are charged by either actual use or winter averaging. Actual use rates are six dollars sixty-five cents (\$6.65) per one thousand gallons of actual water consumed. Winter-averaged rates are seven dollars ten cents (\$7.10) per one thousand gallons of the average monthly water usage during the months of December, January, and February. All customers are billed each month for no less than two thousand gallons.

Revenues for FY13 are being based on a small growth of 40 homes with an average bill of \$36.41 per month.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
2,409,308	2,606,870	2,846,569	2,789,141	3,086,501

Revenue History and Trend



Water Meter Supply Fee

<p>General Ledger Codes:</p> <p style="text-align: center;">50-00-4620-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 700 & 705 State Statute: Chapter 91 RSMo.</p>
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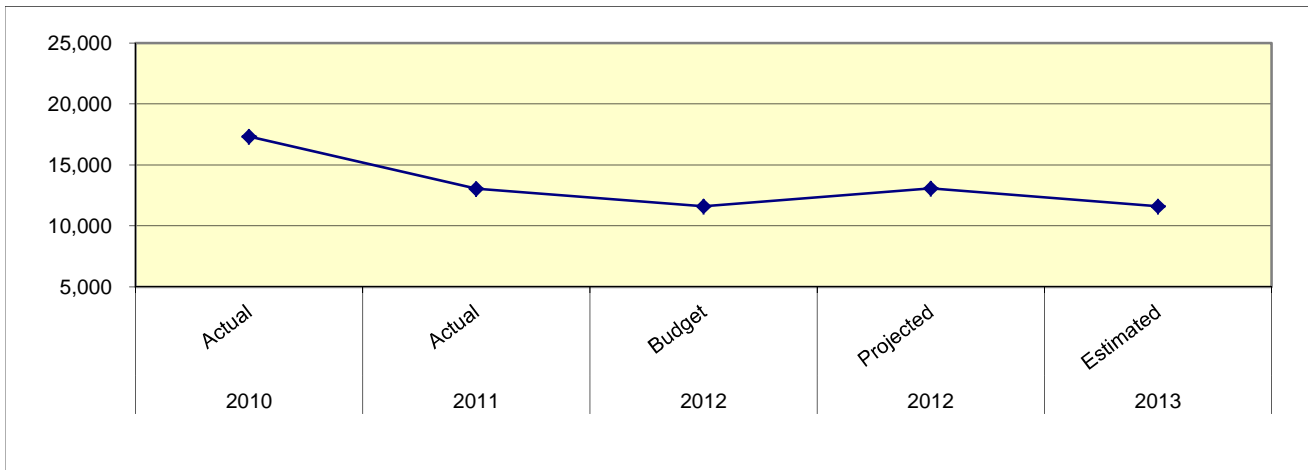
Revenue Description and Projection Rationale

Water Meter Supply Fee - These fees are the initial charges associated with the actual cost to the City for meters, installation and maintenance of meters and access to the water main for all new construction. The current charge is \$315 per 3/4 inch meter size and \$455 per 1 inch meter size.

Revenue projections are based on the estimated amount of 40 new residential and commercial sites being constructed.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
17,329	13,055	11,599	13,080	11,599

Revenue History and Trend



Utility Penalties

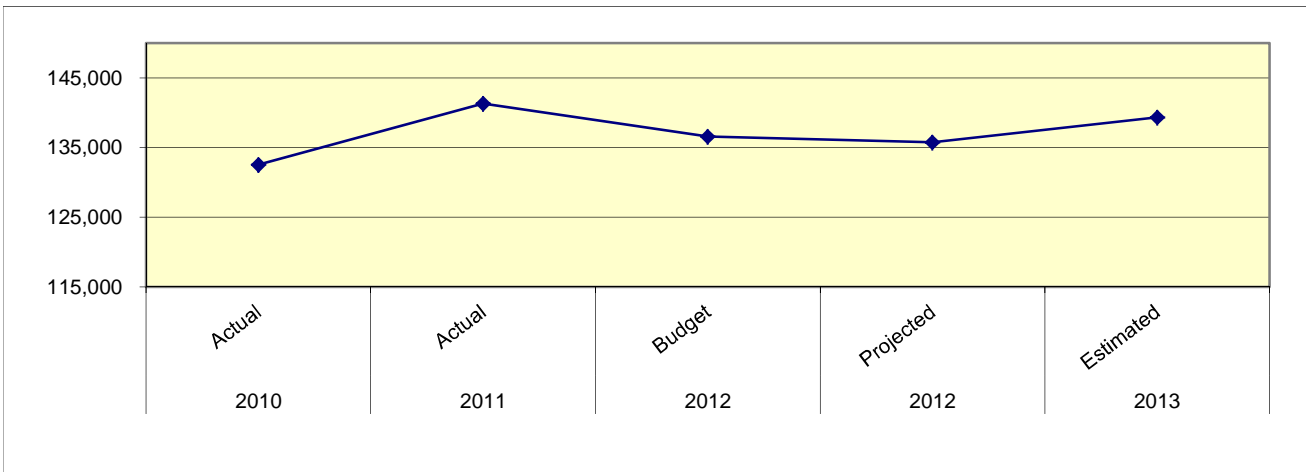
<p>General Ledger Codes:</p> <p style="text-align: center;">50-00-4600-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 700, 705 & 710 State Statute: Chapter 91 RSMo.</p>
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Revenue Description and Projection Rationale

Utility Penalties - Revenues recorded in this account are late payment fees for water, sewer and trash billings. FY12 revenue was budgeted and projected lower than previous years due to the increased deposit amount and greater collection efforts by staff. Staff is estimating FY13 revenue with an increase due to the increased water rates effective November 1, 2012.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
132,516	141,294	136,578	135,730	139,310

Revenue History and Trend



Solid Waste Fees

General Ledger Codes:

50-00-4640-0000

Legal Authority:

**Municipal Code: Section 235
State Statute: Chapter 70 RSMo.
State Statute: Chapter 260 RSMo.**

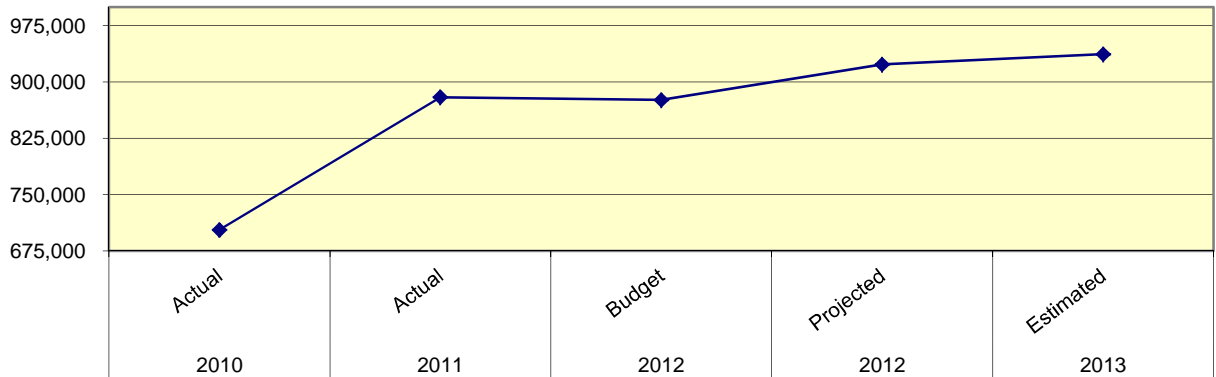
Revenue Description

Solid Waste Fees - This revenue was added during the FY10 budget year. The city entered into a three year contract for city-wide residential solid waste and recycling. This cost is passed through to the residents.

FY13 revenue is estimated with an additional 40 homes and the contracted increase in the monthly rate.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
702,958	879,814	876,000	923,469	937,200

Revenue Description and Projection Rationale



Solid Waste Container Fees

<p>General Ledger Codes:</p> <p style="text-align: center;">50-00-4645-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 235 State Statute: Chapter 70 RSMo. State Statute: Chapter 260 RSMo.</p>
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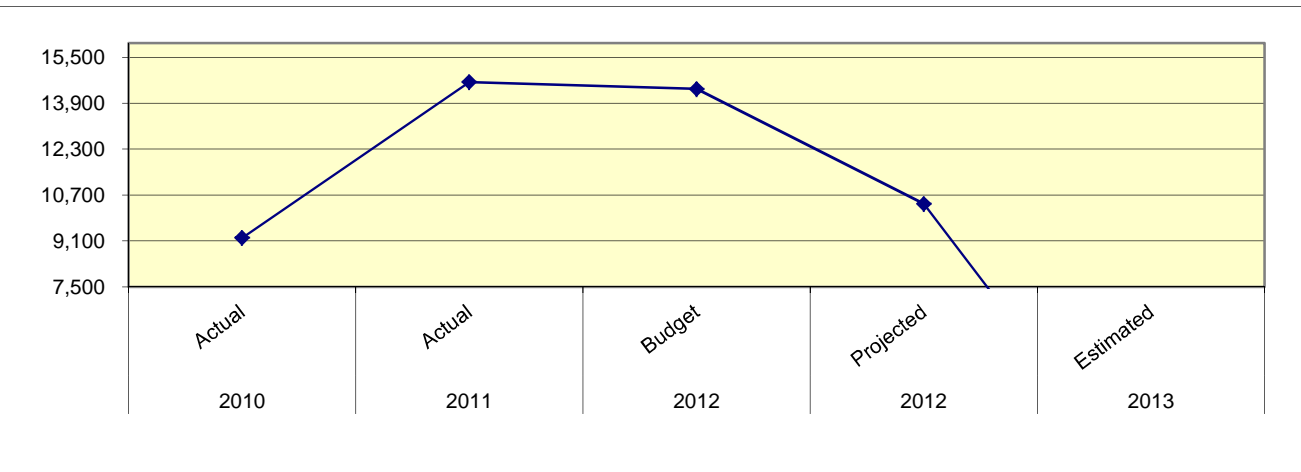
Revenue Description and Projection Rationale

Solid Waste Container Fees - This revenue was added during the FY10 budget year. The city entered into a three year contract for city-wide residential solid waste and recycling for \$1.15 per month. This cost is passed through to the residents.

The City-wide contract was modified during 2012. Starting May 2012 the carts are provided at no additional cost.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
9,208	14,640	14,400	10,401	0

Revenue History and Trend



Contractual

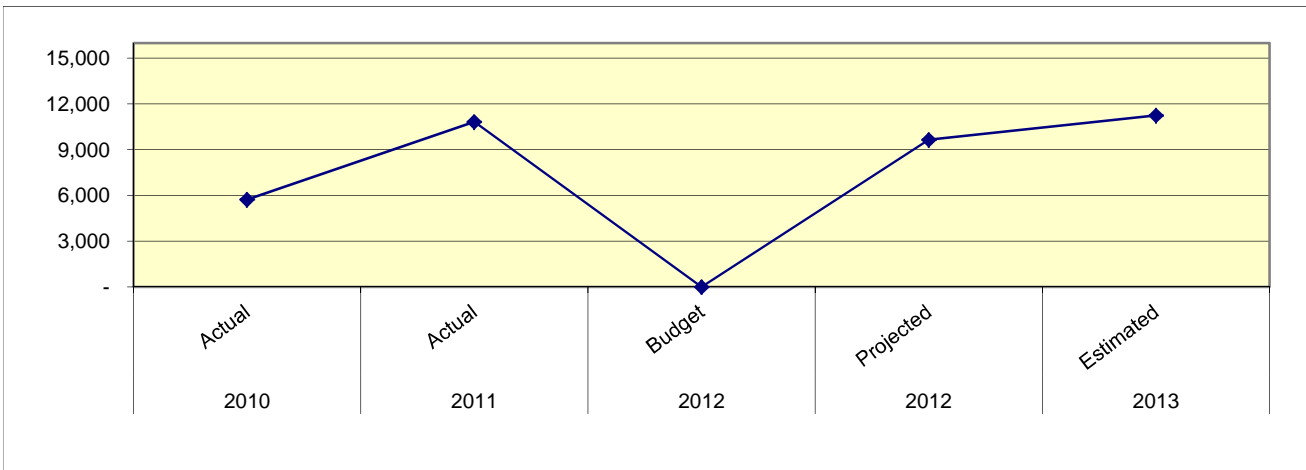
General Ledger Codes: <p style="text-align: center;">50-00-4340-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 700 State Statute: Chapter 82</p>
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Revenue Description and Projection Rationale

Contractual- This account is used to record the monthly connection fees and annual contract agreement fees between the City and Dikeland Sewer District.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
5,722	10,826	0	9,644	11,249

Revenue History and Trend



Interest Revenue

General Ledger Codes:

50-00-4350-0000

Legal Authority:

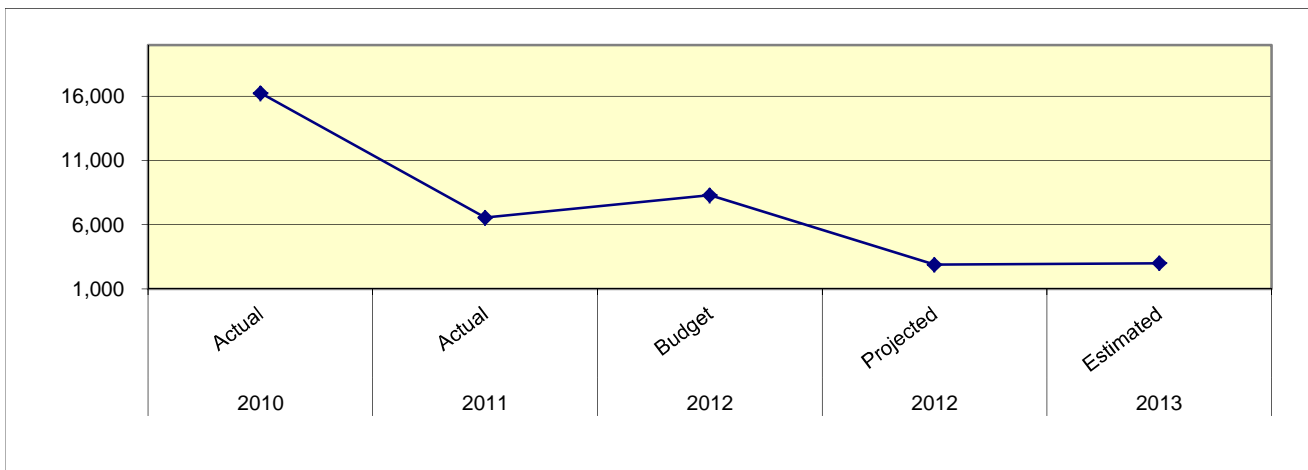
State Statute: Chapter 82

Revenue Description and Projection Rationale

Interest Revenue - This account is used to record revenues associated with the City's return on investments of idle funds. FY13 revenues are estimated based on the assumption of no change in interest rates or carrying balances of FY12 investments.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
16,258	6,550	8,294	2,881	3,000

Revenue History and Trend



Miscellaneous

General Ledger Codes:

50-00-4370-0000

Legal Authority:

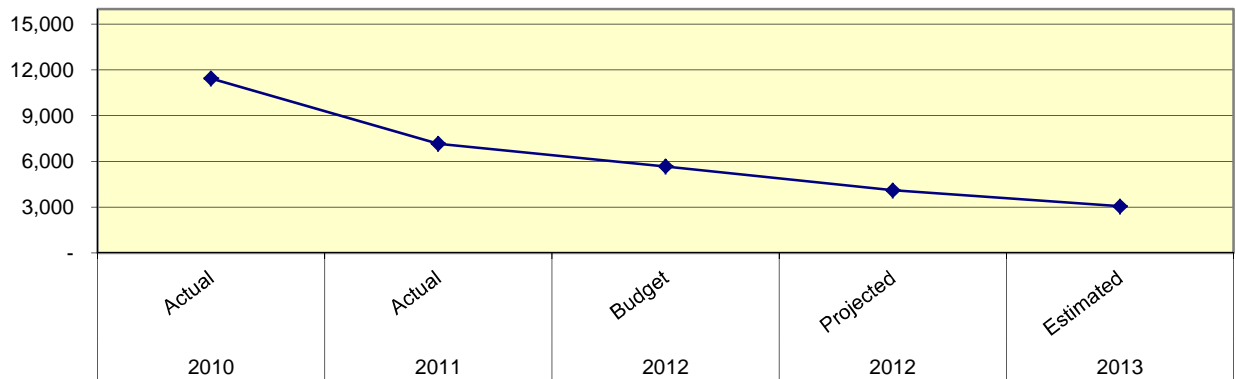
State Statute: Chapter 82

Revenue Description and Projection Rationale

Miscellaneous - Revenues from various sources not previously categorized. Historically, this amount is generally less than \$10,000 annually. The inconsistent nature of the revenue source makes it difficult to estimate.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
11,445	7,162	5,673	4,106	3,050

Revenue History and Trend



SRF Interest Credit

<p>General Ledger Codes:</p> <p style="text-align: center;">50-30-4355-0000 50-96-4355-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">EIERA-92A City of Raymore, Missouri</p>
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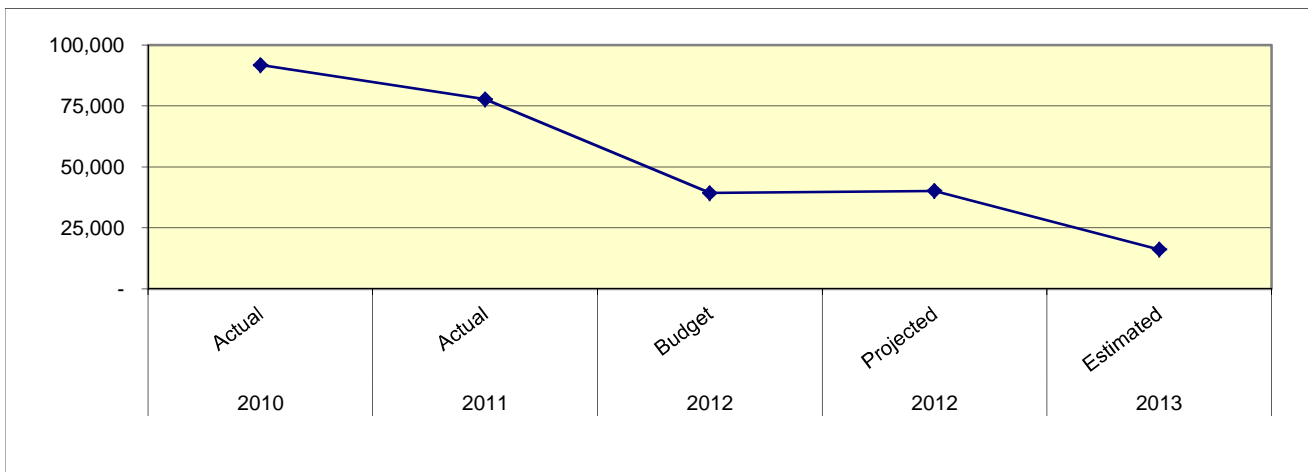
Revenue Description and Projection Rationale

Miscellaneous - These revenues are generated through the State Revolving Fund. Bi-annually the State calculates the interest credit earned for the 1992 SRF bond payment schedule. FY13 revenue is conservatively estimated using a reduced percentage of the most recent schedule for July 2012 though December 2012.

Note, the interest credit associated with the 1992 SRF bond payments will end in FY13, as this is the last year for that bond payment.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
91,848	77,790	39,299	40,164	16,157

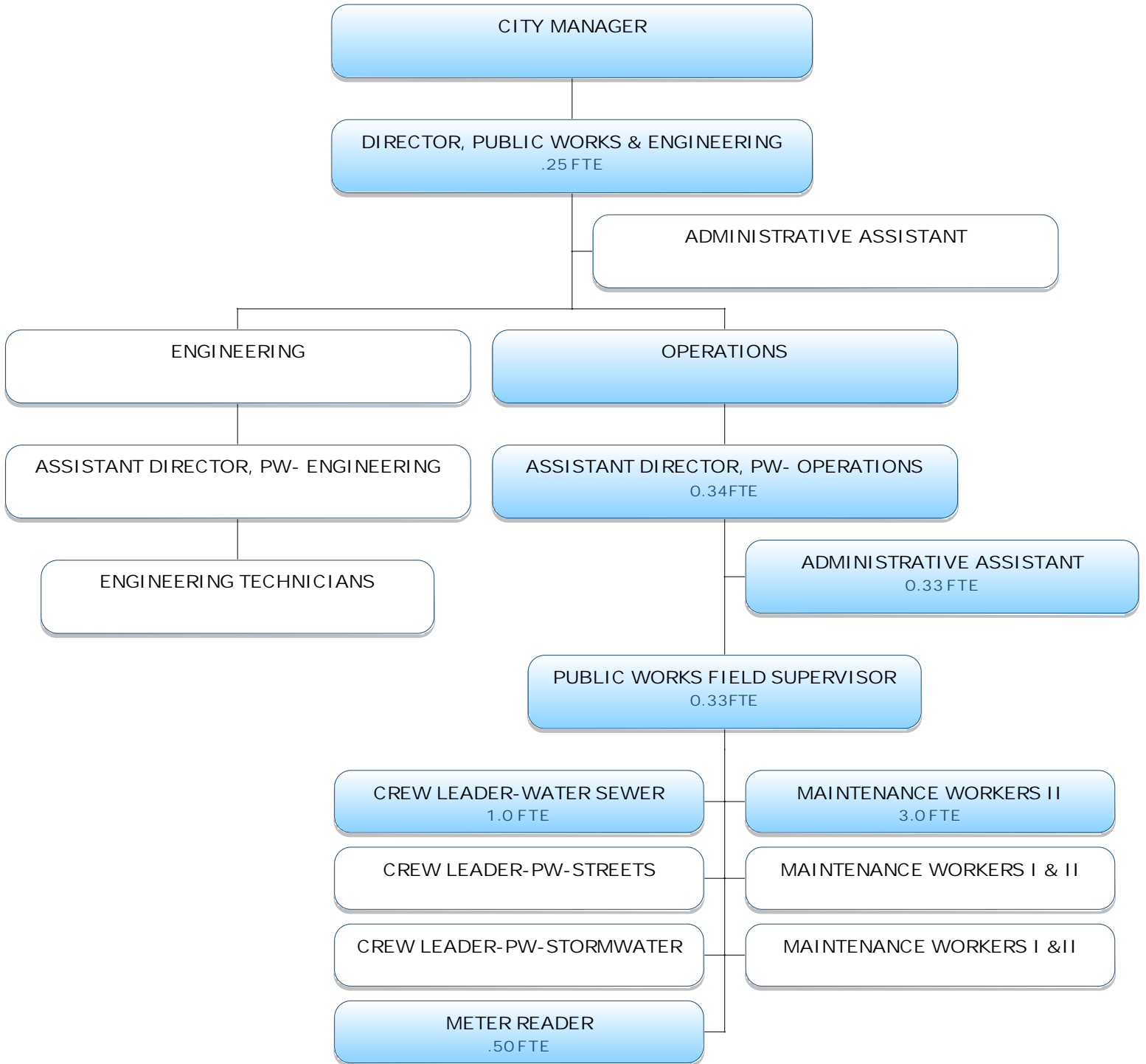
Revenue History and Trend





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WATER



WATER

DEPARTMENT ADOPTED 2013 BUDGET

By Category

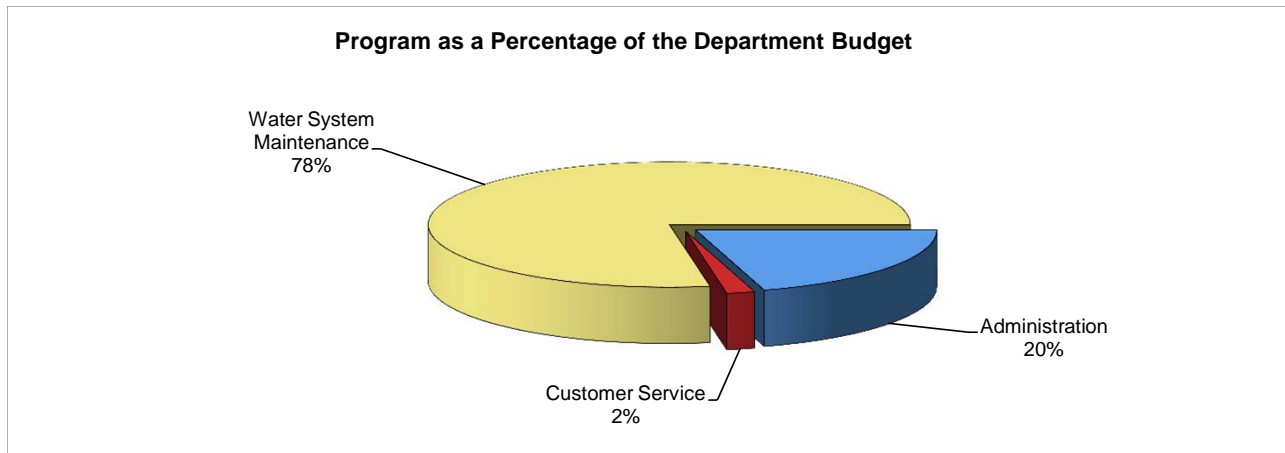
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	336,804	340,243	391,129	352,385	400,649	400,649	400,649
Commodities	1,239,765	1,373,435	1,244,160	1,403,257	1,813,675	1,813,675	1,813,675
Maintenance and Supplies	36,643	14,259	43,960	30,960	46,560	46,560	46,560
Utilities	14,206	15,843	13,272	13,270	13,332	13,332	13,332
Contractual	56,969	48,708	75,244	65,776	76,158	76,158	76,158
Capital Outlay	0	7,155	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	1,954,988	1,213,623	350,549	350,549	369,624	369,624	369,624
Total	3,639,375	3,013,266	2,118,314	2,216,197	2,719,998	2,719,998	2,719,998

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW - Operations	0.33	0.33	0.33
Public Works Field Supervisor	0.34	0.34	0.34
Crew Leader, Water/Sewer	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00
Administrative Assistant	0.33	0.33	0.33
Meter Reader	0.50	0.50	0.50
Total FTE	5.75	5.75	5.75

Adopted By Program

Administration	555,440
Customer Service	51,060
Water System Maintenance	2,113,498
Total	2,719,998



WATER UTILITIES DEPARTMENT

DEPARTMENT DESCRIPTION

The Operation & Maintenance Division of the Public Works Department includes four functions: Street, Storm, Water and Sewer. The Assistant Public Works Director of Operations and Maintenance (hereafter referred to as the Assistant Director of Public Works) and the Administrative Assistant handle the administration of these sections. The Assistant Director of Public Works handles human resources, work detail, approval of work schedules, priority of work, and customer service. The Assistant Director of Public Works reports directly to the Public Works Director who approves all major decisions made by the Assistant Director of Public Works.

The Water Utilities Department is involved in the operation and maintenance of the water distribution system. This includes regular inspection and maintenance of the distribution system, Kentucky Pump Station, and three storage facilities; valve location; hydrant inventory and maintenance, and assuring compliance with State and Federal regulations. The Water Utilities Department is comprised of the Assistant Director of Public Works, Public Works Supervisor, Maintenance Workers, and the Administrative Assistant, all of whom work in the Street, Storm and Sewer sections.

PROGRAMS & GOALS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management and budget administration. Program goals include:

- Implementation of the computerized maintenance management system for complaint tracking, work requests, work order generation, inventory control system, maintenance of infrastructure and effective job and activity costing.
- Establish a plan and develop a system for the identification and maintenance of Raymore's critical infrastructure assets.
- Maintain the Midwest Public Risk Loss Control Program.
- Continue to implement Career Development/Training Plans for division employees.
- Explore intergovernmental relationships to positively affect our infrastructure.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries. Provide responses to service requests in a reasonable time frame. Program goals include:

- Review the work order system to assure the best possible customer service to our stakeholders.

Water System Maintenance

The services provided in this program include the operation and maintenance of the water distribution system. Program goals include:

- Continue discussions with the City of Kansas City regarding water supply for the future of Raymore.
- Maintain contact with the Kansas City Water Services Department to assure the City's needs are being fulfilled.
- Continue the program for valve inventory and maintenance.
- Continue the program for hydrant inventory and maintenance.
- Continue to service the City's water distribution system.

FY 2012 PERFORMANCE SUMMARY

Significant areas of accomplishment in the prior year include:

1. Continued gathering data on hydrant and valve location for input into the Cities GIS system.
2. Tested the operation of 476 Fire Hydrants
3. Continued the valve exercising program.
4. The City received notice that the ISO Rating for the City was reduced to 2. This has the potential to have a positive impact on the home insurance rates for our customers. The ISO study looks at both Fire Protection and Water System maintenance and operations.

SIGNIFICANT BUDGETARY ISSUES

1. The City's ongoing conversion of its meters from touch-wand to radio-read continues. There are approximately 3,000 meters left to be converted city-wide. Approximately 300 will be converted in FY 2013, at a budgeted amount of \$50,862. Full conversion is expected to be accomplished in 2022.
2. The Water and Sewer budgets each contain one-half the cost of upgraded SCADA software, which is used to monitor telemetry in the City's water pump stations and sewer lift station. The upgrades will provide remote access, which will allow staff to troubleshoot and solve most operational problems without having to physically visit the alarm location. The budgeted amount in each budget is \$4,668.

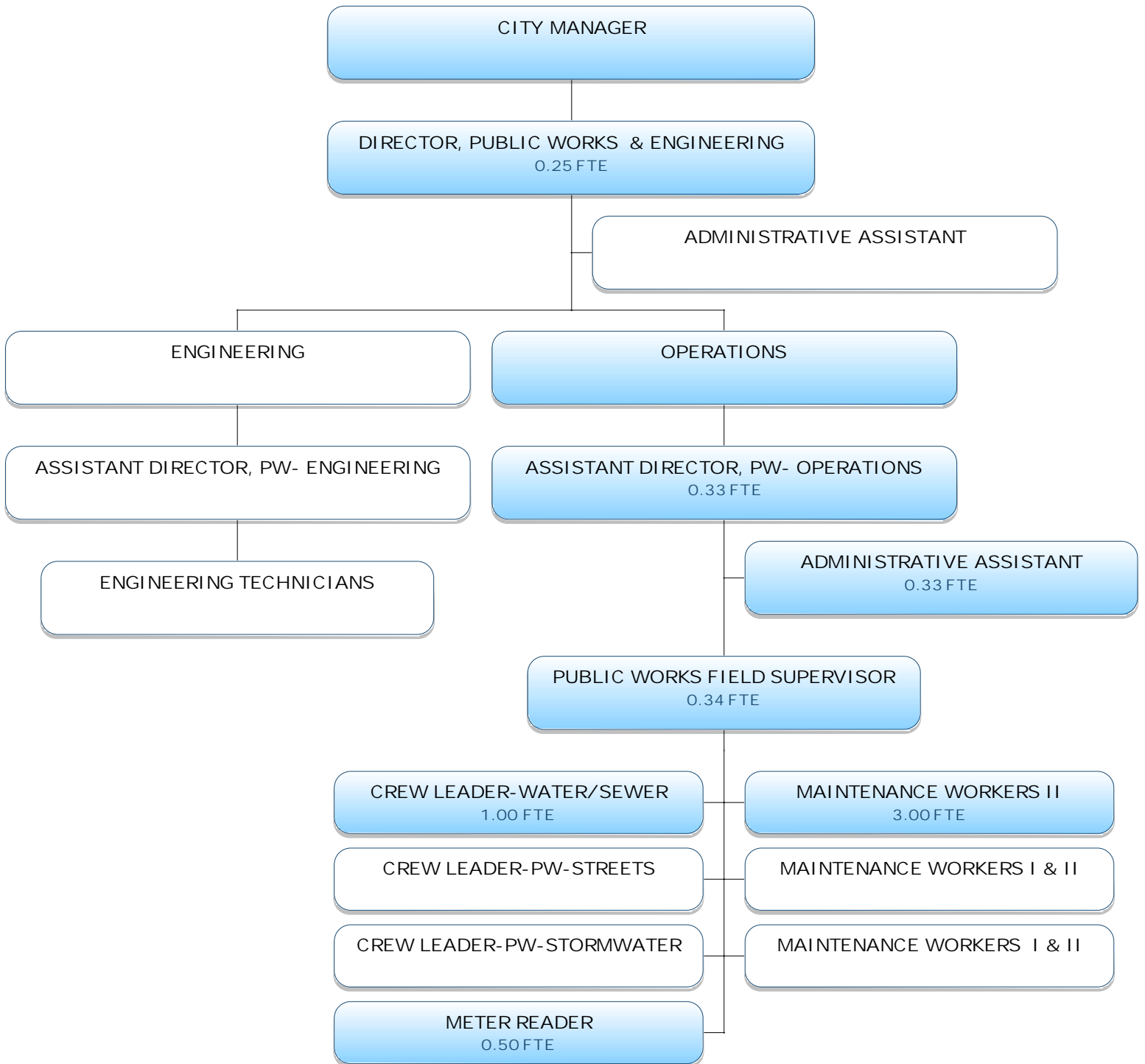
3. The cost of purchase of water from Kansas City Water Services is included in this budget. The City's rate for water is scheduled to rise by 12%.

**PERFORMANCE MEASUREMENT
WATER**

Performance Measurements - Water	2010-11 Actual	2011-12 Projected	2012-13 Estimated
Number of Employees with a Water Distribution Operating License	7	7	7
Number of Customer Service Inquiries	345	645	450
Customer Service Inquiries Responded to within 24 Hours - request tracker system	98%	98%	98%
Number of Water Taps Performed	43	50	55
Percent of Water Taps Performed within 24 Hours	100%	100%	100%
Number of Meter Conversions	269	249	249
Number of Utility Locates	2,473	2,969	3,200

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
Satisfaction with clarity and taste of tap water	75%	76%	76%
Satisfaction with water pressure in homes	75%	75%	80%
Satisfaction with how easy the water bill is to understand	66%	74%	71%
Satisfaction with adequacy of the city's water system	65%	69%	70%
Satisfaction with what you are charged for water and sewer utility	21%	30%	35%

SEWER



SEWER

DEPARTMENT ADOPTED 2013 BUDGET

By Category

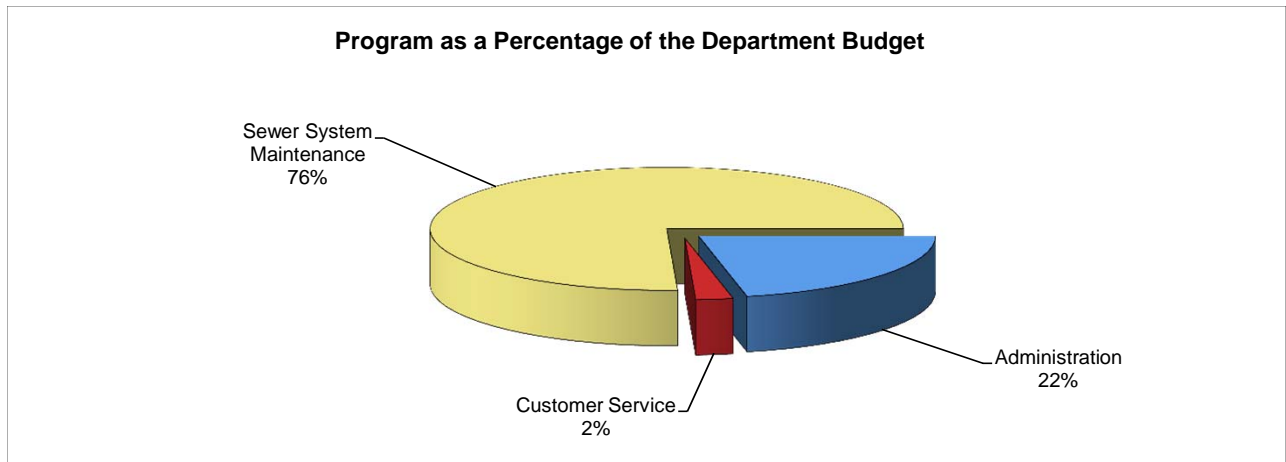
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Department Requested	2012-13 CM Proposed	2012-13 Council Adopted
Personnel	331,368	346,277	367,817	344,874	376,679	376,679	376,679
Commodities	19,514	24,986	39,160	35,316	29,966	29,966	29,966
Maintenance and Supplies	100,838	125,778	88,800	78,800	100,400	100,400	100,400
Utilities	69,807	50,344	66,045	47,183	56,232	56,232	56,232
Contractual	1,427,975	1,238,071	1,390,923	1,356,993	1,521,488	1,521,488	1,521,488
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfers/Miscellaneous	1,840,185	1,972,959	350,550	350,550	369,623	369,623	369,623
Total	3,789,687	3,758,415	2,303,295	2,213,716	2,454,388	2,454,388	2,454,388

Department Position Control Roster

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW - Operations	0.33	0.33	0.33
Public Works Field Supervisor	0.34	0.34	0.34
Crew Leader, Water/Sewer	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00
Administrative Assistant	0.33	0.33	0.33
Meter Reader	0.50	0.50	0.50
Total FTE	5.75	5.75	5.75

Adopted By Program

Administration	533,384
Customer Service	62,249
Sewer System Maintenance	1,858,755
Total	2,454,388



SEWER UTILITIES DEPARTMENT

DEPARTMENT DESCRIPTION

The Operation & Maintenance division of the Public Works Department includes four sections: Street, Storm, Water and Sewer. The Assistant Public Works Director of Operations and Maintenance (hereafter referred to as the Assistant Director of Public Works) and the Administrative Assistant handle the administration of these sections. The Assistant Director of Public Works handles human resources, work detail, approval of work schedules, priority of work, and customer service. The Assistant Director of Public Works reports directly to the Public Works Director who approves all major decisions made by the Assistant Director of Public Works.

The Sewer Department is involved in the operation and maintenance of the sanitary sewer collection system. This includes regular inspection and maintenance of the collection system and four lift stations, regular sewer jetting, and assuring compliance with State and Federal regulations. The Sewer Department is comprised of the Assistant Director of Public Works, Public Works Supervisor, Maintenance Workers, and the Administrative Assistant, all of whom work in the Street/Storm and Water divisions.

PROGRAMS & GOALS

Administration

The services performed in this program include those administrative and managerial tasks required for the effective operation of the department including staff time spent on citywide policy issues, special projects not directly related to any other program, personnel management, and budget administration Program goals include:

- Implement the CMMS for complaint tracking, work requests, work order generation, inventory control system, maintenance of infrastructure and effective job and activity costing.
- Maintain the Midwest Public Risk Loss Control Program.
- Continue to implement Career Development/Training Plans for division employees.
- Explore intergovernmental relationships to positively affect our infrastructure.
- Develop Standard Operating Procedures for the Utilities Division.

Customer Service

This program involves responding in a timely and quality manner to citizen and staff inquiries. Provide responses to service requests in a reasonable time frame. Program goals include:

- Review the work order system to assure the best possible customer service to our stakeholders.
- Integration of the work order system with the City wide request tracker system.

Sewer System Maintenance

The services provided in this program include the operation and maintenance of the sewer collection system. Program goals include:

- Continue to develop a sanitary sewer line maintenance program incorporating closed circuit television inspections and cleaning.
- Continue to service the City's sewer collection system.

FY 2012 PERFORMANCE SUMMARY

1. Continued the use of the sewer camera to televise the system in order to be able to correct problems before they impact customers. Televised approximately 30,000 linear feet (one-tenth of the total system).
2. Continued the annual sewer jetting program. In FY 2012 approximately 130,000 linear feet was jetted. The goal is to jet the entire system every three years.

SIGNIFICANT BUDGETARY ISSUES

1. The Water and Sewer budgets each contain one-half the cost of upgraded SCADA software, which is used to monitor telemetry in the City's water pump stations and sewer lift station. The upgrades will provide remote access, which will allow staff to troubleshoot and solve most operational problems without having to physically visit the alarm location. The budgeted amount in each budget is \$4,668.
2. The cost of treatment of sewer by the Little Blue Valley Sewer District is included in this budget. The City's rate will increase 5.85% next year, resulting in an increase from a budgeted \$778,784 in FY 2012 to \$824,340 in FY 2013.
3. The cost of treatment of sewer by the Middle Big Creek Sewer Subdistrict is included in this budget. The City's rate will increase from \$28.50 per connection per month in FY 2012 to \$31.50 per household per month next year, resulting in an increase from a budgeted \$557,808 in FY 2012 to \$639,414 in FY 2013.

**PERFORMANCE MEASUREMENT
SEWER**

Performance Measurements - Sewer	2010-11 Actual	2011-12 Projected	2012-13 Estimated
Number of Employees with a Sewer Operating License	3	3	3
Number of Customer Service Inquiries	34	30	30
Customer Service Inquiries responded to within 24 hours - request tracker system	100%	100%	100%
Number of Sewer Pipe Miles	130	130	130
Percent of Sewer Pipe Jetted	25%	33%	33%
Percent of Sewer Pipe Televised	25%	10%	10%
Number of Sewer Back-Ups	2	2	2

Citizen Survey Measures	2006 Actual	2008 Actual	2010 Actual
Satisfaction with the adequacy of the city's sanitary sewer collection system	62%	67%	69%
Satisfaction with how easy your water sewer bill is to understand	66%	74%	71%
Satisfaction with what you are charged for water/sewer utilities	21%	30%	35%



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SOLID WASTE

CHAPTER DESCRIPTION

The City provides residential solid waste and recycling collection. Service provision is accomplished by contract from a private solid waste collection company. This chapter is to account for the revenues and expenditures pursuant to provision of this service.

SIGNIFICANT BUDGETARY ISSUES

In FY 2013, the City monthly charge to residents for trash/recycling and yard waste collection is \$12.31. Revenues from trash/recycling fees are passed on in full to the City contractor. Total projected revenues and expenditures from solid waste fees \$937,200.



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TRANSFERS FROM ENTERPRISE FUND TO OTHER FUNDS

CHAPTER DESCRIPTION

This chapter is included to note any transfers from the Enterprise Fund that are included in the fiscal year budget.

SIGNIFICANT BUDGETARY ISSUES

1. The Enterprise Fund makes an annual payment to the General Fund for services provided by the General Fund operations for the benefit of the Utility. The payment is made according to a formula for the calculation of the cost of services provided, as outlined in the following pages. \$658,676
2. The Enterprise Capital Maintenance Fund was established in FY 2010. The Fund accepts a transfer in the amount of 1% of the total value of the water and sewer infrastructure of the City. \$680,267

Inter-fund Payment for Services

Indirect costs are those costs that cannot be directly or exclusively assigned to one service. The Enterprise Fund (50) often benefits from expenditures made by the General Fund (01). For example, the Finance Department, whose funding is provided by the General Fund (01), provides purchasing and accounting services to support Enterprise Fund (50) operations. Knowing and accounting for the full cost of a water utility sets a basis for financial analysis of the program, for setting rates appropriately, and ensures that General Fund (01) revenues are not subsidizing the water utility which should be self supporting. Best practices from the fields of finance, accounting, and utility operations indicate that these indirect costs be identified and allocated to the Enterprise Fund (50).

Approaches to calculating an appropriate “payment for services” vary. One approach is to track activities individually and itemize expenses as they occur. While very accurate this approach is very time consuming, complicated, and costly, so much so that most municipal organizations reject it because the benefits do not outweigh the costs.

A more common approach is to determine an appropriate “indirect cost rate”. This involves determining indirect and direct costs for programs and calculating what percent the indirect costs are of the direct and using that rate to calculate the appropriate share of indirect costs for each program. The following is an example using FY 2013 Proposed Budget figures:

Indirect Cost Rate Approach

Indirect Costs	Budget
Administration	\$ 988,459
ITS	\$ 345,608
Finance (less Utility Billing)	<u>\$ 287,319</u>
	\$1,621,386

Direct Costs	Budget
General Fund (less indirect costs)	\$ 6,674,361
Park Fund	\$ 1,065,881
Enterprise Fund	<u>\$ 6,239,282</u>
	\$13,979,524

Indirect/Direct Cost Rate 11.60% (\$1,621,386/ \$13,979,524)

Enterprise Fund Indirect Calculation \$723,650
 (\$6,239,282 x 11.60% = \$723,650)

Enterprise “Payment for Services”	
Indirect	\$ 723,650
Utility Billings	<u>\$ 207,105</u>
Total	\$ 930,755

The City used a combined indirect cost rate and direct expense approach to calculate the FY 2013 transfer to the General Fund (01) from the Enterprise Fund (50) of \$658,676. Identifiable direct

costs for utility billing were included, and an indirect cost rate of 10% was used to calculate the “payment for services” portion.

Indirect Expenses	
Personnel	\$ 777,328
Commodities	\$1,843,641
Maintenance/Supplies	\$ 146,960
Utilities	\$ 69,564
Contractual ¹	\$1,105,347
VERP	\$ 80,571
Debt Service plus estimated fees (4%)	<u>\$ 0</u>
10% Payment for Services	\$4,515,710 X 10% = \$451,571
Direct Expenses	
Utility Billing Payroll	\$ 116,024
Late Notices	\$ 5,182
Dataprose Billings	\$ 55,200
Other (1390) Utility Billing Expenses	<u>\$ 30,699</u>
	\$ 207,105
Allocated Indirect Expenses	\$451,571
Allocated Direct Expenses	\$207,105
Total Allocated Direct & Indirect Expense	<u>\$ 658,676</u>

Consistent with the full cost of service approach, many cities also charge their franchise fee to their municipal utilities. Assessing our current franchise fee to water/sewer service would result in the following additional charge:

Franchise Fee Comparison

Annual Revenues	\$ 6,108,701
Fee	<u>7%</u>
Annual Payment	\$ 427,609

Staff is not recommending allocation of this additional fee at this time.

¹ This expense only includes those related to water and sewer. Trash services are not included due to the pass-through expense the City is offering at the present time.



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ENTERPRISE FUND DEBT SERVICE

CHAPTER DESCRIPTION

This chapter is included to delineate debt service items that are being paid out of the Enterprise Fund.

SIGNIFICANT BUDGETARY ISSUES

1. The Enterprise Fund makes debt service payments on the 1992A Water/Sewer Revenue Bond in the amount of \$394,235. FY 2013 marks the last year of this payment.



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Debt Service

The Debt Service Fund is utilized to report the City's financing activities. It is used to account for the accumulation of resources for and the payment of financed debt. The City issues bond debt and utilizes general revenues or special revenues like special sales taxes to pay the matured bonds. All general obligation bond debt is included in this fund. Debt is also issued through the Enterprise Fund and certain special revenue funds. All debt service charts are presented in this section.

General Obligation Bonds

General Obligation Bonds commonly called "G.O. Bonds" are bonds secured by the pledge of the City's full faith, credit and taxing power. The taxing power is usually an unlimited ad valorem tax based upon the assessed value of property located within the City. When unlimited ad valorem taxes are pledged, the City is legally required to raise taxes in order to pay the debt service on the bonds. Due to the pledge of a City's unlimited ad valorem taxes, G.O. Bonds carry the lowest interest rates among the various financing options. The voters must approve G.O. Bonds with either a 4/7ths or 2/3rds majority, depending upon when the election is held. The City has a Missouri constitutional debt limit not to exceed 20% of the City's assessed valuation.

- Series 2008 (Refunding of Series 1999A)
- Series 2007
- Series 2004 (Refunding of Series 2000 and Series 1997)
- Series 2000 (Refunded in Series 2004)
- Series 1999B (State Revolving Fund)
- Series 1997 (Refunded in Series 2004)

State law requires the Missouri State Auditor to annually review all taxing jurisdictions throughout Missouri as to their compliance with the tax limitation provisions of Missouri's Hancock Amendment. To accomplish this, the Auditor provides the City a set of worksheets used to calculate the allowable tax rates for each of the General, Park and Debt Service funds. These worksheets contain calculations performed by the Auditor based on information provided by the City. When received, the City verifies or revises these numbers as appropriate. Based on information for 2012 the City could legally levy a debt service rate of up to 1.5495 without voter approval. Statute provides that "a tax rate proposed for annual debt service requirements will be prima facie valid if, after making the payment for which the tax was levied, bonds remain outstanding and the debt fund reserves do not exceed the following year's payments (see attached RSMo 137.073 6(2))." The Auditor may also approve a higher rate, if for instance balloon payments would warrant accumulation of a larger reserve.

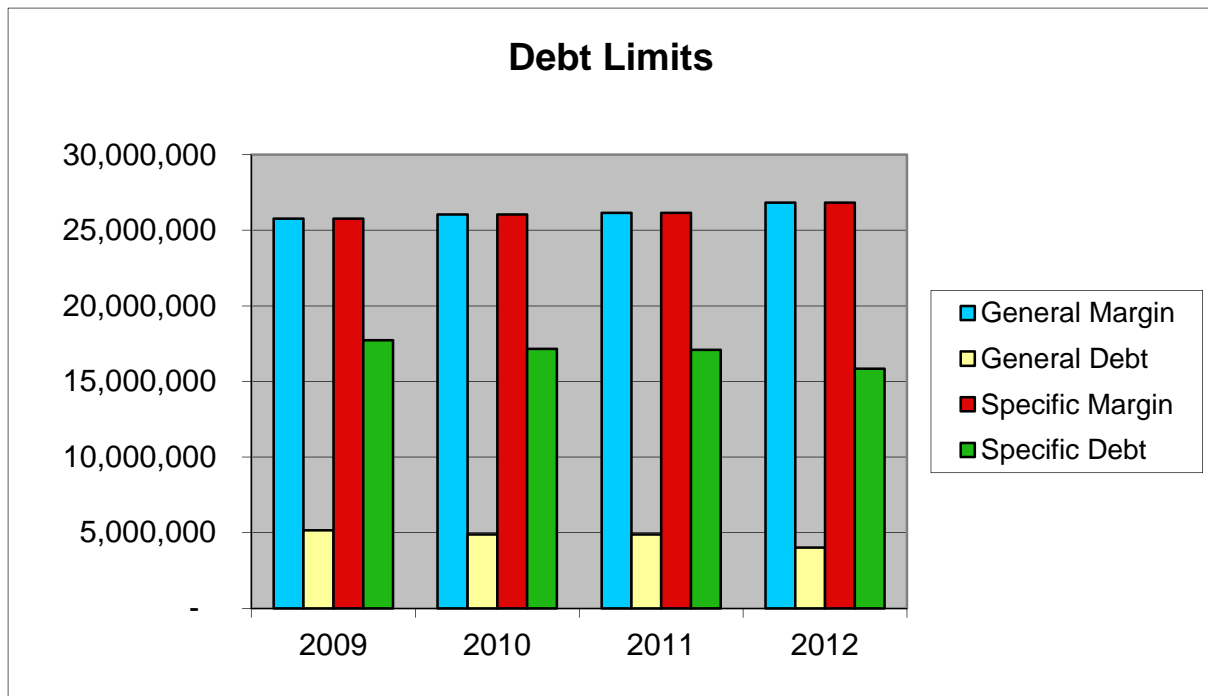
In 2010, City staff advised the City Council that the slowdown in housing and retail growth, coupled with the decline in the value of property assessments, meant that the \$0.7170 levy amount the City has adopted for years would not be sufficient to cover debt service payments after 2012 for several years. Council directed that \$550,000 from the 2007 General Obligation Bond issue for street improvements be transferred to the Debt Service Fund in order to correct this problem. That transfer occurs in the FY 2013 Budget.

DEBT SERVICE (40)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Adopted
Fund Balance					
Beginning of Year	841,174	681,519	515,079	514,977	338,355
Assessed Valuation	\$257,750,090	\$260,574,141	\$258,487,008	\$258,487,008	\$268,321,175
Legal Debt Margin	51,550,018	52,114,828	51,697,402	51,697,402	53,664,235
Collection Rate	0.94	0.98	0.98	0.98	0.98
Debt Service Levy	0.7170	0.7170	0.7170	0.7170	0.7170
Operating Levy	\$ 0.5898	\$ 0.5898	\$ 0.5898	\$ 0.5898	\$ 0.5898
Total City Property Tax	1.3068	1.3068	1.3068	1.3068	1.3068
Revenue					
Property Tax	1,783,905	1,830,355	1,816,285	1,863,657	1,837,085
Interest	8,041	8,379	2,575	2,575	1,692
Penalties	16,559	16,074	9,081	16,289	16,534
Transfers In - GO Bond funds					550,000
Total Revenue	1,808,505	1,854,808	1,827,942	1,882,522	2,405,311
Total Fund Bal & Revenues	2,649,679	2,536,327	2,343,021	2,397,499	2,743,667
Expenditures					
Debt Service	1,823,896	1,883,223	1,948,328	1,948,328	2,032,248
Fees	1,437	1,323	1,400	1,400	76,593
Misc	-	-	-	-	-
D.S. Transfer to Enterprise Fund 1999B Water/Sewer Bond	142,827	136,805	144,042	109,416	153,386
Series 1997 Highway	240,000	240,000	-	-	-
Series 1999 Refunding	-	-	-	-	-
1999A Water Improvement Bond	-	-	-	-	-
1999B Water/Sewer Bond	152,836	136,805	153,586	153,336	153,386
Series 2000	-	-	-	-	-
Series 2004 Refunding	589,373	648,185	952,835	952,835	1,032,335
Series 2007 - Parks & Trans	646,388	646,388	646,388	646,388	646,388
Series 2008 Refunding	348,135	348,650	349,105	349,105	353,525
Total Expenditures	1,968,160	2,021,350	2,093,770	2,059,143	2,262,226
Annual Difference	(159,655)	(166,542)	(265,828)	(176,622)	143,085
Fund Balance (Gross)	681,519	514,977	249,251	338,355	481,440

Legal Debt Limit

Year	General Margin	General Debt	Specific Margin	Specific Debt	Total Debt	Assessed Value
2009	25,775,009	5,155,227	25,775,009	17,725,336	22,880,563	257,750,090
2010	26,057,414	4,879,129	26,057,414	17,146,592	22,025,721	260,574,141
2011	26,144,725	4,879,129	26,144,725	17,083,244	21,962,373	261,447,248
2012	26,832,118	4,015,105	26,832,118	15,852,268	19,867,373	268,321,175



Notes: Debt margin is the total general obligation indebtedness allowed by the State Constitution. The maximum amount of debt is 20% of assessed value. General Margin is 10% that can be issued for any City purpose. Specific Margin is 10% that can only be issued for the purpose of acquiring right-of-way, constructing or extending and improving streets, avenues and/or sanitary or storm systems, and purchasing or constructing waterworks or other plants.



City of Raymore, Missouri

Aggregate General Obligation Debt Service

General Obligation Bonds - FY beginning 11/1/2012 and thereafter

Date	Series 1999B *		Series 2000		Series 2004		Series 2007		Series 2008		Total Principal	Total Interest	Total P&I	Fiscal Year Totals
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest				
3/1/2013	-	24,193.13	-	-	945,000.00	53,117.50	-	323,193.75	305,000.00	27,160.00	1,250,000.00	427,664.38	1,677,664.38	-
9/1/2013	105,000.00	24,193.13	-	-	-	-	-	323,193.75	-	21,365.00	105,000.00	402,969.38	507,969.38	2,185,633.76
3/1/2014	-	21,410.63	-	-	1,065,000.00	34,217.50	-	323,193.75	300,000.00	21,365.00	1,365,000.00	400,186.88	1,765,186.88	-
9/1/2014	110,000.00	21,410.63	-	-	-	15,580.00	-	323,193.75	-	15,365.00	110,000.00	375,549.38	485,549.38	2,250,736.26
3/1/2015	-	18,440.63	302,372.70	382,627.30	660,000.00	15,580.00	-	323,193.75	145,000.00	15,365.00	1,107,372.70	755,206.68	1,862,579.38	-
9/1/2015	115,000.00	18,440.63	-	-	-	3,700.00	-	323,193.75	-	12,465.00	115,000.00	357,799.38	472,799.38	2,335,378.76
3/1/2016	-	15,278.13	-	-	200,000.00	3,700.00	215,000.00	323,193.75	155,000.00	12,465.00	570,000.00	354,636.88	924,636.88	-
9/1/2016	125,000.00	15,278.13	-	-	-	-	-	316,206.25	-	9,365.00	125,000.00	340,849.38	465,849.38	1,390,486.26
3/1/2017	-	11,762.50	-	-	-	-	365,000.00	316,206.25	170,000.00	9,365.00	535,000.00	337,333.75	872,333.75	-
9/1/2017	130,000.00	11,762.50	-	-	-	-	-	308,450.00	-	6,390.00	130,000.00	326,602.50	456,602.50	1,328,936.25
3/1/2018	-	8,106.25	-	-	-	-	500,000.00	308,450.00	170,000.00	6,390.00	670,000.00	322,946.25	992,946.25	-
9/1/2018	140,000.00	8,106.25	-	-	-	-	-	297,825.00	-	3,330.00	140,000.00	309,261.25	449,261.25	1,442,207.50
3/1/2019	-	4,168.75	-	-	-	-	605,000.00	297,825.00	180,000.00	3,330.00	785,000.00	305,323.75	1,090,323.75	-
9/1/2019	145,000.00	4,168.75	-	-	-	-	-	284,968.75	-	-	145,000.00	289,137.50	434,137.50	1,524,461.25
3/1/2020	-	-	-	-	-	-	895,000.00	284,968.75	-	-	895,000.00	284,968.75	1,179,968.75	-
9/1/2020	-	-	-	-	-	-	-	265,950.00	-	-	-	265,950.00	265,950.00	1,445,918.75
3/1/2021	-	-	-	-	-	-	1,035,000.00	265,950.00	-	-	1,035,000.00	265,950.00	1,300,950.00	-
9/1/2021	-	-	-	-	-	-	-	242,662.50	-	-	-	242,662.50	242,662.50	1,543,612.50
3/1/2022	-	-	-	-	-	-	1,245,000.00	242,662.50	-	-	1,245,000.00	242,662.50	1,487,662.50	-
9/1/2022	-	-	-	-	-	-	-	214,650.00	-	-	-	214,650.00	214,650.00	1,702,312.50
3/1/2023	-	-	-	-	-	-	1,415,000.00	214,650.00	-	-	1,415,000.00	214,650.00	1,629,650.00	-
9/1/2023	-	-	-	-	-	-	-	182,812.50	-	-	-	182,812.50	182,812.50	1,812,462.50
3/1/2024	-	-	-	-	-	-	1,665,000.00	182,812.50	-	-	1,665,000.00	182,812.50	1,847,812.50	-
9/1/2024	-	-	-	-	-	-	-	145,350.00	-	-	-	145,350.00	145,350.00	1,993,162.50
3/1/2025	-	-	-	-	-	-	1,875,000.00	145,350.00	-	-	1,875,000.00	145,350.00	2,020,350.00	-
9/1/2025	-	-	-	-	-	-	-	103,162.50	-	-	-	103,162.50	103,162.50	2,123,512.50
3/1/2026	-	-	-	-	-	-	2,165,000.00	103,162.50	-	-	2,165,000.00	103,162.50	2,268,162.50	-
9/1/2026	-	-	-	-	-	-	-	54,450.00	-	-	-	54,450.00	54,450.00	2,322,612.50
3/1/2027	-	-	-	-	-	-	2,420,000.00	54,450.00	-	-	2,420,000.00	54,450.00	2,474,450.00	-
9/1/2027	-	-	-	-	-	-	-	-	-	-	-	-	-	2,474,450.00
Totals	870,000.00	206,720.04	302,372.70	382,627.30	2,870,000.00	160,112.50	14,400,000.00	7,095,331.25	1,425,000.00	163,720.00	19,867,372.70	8,008,511.09	27,875,883.79	27,875,883.79

* Does not include semiannual subsidies from SRF program

City of Raymore, Missouri

General Obligation Bonds (Water & Sewer System Improvements)

Series 1999B (Issued through SRF)

\$1,800,000

Debt Service Schedule

Date	Principal	Coupon	Interest	Total P+I	Fiscal Total
1/1/2013	-	-	24,193.13	24,193.13	-
7/1/2013	105,000.00	5.300%	24,193.13	129,193.13	-
10/31/2013	-	-	-	-	153,386.26
1/1/2014	-	-	21,410.63	21,410.63	-
7/1/2014	110,000.00	5.400%	21,410.63	131,410.63	-
10/31/2014	-	-	-	-	152,821.26
1/1/2015	-	-	18,440.63	18,440.63	-
7/1/2015	115,000.00	5.500%	18,440.63	133,440.63	-
10/31/2015	-	-	-	-	151,881.26
1/1/2016	-	-	15,278.13	15,278.13	-
7/1/2016	125,000.00	5.625%	15,278.13	140,278.13	-
10/31/2016	-	-	-	-	155,556.26
1/1/2017	-	-	11,762.50	11,762.50	-
7/1/2017	130,000.00	5.625%	11,762.50	141,762.50	-
10/31/2017	-	-	-	-	153,525.00
1/1/2018	-	-	8,106.25	8,106.25	-
7/1/2018	140,000.00	5.625%	8,106.25	148,106.25	-
10/31/2018	-	-	-	-	156,212.50
1/1/2019	-	-	4,168.75	4,168.75	-
7/1/2019	145,000.00	5.750%	4,168.75	149,168.75	-
10/31/2019	-	-	-	-	153,337.50
Total	\$870,000.00		\$206,720.04	\$1,076,720.04	-

Yield Statistics

Bond Year Dollars	\$4,645.00
Average Life	4.789 Years
Average Coupon	5.6040108%
Net Interest Cost (NIC)	5.6040108%
True Interest Cost (TIC)	5.5976285%
Bond Yield for Arbitrage Purposes	5.5976285%
All Inclusive Cost (AIC)	5.5976285%

IRS Form 8038

Net Interest Cost	5.6040108%
Weighted Average Maturity	4.789 Years

1999B GO Wtr & Swr FY2013 | SINGLE PURPOSE |

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Bonds

Series 2000

\$4,897,373

Debt Service Schedule

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P+I	Fiscal Total
9/28/2000	-	-	-	-	-
3/1/2015	302,372.70	5.750%	382,627.30	685,000.00	-
10/31/2015	-	-	-	-	685,000.00
Total	\$302,372.70	-	\$382,627.30	\$685,000.00	-

Yield Statistics

Bond Year Dollars	\$4,361.73
Average Life	14.425 Years
Average Coupon	8.7723824%

Net Interest Cost (NIC)	8.7723824%
True Interest Cost (TIC)	5.7501457%
Bond Yield for Arbitrage Purposes	5.7501457%
All Inclusive Cost (AIC)	5.7501457%

IRS Form 8038

Net Interest Cost	8.7723824%
Weighted Average Maturity	14.425 Years

2000 FY2013 | SINGLE PURPOSE |

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Refunding Bonds
Series 2004 (Refunding 1997 & 2000)
\$4,625,000

Debt Service Schedule

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P+I	Fiscal Total
3/1/2013	945,000.00	4.000%	53,117.50	998,117.50	-
9/1/2013	-	-	34,217.50	34,217.50	-
10/31/2013	-	-	-	-	1,032,335.00
3/1/2014	1,065,000.00	3.500%	34,217.50	1,099,217.50	-
9/1/2014	-	-	15,580.00	15,580.00	-
10/31/2014	-	-	-	-	1,114,797.50
3/1/2015	660,000.00	3.600%	15,580.00	675,580.00	-
9/1/2015	-	-	3,700.00	3,700.00	-
10/31/2015	-	-	-	-	679,280.00
3/1/2016	200,000.00	3.700%	3,700.00	203,700.00	-
10/31/2016	-	-	-	-	203,700.00
Total	\$2,870,000.00	-	\$160,112.50	\$3,030,112.50	-

Yield Statistics

Bond Year Dollars					\$7,705.00
Average Life					2.082 Years
Average Coupon					3.6722583%
Net Interest Cost (NIC)					3.6722583%
True Interest Cost (TIC)	5,740,000.00		320,225.00	6,060,225.00	3.6742795%
Bond Yield for Arbitrage Purposes					3.6742795%
All Inclusive Cost (AIC)					3.6742795%

IRS Form 8038

Net Interest Cost					3.6722583%
Weighted Average Maturity					2.082 Years

City of Raymore, Missouri

General Obligation Bonds

Series 2007

\$14,400,000

Debt Service Schedule

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P+I	Fiscal Total
3/1/2013	-	-	323,193.75	323,193.75	-
9/1/2013	-	-	323,193.75	323,193.75	-
10/31/2013	-	-	-	-	646,387.50
3/1/2014	-	-	323,193.75	323,193.75	-
9/1/2014	-	-	323,193.75	323,193.75	-
10/31/2014	-	-	-	-	646,387.50
3/1/2015	-	-	323,193.75	323,193.75	-
9/1/2015	-	-	323,193.75	323,193.75	-
10/31/2015	-	-	-	-	646,387.50
3/1/2016	215,000.00	6.500%	323,193.75	538,193.75	-
9/1/2016	-	-	316,206.25	316,206.25	-
10/31/2016	-	-	-	-	854,400.00
3/1/2017	365,000.00	4.250%	316,206.25	681,206.25	-
9/1/2017	-	-	308,450.00	308,450.00	-
10/31/2017	-	-	-	-	989,656.25
3/1/2018	500,000.00	4.250%	308,450.00	808,450.00	-
9/1/2018	-	-	297,825.00	297,825.00	-
10/31/2018	-	-	-	-	1,106,275.00
3/1/2019	605,000.00	4.250%	297,825.00	902,825.00	-
9/1/2019	-	-	284,968.75	284,968.75	-
10/31/2019	-	-	-	-	1,187,793.75
3/1/2020	895,000.00	4.250%	284,968.75	1,179,968.75	-
9/1/2020	-	-	265,950.00	265,950.00	-
10/31/2020	2,580,000.00	-	4,943,206.25	7,523,206.25	1,445,918.75
3/1/2021	1,035,000.00	4.500%	265,950.00	1,300,950.00	-
9/1/2021	-	-	242,662.50	242,662.50	-
10/31/2021	-	-	-	-	1,543,612.50
3/1/2022	1,245,000.00	4.500%	242,662.50	1,487,662.50	-
9/1/2022	-	-	214,650.00	214,650.00	-
10/31/2022	-	-	-	-	1,702,312.50
3/1/2023	1,415,000.00	4.500%	214,650.00	1,629,650.00	-
9/1/2023	-	-	182,812.50	182,812.50	-
10/31/2023	-	-	-	-	1,812,462.50
3/1/2024	1,665,000.00	4.500%	182,812.50	1,847,812.50	-
9/1/2024	-	-	145,350.00	145,350.00	-
10/31/2024	-	-	-	-	1,993,162.50
3/1/2025	1,875,000.00	4.500%	145,350.00	2,020,350.00	-
9/1/2025	-	-	103,162.50	103,162.50	-
10/31/2025	-	-	-	-	2,123,512.50
3/1/2026	2,165,000.00	4.500%	103,162.50	2,268,162.50	-
9/1/2026	-	-	54,450.00	54,450.00	-
10/31/2026	-	-	-	-	2,322,612.50
1999B GO Wtr & Swr	2,420,000.00	4.500%	54,450.00	2,474,450.00	-
10/31/2027	-	-	-	-	2,474,450.00
Total	\$16,980,000.00	-	\$12,038,537.50	\$29,018,537.50	-

Yield Statistics

Bond Year Dollars	\$172,575.00
Average Life	11.984 Years
Average Coupon	4.4860025%
Net Interest Cost (NIC)	4.4860025%
True Interest Cost (TIC)	4.4852759%
Bond Yield for Arbitrage Purposes	4.4852759%
All Inclusive Cost (AIC)	4.4852759%

IRS Form 8038

Net Interest Cost	4.4860025%
Weighted Average Maturity	11.984 Years

2007 FINAL with Insurance | Issue Summary |

Piper Jaffray & Co.
Public Finance

City of Raymore, Missouri

General Obligation Refunding Bonds

Series 2008 (Refunding 1999)

\$2,515,000

Debt Service Schedule

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P+I	Fiscal Total
3/1/2013	305,000.00	3.800%	27,160.00	332,160.00	-
9/1/2013	-	-	21,365.00	21,365.00	-
10/31/2013	-	-	-	-	353,525.00
3/1/2014	300,000.00	4.000%	21,365.00	321,365.00	-
9/1/2014	-	-	15,365.00	15,365.00	-
10/31/2014	-	-	-	-	336,730.00
3/1/2015	145,000.00	4.000%	15,365.00	160,365.00	-
9/1/2015	-	-	12,465.00	12,465.00	-
10/31/2015	-	-	-	-	172,830.00
3/1/2016	155,000.00	4.000%	12,465.00	167,465.00	-
9/1/2016	-	-	9,365.00	9,365.00	-
10/31/2016	-	-	-	-	176,830.00
3/1/2017	170,000.00	3.500%	9,365.00	179,365.00	-
9/1/2017	-	-	6,390.00	6,390.00	-
10/31/2017	-	-	-	-	185,755.00
3/1/2018	170,000.00	3.600%	6,390.00	176,390.00	-
9/1/2018	-	-	3,330.00	3,330.00	-
10/31/2018	-	-	-	-	179,720.00
3/1/2019	180,000.00	3.700%	3,330.00	183,330.00	-
10/31/2019	-	-	-	-	183,330.00
Total	\$1,425,000.00	-	\$163,720.00	\$1,588,720.00	-

Yield Statistics

Bond Year Dollars	\$5,947.50
Average Life	3.468 Years
Average Coupon	3.7465322%
Net Interest Cost (NIC)	3.7465322%
True Interest Cost (TIC)	3.7497468%
Bond Yield for Arbitrage Purposes	3.7497468%
All Inclusive Cost (AIC)	3.7497468%

IRS Form 8038

Net Interest Cost	3.7465322%
Weighted Average Maturity	3.468 Years

2008 Ref 1999A FY2013 | SINGLE PURPOSE |

Piper Jaffray & Co.
Public Finance

Revenue Bonds

Revenue bonds are payable from a specific source of revenue and do not pledge the full faith and credit of the City. Revenue bonds are payable from identified sources of revenue, and do not permit the bondholders to compel taxation or legislative appropriation of funds not pledged for payment of debt service. For this reason Revenue Bonds often carry a higher interest rate than G.O. Bonds. Pledged revenues may be derived from operation of the financed project, grants, a sales tax, or other non-ad valorem taxes. Revenue Bonds normally take the form of water/sewer revenue bonds, sales tax revenue bonds or some other type of bond with a pledged revenue source. Depending upon the type of revenue bond issued, the bonds must be approved by the voters with either a simple majority or a super majority, but do not count against the City's constitutional debt limit. The City must also comply with certain bond covenants.

- Series 1992A (State Revolving Fund)

Enterprise Fund (50-30) Debt Service Expense

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Adopted
Debt Service	431,848	435,120	391,833	391,833	394,235
PWF Revenue Ant. Note			-	-	
1992A Water/Sewer Revenue	393,098	393,120	391,833	391,833	394,235
1998 Water/Sewer Revenue	38,750	42,000			
	431,848	435,120	391,833	391,833	394,235

The 50-30 Fund is a Sub-Fund of the Enterprise Fund. The summary payment proposed for 2012-13 shown above can be found on the Enterprise Fund summary sheet at the beginning of that section of this budget. This chart shows the payment breakdown between Bonds and Notes payable.

The revenue anticipation note with the Community Bank of Raymore was paid off during FY 2009.

The 1998 Water/Sewer Revenue bond was paid off during 2011.

The 1992A Water/Sewer Revenue bond will pay off during 2013.

City of Raymore, Missouri

Revenue Bonds (Water & Sewer System Improvements)

Series 1992A (Issued through SRF)

\$4,350,000

Debt Service Schedule

Date	Principal	Coupon	Interest	Total P+I	Fiscal Total
1/1/2013	-	-	12,117.50	12,117.50	-
7/1/2013	370,000.00	6.550%	12,117.50	382,117.50	-
10/31/2013	-	-	-	-	394,235.00
Total	\$370,000.00	-	\$24,235.00	\$394,235.00	-

Yield Statistics

Bond Year Dollars	\$1,085.00
Average Life	1.517 Years
Average Coupon	6.5500000%
Net Interest Cost (NIC)	6.5500000%
True Interest Cost (TIC)	6.5500000%
Bond Yield for Arbitrage Purposes	6.5500000%
All Inclusive Cost (AIC)	6.5500000%

IRS Form 8038

Net Interest Cost	6.5500000%
Weighted Average Maturity	1.517 Years

1992 SRF FY2013 | SINGLE PURPOSE |

Piper Jaffray & Co.
Public Finance

Special Obligation Capital Improvement Bonds

Special Obligation debt is similar to General Obligation debt in that it is considered “direct debt” of the city. Unlike General Obligation debt, however, Special Obligation debt is not backed by the full faith and credit of the City of Raymore. Rather, special obligation bond debt is supported and repaid only by a “special” dedicated City revenue source. Normally, these revenue sources take the form of dedicated sales tax proceeds.

- Series 2006 (Refunding of Series 1998)

Capital Improvement Fund (45)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Adopted
Expenditures					
Debt Service	336,819	353,850	345,500	345,500	347,069
2006 (refunding 1998)Special Obligation Bond	-		-	-	-
	336,819	353,850	345,500	345,500	347,069

Notes: Payment for this bond is made from revenues received into the Capital Improvement Sales Tax Fund. The payment is pledged against future receipt of this sales tax revenue. This fund is presented in total, including a line item reflecting the above payment, in the Capital Funds section of this budget.

City of Raymore, Missouri**Special Obligation Refunding Bonds**

Series 2006 (Refunding 1998)

\$4,345,000

Debt Service Schedule

Date	Principal	Coupon	Interest	Total P+I	Fiscal Total
3/1/2013	210,000.00	4.125%	70,700.00	280,700.00	-
9/1/2013	-	-	66,368.75	66,368.75	-
10/31/2013	-	-	-	-	347,068.75
3/1/2014	215,000.00	4.150%	66,368.75	281,368.75	-
9/1/2014	-	-	61,907.50	61,907.50	-
10/31/2014	-	-	-	-	343,276.25
3/1/2015	230,000.00	4.200%	61,907.50	291,907.50	-
9/1/2015	-	-	57,077.50	57,077.50	-
10/31/2015	-	-	-	-	348,985.00
3/1/2016	235,000.00	4.250%	57,077.50	292,077.50	-
9/1/2016	-	-	52,083.75	52,083.75	-
10/31/2016	-	-	-	-	344,161.25
3/1/2017	245,000.00	4.300%	52,083.75	297,083.75	-
9/1/2017	-	-	46,816.25	46,816.25	-
10/31/2017	-	-	-	-	343,900.00
3/1/2018	260,000.00	4.350%	46,816.25	306,816.25	-
9/1/2018	-	-	41,161.25	41,161.25	-
10/31/2018	-	-	-	-	347,977.50
3/1/2019	270,000.00	4.375%	41,161.25	311,161.25	-
9/1/2019	-	-	35,255.00	35,255.00	-
10/31/2019	-	-	-	-	346,416.25
3/1/2020	285,000.00	4.400%	35,255.00	320,255.00	-
9/1/2020	-	-	28,985.00	28,985.00	-
10/31/2020	1,950,000.00	-	821,025.00	2,771,025.00	349,240.00
3/1/2021	300,000.00	4.450%	28,985.00	328,985.00	-
9/1/2021	-	-	22,310.00	22,310.00	-
10/31/2021	-	-	-	-	351,295.00
3/1/2022	310,000.00	4.450%	22,310.00	332,310.00	-
9/1/2022	-	-	15,412.50	15,412.50	-
10/31/2022	-	-	-	-	347,722.50
3/1/2023	685,000.00	4.500%	15,412.50	700,412.50	-
10/31/2023	-	-	-	-	700,412.50
Total	\$5,195,000.00	-	\$1,746,480.00	\$6,941,480.00	-

Yield Statistics

Bond Year Dollars	\$24,282.50
Average Life	7.049 Years
Average Coupon	4.4103984%
Net Interest Cost (NIC)	4.4103984%
True Interest Cost (TIC)	4.4047611%
Bond Yield for Arbitrage Purposes	4.4047611%
All Inclusive Cost (AIC)	4.4047611%

IRS Form 8038

Net Interest Cost	4.4103984%
Weighted Average Maturity	7.049 Years

2006 refund 1998 Special | Ref 1998 Special Obligati |

Piper Jaffray & Co.
Public Finance

Leasehold Revenue Bonds Raymore Municipal Assistance Corporation

A method of lease financing is through the sale of bonds secured by lease payments (“lease revenue bonds”). This method requires that the property and/or equipment be purchased by a not-for-profit corporation or governmental agency. The not-for-profit corporation or governmental agency issues bonds secured by the lease and serves as lessor of the property.

Just as cities establish industrial revenue bond authorities to serve as a conduit to issue industrial revenue bonds, governmental entities can establish not-for-profit-corporations to serve as a conduit for lease financing. The Corporation would be formed under Chapter 355 of the Missouri Statutes (the General Not-For-Profit Corporation Law of Missouri) and would serve as the financing vehicle for the governmental entity. The governmental entity would be responsible for determining the purposes of the Corporation and the composition of its Board of Directors.

Once established, the not-for-profit corporation can issue bonds for a specific project or serve as an ongoing financing vehicle for the governmental entity (e.g. annual equipment financings). Unlike an industrial revenue bond authority, a not-for-profit corporation has no ongoing decision making power. It can only issue bonds when directed to do so by the governmental entity. Its investment and spending powers are assigned to a Trustee (a Missouri Bank) who performs these functions solely as directed by the governmental entity.

Bond proceeds are used by the Corporation to acquire capital assets as directed by the governmental entity. The capital assets are then leased to the governmental entity through a one year lease with annual renewal terms and a final maturity corresponding to the term of the bonds.

- Series 2009 (Refunding of the Series 1998)
- Series 1998

DNR Storm Water Direct Loan

This method of lease financing is through the Missouri Department of Natural Resources (DNR). Entities may apply to DNR for assistance on a qualified storm water project. The City applied and received assistance during 2002 on the Silver Lake Detention Basin Improvements. The City received a grant in the amount of \$84,954, a loan for \$462,000 and committed a local contribution of \$84,502 for a total project cost of \$631,456. The loan was backed by pledging an allocation of the Storm Water Sales tax.

- Series 2002 Storm Water Direct Loan Program (CasCo-0376-02L)

Stormwater Sales Tax Fund (46)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Adopted
Expenditures					
Debt Service	207,327	207,960	207,973	207,973	208,408
1998 Leasehold Rev. Bond	-	-			
2002 DNR Stormwater Grant & Loan Program	22,272	21,984	21,696	21,696	22,400
2009 (refunding 1998) Leasehold Rev. Bond	185,055	185,976	186,277	186,277	186,008

Payment for the leasehold bond is made from revenues received into the Stormwater and Park Sales Tax Funds. The actual payment on the bond is made at 80% from the Stormwater fund and 20% from the Parks Sales Tax Fund. The payment is pledged against future receipt of this sales tax revenue. Both funds are presented in total, including a line item reflecting the above payment, in the Capital Funds section of this budget.

Park Sales Tax Fund (47)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Adopted
Expenditures					
Debt Service	88,797	46,494	46,569	46,569	46,502
1998 Leasehold Rev. Bond	42,533				
2009 (refunding 1998) Leasehold Rev. Bond	46,264	46,494	46,569	46,569	46,502

Payment for the leasehold bond is made from revenues received into the Stormwater and Park Sales Tax Funds. The actual payment on the bond is made at 80% from the Stormwater fund and 20% from the Parks Sales Tax Fund. The payment is pledged against future receipt of this sales tax revenue. Both funds are presented in total, including a line item reflecting the above payment, in the Capital Funds section of this budget.

Raymore Municipal Assistance Corporation

(City of Raymore, Missouri, Lessee)

Certificates of Participation

Series 2009 (Refunding 1998) - \$1,640,000

Debt Service Schedule

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P+I	Fiscal Total
4/1/2013	200,000.00	2.850%	17,680.00	217,680.00	-
10/1/2013	-	-	14,830.00	14,830.00	-
10/31/2013	-	-	-	-	232,510.00
4/1/2014	205,000.00	3.100%	14,830.00	219,830.00	-
10/1/2014	-	-	11,652.50	11,652.50	-
10/31/2014	-	-	-	-	231,482.50
4/1/2015	215,000.00	3.300%	11,652.50	226,652.50	-
10/1/2015	-	-	8,105.00	8,105.00	-
10/31/2015	-	-	-	-	234,757.50
4/1/2016	220,000.00	3.500%	8,105.00	228,105.00	-
10/1/2016	-	-	4,255.00	4,255.00	-
10/31/2016	-	-	-	-	232,360.00
4/1/2017	230,000.00	3.700%	4,255.00	234,255.00	-
10/31/2017	-	-	-	-	234,255.00
Total	\$1,070,000.00	-	\$95,365.00	\$1,165,365.00	-

Yield Statistics

Bond Year Dollars				\$3,917.50	
Average Life				3.097 Years	
Average Coupon	2,140,000.00		190,730.00	2,330,730.00	3.4004148%
Net Interest Cost (NIC)					3.4004148%
True Interest Cost (TIC)					3.3936642%
Bond Yield for Arbitrage Purposes					3.3936642%
All Inclusive Cost (AIC)					3.3936642%

IRS Form 8038

Net Interest Cost					3.4004148%
Weighted Average Maturity					3.097 Years

2009 Raymac Ref 1998 FY20 | Refunding 1998 |

Piper Jaffray & Co.
Public Finance

Internal Service Funds

VERP Fund:

The Vehicle & Equipment Replacement Program (VERP) Fund (03) is utilized to report the City's capital equipment replacement activities. It is used to account for the accumulation of resources for the purchase of capital replacement equipment such as heavy construction and maintenance equipment and vehicles. Each department and fund that uses and needs this type of capital equipment sets aside amortized funds to be used in the future for the purchase of replacement equipment. The funds are then transferred to the VERP Fund to be held in reserve for future use.

Restricted Revenue Fund:

The Restricted Revenue Fund (04) was created in the FY 2010 Budget. It is utilized to account for and restrict funds that the City receives, or that the Council allocates, for a specific operating purpose, but which may not be spent in that budget year. The funds are deposited directly into the fund using a dedicated revenue account for each source, and expended from that account.

BERP Fund:

The Building & Equipment Replacement Program (BERP) Fund (05) is created in the FY 2013 Budget. It is utilized to save for the City's capital building and equipment replacement activities. It is used to account for the accumulation of resources for the purchase of capital replacement equipment such as roofing, HVAC system, generators, carpeting and other high cost replacement items that should be maintained regularly and replaced over a period of time. The City puts aside for the future amortized amounts for the purchase of replacement equipment. The funds are then transferred to the BERP Fund to be held in reserve for future use.



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VEHICLE & EQUIPMENT REPLACEMENT PROGRAM (VERP) FUND

FUND DESCRIPTION

The City establishes a schedule for the replacement of vehicles and large equipment in a sinking fund. To better plan for the future and level out significant increases in any one year's budget, a funding mechanism accumulates funds utilizing annual payments to the VERP Fund (03). The program calls for the setting aside of funds, on an amortized basis, to pay for expensive equipment that will require replacement in future years. In this way, budget hardships in any given year due to the need to replace a particular piece of expensive equipment can be avoided.

VERP Replacement

Replacement funding is provided through an annual contribution by each department for the assets used by the department based on the estimated replacement cost and the life cycle. These payments are made to a dedicated fund. It is intended that the City use this method to purchase all of its vehicles, trucks, and heavy equipment replacements.

Basic Funding Assumptions:

- 1) A fixed amount will be set aside each year for each replacement.
- 2) The balance set aside grows each year until the accumulated fund balance approximates the amount needed in the year for the replacement.
- 3) Budget approval by the Council, as part of annual budget adoption, is required before purchase from the VERP.
- 4) Surplus balances will be used to adjust the VERP contributions in subsequent years.
- 5) The replacement payment is calculated by factoring in the unit price as delivered, expected service life, residual value, and anticipated inflation to replace the original unit.

The fund balance for each VERP account is managed to ensure that the payments remain fairly level each year, with a positive fund balance.

Basic Guideline for Vehicle Replacement/Lifecycles

Description of Vehicle	Average Replacement Cycle
Automobile (excluding police cars)	8 years
Automobile (police admin cars)	6 years
Automobile (patrol cars)	3 years
Pickup Trucks	8 years
Heavy Equipment	10 years – 15 years
Road Grader	25 years

VERP FUND (03)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Adopted
Fund Balance					
Beginning of Year					
General	79,574	173,644	229,517	258,865	210,262
Enterprise	129,688	179,974	83,361	133,400	135,273
Parks and Recreation	7,180	20,889	41,768	41,768	53,430
Revenue					
Transfers In					
Administration	8,838	9,148	8,547	8,547	8,975
Community Development	7,475	7,736	8,850	8,850	7,020
Engineering	14,539	15,048	18,183	18,183	10,333
Emergency Management	2,863	2,963	3,067	3,067	3,174
Police	120,904	125,720	138,135	138,135	111,822
Streets	59,132	63,005	66,757	66,757	72,025
Water	25,143	81,713	35,395	35,395	40,286
Sewer	25,143	81,713	35,395	35,395	40,286
Parks	34,899	32,864	37,928	37,928	34,742
Total Revenue - General	213,751	223,620	243,539	243,539	213,349
Total Revenue - Enterprise	50,286	163,426	70,790	70,790	80,572
Total Revenue - Parks and Recreation	34,899	32,864	37,928	37,928	34,742
Total Fund Bal & Revenues - General	293,324	397,264	473,056	502,404	423,611
Total Fund Bal & Revenues - Enterprise	179,974	343,400	154,151	204,189	215,845
Total Fund Bal & Revenues - Parks/Recreation	42,079	53,753	79,696	79,696	88,172
Expenditures					
Vehicle Payment					
Administration	39,204		-	18,846	-
Community Development			22,386	16,190	-
Engineering			80,000	41,698	36,871
1 ea. F-250 4X4					
Emergency Management			-	-	24,532
1 ea. 1500 truck					
Police	75,762	123,626	124,164	106,571	70,900
3 ea. Dodge Charger Patrol					
Streets	4,714	14,774	83,109	108,837	45,332
1 ea. 3500 Ram flatbed					
Water/Sewer		210,000	20,000	68,916	181,720
1 ea. Buck Dandu 83 X 10 with Ramp Utility					
1 ea. Catipillar Backhoe					
1 ea. Ford F550 Flatbed Truck 4x4					
1 ea. Ford F250 SD Pickup					
Parks and Recreation	21,190	11,985	48,781	26,266	57,120
1 ea. John Deere 5200 Tractor					
2 ea. Kubota F3680 Finish Mower					
Total Expenditures - General	119,680	138,399	309,659	292,142	177,635
Total Expenditures - Enterprise	-	210,000	20,000	68,916	181,720
Total Expenditures - Parks and Recreation	21,190	11,985	48,781	26,266	57,120
Fund Balance - General	173,644	258,865	163,397	210,262	245,976
Fund Balance - Enterprise	179,974	133,400	134,151	135,273	34,125
Fund Balance - Parks and Recreation	20,889	41,768	30,915	53,430	31,052



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RESTRICTED REVENUE FUND

FUND DESCRIPTION

The FY 2010 Budget established a Restricted Revenue Fund to account for and restrict funds that the City receives for a specific purpose but which might not be spent in that budget year. These include County 9-1-1 Distribution funds, Municipal Court Cash Bond Interest, and a transfer from the General Fund to build a Dangerous Buildings fund.

Three revenue accounts have been established:

- Municipal Court Cash Bond Interest,
- 911 Distributions, and
- Transfer from the General Fund.

Restricted Expenditures

- Municipal Court Cash Bond Interest is revenue that comes from cash bonds received from defendants. These funds may be used by the Municipal Court department on items associated with the operation of the court.
- 911 Distribution funds may be used for expenses associated with the upgrade and enhancement of the 9-1-1 system.
- Transfer in from General Fund to maintain a Dangerous Buildings Fund shall be used by the Community Development department to abate dangerous buildings that cannot be abated by any other means than City action.

SIGNIFICANT BUDGETARY ITEMS

1. In FY 2011, the City Council approved employee compensation increases as recommended by the Archer Company in its compensation/classification study of the City. An amount of \$144,000 had been reserved in FY 2011 to implement these recommendations. Of this, only \$49,334 was used in FY 2011 since the study recommendations were implemented seven months into the year. The remaining \$94,666 was deposited into this fund until the commencement of FY 2012, when they were transferred back into the General Fund for use on employee compensation.
2. Funds received from the City's insurance carrier after damage to City property from a hailstorm in FY 2011 was placed into this fund for use in repairing damaged property (mainly the Public Works Facility roof). It is now budgeted to transfer the unused portion of this settlement to the reserve for the replacement of the Public Works Facility roof when that becomes necessary. \$99,044
3. The FY 2013 Budget assumes that after \$14,140 is received in FY2013 from Cass County 911 Tax, which is being discontinued, no further revenues will be realized from this source.

4. It is budgeted in FY 2013 to spend the entirety of the funds collected from the Cass County 911 Tax, which is being discontinued, on replacement of equipment as part of the Police Department renovation that is in progress at this writing. \$162,328

RESTRICTED REVENUE FUND (04)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Adopted
Fund Balance					
Beginning of Year					
Court Cash Bond Interest	-	11	101	13	16
911 Distribution	-	127,752	144,799	147,520	148,187
Transfer from General Fund	-	5,000	114,666	213,710	119,044
Revenue					
Court Cash Bond Interest	11	2	-	3	6
Police Training	-	-	-	5,177	5,281
911 Annual Distribution	59,180	62,629	56,000	56,000	14,140
Transfer from General Fund - 911 Distribution funds available	110,814	-	-	-	-
Interest Earnings	987	1,467	500	667	
Transfer from General Fund for Dangerous Building	5,000	15,000	-	-	-
for personnel study	-	94,666	-	-	-
Other - insurance reimbursement	-	99,044	-	-	-
Total Revenue - Court Cash Bond Interest	11	2	-	3	6
Total Revenue - Police Training	-	-	-	5,177	5,281
Total Revenue - 911 Distribution	170,981	64,096	56,500	56,667	14,140
Total Revenue - Transfer from General Fund	5,000	208,710	-	-	-
Total Fund Bal & Revenues - Court Cash Bond Interest	11	13	101	16	22
Total Fund Bal & Revenues - Police Training	-	-	-	5,177	5,281
Total Fund Bal & Revenues - 911 Distribution	170,981	191,848	201,299	204,187	162,328
Total Fund Bal & Revenues - Transfer from General Fund	5,000	213,710	114,666	213,710	119,044
Expenditures					
Court Cash Bond Interest	-	-	-	-	-
Police Training 7350-1010 Restricted PD Training	-	-	-	5,177	5,281
911 Distribution 6160-1100 911 Exp/communications	43,229	44,328	56,000	56,000	162,328
Dangerous Building Fund personnel - Transfer to General Fund			94,666	94,666	
Other - Insurance Reimbursement - Transfer to BERP			-		99,044
Total Expenditures - Court Cash Bond Interest	-	-	-	-	-
Total Expenditures - Police Training	-	-	-	5,177	5,281
Total Expenditures - 911 Distribution	43,229	44,328	56,000	56,000	162,328
Total Expenditures - Transfer from General Fund	-	-	94,666	94,666	99,044
Fund Balance - Court Cash Bond Interest	11	13	101	16	22
Fund Balance - Police Training	-	-	-	-	-
Fund Balance - 911 Distribution	127,752	147,520	145,299	148,187	(0)
Fund Balance - Dangerous Building / Other	5,000	213,710	20,000	119,044	20,000

Municipal Court Cash Bond Interest

<p>General Ledger Codes:</p> <p style="text-align: center;">04-00-4251-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal code: Section 130.290 State Statute: 479 & 483.312</p>
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Revenue Description and Projection Rationale

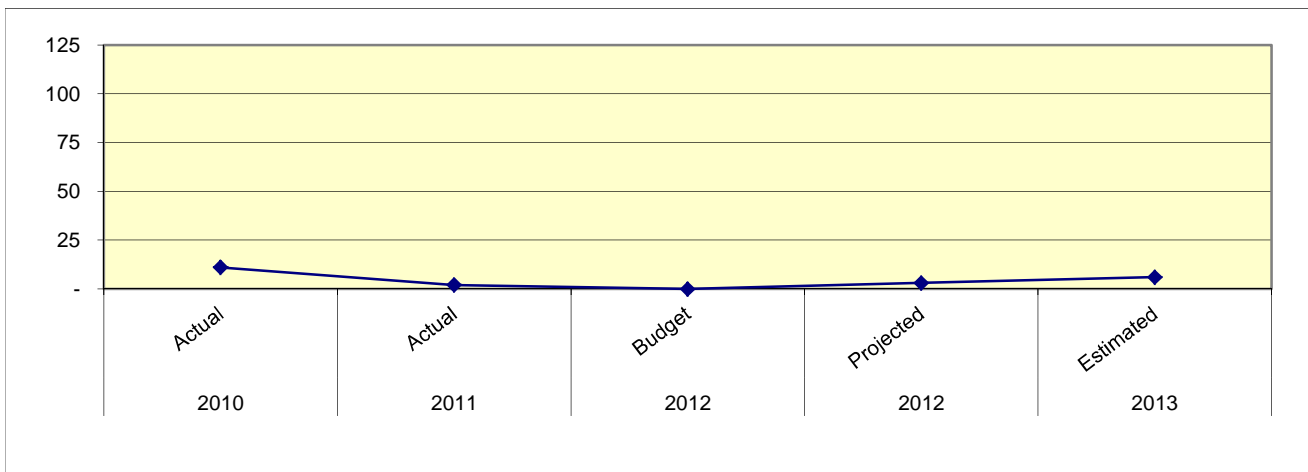
Municipal Court Cash Bond Interest - The Court maintains a bank account for cash bonds received from defendants that earns interest monthly. The earnings from this account are available for the Court Clerk's discretionary spending.

This revenue has experienced a sharp downturn in interest rates during the past 36 months.

The FY11 revenue is due to the restricted cash account associated with this revenue source was reallocated to the fund from the General Fund. Actual interest earned was very minimal, therefore no revenue is being estimated for FY12.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
11	2	0	3	6

Revenue History and Trend



Police Training

General Ledger Codes:
04-00-4255-0000

Legal Authority:
Municipal Code: Section 130.290
State Statute: Chapters 479 & 483 & 590

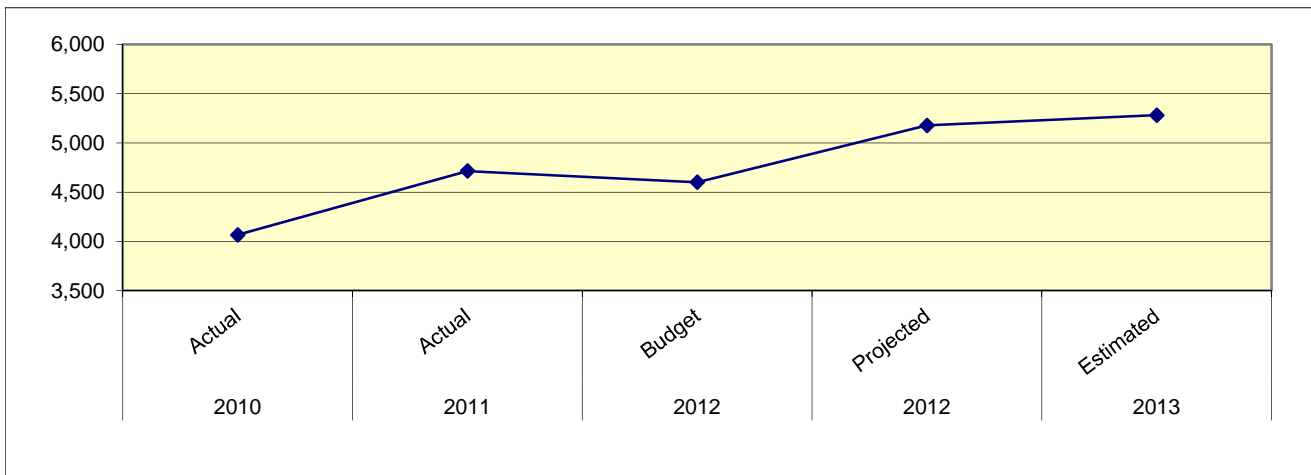
Revenue Description

Police Training Fees - In addition to any fine that may be imposed by the Municipal Judge there are assessed as costs in all cases a Police Training fee of \$2.00. This assists in providing additional funds for training of police officers.

This revenue source has been allocated to the Restricted Revenue Fund (04) since FY 2012.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	0	5,177	5,281

Revenue History and Trend



911 Distributions

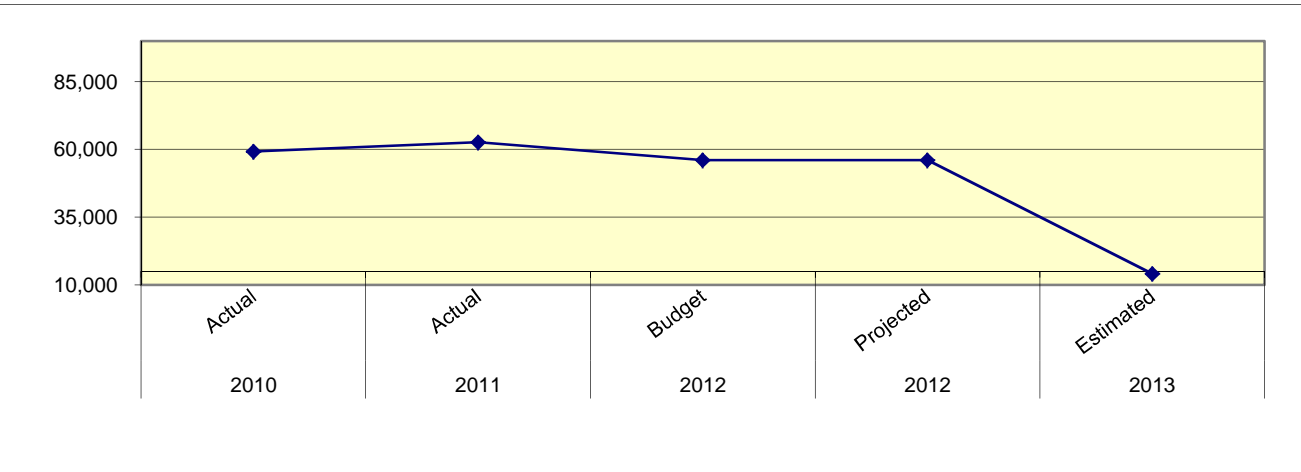
<p>General Ledger Codes:</p> <p style="text-align: center;">04-00-4315-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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Revenue Description and Projection Rationale

911 Distributions - The City of Raymore is one of the five Public Safety Answering Points (PSAPs) in Cass County. Until the end of Cass County Fiscal Year 2012, a tax has been assessed on residents telephone bills to fund 9-1-1 service within Cass County. The City's share of the 9-1-1 tax revenue has been provided by the Cass County Commission in quarterly installments for use in upgrading and enhancing the 9-1-1 system. The last quarterly payment from this source is budgeted in FY 2013.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
59,180	62,629	56,000	56,000	14,140

Revenue History and Trend



Transfers from General Fund

<p>General Ledger Codes:</p> <p style="text-align: center;">04-00-4901-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a</p>
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Revenue Description

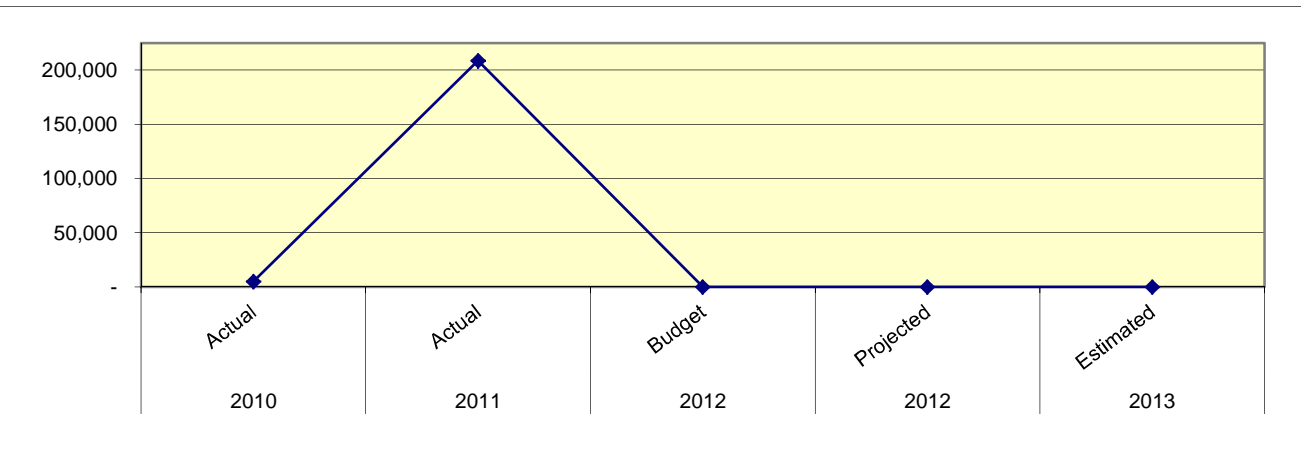
Transfer from General Fund - These funds represent a fund balance transfer from the General Fund of the City to the Restricted Revenue Fund.

FY11 budget included a transfer of \$15,000 for the dangerous building fund. The projected FY11 funds include that transfer as well as the transfer of \$94,666 reserved for FY12 to fully implement the salary study recommendations and \$99,044 insurance reimbursement received for storm damage throughout the City.

No revenues are estimated for FY 2012.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
5,000	208,710	0	0	0

Revenue History and Trend





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BUILDING & EQUIPMENT REPLACEMENT PROGRAM (BERP) FUND

FUND DESCRIPTION

The City establishes a schedule for the replacement and repair of building and of large equipment in a sinking fund. To better plan for the future and level out significant increases in any one year's budget, a funding mechanism accumulates funds utilizing annual payments to the BERP Fund (05). The program calls for the setting aside of funds, on an amortized basis, to pay for expensive equipment that will require replacement in future years. In this way, budget hardships in any given year due to the need to replace a particular piece of expensive equipment can be avoided.

BERP Replacement

Replacement funding is provided through an annual contribution by each fund for the assets used by the fund based on the estimated replacement cost and the life cycle. These payments are made to a dedicated fund. It is intended that the City use this method to purchase all of its future building repairs and equipment replacements.

Basic Funding Assumptions:

- 1) A fixed amount will be set aside each year for each replacement.
- 2) The balance set aside grows each year until the accumulated fund balance approximates the amount needed in the year for the replacement.
- 3) Budget approval by the Council, as part of annual budget adoption, is required before purchase from the BERP.
- 4) Surplus balances will be used to adjust the BERP contributions in subsequent years.
- 5) The replacement payment is calculated by factoring in the unit price as delivered, expected service life, residual value, and anticipated inflation to replace the original unit.

The fund balance for each BERP account is managed to ensure that the payments remain fairly level each year, with a positive fund balance. Each Department Director or assigned designee will be consulted annually on the BERP as a part of the budget process. Data used to compute the replacement payments is a result of analysis by the Finance Department and the user department.

FY 2013 marks the establishment of this reserve fund. One-time transfers of \$1,000,000 from the General Fund and \$99,044 from the Restricted Revenue Fund are budgeted in FY 2013. (The latter is from the unused portion of funds received from an insurance payment received in FY 2011 for damage from a hailstorm that occurred that year. It will be used for the eventual replacement of the Public Works/Parks Facility roof.) Beyond FY 2013 it is projected that an injection of \$300,000 per year will be necessary to properly save for building and equipment replacement in future years.

BERP FUND (05)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Adopted
Fund Balance					
Beginning of Year	-	-		-	-
Revenue					
Transfer In - from Restricted Revenue Fund					99,044
Transfer In - from General Fund					1,000,000
Interest Revenue					2,500
Total Revenue	-	-	-	-	1,101,544
Total Fund Bal & Revenues	-	-	-	-	1,101,544
Expenditures					
Total Expenditures	-	-	-	-	-
Fund Balance	-	-	-	-	1,101,544
<i>Revenue Over (under) expenditures</i>	-	-	-	-	1,101,544

Note - FY 2013 marks the establishment of this reserve fund.

Transfers from General Fund

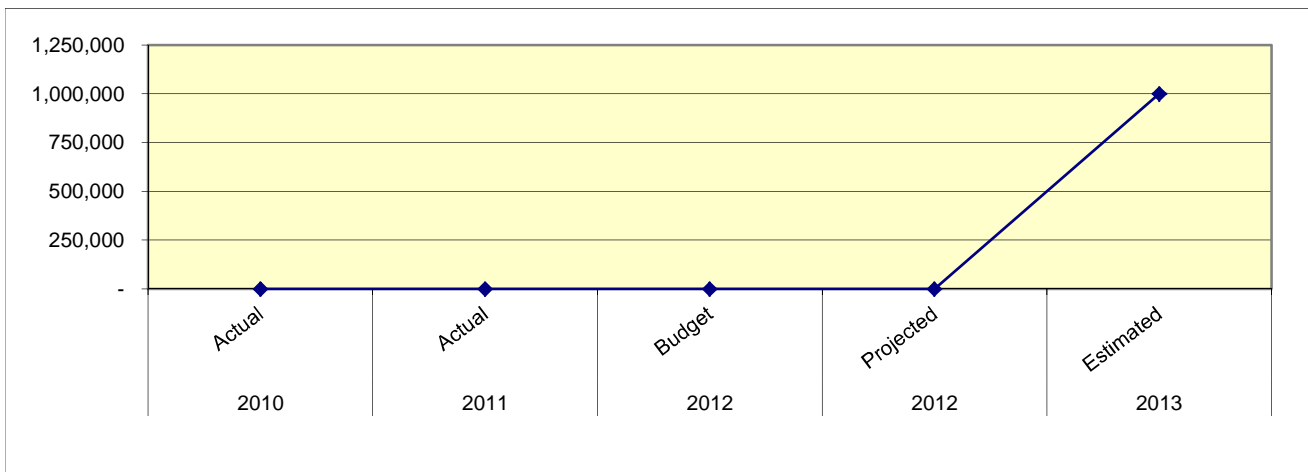
General Ledger Codes: <p style="text-align: center;">05-00-4901-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a</p>
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Revenue Description

Transfer from General Fund - These funds represent a fund balance transfer from the General Fund of the City to the BERP Fund.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	0	0	1,000,000

Revenue History and Trend



Transfers from Restricted Fund

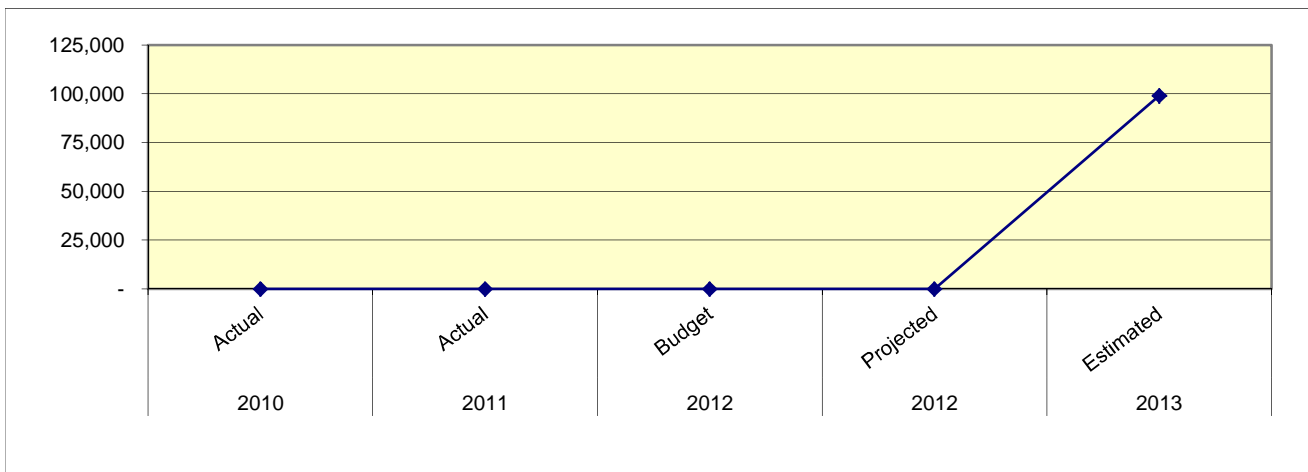
General Ledger Codes: <p style="text-align: center;">05-00-4904-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a</p>
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Revenue Description

Transfer from Restricted Fund - These funds represent a fund balance transfer from the Restricted Revenue Fund of the City to the BERP Fund. These funds are obtained from an insurance reimbursement after a hailstorm in 2011. All of the funds necessary to repair damage from this storm have been expended. Transfer of the remaining amount from this settlement is now budgeted as a transfer to the new Buildings & Equipment Replacement Fund (BERP) to reserve for the eventual replacement of the roof at the Public Works Facility.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	0	0	99,044

Revenue History and Trend





City of Raymore

100 Municipal Circle
Raymore, Missouri 64083
(816) 331-0488 • Fax (816) 331-8724

November 1, 2012

The Honorable Peter Kerckhoff and
Members of the Raymore City Council

Dear Mayor Kerckhoff and Members of Council:

The Adopted Capital Budget for Fiscal Year 2013 and the five-year Capital Improvement Program (CIP) FY 2013 - 2017 are hereby transmitted. The Capital Budget and CIP reflect all decisions made by Council during its deliberations on the documents and its approvals on October 8, 2012 and October 22, 2012.

The Capital Budget and CIP are designed to further the City Council's goals as established in its:

- Ten-year road plan
- Growth management plan
- Strategic plan
- Water System Master Plan
- Wastewater System Master Plan
- Storm Water Master Plan
- Transportation Master Plan
- FY 2012 – 2016 CIP

The Capital Budget is funded through a number of different operating and capital funds. Some projects may be funded from more than one Fund. Some funds are fairly restricted as to what they may be used for, and others may be used more broadly.

*“The City of Raymore is dedicated to being a
quality community in which to live, work and play.”*

ADOPTED 2013 CAPITAL BUDGET

Below is a summary of the highlights of the Adopted 2013 Capital Budget:

Buildings & Grounds:

- Creation of Buildings & Equipment Replacement Fund: As discussed in the Operating Budget transmittal message, The City is fortunate to have relatively new building facilities, but major maintenance expenses can be predicted in the future. These include roof replacement, HVAC replacement, overhead door replacement, parking lot replacement, and a host of other smaller but necessary items at City Hall, the Public Works/Parks/Animal Control campus, the Parks Maintenance Facility in construction at this writing, the Park House, and concession/bathroom facilities in our parks.

It is budgeted to establish a new reserve fund, the Buildings & Equipment Replacement Fund (BERP), to begin the reservation of funds for these major items when they occur. This fund will function in the same manner as the Vehicle & Equipment Replacement Fund (VERP) which currently exists in the budget. A one-time \$1,000,000 transfer from the General Fund is budgeted to seed this program. Future transfers will likely occur from the Capital Improvement Fund. No expenditures from this new fund are planned for FY 2013.

- Police Firing Range: Funding is included for the development of a firing range for the police department. The department currently uses the City of Harrisonville's range, a situation which is acceptable but not optimal. This would allow for sworn personnel to use a range if and when needed, with much greater flexibility and with a savings in time by not having to travel out of town. The location of the range is undetermined at this time, but the allocation of funding would allow for planning to continue. *The City Manager's Proposed Budget proposed funding for this item in the amount of \$51,500. During budget deliberations, the City Council directed that this amount be increased by \$48,500. Capital Improvement Fund, \$100,000.*
- Original Town – Improvements to the Municipally-owned property at Washington and Olive Street: *During the course of budget deliberations, the Council decided to add a project to have design performed of the area which currently hosts the City's Farmer's Market. Capital Improvement Fund, \$40,000.*

Parks:

- Hawk Ridge Park Development: Purchased in 2008, Hawk Ridge Park is a 79-acre park with a lake which is currently undeveloped. In order to begin planning for improvements, a master plan for the park should be prepared. Pre-planning meetings with the public held in FY 2012 provided preliminary direction toward a

more passive park property. This project involves hiring a landscape architecture firm to lead residents through a public process in which improvements to Hawk Ridge Park will be planned and commence the first phase of improvements. *Park Sales Tax Fund, \$60,000.*

- Community Center Feasibility Study: In a joint work session between the City Council and the Park Board on Saturday, May 5, 2012, the Council and Park Board came to broad agreement regarding the scope of a future community/activity center. The next step is a feasibility study based upon a project of that basic scope. The study will include location, sizing, opinion of probable construction costs, opinion of probable operating costs, staff requirements, etc. *Park Sales Tax Fund, \$75,000.*
- Recreation Park Infield Replacement: This project involves the replacement of the current infield material on Fields 6-9 at Recreation Park and replacement with appropriate infield fines. The current infields were constructed with a clay base which holds water for several days following a rain event, causing rainouts and rescheduling of baseball and softball games. Replacement of the infield materials with more appropriate infield fines will reduce rainouts and operating costs.

This project is intended to be a partnership project. The total cost is \$40,000. The intention is that the City will contribute half of this amount, with the Raymore Park Foundation offering a challenge to baseball families to match its \$10,000 grant. Thus the City would contribute \$20,000, the Park Foundation would contribute \$10,000, and private parties would contribute \$10,000. *Park Sales Tax Fund, \$40,000.*

- Dog Park: Interest has been expressed in the community about creating an off-leash dog park. Included in this budget is funding for construction of such a park. The exact location is yet to be determined. It might be constructed on City property or on private property by agreement. A group associated with St. Paul's United Methodist Church has been working on a proposal to allow use of land on the church's property to be used as a dog park. At this writing an arrangement has not been agreed to. *Capital Improvement Fund, \$275,000.*
- Maintenance Facility Driveway and Parking Area: *During the course of budget deliberations, Council decided to add this project, which involves paving the park house entry drive from where its pavement now ends east to the maintenance facility. This area is being increasingly used by the public for recreation. Capital Improvement Fund, \$50,000.*
- Eagle Glen Trail Reconstruction, Johnston Drive to Foxridge Drive: *During the course of budget deliberations, Council decided to add this project, which involves removing the asphalt pavement for this trail, milling it and using it as a base, and putting in a new 10-foot wide concrete trail. Park Sales Tax Fund, \$120,000.*

- Landscaping in Recreation, Ward, Hawk Ridge and Memorial Parks: During the course of budget deliberations, Council decided to add this project, which involves replacing or installing trees, shrubs and flowers in four City parks. Park Sales Tax Fund, \$28,700.

Sanitary Sewer:

- Sanitary Sewer Inflow & Infiltration Reduction: The 2004 Sanitary Sewer Master Plan identified areas of significant inflow and infiltration throughout the city. This project will continue the City's longstanding annual program to alleviate inflow and infiltration in identified areas. It involves relining of sewer mains, sealing of manholes, and other actions as required to eliminate the infiltration of clean water entering the sanitary sewer system. In FY 2013, efforts will be focused on the Silver Lake area. *Enterprise Capital Maintenance Fund - \$118,458*
- Owen Good Force Main Condition Analysis: In FY 2012, a project was completed to obtain pipe condition data for the Owen Good Force Main from the Owen Good Lift Station to the discharge point at Sunset Lane and 58 Highway. A condition analysis of the southern portion was also conducted. This project will fund a consultant's analysis of data for the northern section of this pipe to determine exact locations for future replacement. *Enterprise Capital Maintenance Fund - \$40,000.*
- Owen Good Force Main Odor Abatement: Due to the length of the Owen Good Force Main there is an extended detention time for the sewage within the line, which allows for the generation of unpleasant hydrogen sulfide gas that is frequently released into the atmosphere at the discharge point located at Sunset Lane and 58 Highway. The sulfide gas also causes corrosion in manholes and gravity mains downstream. Treatment of the sewage at the lift station has had limited success in addressing the problem. This project involves developing alternatives for mitigating and reducing the impacts of hydrogen sulfide discharge from the force main. A capital project to implement the study's recommendations would be expected in the future. *Enterprise Capital Maintenance Fund - \$30,000.*
- City-wide Sanitary Sewer and Manhole Repair: The City televises approximately 10% of its sanitary sewer network each year to determine any maintenance issues. Televising that has occurred in the last year indicates a need for rehabilitation of approximately 6,200 linear feet of sewer main and repair of 34 manholes at different locations around the City. *Enterprise Capital Maintenance Fund - \$223,000.*

Storm Water:

- Canter Ridge Storm Drainage Improvements: The initial construction of the Canter Ridge subdivision included realignment of an existing natural drainage way. Over time this stream has begun to revert to its natural course. This has caused significant erosion to the abutting properties. This project has been designed in three phases. Design of all phases has been completed. The first phase of construction was budgeted in 2011. This project involves construction of the second phase of improvements. *Storm Water Sales Tax Fund, \$80,000.*

Transportation:

- Annual Curb Replacement Program. The concrete curb and gutter has deteriorated in many areas throughout the City. The City Council adopted a long-term program in 2008 to address this issue. City staff has proposed around \$100,000 per year for this annual program since its inception, but in light of the amount of curb that needs addressing a substantially increased effort is budgeted. This project will replace approximately 12,000 linear feet of curb and gutter at various locations. Exact locations for curb replacement are approved by the City Council on an annual basis. *Transportation Fund - \$300,000*
- Annual Street Preservation Program: The purpose of the annual Street Preservation project is to maintain or improve the condition of the City's street system and optimize the dollars spent. Street Preservation involves taking actions to preserve the streets, which may include milling of street surface and overlaying with several inches of pavement, micropaving, chip/sealing, and crack sealing. This occurs in various locations around the City, approved by the City Council on an annual basis. It is budgeted to spend \$100,000 more than last year, in part to begin a more aggressive crack-sealing program. *Transportation Fund - \$500,000*
- Annual Sidewalk Construction Program: Many of the older neighborhoods in Raymore are lacking any type of pedestrian system. A long-term sidewalk program has been adopted by Council to install sidewalk on streets that have no sidewalk on either side of the street. Exact locations for new sidewalk construction are approved by the City Council on an annual basis. *Transportation Fund - \$117,000*
- Pavement Management System Reconstruction Streets: In December, 2011, the City Council adopted a long-term City Comprehensive Pavement Management Program. One thing noted at the time of adoption was that there were fifteen roads in the City that were in such poor condition that only "band-aid" maintenance should be performed on them until they received total reconstruction. It is budgeted to address the bulk of these by transferring \$903,113 from General Fund balance to the Transportation Fund and using it to bring these streets up to an acceptable standard. *Transportation Fund, \$903,113.*

- Maintenance of Thoroughfare Roads: The Pavement Management System adopted by the Council in December, 2011 calls for micro-surfacing collector and arterial roads on a six-year cycle. In FY 2013 this will entail micro-surfacing Dean Avenue from Indian Grass Way to 58 Highway. *Transportation Fund, \$167,000.*
- Original Town Decorative Lighting – Phase II: The Original Town Decorative Lighting project, accomplished in 2012 with the help of grant funding, did not include decorative lights on Monroe Street between Elm and Walnut, which is part of the Original Town planning area. This project will add four lights in this area to complete the intent of the lighting project. *Transportation Fund, \$37,440.*
- Dean Avenue/Lucy Webb Road Intersection Improvement: A consultant study was performed in 2011 to determine if a traffic signal is warranted at this intersection. The study concluded it was not, but did make recommendations which were implemented to improve the visibility of the Stop signs for northbound and southbound travelers on Dean Avenue. Despite these measures, the City continues to hear complaints regarding the functioning and safety of this intersection. The intersection is likely to become even more congested when the Sam's Club store opens in July, 2013.

This project involves design and construction of a roundabout at the Dean Avenue/Lucy Webb Road intersection. Council approved construction of a roundabout at its meeting of October 8, 2012.

In FY 2012 the 10-Year Road Plan called for the construction of 163rd Street between Foxridge Drive and Kentucky Road in 2020. It has become clear, however, that given the amount of revenue that is raised from this source each year it will be more than ten years before sufficient funds are amassed in the Excise Tax Fund to allow for the project to proceed. City staff currently estimates that sufficient funds will not be in place until FY 2027. Accordingly, it is budgeted that in FY 2013 funds currently available in the Excise Tax Fund be used to construct the roundabout. *Excise Tax Fund, \$407,500.*

- Secondary Sidewalk Gaps: During the course of budget deliberations, the Council decided to add this project. A number of streets in the City have sidewalk completely on one side of the street, but on the other side have a sidewalk that ends mid-block. This occurred due to changes in the City's requirements for sidewalk installation during the course of a subdivision's construction. This project will complete sidewalks that end mid-block. *Transportation Fund, \$78,805.*
- Foxridge Drive Sidewalk: During the course of budget deliberations, the Council decided to add this project, which will involve construction of a sidewalk along the east side of Foxridge Drive from Lucy Webb Road to Stonegate Elementary

School, to serve student pedestrian school traffic which currently has to cross the street and use the sidewalk on the west side of Foxridge. Transportation Fund, \$110,240.

- *Hubach Hill Road Sidewalk: During the course of budget deliberations, the Council decided to add this project, which will involve the installation of a sidewalk on Hubach Hill Road between Haystack Road and the terminus of the Good Parkway Trail, filling a gap in the City's pedestrian network. Transportation Fund, \$38,000.*

Water:

- *Silver Lake Water Improvements: This project involves the second phase of installation of six-inch diameter water main in the Silver Lake area. City staff has determined that the as-built drawings for water main in this area, which show six-inch mains, are incorrect. The mains are actually four inches in diameter. This diameter does not meet State standards for fire protection. This project involves installation along Silvertop Lane 209 Silvertop to Lucy Webb Road. Enterprise Capital Maintenance Fund, \$180,000.*

Park/Storm Water Sales Tax Allocation: One decision the Council must make each year is how to allocate the revenue from the Park/Storm Water Sales Tax. Forty percent of the revenue from the half-cent Park/Stormwater Sales Tax is allocated to the Storm Water Sales Tax Fund; forty percent of the revenue is allocated to the Park Sales Tax Fund; and twenty percent is at the discretion of the Council to allocate. For FY 2013, it is budgeted to split the discretionary 20% equally, resulting in 50% being allocated to the Park Sales Tax Fund and 50% being allocated to the Storm Water Sales Tax Fund.

PROJECTS BEYOND FY 2013 IN THE FY 2013 – 2017 C.I.P.

Projects, funded and unfunded, shown in the FY 2013 – 2017 C.I.P. beyond FY 2013 include the following:

FUNDED PROJECTS

Parks:

- Memorial Park Improvements – Phase III: The City has been in the midst of performing projects to improve the appearance and usability of Memorial Park. Phase III would involve reconstruction of the walking trail, lighting of the sand volleyball courts, and adding power to the west shelter. *Park Sales Tax Fund, 2016 - \$150,000*
- Basketball Court Maintenance – Recreation Park: Regularly scheduled resurfacing of this basketball court is due in 2014. *Park Sales Tax Fund, 2014 - \$45,000*
- Hawk Ridge Park Development: Purchased in 2008, Hawk Ridge Park is a 79-acre park with a lake. It is currently undeveloped. Pre-planning meetings held with the public in 2012 provided indications that a more passive than active park is preferred. In order to begin planning for improvements, preparation of a master plan for the park is in the FY 2013 capital budget. As yet undetermined improvements are planned for in 2015. *Park Sales Tax Fund, 2015 - \$75,000*
- Tennis Court Maintenance – Memorial Park: Regular maintenance (crack sealing, seal coating, re-striping) of the Memorial Park tennis courts is due to be performed in 2014. *Park Sales Tax Fund, 2014 - \$20,000*
- Athletic Complex: The Park Board desires to grow the park system in a way that not only promotes physical activity but also increases opportunities for economic development. In order to ascertain the highest and best opportunities, a feasibility study, to include business plan development, is planned in 2014, to be followed by as yet undetermined construction the following year. *Park Sales Tax Fund, 2014 - \$25,000; 2015 - \$100,000*

Sanitary Sewer:

- Sanitary Sewer Inflow & Infiltration Reduction: The 2004 Sanitary Sewer Master Plan identified areas of significant inflow and infiltration throughout the city. The City has a longstanding annual program to alleviate inflow and infiltration in identified areas. It involves relining of sewer mains, sealing of manholes, and other actions as required to eliminate the infiltration of clean water entering the

sanitary sewer system. *Enterprise Capital Maintenance Fund – 2014 - \$121,419; 2015 – \$124,455; 2016 – \$127,566; 2017 – \$130,755*

Storm Water:

- Canter Ridge Storm Drainage Improvements: The initial construction of the Canter Ridge subdivision included realignment of an existing natural drainage way. Over time this stream has begun to revert to its natural course. This has caused significant erosion to the abutting properties. This project has been designed in three phases. Design of all phases has been completed. The first construction phase was budgeted in 2011, and the second phase is budgeted in FY 2013. This project involves construction of the third phase of improvements. *Storm Water Sales Tax Fund, 2017 - \$80,000*

Transportation:

- Annual Curb Replacement Program. The concrete curb and gutter has deteriorated in many areas throughout the City. The City Council adopted a long-term program in 2008 to address this issue. City staff has proposed around \$100,000 per year for this annual program since its inception, but in light of the amount of curb that needs addressing staff a substantially increased effort is budgeted. Exact locations for curb replacement are approved by the City Council on an annual basis. *Transportation Fund – 2014 – \$300,000; 2015 - \$300,000; 2016 - \$300,000; 2017 - \$300,000*
- Annual Street Preservation Program: The purpose of the annual Street Preservation project is to maintain or improve the condition of the City's street system and optimize the dollars spent. Street Preservation involves taking actions to preserve the streets, which may include milling of street surface and overlaying with several inches of pavement, micro-surfacing, chip/sealing, and crack sealing. This occurs in various locations around the City, approved by the City Council on an annual basis. It is budgeted to spend \$100,000 more than has been spent the last several years, in part to begin a more aggressive crack-sealing program. *Transportation Fund – 2014 - \$500,000; 2015 - \$500,000; 2016 - \$500,000; 2017 - \$500,000*
- Annual Sidewalk Construction Program: Many of the older neighborhoods in Raymore are lacking any type of pedestrian system. A long-term sidewalk program has been adopted by Council to install sidewalk on streets that have no sidewalk on either side of the street. Exact locations for new sidewalk construction are approved by the City Council on an annual basis. *Transportation Fund – 2014 - \$117,000; 2015 - \$117,000; 2016 - \$117,000; 2017 - \$117,000*
- Maintenance of Thoroughfare Roads: The Pavement Management System adopted by the Council in December, 2011 calls for micro-surfacing collector and

arterial roads on a six-year cycle. *Transportation Fund, 2015 - \$217,000; 2016 - \$224,000; 2017 - \$155,000*

Water:

- Foxwood Springs Water Tower Painting and Repair: An inspection and analysis of the Foxwood Springs water tower was performed in 2009, at which time it was determined that the existing coating system will need replacement in 2015. This project will involve the complete removal of the existing coating system, minor structural repairs, modification to comply with current codes, and repainting of the exterior and interior of the tower. *Enterprise Capital Maintenance Fund, 2015 - \$400,000*

UNFUNDED PROJECTS

The following projects are currently unfunded in the C.I.P., but are presented for the Council's information and for future long-term planning:

- *Original Town – Sidewalk on Olive Street from Madison to Monroe.* \$144,242
- *Eagle Glen/Good Parkway Linear Park Project* – A concept plan developed in 2007 identified numerous but expensive improvements to this streamway to improve water quality, appearance, and usability of this corridor. \$2,843,000
- *Trail Linkage – Hawk Ridge Park* – This would involve construction of a trail in Hawk Ridge Park, in the vicinity of the lake and perhaps elsewhere in the park. \$260,000
- *Trail Reconstruction – Good Parkway* – This 0.6 mile trail's condition has been deteriorating over time, and reconstruction is needed. \$150,000
- *Soccer Venue Improvements, Recreation Park* – This project would consist of needed re-grading, crowning, installation of irrigation, and restoration of turf in the soccer game venue at Recreation Park. \$380,000
- *Johnston Lake Reinforcement* – This project would involve the armoring of rock around the perimeter of the Johnston Lake shoreline, per the recommendations of a Missouri Department of Conservation assessment performed in 2009. \$200,000
- *Southwest Sanitary Sewer Interceptor* - This interceptor would provide gravity sewer service to approximately 700 acres of undeveloped property in the southwest area of the City, and allow the elimination of the Hunter's Glen lift station, which is the source of occasional odor in the area. \$1,270,000

- *Chip-Seal of 58 Highway* – This project would involve placement of a chip seal surface on 58 Highway from Dean Avenue to J Highway to preserve the structural integrity of the surface. \$400,000
- *Traffic Signals on 58 Highway* – The 2006 Transportation Master Plan calls for traffic signals to be constructed at South Madison/58 Highway and Pine Street/58 Highway in future years. These signals are not deemed necessary at this time. \$660,000
- *163rd Street from Foxridge Drive to Kentucky Road* – This project would involve the construction of a four-lane urban collector road. The project would provide a direct link for neighborhoods located between 58 Highway and 155th Street to the interchange at I-49 and 163rd Street. \$4,265,626
- *Gore Road Water Main and Meter Station* – The 2004 Water Master Plan identified the need for additional connection points to the Kansas City transmission main. It will provide increased supply, pressure and fire protection to the areas of the City in this vicinity. \$514,600
- *Construction of Additional Water Tower* – Construction of an additional water will be necessary in the future as the City’s population increases. \$5,705,000

ACKNOWLEDGEMENTS

My sincere thanks go to the department heads and division managers who worked hard to prepare the capital budget. Former Parks & Recreation Director Janet Snook worked with the Park Board on the submission for Parks & Recreation capital projects. Public Works Director Mike Krass has a major role in putting together data for most of the projects in the capital budget and capital improvement program. Finance Director Cynthia Watson has a major role in producing this document. Assistant City Manager Jim Feuerborn serves as the budget preparation director. My sincere thanks and gratitude go to them for their work.

Respectfully Submitted,



Eric Berlin, City Manager



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CAPITAL BUDGET

The Capital Budget is a product of the Capital Improvement Program (CIP), representing the first year of the five-year CIP.

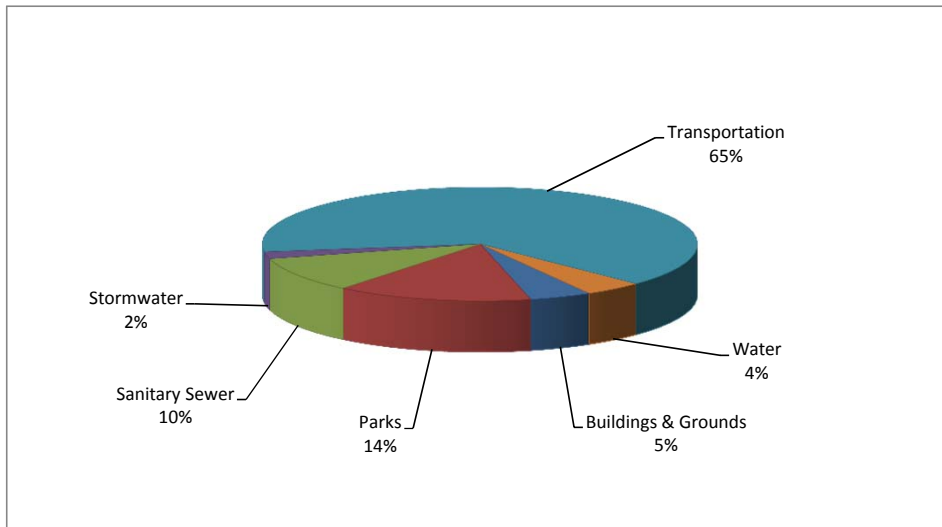
Capital improvement programming is a guide allowing the efficient and effective use of public funds on public projects. The result of this improvement programming process is the Capital Improvement Program (CIP), a document published annually that proposes the development, modernization, or replacement of physical public projects over a five-year period. The CIP shows the arrangement of projects in a sequential order based on the schedule of priorities and assigns an estimated cost and anticipated method of financing for each project. The first year of the CIP shows specific funding and reflects projects funded during the regular budget process as the Capital Budget.

The following section outlines the capital projects and revenue sources for those projects funded as part of the FY 2013 Annual Budget.

CAPITAL PROJECT SUMMARY

By Type

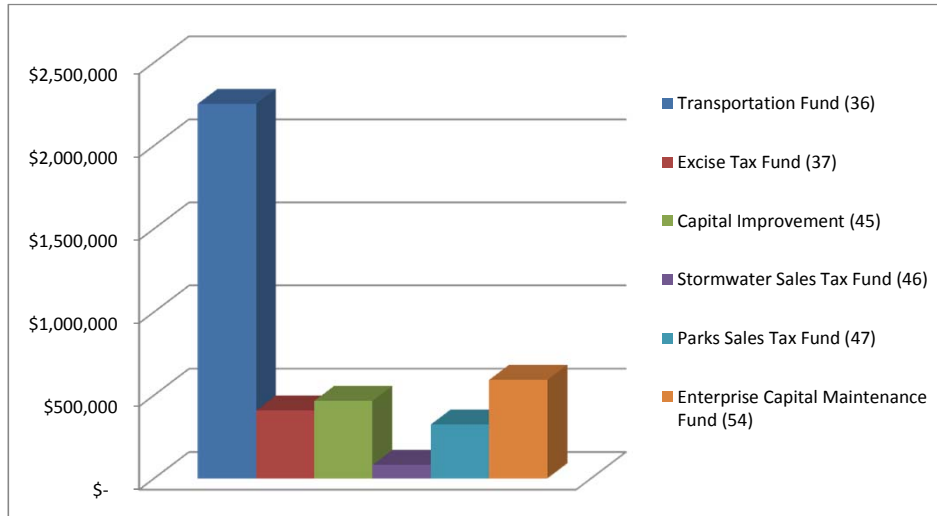
<u>Type</u>	<u>2013 Funding</u>
Buildings & Grounds	\$ 190,000
Parks	\$ 598,700
Sanitary Sewer	\$ 411,458
Stormwater	\$ 80,000
Transportation	\$ 2,659,098
Water	\$ 180,000
Total:	\$ 4,119,256



CAPITAL PROJECT SUMMARY

By Funding Source

<u>Source</u>	<u>2013 Funding</u>	
Transportation Fund (36)	\$ 2,251,598	55%
Excise Tax Fund (37)	\$ 407,500	10%
Capital Improvement (45)	\$ 465,000	11%
Stormwater Sales Tax Fund (46)	\$ 80,000	2%
Parks Sales Tax Fund (47)	\$ 323,700	8%
Enterprise Capital Maintenance Fund (54)	\$ 591,458	14%
Total:	\$ 4,119,256	100%



FY 2013 CAPITAL PROJECTS

The following projects are included in the proposed Capital Improvement Program (CIP) with funding requested in FY 2013 in the amounts detailed below. A full description of the project and the proposed expenditure and funding schedule, which may include prior funding and anticipated future funding for each is also included in the CIP. Projects may be funded from multiple sources over a number of years.

Buildings & Grounds

Police Firing Range	\$	100,000
Farmer's Market - Design	\$	40,000
Maintenance Facility Driveway & Parking Area	\$	50,000
	\$	190,000

Parks

Hawk Ridge Park Development	\$	60,000
Community Center Feasibility Study	\$	75,000
Recreation Park Infield Replacement	\$	40,000
Dog Park	\$	275,000
Trail Reconstruction - Eagle Glen	\$	120,000
Landscaping throughout the City	\$	28,700
	\$	598,700

Sanitary Sewer

Sanitary Sewer Inflow & Infiltration Reduction	\$	118,458
Owen Good Force Main Condition Analysis	\$	40,000
Owen Good Force Main Odor Abatement	\$	30,000
Sanitary Sewer and Manhole Repair	\$	223,000
	\$	411,458

Stormwater

Canter Ridge Storm Drainage Improvements	\$	80,000
	\$	80,000

Transportation

Annual Curb Replacement Program	\$	300,000
Street Preservation - Overlay	\$	500,000
Sidewalk Program	\$	117,000
Maintenance of Thoroughfare Routes	\$	167,000
Pavement Management System Reconstruction Streets	\$	903,113
Original Town Lighting - Phase II	\$	37,440
Dean Avenue/Lucy Webb Road Intersection Improvement	\$	407,500
Foxridge Drive Sidewalk	\$	110,240
Hubach Hill Road Sidewalk	\$	38,000
Secondary Sidewalk Gaps	\$	78,805
	\$	2,659,098

Water

Silver Lake Water Main Improvements	\$	180,000
	\$	180,000

Grand Total: \$ 4,119,256

Impact of Capital Expenditures in the Five-Year Capital Improvement Program on the Operating Budget and Existing Services:

Potential estimated impacts of capital projects include:

1. staffing and related personnel costs
2. expansion of, or opening of a new facility-related operating costs
3. disclosure of assumptions used to estimate impact
4. cost savings produced instead of generating additional costs
5. incremental revenues
6. non-financial aspects-i.e., improved safety, cleaner environment, improved response time, attractiveness, security and safety, reduction of traffic congestion, etc.

Capital Projects may create an immediate effect on the operating budget by increasing measurable expenditures. Conversely, many of the projects below will extend the life of capital assets and decrease operating expenditures, though the impact of such decreases is not readily measurable.

Transportation Fund (36)

Annual Curb Replacement - A reduction in maintenance cost is expected. At the completion of the program there should be reduced maintenance cost of previously schedule maintenance. The replacement now significantly extends the useful life of the curbs.

Street Preservation - Reduction in maintenance cost. Staff estimates a savings of \$1,300 per fiscal year.

Sidewalk Program – Staff does not anticipate any additional costs. Concrete sidewalks require very little maintenance.

Original Town Lighting - Phase II – Staff does anticipate additional electrical utility cost, but estimated future cost would be 50% of the normal sodium lighting.

Maintenance of Thoroughfare Routes – Staff does not anticipate any additional operational costs.

Pavement Management System Reconstruction Streets– Reduction in maintenance cost. Staff estimates a savings of \$2,500 per fiscal year.

Foxridge Drive Sidewalk- Staff does not anticipate any additional operational cost. Concrete sidewalks require very little maintenance.

Hubach Hill Road Sidewalk - Staff does not anticipate any additional operational cost. Concrete sidewalks require very little maintenance.

Secondary Sidewalk Gaps - Staff does not anticipate any additional operational cost. Concrete sidewalks require very little maintenance.

Excise Tax Fund (37)

Dean Avenue/Lucy Webb Intersection Improvement– Staff anticipates only a small annual landscaping fee associated with this project.

Capital Improvement Sales Tax Fund (45)

Police Firing Range– Staff does not anticipate any additional cost to operate, but does estimate a savings of \$4,300 per year in overtime, vehicle costs and professional services fees.

Dog Park– Staff anticipates regular and annual maintenance including a one month shut down for turf repairs of \$17,250. Staff is projecting only a budget impact for FY14 and beyond assuming FY13 will be finding a location, plan/design and construction.

Farmer’s Market Design- There is no operational impact expected from the design project.

Maintenance Facility Driveway & Parking Area – Staff anticipates only a \$1,000 every year for crack sealing.

Stormwater Sales Tax Fund (46)

Canter Ridge Storm Drainage Improvements- Staff does not anticipate any impact on the operating budget.

Parks Sales Tax Fund (47)

Memorial Park Improvements – Phase III – Pending reasonable cost of installation, solar lighting along the walking trail could be explored, which has the potential to decrease utility costs.

Basketball Court Maintenance - Recreation Park – No additional operating or maintenance costs are expected. Regular maintenance extends the useful life of the courts, thereby saving money.

Hawk Ridge Park Development- There is no operational impact expected from the design project.

Tennis Court Maintenance – Memorial Park - No additional operating or maintenance cost expected. Regular maintenance keeps the tennis courts safe for patron use and extends the life of the courts, thereby reducing the cost long-term.

Community Center Feasibility Study - To be determined after study.

Recreation Park Infield Replacement - Other than a slight reduction in operating cost related to rainouts and rescheduling, there are no anticipated increases in maintenance costs.

Athletic Complex - To be determined by the feasibility study in FY 2014.

Trail Reconstruction - Eagle Glen - Periodic crack sealing and other routine maintenance. Material cost only.

Landscaping throughout the City- Routine maintenance and care, staff anticipates only a small impact to the operating budget.

Enterprise Capital Maintenance Fund (54)

Inflow and Infiltration - A reduction in the flow will result in a decrease in the billing of treatment cost. Staff estimates a savings of \$30,000 in FY2012 and each fiscal year following.

Silver Lake Water Main Improvements – No anticipated additional operating costs.

Owen Good Force Main Condition Analysis - Staff does not anticipate any future operating costs.

Owen Good Force Main Odor Abatement - Staff does not anticipate any future operating costs.

Sanitary Sewer and Manhole Repair - Staff does not anticipate any future operating costs.

Foxwoods Springs Water Tower Painting and Repair - Staff does not anticipate any future operating costs.

Capital Improvement Program by Funding Source and Project - 5 Year Summary
By Fund

	2012-13	2013-14	2014-15	2015-16	2016-17
Park Fee-in-Lieu Fund (27)					
(no projects scheduled)					
Transportation Fund (36)					
Annual Curb Replacement	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Street Preservation	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Sidewalk Program	\$ 117,000	\$ 117,000	\$ 117,000	\$ 117,000	\$ 117,000
Original Town Lighting - Phase II	\$ 37,440				
Maintenance of Thoroughfare Routes	\$ 167,000		\$ 217,000	\$ 224,000	\$ 155,000
Pavement Management System Reconstruction Streets	\$ 903,113				
Foxridge Dr Sidewalk	\$ 110,240				
Hubach Hill Road Sidewalk	\$ 38,000				
Secondary Sidewalk Gaps	\$ 78,805				
Excise Tax Fund (37)					
Dean Avenue/Lucy Webb Road Improvement	\$ 407,500				
Capital Improvement Fund (45)					
Dog Park	\$ 275,000				
Police Firing Range	\$ 100,000				
Farmer's Market - Design	\$ 40,000				
Maintenance Facility Driveway & Parking Area	\$ 50,000				
Stormwater Sales Tax Fund (46)					
Canter Ridge Storm Drainage Project	\$ 80,000				\$ 80,000
Park Sales Tax Fund (47)					
Memorial Park Improvements - Phase III				\$ 150,000	
Basketball Court Maintenance - Rec Park		\$ 45,000			
Hawk Ridge Park Development	\$ 60,000		\$ 75,000		
Tennis Court Maintenance - Memorial Park		\$ 20,000			
Community Center Feasibility Study	\$ 75,000				
Recreation Park Infield Replacement	\$ 40,000				
Athletic Complex		\$ 25,000	\$ 100,000		
Trail Reconstruction - Eagle Glen	\$ 120,000				
Landscaping throughout the City	\$ 28,700				
Water Connection Fee Fund (52)					
(no projects scheduled)					
Sewer Connection Fund (53)					
(no projects scheduled)					
Enterprise Cap. Maint Fund (54)					
Sanitary Sewer Inflow and Infiltration Reduction	\$ 118,458	\$ 121,419	\$ 124,455	\$ 127,566	\$ 130,755
Silver Lake Water Main Improvements	\$ 180,000				
Owen Good Force Main Condition Analysis	\$ 40,000				
Owen Good Force Main Odor Abatement	\$ 30,000				
Sanitary Sewer and Manhole Repair	\$ 223,000				
Foxwood Springs Water Tower Painting and Repair			\$ 400,000		
Total Projects by Fiscal Year	\$ 4,119,256	\$ 1,128,419	\$ 1,833,455	\$ 1,418,566	\$ 1,282,755

PARK FEE IN LIEU FUND (27)

FUND DESCRIPTION

The City of Raymore Park Fee In Lieu Fund (27), established in 1999, is used to fund the purchase of future land for city parks. Funds may also be used for infrastructure improvements that would bring park land into the condition in which it would have been dedicated from a subdivision developer.

REVENUES

Revenues are received from development exactions per the requirements of City Code Section 445.040. Older projects (approved prior to May, 2004) pay fees-in-lieu of land dedication per lot at the time a building permit is issued. Subdivision developments that do not dedicate park land and which were approved after May, 2004, pay fees-in-lieu of land at the time of recording each final plat for all the lots shown on the plat being recorded.

FUND PROJECT HIGHLIGHTS

There are currently no active projects in this fund.

Project	Prior Budget	Total Expended	Carryover	2013 budget	Total Available
	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0

Park Fee In Lieu (27)

	2009-2010 Actual	2010-2011 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-2017 Projected
Fund Balance									
Beginning of Year	40,377	47,946	53,533	55,742	64,220	69,719	75,244	81,603	88,327
Revenue									
Fees & Permits									
<i>Park Fee in Lieu</i>	7,379	7,458	5,338	8,344	5,338	5,351	5,418	5,500	5,637
Intergovernmental									
Interest	190	338	134	134	161	174	941	1,224	2,208
Chgs for Services									
Transfers In			0		0	0	0	0	0
Total Revenue	7,569	7,796	5,472	8,478	5,499	5,526	6,359	6,724	7,845
Total Fund Bal & Revenues	47,946	55,742	59,005	64,220	69,719	75,244	81,603	88,327	96,172
Expenditures									
Debt Service									
Misc									
Park Sales Tax Fund (47)									
Park Land Purchase					-				
Total Expenditures	-	-	-	-	-	-	-	-	-
Fund Balance (Gross)	47,946	55,742	59,005	64,220	69,719	75,244	81,603	88,327	96,172
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	47,946	55,742	59,005	64,220	69,719	75,244	81,603	88,327	96,172

Park Fee in Lieu

General Ledger Codes:

27-00-4705-0000

Legal Authority:

Municipal code: Section 445.040

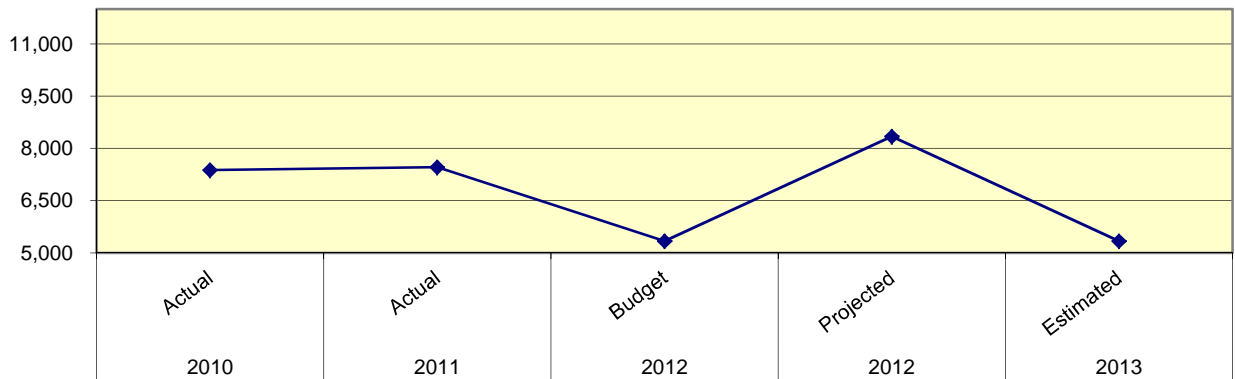
Revenue Description and Projection Rationale

Park Fee in Lieu - This fund was created to allow developers to donate cash in lieu of parkland. This will be applied to the acquisition of land for future parks and may also be used for developing neighborhood parks.

The FY12 projected amount includes \$1,344 unbudgeted revenue to be received during the fourth quarter associated with the Sam's Club store that will be constructed in FY13.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
7,379	7,458	5,338	8,344	5,338

Revenue History and Trend



Transfer from Capital Improvement Fund

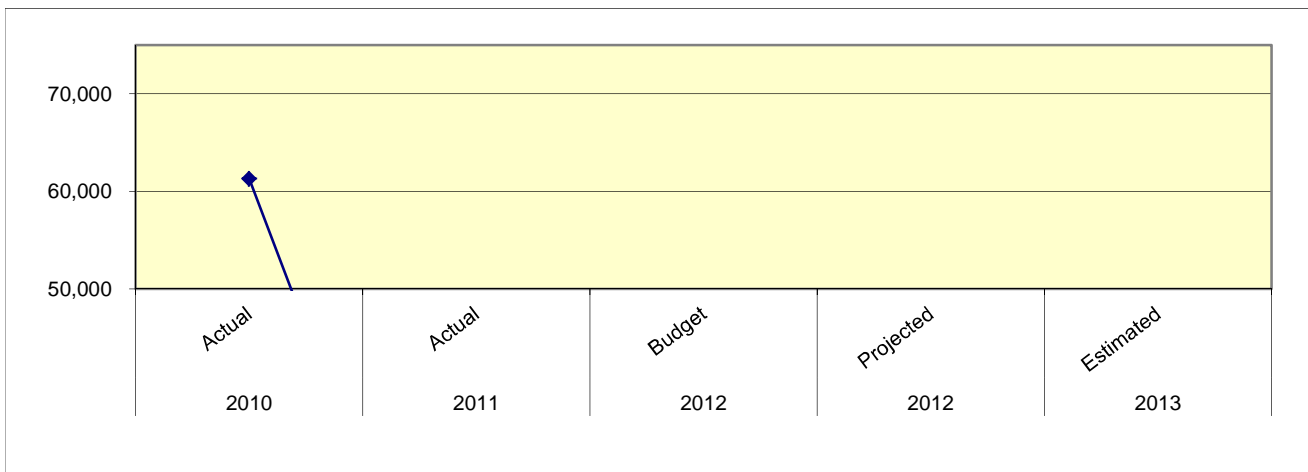
General Ledger Codes: <p style="text-align: center;">27-00-4945-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 140</p>
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Revenue Description and Projection Rationale

Transfer from Capital Improvement Fund - In it's Fiscal year 2009 Budget, the City Council approved a transfer of \$61,319 from Capital Improvement Fund to this fund, to purchase parkland in the Remington Area.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
61,319	0	0	0	0

Revenue History and Trend



TRANSPORTATION FUND (36)

FUND DESCRIPTION

The City of Raymore Transportation Fund (36), established in 2001, is used to fund those capital projects associated with the expansion, enhancement, and major maintenance of the city's transportation system.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
2013 Annual Curb Replacement	\$0	\$0	\$0	\$300,000	\$300,000
2013 Street Preservation Overlay	\$0	\$0	\$0	\$500,000	\$500,000
2013 Sidewalk Program	\$0	\$0	\$0	\$117,000	\$117,000
Original Town Lighting – Phase II	\$0	\$0	\$0	\$37,440	\$37,440
Maintenance of Thoroughfare Routes	\$0	\$0	\$0	\$167,000	\$167,000
Pavement Management System Reconstruction Streets	\$0	\$0	\$0	\$903,113	\$903,113
Foxridge Drive Sidewalk	\$0	\$0	\$0	\$110,240	\$110,240
Hubach Hill Road Sidewalk	\$0	\$0	\$0	\$38,000	\$38,000
Secondary Sidewalk Gaps	\$0	\$0	\$0	\$78,805	\$78,805
Total	\$0	\$0	\$0	\$2,251,598	\$2,251,598

OTHER EXPENDITURES

1. General Fund Transfer: A transfer is made annually to the General Fund to offset costs incurred by the Street Department. \$320,000
2. Transfer to Excise Tax Fund: When the City excise tax was instituted, it was understood that the City at large should contribute to the cost of projects paid for with excise tax funds. The amount the City should pay should be in rough

proportions (25%, 50%, 75%) to the amount of use the pre-existing City will contribute to the new facility as to what new growth will contribute.

The City's next major excise tax project, according to the proposed ten-year road plan, is to construct 163rd Street between Foxridge Drive and Kentucky Road at a projected cost of \$4,265,400. It is budgeted to contribute \$91,035 per year to the Excise Tax Fund from 2011-2020 accumulating 25% of the projected cost.
\$91,035

Transportation (36)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-2017 Projected
Fund Balance									
Beginning of Year	362,092	529,976	381,218	721,364	718,685	261,184	430,376	404,602	390,699
Revenue									
Taxes									
<i>Transportation Sales Tax</i>	883,919	919,712	898,969	984,439	979,639	1,175,189	1,178,479	1,181,779	1,185,088
<i>Cass R&B Sales Tax</i>				43,000	176,000	176,440	178,646	181,325	185,858
<i>Cass R&B Property Tax</i>	152,951	157,077	157,077	158,414	144,584	144,945	146,757	148,959	152,683
Interest	2,339	6,358	953	953	1,797	653	5,380	6,069	9,767
Miscellaneous revenue									
Grant Funding - ARRA - Original Town Lighting	3,938	166	0	131,150	0				
Transfers In	400,000	560,000	335,722	335,722	903,113				
Total Revenue	1,443,147	1,643,313	1,392,721	1,653,678	2,205,132	1,497,227	1,509,262	1,518,132	1,533,396
Total Fund Bal & Revenues	1,805,239	2,173,289	1,773,939	2,375,042	2,923,817	1,758,411	1,939,637	1,922,734	1,924,095
Expenditures									
Debt Service									
Misc									
General Fund Transfer	340,000	330,000	320,000	320,000	320,000	320,000	310,000	300,000	290,000
Excise Tax Transfer - 163rd St. future project	156,000	91,035	91,035	91,035	91,035	91,035	91,035	91,035	91,035
Sub-Fund Transfer									
Capital Projects (Budgeted / reconciled)									
Annual Curb Replacement	90,120	118,916	111,000	111,000	300,000	300,000	300,000	300,000	300,000
Street Preservation overlay	362,650	491,725	400,000	400,000	500,000	500,000	500,000	500,000	500,000
Sidewalk Program	377,431	395,023	429,722	429,722	117,000	117,000	117,000	117,000	117,000
ADA Handicap Ramp Program - complete FY09	(56,208)								
Original Town - decorative street lights	5,271	1,917	-	223,600					
Lucy Webb Road Resurface			50,000	50,000					
Sunrise Drive Joint Repair			25,000	25,000					
Sidewalk Gaps			6,000	6,000					
Prairie Lane Rehabilitation		155							
S. Madison Curb		23,155							
Maintenance of Thoroughfare Routes					167,000	-	217,000	224,000	155,000
Original Town Lighting - Phase II					37,440				
Pavement Management System Reconstruction Streets					903,113				
Foxridge Dr. Sidewalk					110,240				
Hubach Hill Road Sidewalk					38,000				
Secondary Sidewalk Gaps					78,805				
Total Expenditures	1,275,263	1,451,925	1,432,757	1,656,357	2,662,633	1,328,035	1,535,035	1,532,035	1,453,035
Fund Balance (Gross)	529,976	721,364	341,182	718,685	261,184	430,376	404,602	390,699	471,060
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	529,976	721,364	341,182	718,685	261,184	430,376	404,602	390,699	471,060

Transportation Sales Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">36-00-4130-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Sections 145.010; 145.020 State Statute: 94.500-94.550; 94.700 State Statute: 94.700-94.755 RSMo Article IV of the Constitution of the State of MO Section 30 (b)</p>
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Revenue Description

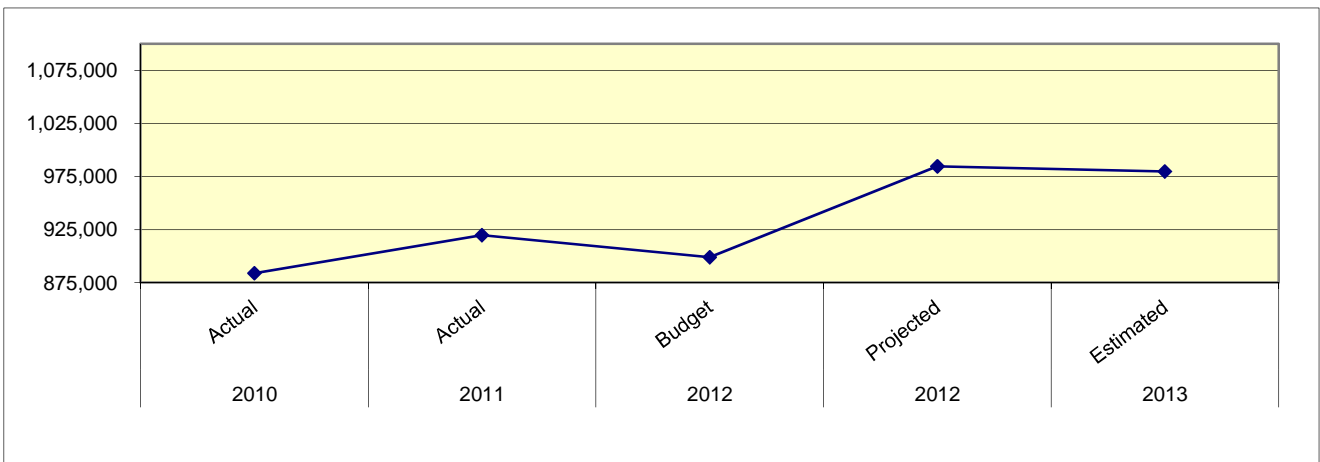
Transportation Sales Tax - This tax is on-half of one percent (0.5%) as authorized in Section 145.020 of the City Municipal Code. This sales tax is used for transportation-related purposes. The statutes define transportation purposes to include construction, repair and maintenance of streets, bridges, acquisitions of lands, and rights-of-way purchases as well as related debt retirement as long as such use is mentioned in the ballot language.

This revenue source is shown as net of a transfer out of the appropriate amount of sales tax designated as Economic Activity Taxes (EATS) to the Tax Increment Financing (TIF) Special Allocation Fund.

In July 2012, Governor Nixon vetoed HB [1329](#), which, according to the Missouri Department of Revenue, will have the effect of reducing sales tax revenues for out-of-state sales of cars, boats and trailers by \$28,230.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
883,919	919,712	898,969	984,439	979,639

Revenue History and Trend



Cass County 1/4 Cent R&B Sales Tax

General Ledger Codes: <p style="text-align: center;">36-00-4475-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description

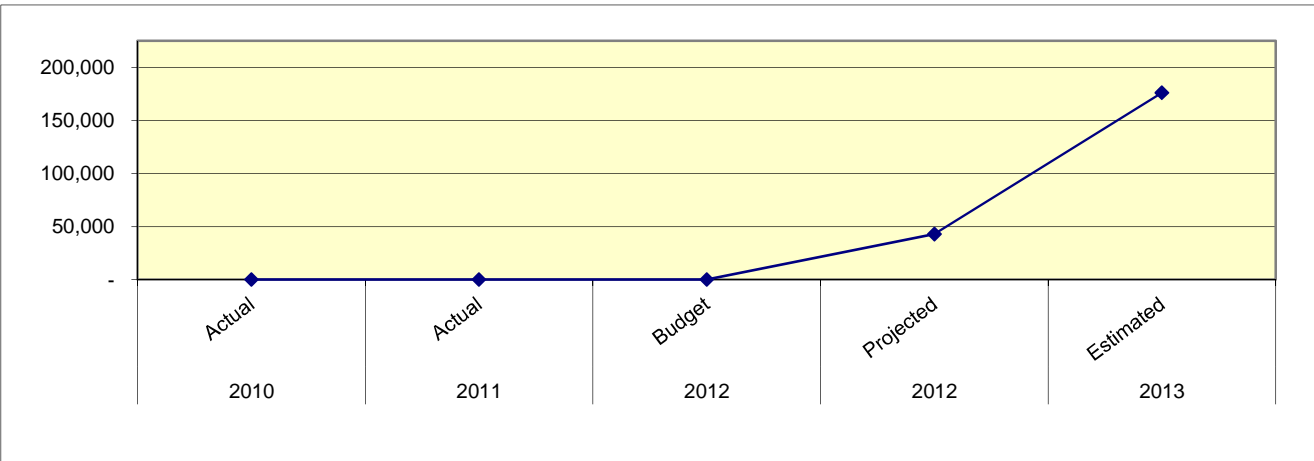
Cass County collects a quarter-cent sales tax on sales within the county. One-third of the collections from this tax are distributed to municipalities.

In 2009, 2010 and 2011, Cass County used the quarter-cent sales tax to contribute \$800,000 in each of those years to the debt service for the North Cass Parkway/71 Highway interchange. This was a Missouri Department of Transportation project and these funds never passed through the City.

An unbudgeted \$43,000 was received in FY12 due to a previously unscheduled distribution by Cass County. Cass County is slated to begin distributing the municipal share of the quarter-cent sales tax to its municipalities on a modified per-capita basis in 2013.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	0	43,000	176,000

Revenue History and Trend



Cass County Road and Bridge Property Tax

<p>General Ledger Codes:</p> <p style="text-align: center;">36-00-4145-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: 137.556</p>
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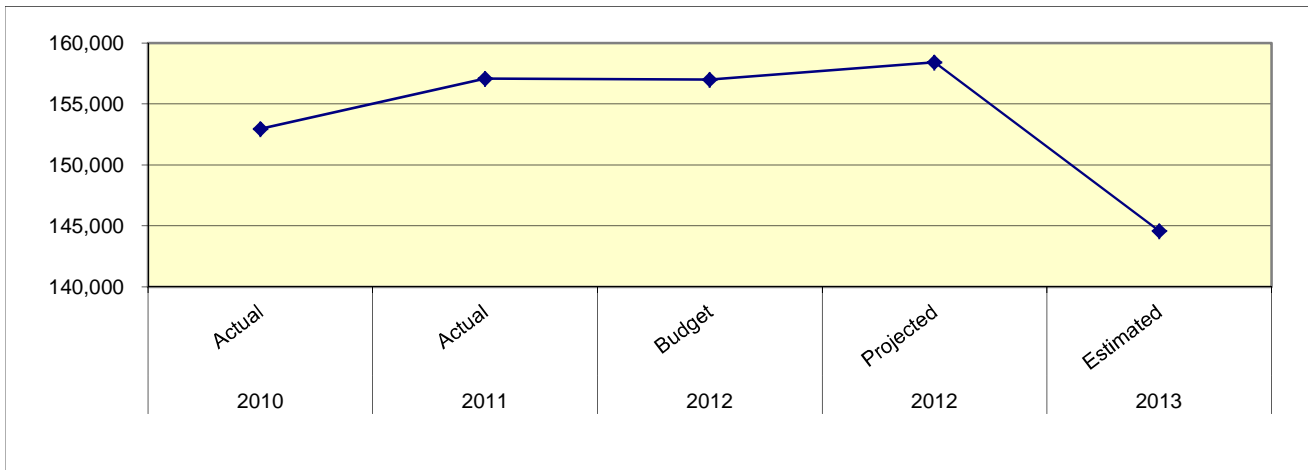
Revenue Description and Projection Rationale

Section 137.556 RSMo. states that "any county of the first class not having a charter form of government shall expend not less than 25 percent of the money accruing to it from the county's special road and bridge tax levied on property within a city limits for the repair and improvement of roads and bridges within the city from which such moneys accrue."

In August 2012, the Cass County Commission voted to reduce the County's Road & Bridge Property tax levy from 0.2525 to 0.2300. The expected loss of revenue to the City on FY13 is estimated at \$13,830.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
152,951	157,077	157,007	158,414	144,584

Revenue History and Trend



Federal Grant Proceeds

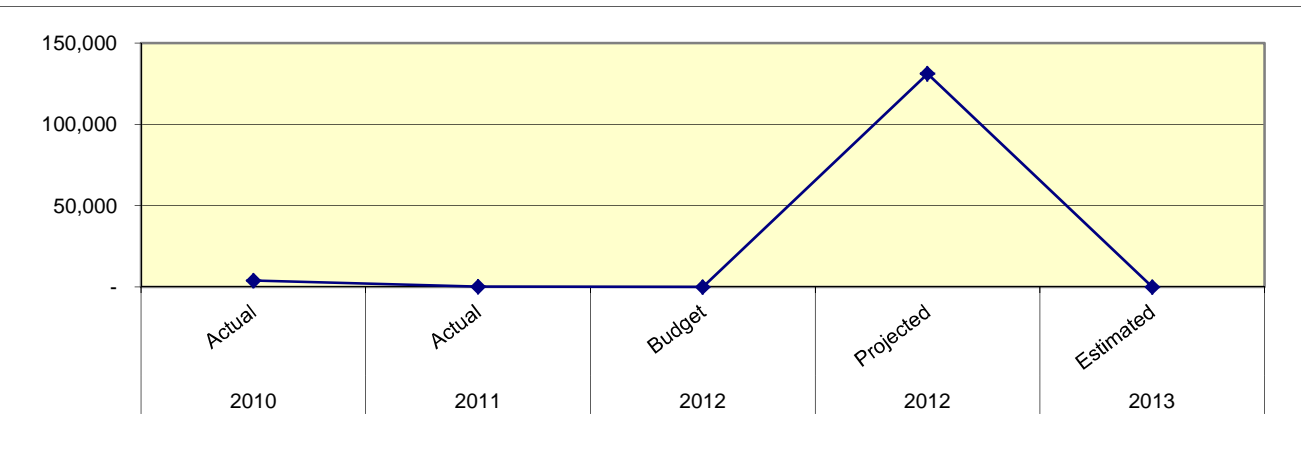
General Ledger Codes: <p style="text-align: center;">36-00-4850-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

This account is for funds received from grant awards. The City received an Energize Missouri Communities grant in the amount of \$131,150 for decorative LED street lights in Original Town in FY12.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
3,938	167	0	131,150	0

Revenue History and Trend



Transfer from General Fund

<p>General Ledger Codes:</p> <p style="text-align: center;">36-00-4901-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

This account is for transfers from the General Fund balance which Council may choose to make for use on specific projects;

FY 2012

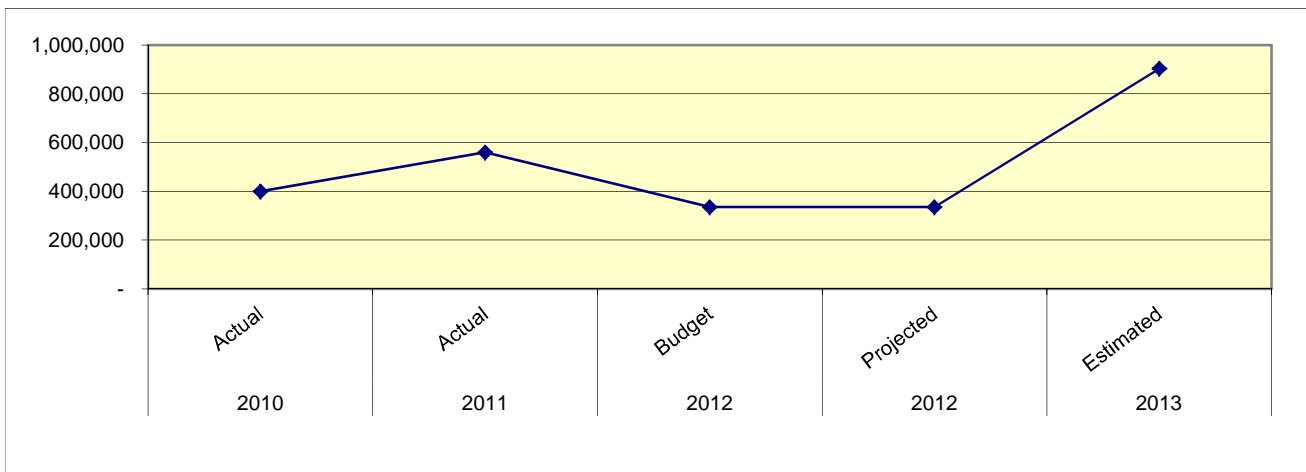
\$ 329,722 Sidewalk program
\$ 6,000 Sidewalk Gaps
 \$335,722

FY2013

\$903,113 Pavement Management System Reconstruction Streets

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
400,000	560,000	335,722	335,722	903,113

Revenue History and Trend



EXCISE TAX FUND (37)

FUND DESCRIPTION

The City of Raymore Excise Tax Fund (37), established in 2001, is used to fund those capital projects associated with the expansion, enhancement, and major maintenance of the city's transportation system. The projects within this fund are associated with the increased traffic of new business development within the City.

REVENUES

1. The Excise Tax Fund has as its primary source of revenue the tax which is imposed on the basis of the additional vehicle trips generated by any development activity during the afternoon time period when traffic volume on the adjacent street is highest. The tax is calculated by multiplying the trip generation rate by the license tax rate.
2. Revenue from two unbudgeted commercial starts, for Steak 'n Shake Restaurant and Sam's Club, was received in FY2012. The revenue of \$67,480 projected in FY2013 from single-family housing starts is based upon 40 new single-family housing starts.
3. Transfer from Transportation Fund: When the City excise tax was instituted, it was understood that the City at large should contribute to the cost of projects paid for with excise tax funds. The amount the City should pay should be in rough proportions (25%, 50%, 75%) to the amount of use the pre-existing City will contribute to the new facility as to what new growth will contribute. The City's Transportation Fund has been contributing \$91,035 each year toward the estimated cost of the project to construct 163rd Street between Foxridge Drive and Kentucky Road at a projected cost of \$4,265,400. It is intended that the Transportation Fund contribute 25% of the projected costs.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Dean Avenue/Lucy Webb Intersection Improvement	\$0	\$0	\$0	\$407,500	\$407,500
Total	\$0	\$0	\$0	\$407,500	\$407,500

Excise Tax (37)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	1,232,369	234,256	326,754	351,285	798,971	551,983	712,047	888,846	1,070,268
Revenue									
Fees & Permits									
<i>Commercial</i>	27,787	31,430	0	284,914	0	0	0	0	0
<i>Single Family</i>	100,448	84,026	67,480	70,659	67,480	67,649	76,864	77,054	86,459
<i>Multi-Family</i>			0		0	-	-	-	-
Intergovernmental									
Interest	(126)	1,576	817	1,078	1,997	1,380	8,901	13,333	26,757
Chgs for Services									
Miscellaneous									
Transfer In Transportation Fund - 163rd St.	156,000	91,035	91,035	91,035	91,035	91,035	91,035	91,035	91,035
Total Revenue	284,109	208,067	159,332	447,686	160,512	160,064	176,800	181,421	204,250
Total Fund Bal & Revenues	1,516,478	442,323	486,086	798,971	959,483	712,047	888,846	1,070,268	1,274,518
Expenditures									
Debt Service									
Misc									
General Fund Transfer									
Capital Improvement Transfer									
Capital Projects (Budgeted / reconciled)									
Dean Avenue - Hwy 58 to Lucy Webb									
Dean Avenue - Lucy Webb to Hubach Hill	1,282,222	91,038				-	-	-	-
Dean Avenue/Lucy Webb Road Intersection Improvement					407,500				
Total Expenditures	1,282,222	91,038	-	-	407,500	-	-	-	-
Fund Balance (Gross)	234,256	351,285	486,086	798,971	551,983	712,047	888,846	1,070,268	1,274,518
<i>Less: Reserve Balance ()</i>									
Available Fund Balance	234,256	351,285	486,086	798,971	551,983	712,047	888,846	1,070,268	1,274,518

Excise Tax

<p>General Ledger Code: 37-00-4152-0000</p>	<p><u>Legal Authority:</u> Municipal Code: State Statute:</p>
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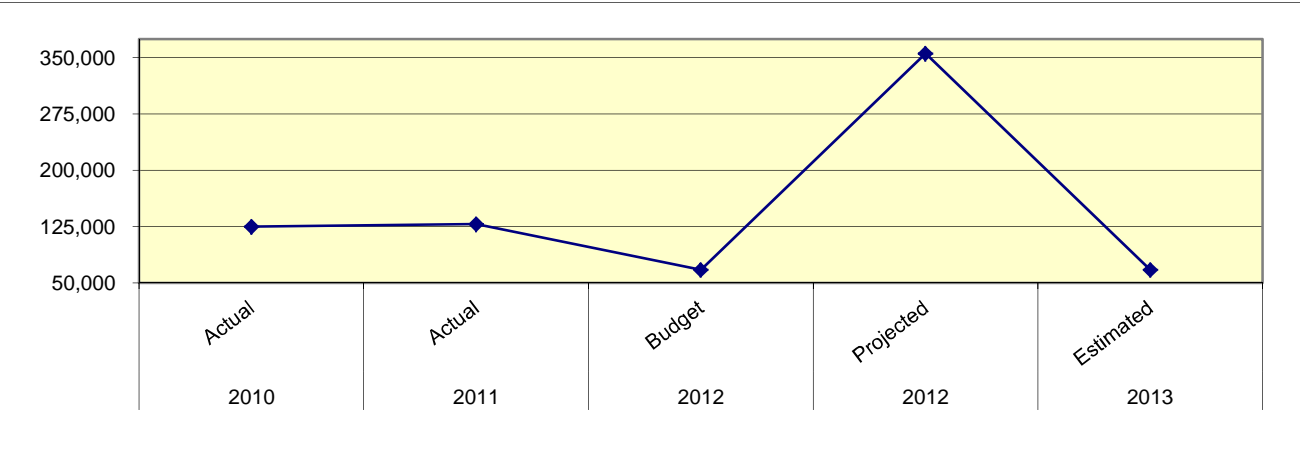
Revenue Description and Projection Rationale

The Excise Tax was established to help pay for the City's costs in dealing with new development that generates new and additional traffic. This revenue is used for improvement of streets and related improvements throughout the City, including but not limited to the design, construction, reconstruction, and improvements to streets, roads and bridges and acquisition of all necessary rights-of-way. The tax is imposed on the basis of the additional vehicle trips generated by any development activity during the afternoon time period (P.M. peak hour) when traffic volume on the adjacent street is highest. The license tax is calculated by multiplying the "trip generation rate" by the "license tax rate". Revenues are projected based on the permitting of 40 new homes.

The FY12 projected amount includes \$273,498 unbudgeted revenue to be received during the fourth quarter associated with the Sam's Club.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
125,009	128,235	67,480	355,573	67,480

Revenue History and Trend



Transfer in From Transportation Fund

<p>General Ledger Codes:</p> <p style="text-align: center;">37-00-4936-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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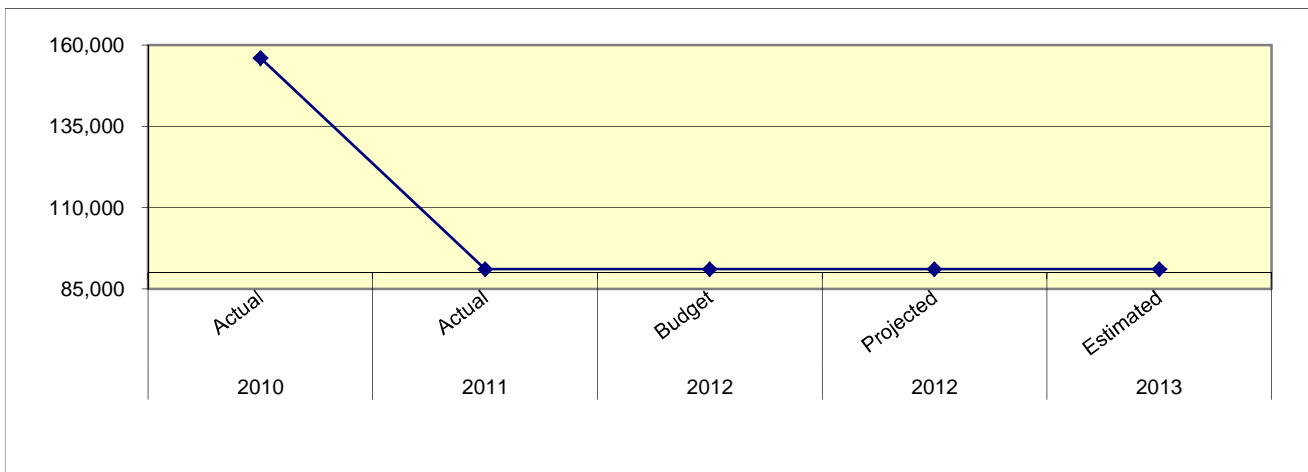
Revenue Description and Projection Rationale

Transfer from the Transportation Fund - When the City excise tax was instituted, it was understood that the City at large should contribute to the cost of projects paid for with excise tax funds. The amount the City should pay should be in rough proportions (25%, 50%, 75%) to the amount of use the pre-existing City will contribute to the new facility as to what new growth will contribute.

The City's next major excise tax project, according to the proposed ten-year road plan, is to construct 163rd Street between Foxridge Drive and Kentucky Road at a projected cost of \$4,265,400. It is budgeted for the Transportation Fund to contribute \$91,035 per year 2011-2020 in addition to the \$156,000 contributed in 2010, accumulating 25% of the projected cost.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
156,000	91,035	91,035	91,035	91,035

Revenue History and Trend



PUBLIC WORKS BUILDING FUND (44)

FUND DESCRIPTION

The City of Raymore Capital Building Fund (44), established in 2003, was used to fund the purchase of land, materials, and services associated with the new public works facility. The city conducted a feasibility study which determined the need for a Public Works building for administration, shop, and inside storage, as well as outside storage needs, covered equipment storage, salt dome and parking. This same facility houses the Animal Control facility for the city and also the offices of the Parks and Recreation Department.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Public Works Building Vestibule	\$	\$12,000	\$0	\$0	\$0
Total	\$0	\$12,000	\$0	\$0	\$0

A \$12,000 capital project to construct a vestibule at the facility entrance was budgeted in FY 2012. That expenditure will close out this fund.

Public Works Building (44)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	99,522	99,995	99,995	99,995	0	0	0	0	0
Revenue									
Intergovernmental									
Interest	697	0	0	0	0	0	0	0	0
Sale of Real & Pers. Property									
Transfers In									
Total Revenue	697	-	-	-	-	0	0	0	0
Total Fund Bal & Revenues	100,219	99,995	99,995	99,995	0	0	0	0	0
Expenditures									
Misc									
Transfer to Capital Improvement Fund			87,995	87,995					
Capital Projects (Budgeted / reconciled)									
Public Works Building Vestibule			12,000	12,000					
Total Expenditures	-	-	99,995	99,995	-	-	-	-	-
Accrual to Cash Adjustment	(224)								
Fund Balance (Gross)	99,995	99,995	0	0	0	0	0	0	0
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	99,995	99,995	-	0	0	0	0	0	0

CAPITAL IMPROVEMENT FUND (45)

FUND DESCRIPTION

The City of Raymore Capital Improvement Fund (45), is established for the purpose of funding the construction and maintenance of capital improvements. Statute defines "Capital Improvements" as any capital or fixed asset having an estimated economic useful life of at least two years, and "Capital Asset" or "Fixed Asset" as assets of a long-term character that are intended to continue to be held or used, including but not limited to land, buildings, machinery, furniture, and other equipment, including computer hardware and software.

REVENUES

The Capital Improvements Sales Tax Fund (45) has as its primary source of revenue a sales tax of one-half percent (.5%). In future budget years the Hubach Hill Road / North Cass Parkway Transportation Development District (TDD) will begin generating revenue that will offset TDD Debt Service that the City is committed to backing.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Dog Park	\$0	\$0	\$0	\$275,000	\$275,000
Police Firing Range	\$0	\$0	\$0	\$100,000	\$100,000
Farmer's Market Design	\$0	\$0	\$0	\$40,000	\$40,000
Maintenance Facility Driveway & Parking Area	\$0	\$0	\$0	\$50,000	\$50,000
Total	\$0	\$0	\$0	\$465,000	\$465,000

Fiscal Year 2011 marked the first year that this fund was be used to pay for the debt service associated with the 2009 Hubach Hill Road/North Cass Parkway TDD bond issuance for the construction of Hubach Hill Road and North Cass Parkway. These funds will be paid back to the City and this fund by revenues generated in the future from the Hubach Hill / North Cass Parkway TDD and CID.

Capital Improvement Fund (45)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	132,594	163,787	923,907	979,439	603,539	391,675	543,767	699,258	866,575
Revenue									
Taxes									
1/2 cent Capital Improvement	884,066	919,712	898,969	984,439	979,639	1,175,189	1,178,479	1,181,779	1,185,088
Refunds & Reimbursements									
FVS - Mott & 58 Signal				13,370	13,500	13,500	13,500	13,500	13,500
HHNCP cost reimb. from bond		13,889							
ARRA 58 Hwy	342,672	2,658							
Resident Contribution- Willow Hills NID	2,863		2,658	3,121	2,658	2,800	2,800	2,800	2,800
Interest	3,400	2,133	2,310	2,310	1,509	979	6,797	10,489	21,664
Bond Proceeds	3,632								
Transfer from General Fund	147,930		200,000	200,000	0				
Transfers In from Municipal Complex Fund - close out	25,585								
Transfer from Public Works Building Fund - close out			87,995	87,995					
Transfer from GO Bond funding - Phase III 58 Hwy overlay		437,847							
Transfers In from Excise Tax Fund									
Total Revenue	1,410,148	1,376,239	1,191,932	1,291,235	997,305	1,192,468	1,201,576	1,208,568	1,223,052
Total Fund Bal & Revenues	1,542,742	1,540,026	2,115,839	2,270,674	1,600,844	1,584,143	1,745,343	1,907,826	2,089,627
Expenditures									
D.S. - 1998 Special Ob. Bond	336,819	354,137	345,500	345,500	347,069	343,276	348,985	344,151	343,900
Hubach Hill TDD D.S. (2009)		99,332	396,600	396,600	396,600	396,600	396,600	396,600	396,600
Misc - Debt service fees	470	25	500	500	500	500	500	500	500
Transfers Out to Transportation Fund			-	-		-	-	-	-
Transfers Out to Park Fee in Lieu Fund									
Transfer to General Fund									
Transfer to BERP						300,000	300,000	300,000	300,000
Capital Projects (Budgeted / reconciled)									
Traffic Signal - Mott & 58 - completed		(52,044)							
Overlay - 58 Highway - ARRA - Phase I - completed	6,821								
Overlay - 58 Highway - Phase II & III - completed	720,982	2,444							
Public Works Storage Facility - completed	65,000	(2,346)							
City Hall Parking Lot Rehab - completed	215,000	(1,274)							
Municipal Property Imp - Original Town - completed	33,864	(6,289)							
Street Light Installation		31,600							
North Park Drive Drainage Improvements		70,000		(147)					
Good Parkway Bypass Channel		40,000							
Hubach Hill Sidewalk Connection		25,000		(9,477)					
City Hall Security Lighting			12,000	12,000					
Facility Modification			400,000	400,000					
Kurzweil / Prairie Lane Improvements			322,159	322,159					
Activity Center			200,000	200,000					
Police Firing Range					100,000				
Dog Park					275,000				
Farmer's Market - Design					40,000				
Maintenance Facility Driveway & Parking Area					50,000				
Total Expenditures	1,378,955	560,586	1,676,759	1,667,135	1,209,169	1,040,376	1,046,085	1,041,251	1,041,000
Fund Balance (Gross)	163,787	979,439	439,080	603,539	391,675	543,767	699,258	866,575	1,048,627
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	163,787	979,439	439,080	603,539	391,675	543,767	699,258	866,575	1,048,627

Capital Improvements Sales Tax

<p>General Ledger Code: 45-00-4125-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 145.030 State Statute: 94.575-94.577 RSMo</p>
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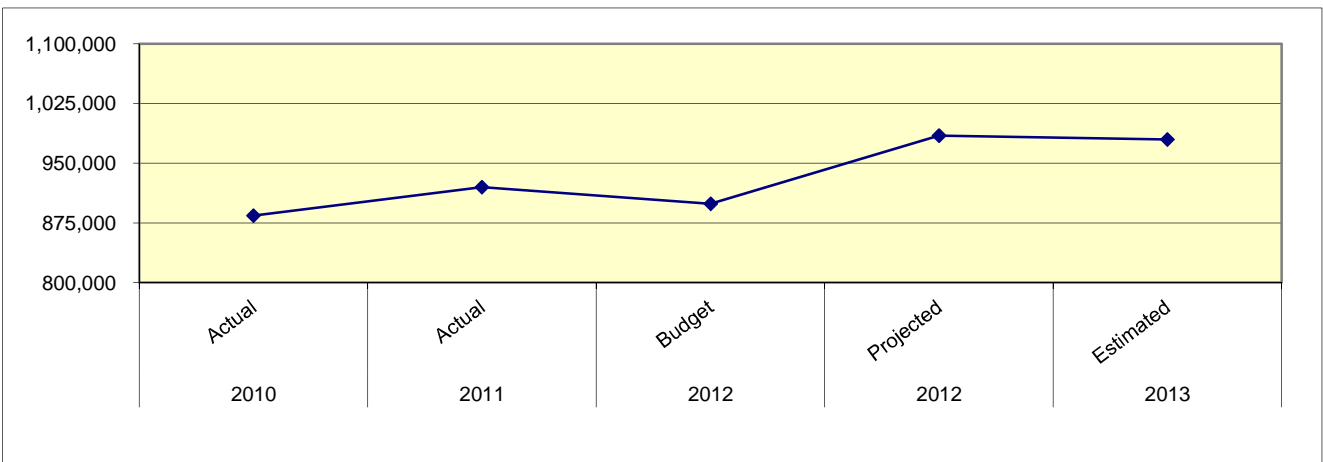
Revenue Description and Projection Rationale

Funds generated under this tax may only be used for the funding, operation or maintenance of a capital improvement and the repayment of bonds to finance a capital improvement. The statutes define a capital improvement as "...any capital or fixed asset having an estimated economic useful life of at least two years." The City sales tax for capital improvements is imposed at the rate of one-half percent (0.5%) on the receipts from all retail sales within the City limits. The revenues include a transfer out of the appropriate amount of sales tax designated as Economic Activity Taxes (EATS) to the Tax Increment Financing (TIF) Special Allocation Fund.

In July 2012, Governor Nixon vetoed HB 1329, which, according to the Missouri Department of Revenue, will have the effect of reducing sales tax revenues for out-of-state sales of cars, boats and trailers by \$28,230.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
884,066	919,712	898,969	984,439	979,639

Revenue History and Trend



Refunds & Reimbursements

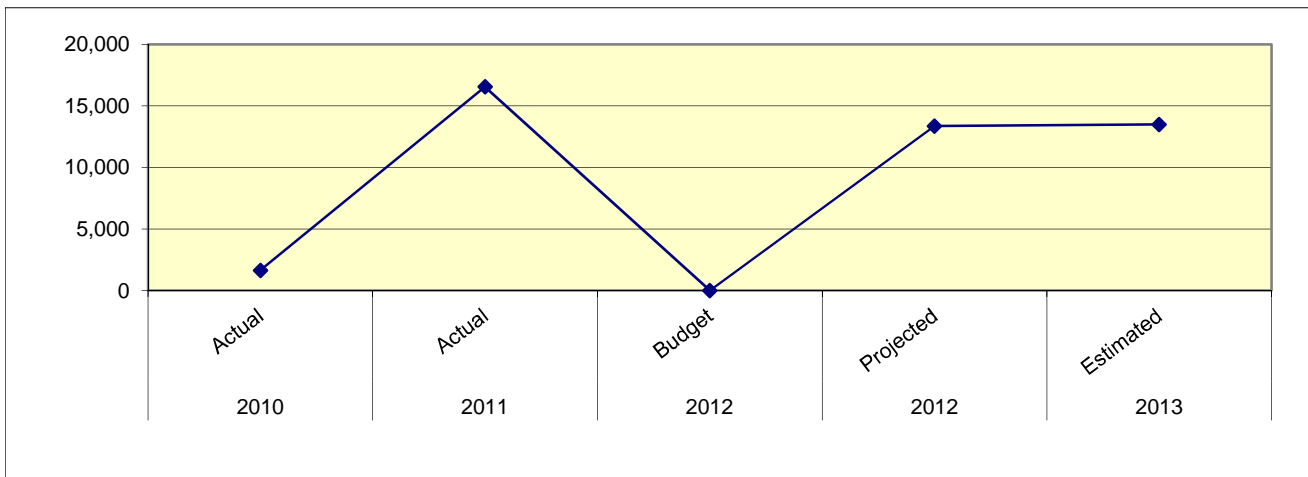
General Ledger Codes: <p style="text-align: center;">45-00-4340-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">State Statute: Chapter 82</p>
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Revenue Description

Refunds & Reimbursements - Reimbursements/refunds to the City, including insurance reimbursements, are recorded in this account. In 2009 the City funded a traffic signal at the intersection of 58 Hwy and Mott Drive, to be reimbursed by revenues from the Foxwood Village Shops TIF District received on a pay-as-you-go basis. Revenues from this source are projected in FY12 and FY13.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
1,636	16,547	0	13,370	13,500

Revenue History and Trend



Resident Contribution - Willow Hills NID

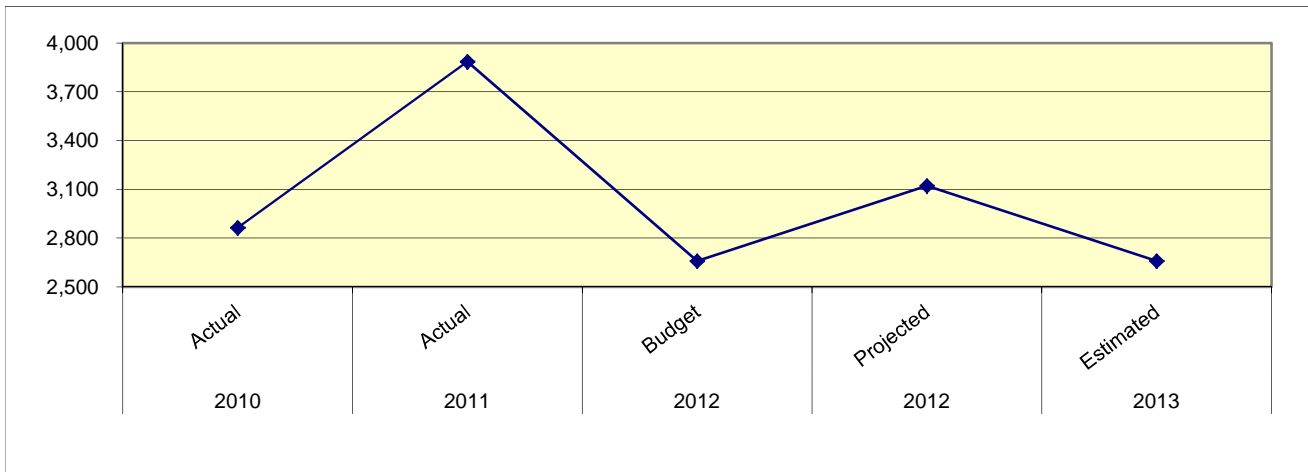
<p>General Ledger Codes:</p> <p style="text-align: center;">45-00-4800-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

In 2007, the City worked with Cass County to form a County Neighborhood Improvement District (NID) to improve the roads in the Willow Hills subdivision. Residents, along with Cass County, contributed to the cost of the project. Some residents chose to pay their contribution in one lump sum immediately after the improvement, while others pay an annual assessment to Cass County which is remitted by the County to the City.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
2,863	3,885	2,658	3,121	2,658

Revenue History and Trend



Transfer In from General Fund

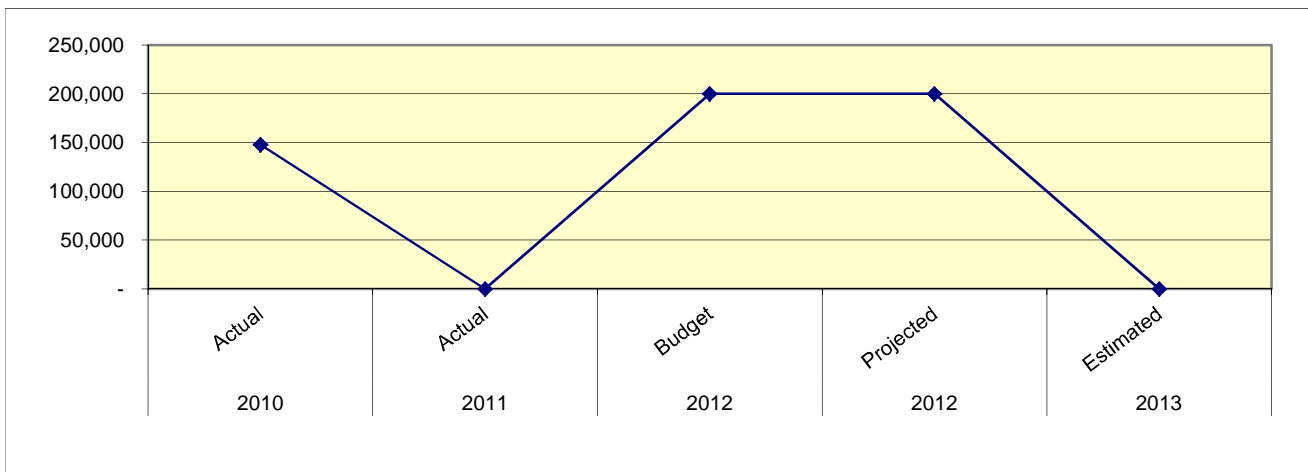
General Ledger Codes: <p style="text-align: center;">45-00-4901-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

In FY12 the Council approved the transfer of \$200,000 from the General Fund to the Capital Improvement Fund for the use for planning, design or construction of a future activity center.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
147,930	0	200,000	200,000	0

Revenue History and Trend



Transfer In from Public Works Building Fund

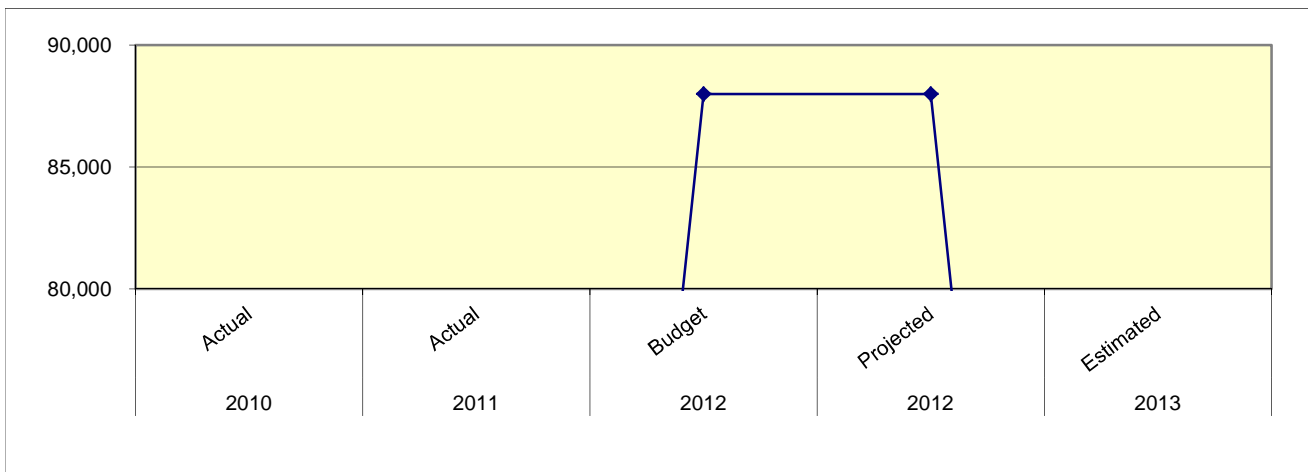
General Ledger Codes: <p style="text-align: center;">45-00-4944-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

In FY12 the Council approved the transfer of \$87,995 from the Public Works Building Fund and the close-out of the Public Works Building Fund.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	0	87,995	87,995	0

Revenue History and Trend





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STORMWATER SALES TAX FUND (46)

FUND DESCRIPTION

The City of Raymore Stormwater Sales Tax Fund (46), established in 1998, is used to fund capital projects associated with the city's storm sewer system.

REVENUES

The City imposes a sales tax of one-half percent (0.5%) for the purpose of providing funding for stormwater control and local parks, with an established formula set for the distribution of monies received. The Stormwater Sales Tax Fund and Parks Sales Tax Fund each receive 40% of the monies received from this tax, and the remaining 20% is subject to the annual budgeting process. For FY 2013 this remaining 20% will be distributed evenly between the Stormwater Sales Tax Fund and the Parks Sales Tax Fund.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Canter Ridge Storm Drainage Project	\$0	\$0	\$0	\$80,000	\$80,000
Total	\$0	\$0	\$0	\$80,000	\$80,000

Stormwater Sales Tax (46)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	174,422	127,674	32,791	22,188	69,231	73,983	227,066	376,604	527,148
Revenue									
Taxes									
<i>Sales Tax (40% of 1/2 cent)</i>	353,590	367,884	359,588	393,775	391,855	470,075	471,392	472,712	474,035
<i>Council Determined</i>	102,849	91,088	89,897	98,444	97,964	117,519	117,848	118,178	118,509
Intergovernmental - Federal Grant - project reimbursement	141,275			3,977					
Refunds & Reimbursements		481	0			0	0	0	0
Interest	408	1,752	82	82	173	185	2,838	5,649	13,179
Grants		34,748							
Loans / Bond Interest Credit		3							
Transfers In	3,674								
Total Revenue	601,796	495,956	449,567	496,278	489,992	562,513	566,741	571,130	580,243
Total Fund Bal & Revenues	776,218	623,630	482,358	518,466	559,223	636,495	793,807	947,734	1,107,391
Expenditures									
Debt Service	207,330	211,709	207,973	207,973	208,408	207,282	209,598	207,376	208,580
Misc	3,799								
General Fund Transfer	175,511	189,626	189,262	189,262	196,832	202,147	207,605	213,210	218,967
Park Sales Tax									
Capital Improvement Transfer									
Capital Projects (Budgeted / reconciled)									
Priority 'B' Stormwater Improvements 09 - complete	182,904	72,107							
Canter Ridge Storm Drainage Improvements	79,000	128,000	52,000	52,000	80,000				80,000
Total Expenditures	648,544	601,442	449,235	449,235	485,240	409,429	417,203	420,586	507,547
Fund Balance (Gross)	127,674	22,188	33,123	69,231	73,983	227,066	376,604	527,148	599,844
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	127,674	22,188	33,123	69,231	73,982	227,066	376,604	527,148	599,844

Stormwater Sales Tax

<p>General Ledger Code:</p> <p>46-00-4110-0000 46-00-4115-0000 46-00-4120-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 145.040 State Statute:</p>
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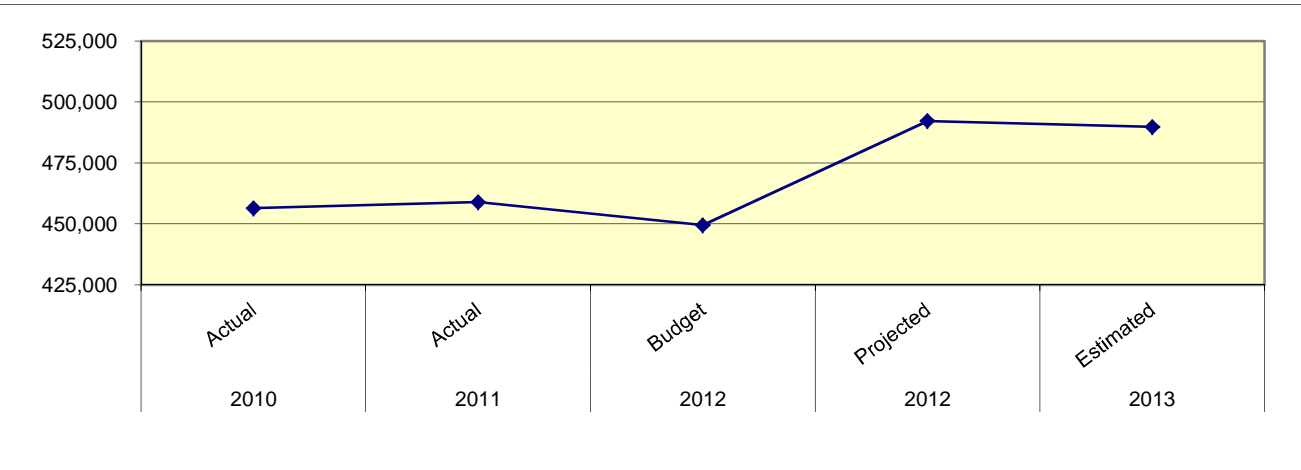
Revenue Description and Projection Rationale

The City imposes a sales tax of one-half percent (.5%) for the purpose of providing funding for storm water control and local parks with an established formula set for the distribution of the monies received. Stormwater and Parks each receive forty percent (40%) for their respective functions and the remaining twenty percent (20%) is subject to the annual budgeting process. For the fiscal year 2013 projections assume the remaining 20% will be split evenly between the Stormwater and Park Sales Tax Funds. The revenues include a transfer out of the appropriate amount of sales tax designated as Economic Activity Taxes (EATS) to the Tax Increment Financing (TIF) Special Allocation Fund.

In July 2012, Governor Nixon vetoed HB 1329, which, according to the Missouri Department of Revenue, will have the effect of reducing sales tax revenues for out-of-state sales of cars, boats and trailers by \$14,115.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
456,440	458,973	449,485	492,219	489,819

Revenue History and Trend



Federal Grant

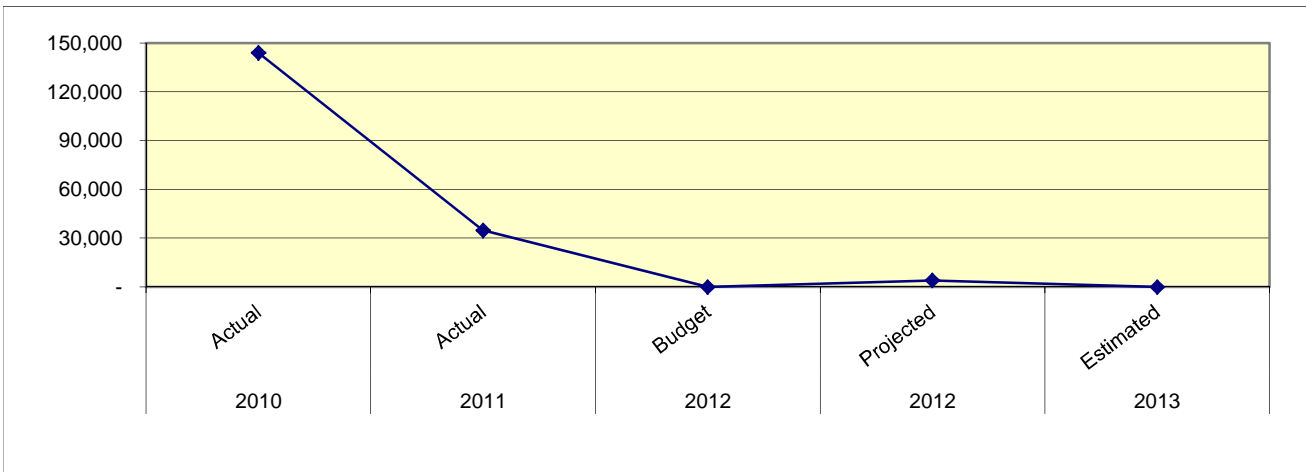
General Ledger Codes: <p style="text-align: center;">46-00-4874-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Ordinance: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

In 2004 the City received a grant from the federal government. The funds, along with the City's match, were used for stormwater projects. These projects are all virtually complete. Revenue from this source will conclude in FY12.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
143,980	34,748	0	3,977	0

Revenue History and Trend



PARK SALES TAX FUND (47)

FUND DESCRIPTION

The City of Raymore Park Sales Tax Fund (47), established in 1998, is used to fund those capital projects associated with the purchase of land and expansion and enhancement of the City's park system.

REVENUES

The City imposes a sales tax of one-half percent (0.5%) for the purpose of providing funding for stormwater control and local parks, with an established formula set for the distribution of monies received. The Stormwater Sales Tax Fund and Parks Sales Tax Fund each receive 40% of the monies received from this tax, and the remaining 20% is subject to the annual budgeting process. For FY 2013 this remaining 20% will be distributed evenly between the Stormwater Sales Tax Fund and the Parks Sales Tax Fund.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Hawk Ridge Park Development	\$0	\$0	\$0	\$60,000	\$60,000
Community Center Feasibility Study	\$0	\$0	\$0	\$75,000	\$75,000
Recreation Park Infield Replacement	\$0	\$0	\$0	\$40,000	\$40,000
Trail Reconstruction	\$0	\$0	\$0	\$120,000	\$120,000
Landscaping throughout the City	\$0	\$0	\$0	\$28,700	\$28,700
Total	\$0	\$0	\$0	\$323,700	\$323,700

Park Sales Tax (47)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	273,034	257,246	280,629	304,612	297,892	259,595	411,541	483,973	585,650
Revenue									
Taxes									
<i>Sales Tax (40% of 1/2 cent)</i>	353,591	368,255	359,588	393,775	391,855	470,075	471,392	472,712	474,035
<i>Additional - Council Determined</i>	73,874	92,483	89,897	98,444	97,964	117,519	117,848	118,178	118,509
Interest	26	1,598	702	702	745	649	5,144	7,260	14,641
Transfers from General Fund	805	115,000		0	148,700				
Total Revenue	428,296	577,336	450,187	492,921	639,264	588,243	594,384	598,149	607,185
Total Fund Bal & Revenues	701,330	834,582	730,816	797,533	937,156	847,838	1,005,925	1,082,122	1,192,835
Expenditures									
Debt Service	46,264	46,494	46,569	46,569	46,502	46,297	46,952	46,472	46,851
Misc.	418	418							
General Fund Transfer									
Transfer to Park Fund for Operations	300,000	100,000	300,000	300,000	307,359	300,000	300,000	300,000	300,000
Transfer to Park Fee in Lieu Fund									
Capital Improvement Transfer									
Capital Projects (Budgeted / reconciled)									
Memorial Park Improvements - Phase II	97,402							150,000	
Ward Park Development - complete		99,754							
Park Maintenance Facility		179,000							
Recreational Park Phase II		100,000							
Memorial Park Security Lighting - complete		4,305							
Court Maintenance - Rec Park			150,000	153,072		45,000			
East Shelter Playground - Rec Park - now GO Bond			50,000	-					
Eagle Glen Playground - now GO Bond			50,000	-					
Hawk Ridge Park Development					60,000				
Tennis Court Maintenance - Memorial Park						20,000			
Community Center Feasibility Study					75,000				
Trail Reconstruction - Eagle Glen					120,000				
Recreation Park Infield Replacement					40,000				
Athletic Complex						25,000	100,000		
Hawk Ridge Park Development Phase II							75,000		
Landscaping throughout the City					28,700				
Total Expenditures	444,084	529,971	596,569	499,641	677,561	436,297	521,952	496,472	346,851
Fund Balance (Gross)	257,246	304,612	134,247	297,892	259,595	411,541	483,973	585,650	845,984
<i>Less: Restricted Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	257,246	304,612	134,247	297,892	259,595	411,541	483,973	585,650	845,984

Park Sales Tax

<p>General Ledger Code:</p> <p>47-00-4110-0000 47-00-4115-0000 47-00-4120-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 145.040 State Statute:</p>
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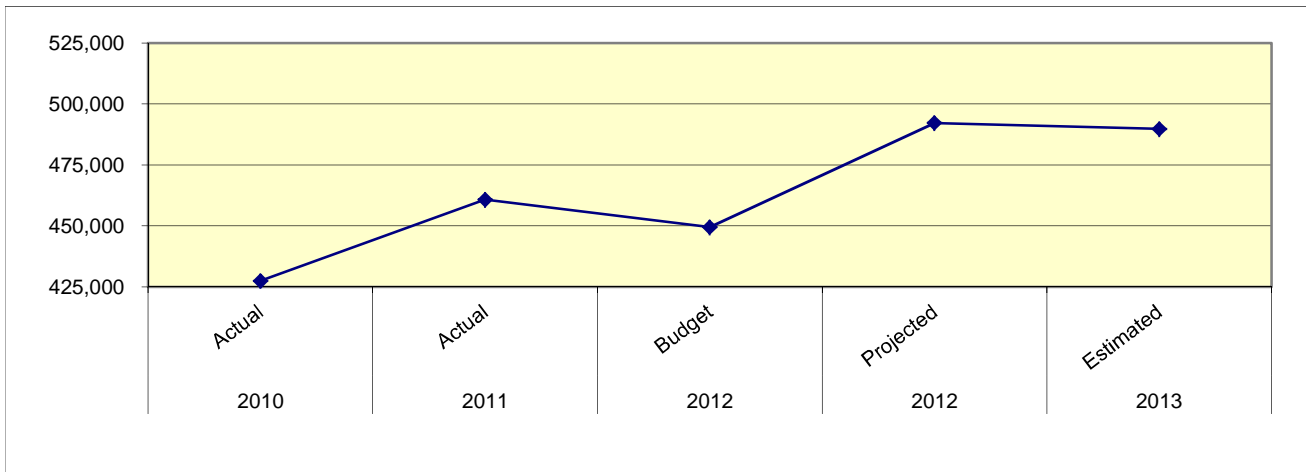
Revenue Description and Projection Rationale

The City imposes a sales tax of one-half percent (.5%) for the purpose of providing funding for storm water control and local parks with an established formula set for the distribution of the monies received to be used only for storm water control and local parks in Raymore. Stormwater and Parks each receive forty percent (40%) for their respective functions and the remaining twenty percent (20%) is subject to the annual budgeting process. For the fiscal year 2012, projections assume the remaining 20% will be split evenly between the Stormwater and Park Sales Tax Funds. The revenues include a transfer out of the appropriate amount of sales tax designated as Economic Activity Taxes (EATS) to the Tax Increment Financing (TIF) Special Allocation Fund.

In July 2012, Governor Nixon vetoed HB 1329, which, according to the Missouri Department of Revenue, will have the effect of reducing sales tax revenues for out-of-state sales of cars, boats and trailers by \$14,115.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
427,465	460,738	449,485	492,219	489,819

Revenue History and Trend



Transfer from General Fund

<p>General Ledger Code: 47-00-4901-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u> Municipal Code: Section 145.040 State Statute:</p>
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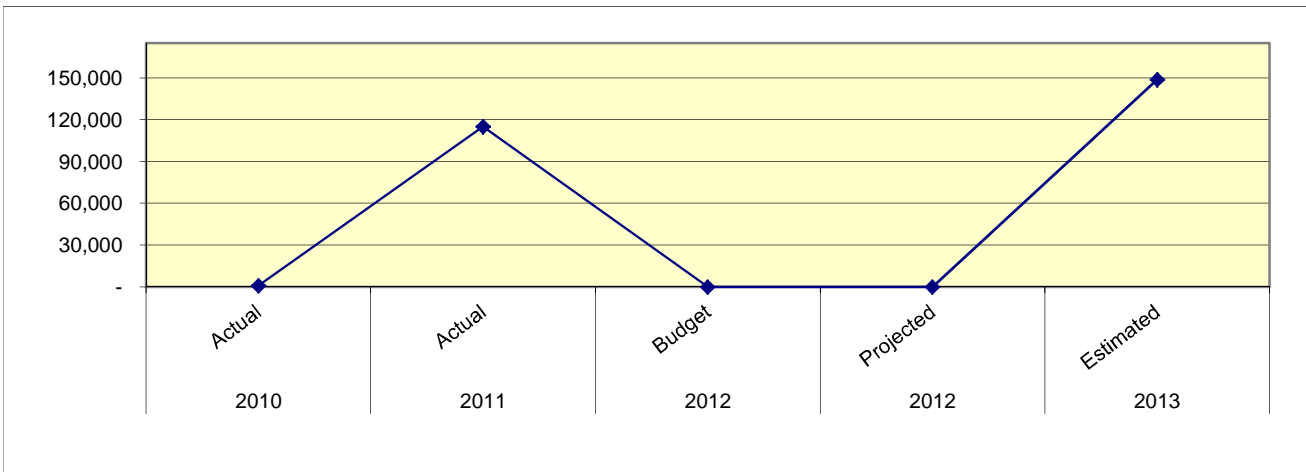
Revenue Description and Projection Rationale

FY 2013 revenues associated with this funding source were transfers from the General Fund directed by the Council for acceleration of the following specific projects.

\$120,000 Eagle Glen Trail Reonstruction
 \$ 28,700 Landscaping throughout the City
 \$148,700

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
805	115,000	0	0	148,700

Revenue History and Trend



WATER CONNECTION FEE FUND (52)

FUND DESCRIPTION

The City of Raymore Water Connection Fee Fund (52), established in 2002, is used to fund those capital projects associated with the expansion of the city's water supply system as well as to take on enhancements to the existing system to support new development. To a limited degree, this fund may be used for major maintenance projects associated with the existing system. Projects have been identified in the City's Water Master Plan.

REVENUES

The Water Connection Fee Fund has as its primary source of revenue those fees which are charged for the connection of new water service for residential and commercial locations. A second source of revenue for this fund includes both revenue and general obligation bonds which may be approved and issued by the City of Raymore.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Foxwood Springs Water Tower Modifications	\$55,000	\$55,000	\$0	\$0	\$0
Purchase of Additional Capacity from Kansas City Water Services	\$744,178	\$744,178	\$0	\$0	\$0
Total	\$799,178	\$799,178	\$0	\$0	\$0

Water Connection Fee Fund (52)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	2,104,976	2,882,112	763,747	1,494,148	474,097	565,803	658,190	770,042	886,771
Revenue									
Interest	30,715	20,771	1,909	1,909	1,185	1,415	8,227	11,551	22,169
Connection Fees-Residential	115,992	87,753	90,520	77,241	90,520	90,973	103,624	105,178	119,787
Connection Fees-Commercial	-	3,512	0	38,462	0	0	0	0	0
Transfers In from Enterprise Fund	500,000								
Total Revenue	646,707	112,036	92,429	117,612	91,705	92,388	111,851	116,729	141,956
Total Fund Bal & Revenues	2,751,683	2,994,148	856,176	1,611,760	565,803	658,190	770,042	886,771	1,028,727
Expenditures									
Debt Service									
Misc									
Transfer to Enterprise Fund		1,500,000							
Capital Projects (Budgeted / reconciled)									
2.5 MG Water Tower - Hubach Hill & J Hwy - complete	(180,429)								
North Madison Water Main Improvements				338,485					
Foxwood Springs Water Tower Modifications			55,000	55,000				-	
Water System Master Plan Update	50,000								
Gore Road Water and Main Meter Station	-								
Purchase of Additional Capacity from Kansas City Water Services				744,178					
Total Expenditures	(130,429)	1,500,000	55,000	1,137,663	-	-	-	-	-
Fund Balance (Gross)	2,882,112	1,494,148	801,176	474,097	565,803	658,190	770,042	886,771	1,028,727
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	2,882,112	1,494,148	801,176	474,097	565,803	658,190	770,042	886,771	1,028,727

Water Connection Fees

<p>General Ledger Code:</p> <p style="text-align: center;">52-00-4670-0000 52-00-4680-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 705.030-705.030 State Statute: n/a</p>
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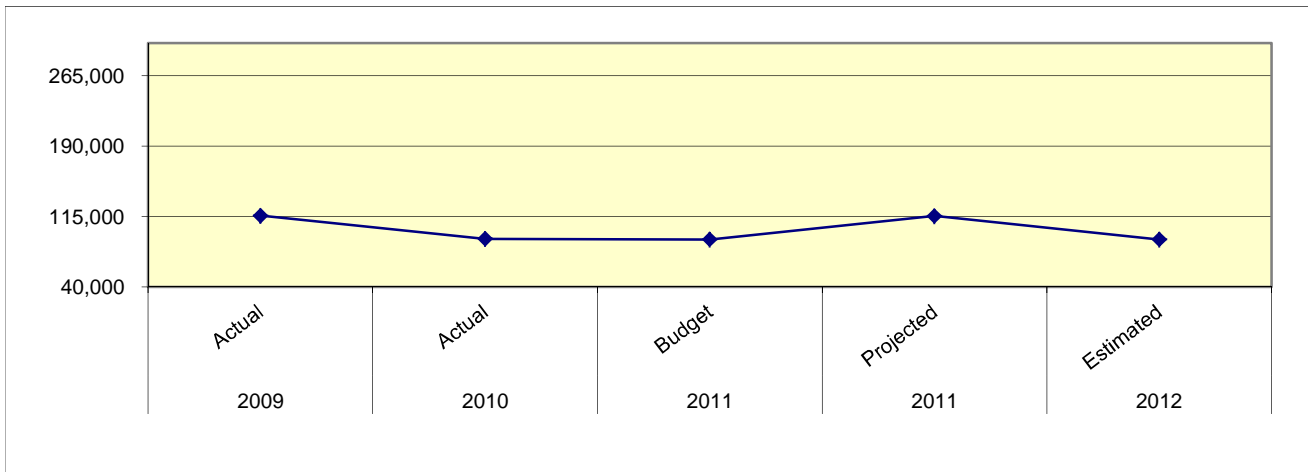
Revenue Description and Projection Rationale

The City of Raymore imposes a fee for new connections to the city's water system. This fee is payable prior to approval of a new water service connection. Funds collected are used for the purpose of offsetting actual costs incurred by the City in undertaking water facilities projects (including master planning, engineering, legal, administration, construction inspection, construction of facilities, land acquisition and testing) or for financing directly as a pledge against bonds, revenue certificates and other obligations of indebtedness, the costs of water facilities projects. The calculation of the connection fee is according to the City's Schedule of Fees, with a base of \$2,263 per connection. Total revenue is based on 40 new permits.

The FY12 projected amount includes \$24,877 unbudgeted revenue to be received during the fourth quarter associated with the construction of a Sam's Club store in FY 2012-13.

2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Estimated
115,992	91,265	90,520	115,703	90,520

Revenue History and Trend



Transfer from Enterprise Fund

General Ledger Code: <p style="text-align: center;">52-00-4950-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 140</p>
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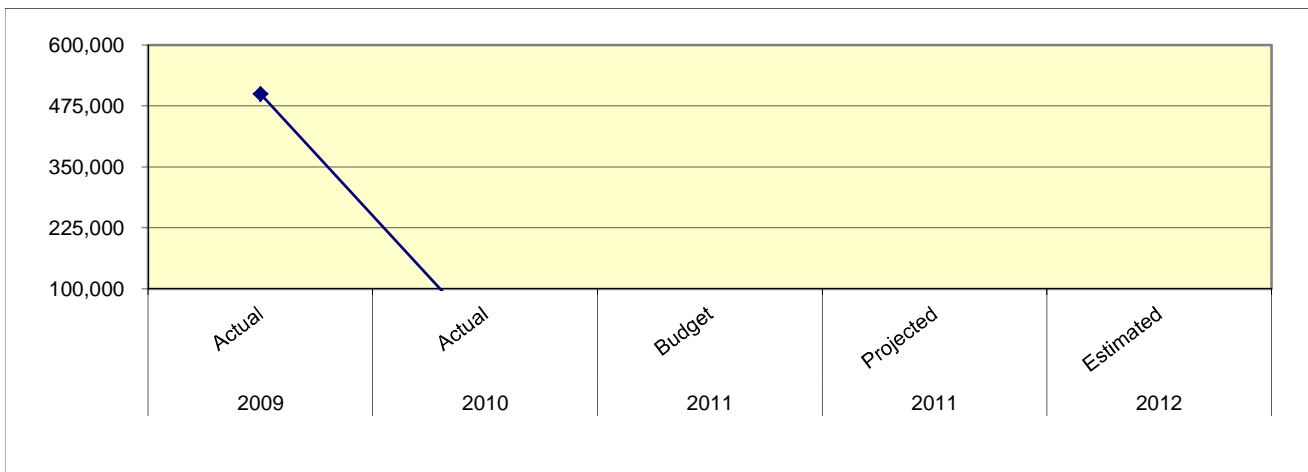
Revenue Description and Projection Rationale

In Fiscal Year 2007-08 the City began budgeting a transfer of \$500,000 from the Enterprise Fund into this fund as the amount rate-payers at large would contribute for water projects in FY2010 and outer years.

In Fiscal Year 2010 a separate Enterprise Capital Maintenance Fund was created to address the capital asset maintenance issues of the enterprise infrastructure.

2009 Actual	2010 Actual	2011 Budget	2011 Projected	2012 Estimated
500,000	0	0	0	0

Revenue History and Trend



SEWER CONNECTION FEE FUND (53)

FUND DESCRIPTION

The City of Raymore Sewer Connection Fee Fund (53), established in 2002, is used to fund those capital projects associated with the expansion of the city's sanitary sewer system as well as to support enhancements to the existing system to support new development. To a limited degree, this fund may be used for major maintenance projects associated with the existing system. Projects have been identified in the City's Sanitary Sewer Master Plan.

REVENUES

The Sewer Connection Fee Fund has as its primary source of revenue those fees which are charged for the connection of new sewer service for residential and commercial locations. A second source of revenue for this fund includes both revenue and general obligation bonds which may be approved and issued by the City of Raymore.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Alexander Creek Interceptor	\$1,204,000	\$1,195,020	\$8,980	\$0	\$8,980
Total	\$1,204,000	\$1,195,020	\$8,980	\$0	\$8,890

Sewer Connection Fee Fund (53)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	596,436	323,274	125,857	386,172	289,466	380,709	472,634	582,166	696,077
Revenue									
Interest	-	-	315	315	724	952	5,908	8,732	17,402
Connection Fees-Residential	131,230	118,621	90,520	95,238	90,520	90,973	103,624	105,178	119,787
Connection Fees-Commercial	8,186	3,950	0	12,491	0	0	0	0	-
Intergovernmental - SRF funds		500,992	0	278,592	0				-
Misc		20,078							
Transfers In			-		-				
Total Revenue	139,416	643,641	90,835	386,636	91,244	91,925	109,532	113,911	137,189
Total Fund Bal & Revenues	735,852	966,915	216,692	772,808	380,709	472,634	582,166	696,077	833,266
Expenditures									
Debt Service									
Misc									
Transfer to General Fund									
Capital Projects (Budgeted / reconciled)									
Owen Good Lift Station - complete	348,127								
Inflow and Infiltration - complete	64,451								
Alexander Creek Interceptor		580,743		483,342					
Total Expenditures	412,578	580,743	-	483,342	-	-	-	-	-
Fund Balance (Gross)	323,274	386,172	216,692	289,466	380,709	472,634	582,166	696,077	833,266
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	323,274	386,172	216,692	289,466	380,709	472,634	582,166	696,077	833,266

Sewer Connection Fees

<p>General Ledger Code:</p> <p style="text-align: center;">53-00-4650-0000 53-00-4651-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: Section 710.430 State Statute: n/a</p>
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Revenue Description and Projection Rationale

A sewer connection fee is imposed upon new connections to the City's sewer system. The sewer connection fees shall be charged as follows:

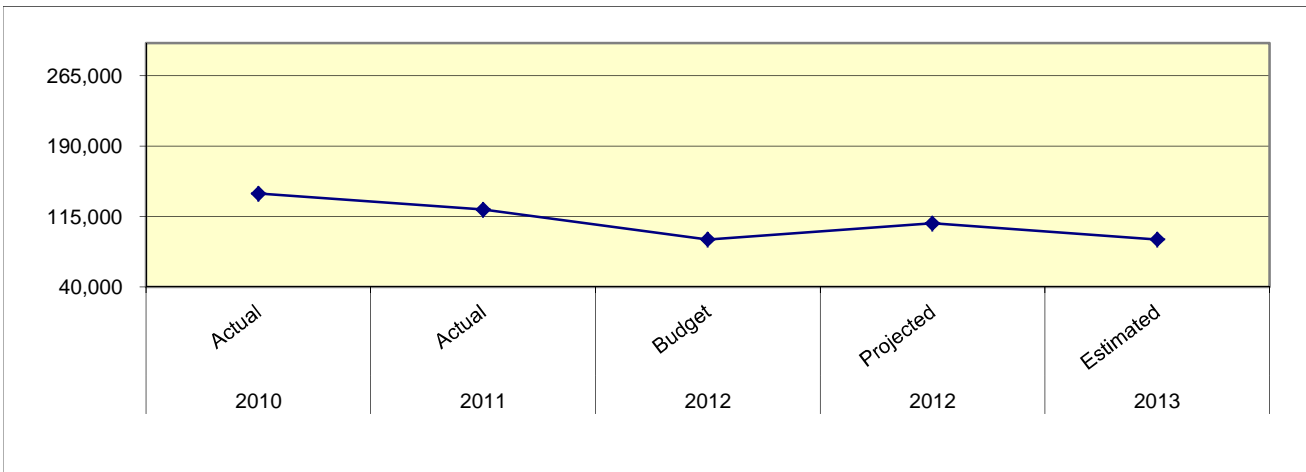
Residential (single-family and multiple-family) sewer connection fees shall be charged a sewer connection fee of \$78.00 for each trap, with a minimum charge of \$2,263.00. Multiple drains served by a single faucet shall be considered (1) trap.

Commercial and industrial sewer connection fees shall be charged a sewer connection fee of \$59.00 for each trap, with a minimum charge of \$2,263.00.

The FY12 projected amount includes \$7,729 unbudgeted revenue to be received during the fourth quarter associated with the construction of a Sam's Club store in FY 2012-13..

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
139,594	122,571	90,520	107,729	90,520

Revenue History and Trend



Intergovernmental

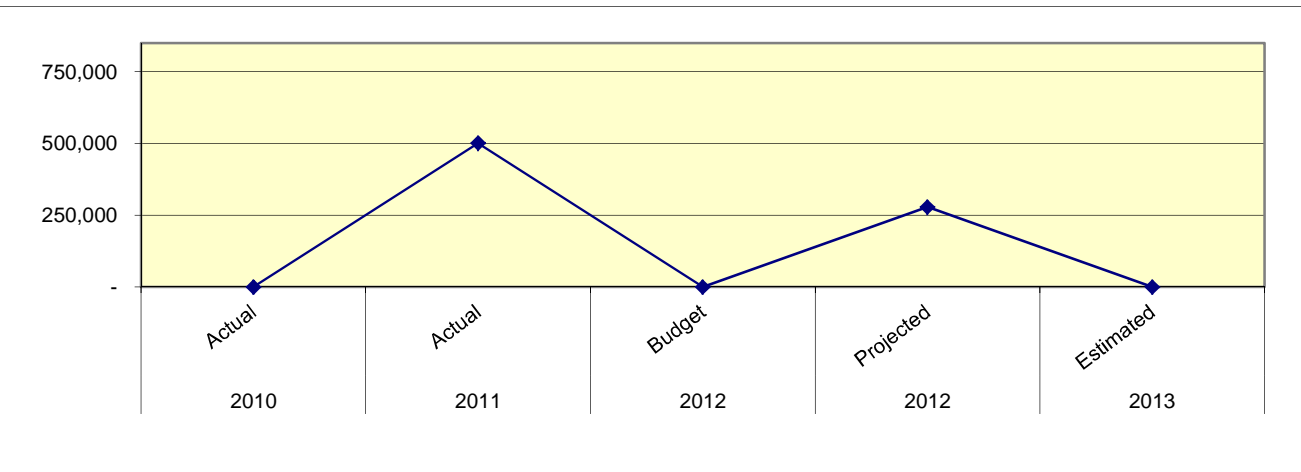
General Ledger Code: <p style="text-align: center;">53-00-4800-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

In mid-2008, the City Council approved, subject to allowance by the State, a transfer of unspent State Revolving Fund (SRF) monies from a previous project to construct the Alexander Creek Interceptor. The transfers from the state occurred in late FY2011 and early FY12.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	500,992	0	278,592	0

Revenue History and Trend



ENTERPRISE CAPITAL MAINTENANCE FUND (54)

FUND DESCRIPTION

The City of Raymore Enterprise Capital Maintenance Fund (54), established in Fiscal Year 2010, is used to fund those capital projects associated with major capital maintenance to the City's existing water and sewer infrastructure.

REVENUES

In Fiscal Year 2011 revenues associated with this fund were the direct result of transfers from the Enterprise Fund (50) for specific projects identified as necessary in the short term. Fiscal Year 2012 began the practice of transferring from the Enterprise Fund (50) in amount equivalent to 1% of the total value of the water and sewer infrastructure of the City.

FUND PROJECT HIGHLIGHTS

Project	Prior Budget	Total Expended	Carryover	2013 Budget	Total Available
Inflow and Infiltration Reduction	\$0	\$0	\$0	\$118,458	\$118,458
Silver Lake Water Main Improvements	\$0	\$0	\$0	\$180,000	\$180,000
Owen Good Force Main Condition Analysis	\$0	\$0	\$0	\$40,000	\$40,000
Owen Good Force Main Odor Abatement	\$0	\$0	\$0	\$30,000	\$30,000
Sanitary Sewer and Manhole Repair	\$0	\$0	\$0	\$223,000	\$223,000
Total	\$0	\$0	\$0	\$591,458	\$591,458

Enterprise Capital Maintenance Fund (54)

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Projected	2012-13 Budgeted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Fund Balance									
Beginning of Year	-	84,988	89,659	92,735	790,011	880,795	1,441,845	1,560,680	2,137,342
Revenue									
Interest	7,570	7,747	0	2,500	1,975	2,202	18,023	23,410	53,434
Transfers In from Enterprise Fund	1,154,055	632,750	680,267	680,267	680,267	680,267	625,267	680,817	762,817
Transfers In from General Fund		100,000							
Total Revenue	1,161,625	740,497	680,267	682,767	682,242	682,469	643,290	704,227	816,251
Total Fund Bal & Revenues	1,161,625	825,485	769,926	775,502	1,472,253	1,563,264	2,085,135	2,264,908	2,953,592
Expenditures									
Misc									
Capital Projects (Budgeted / reconciled)									
Inflow and Infiltration Reduction	50,837	212,750	115,568	115,568	118,458	121,419	124,455	127,566	130,755
Owen Good Force Main Rehabilitation	561,800								
Lampkins Fork Interceptor Sewer Rehabilitation - complete	464,000	450,000		(239,976)					
Hunter's Glen / Place Lift Station Rehabilitation - complete		70,000		(2,102)					
Silver Lake Area Sanitary Sewer Reconstruction			26,000	26,000					
Silver Lake Main Improvements			70,000	86,000	180,000				
Owen Good Force Main Condition Analysis					40,000				
Owen Good Force Main Odor Abatement					30,000				
Sanitary Sewer and Manhole Repair					223,000				
Foxwood Springs Water Tower Painting and Repair							400,000		
Total Expenditures	1,076,637	732,750	211,568	(14,509)	591,458	121,419	524,455	127,566	130,755
Fund Balance (Gross)	84,988	92,735	558,358	790,011	880,795	1,441,845	1,560,680	2,137,342	2,822,837
<i>Less: Reserve Balance ()</i>			-	-	-	-	-	-	-
Available Fund Balance	84,988	92,735	558,358	790,011	880,795	1,441,845	1,560,680	2,137,342	2,822,837

Transfer from Enterprise Fund

General Ledger Code: 54-00-4950-0000	<u>Legal Authority:</u> Municipal Code: n/a State Statute: n/a
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Revenue Description and Projection Rationale

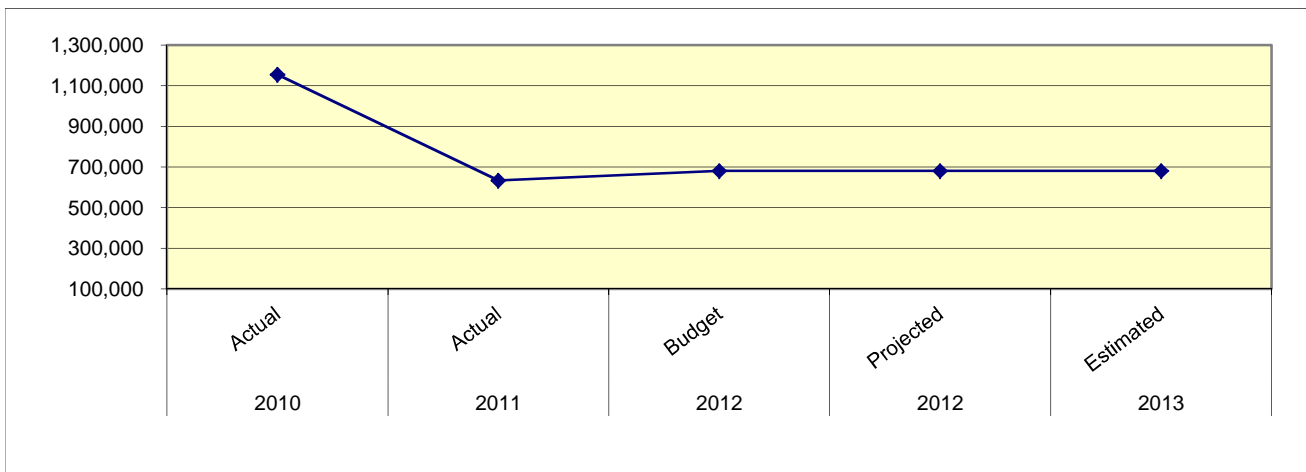
For the Fiscal Year 2011 revenues associated with this fund were the direct result of transfers from the Enterprise Fund (50) for specific projects identified as necessary in the short term.

\$ 112,750 (Inflow/Infiltration Rehabilitation)
 \$ 450,000 Lampkin's Fork Interceptor Sewer Rehabilitation
 \$ 70,000 Hunter's Glen Lift Station Rehabilitation
 \$ 632,750

Fiscal Year 2012 began the practice of transferring from the Enterprise Fund (50) an amount equivalent to 1% of the total value of the water and sewer infrastructure of the City.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
1,154,055	632,750	680,267	680,267	680,267

Revenue History and Trend



Transfer from General Fund

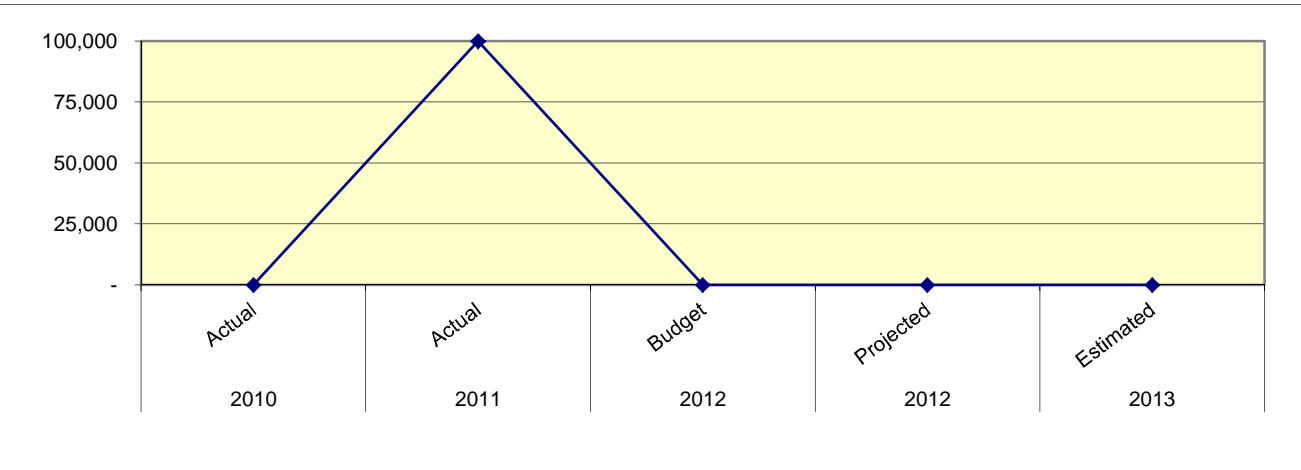
General Ledger Code: <p style="text-align: center;">54-00-4901-0000</p>	<p style="text-align: center;"><u>Legal Authority:</u></p> <p style="text-align: center;">Municipal Code: n/a State Statute: n/a</p>
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Revenue Description and Projection Rationale

For the Fiscal Year 2011 revenues associated with this funding source were the direct result of transfers from the General Fund (01) unreserved fund balance by the Council for acceleration of the Inflow and Infiltration project.

2010 Actual	2011 Actual	2012 Budget	2012 Projected	2013 Estimated
0	100,000	0	0	0

Revenue History and Trend



Appendix

The appendix section contains financial, statistical and socio-economic information about the City of Raymore that provides support for the decisions made in preparation of this year's budget. It is included to assist the reader to understand the philosophy, challenges and goals of management and residents in the day-to-day functions and operations of the City.

A discussion of the budget process, financial and fiscal policies, and fund types and structures provides the foundation for the budget. Summary matrices of revenues and expenditures show an overview of the budget by fund. Charts and graphs of revenues and expenditures of major funds give a closer look at city operations.

Comprehensive graphs and charts of tax levies, property tax valuations, levy distributions, sales tax distributions, city demographic and statistical information are provided to show the socio-economic structure of the city.

City personnel position roster and salary range charts are provided as well as city goals, contact information and a map of the City's incorporated boundaries for further understanding of the city.



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CITY OF RAYMORE, MISSOURI DISCUSSION OF BUDGET PROCESS

RSMo. Chapter 67 requires the City to prepare a balanced budget and provide specific budgetary information within the budget document. The City prepares the overall budget on a modified accrual basis, with departmental budgets prepared on a “zero based”-“maintenance and expansion” basis. This same modified accrual basis is used in preparation and reporting of the City’s audited financial statements. All unexpended budget appropriations expire at the end of the fiscal year. Primary budgetary control is focused at the department level with transfers between programs within a department allowed upon the authorization of the City Manager.

Upon receipt of the departmental budget request, the following events occur:

1. Preliminary Budget Compilation
 - All departmental budget requests for the coming year are submitted to the Finance Department, which consolidates and compares the current year requests to prior year actual and current year budgets.
2. Budget Division Hearings
 - Meetings are held with the department Directors and City Manager prior to submission of the recommended budget to the Mayor and City Council.
3. City Council Work Session(s)
 - The City Council reviews the proposed budget and expansion requests in one or more work sessions prior to the public hearing.
4. Public Hearing
 - A public hearing is held prior to the budgets approval and adoption at the second regular council meeting in October preceding the new fiscal year. The City Council votes on possible changes to the City Manager’s recommended budget and the final budget is proposed for adoption.
5. Budget Adoption
 - The ordinance to adopt the proposed budget is read and acted on at the City Council meeting preceding the start of the fiscal year.

BUDGET ADMINISTRATION

Personal Services

Expenditure control in the area of personal services is provided through position control rosters. No new positions may be created without the approval of the City Manager, Mayor and the City Council. This category consists of all wages, salaries, associated taxes and benefits.

Commodities

The Commodities category consists of non-capitalized and consumable items such as, fuel and lubricants used for motorized equipment and vehicles, communication equipment (mobile phones, pagers) computer equipment, tools and equipment, office supplies and furniture and other non-contractual items.

Maintenance & Supplies

Buildings, grounds, plant and equipment maintenance, and vehicle maintenance are included in this category, which encompasses the maintenance and repair expense incurred in the routine operation of the department.

Utilities

Utilities expenditures are those incurred for gas, electric, phone, water and sewer. These are recorded in the **Building and Grounds** department by building. Individual departmental budgets do not include any utility amounts.

Contractual Services

Contractual Services are professional fees such as legal fees, advertising, auditing, testing, education, training, travel expenses and service and equipment rentals.

Capital Outlay

Capital Outlay are expenditures that exceed \$5,000 incurred through the acquisition or enhancement of fixed assets, to the extent the expenditure exceeds \$5,000 and has useful life or can be expected to extend the life three years or more. These include building improvements, capital lease payments, and vehicles.

Debt Service

Debt Service consists of the principal, interest, and fiscal agent expenditures relating to General Obligation and Revenue bonds.

Inter-fund Transfers/Miscellaneous

Inter-fund Transfers are used to provide resources on a program basis while still maintaining fiscal integrity by fund source and type. Miscellaneous items include bad debt, depreciation expense, amortization and losses incurred on sale of assets or bond refunding.

Capital Expenditures

Capital Expenditures are monies expended for the acquisition, improvement or replacement of capital assets. No capital expenditures shall be made unless:

- The Capital Expenditure was specifically budgeted for in the adopted annual budget, or
- The Finance Director determines that there are funds available within the department's budget, and the City Manager approves the purchase in writing, or
- The City Council may authorize unbudgeted expenditures in excess of \$10,000 when the re-appropriation of funds does not diminish the overall goal and objectives of the departments program for which these funds are taken.

The request for such approval shall be included and highlighted on the Council's Regular Agenda, and supportive material shall be provided that explains the purpose of the change and its impact on budget priorities.

CONTROL OF BUDGET AMENDMENTS

Reporting

The Finance Department provides monthly reports of budget position on a timely basis to each Department Director, the City Manager, Mayor, and City Council.

Expenditure Projection and Analysis

The Finance Department analyzes the expenditures of each department on a monthly basis and informs each Department Director whose expenditures appear to be exceeding the adopted budget. By the end of the seventh month of each budget year, the Finance Department notifies all Department Directors whose budgets are likely to be exceeded and also notifies the City Manager, Mayor, and City Council. Within two weeks of notification, each Department Director will inform the Finance Director and City Manager of the actions that will be taken to avoid exceeding the departmental budget.

Transfers

Departmental transfers not changing fund balances may be made as follows:

- Department Directors may transfer within the department's budget up to \$500 with a written request approved by the Finance Director.

- Department Directors may transfer within the department \$500 to \$10,000 with written approval from the City Manager and the Finance Director.
- Transfers over \$10,000 within or between departments require City Council Approval.

Budget Amendments

If during the budget year, the Finance Department determines that a department's expenditures will exceed the approved departmental budget without exceeding the fund budget, the Finance Director shall with the approval of the City Manager prepare an adjustment to the budget.

If any department or fund's expenditures are expected to exceed the approved fund budget, a Budget Amendment shall be prepared for submission to the Mayor and City Council.

In the event of a public emergency, the City Manager may authorize expenditures by a department or fund, which is exceeding budget.

Summary

The Director of each department is responsible and accountable for the expenditures of his/her department. The Finance Director will, through timely reports and analysis, keep Department Directors and elected officials informed of any potential budgetary issues. A department shall not exceed its approved budget without authorization from the City Manager and/or Mayor and Council.

Amendments, which change the total budgeted appropriations for any fund, must be made through adoption of a budget amendment ordinance.



CITY OF RAYMORE, MISSOURI FINANCIAL POLICIES

ACCOUNTING AND AUDITING OVERVIEW

The City of Raymore currently produces financial information that is in conformity with generally accepted accounting principles, inclusive of GASB 34 requirements. The financial information structure of the City is organized on the basis of funds and account groups within each fund, with each fund considered a separate accounting entity. The activities and operations of each fund are accounted for separately, with a set of self-balancing accounts that comprise the funds assets, liabilities, fund equity, revenues and expenditures or expenses as appropriate.

The City's financial information is audited annually by a firm of independent certified public accountants, in accordance with generally accepted governmental auditing standards.

OPERATING RESERVES

Resolution 10-70

The City of Raymore believes that in order to provide security for any foreseeable contingency, a restriction of 20% of the proposed fund expenditures should be held in reserve for application to next years fund balance.

Resolution 10-70 adopted September 27, 2010 states, "It shall, in the budget annually adopted by the City Council, be the policy of the Council to hold an amount equivalent to twenty percent of the departmental operating expenditures in the General Fund, Park Fund and Enterprise Fund in reserve, in order to be prepared for unforeseen emergencies that may occur."

INVESTMENT POLICY

Resolution 06-27

Fiscal Year

The fiscal year of the City of Raymore is from November 1 to October 31.

Policy Statement

The primary objectives of the City of Raymore are safety of principal, maintenance of adequate liquidity, and maximization of earnings from City funds. It is the policy of the City that all available funds shall be invested in conformance with legal and administrative guidelines and at the highest rates obtainable at the time of investment. All investments made by or on behalf of the City shall seek to adhere to the following objectives. Investments shall be considered which meet the following objectives:

- Preservation of capital and protection of principal
- Maintenance of sufficient liquidity to meet operating needs
- Security of City funds and investments
- Diversification of investments to avoid unreasonable or avoidable risks
- Maximization of return on the investments

It is further the policy of the City of Raymore that an effective cash management program is established and that an aggressive cash management and investment policy will be pursued to take advantage of investment interest as a viable and material revenue source for all operating and capital funds. The City's investments shall be designed and managed in a manner responsive to the public trust and consistent with state and local law.

It is the policy of the City to require all funds be invested and collateralized in compliance with the provisions of Missouri Revised Statutes 110.010 and 110.020. Investments will be in accordance with written policies and administrative procedures. Investment of all funds will comply with federal legislation and regulations governing reinvestment of proceeds and arbitrage. Earnings from investments will be used in a manner that will best serve the interests of the City.

The City shall apply the "prudent investor" rule, which states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the course 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." This rule shall be applied in the management of the portfolio. City staff, when adhering to the following written procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, provided any deviations are timely reported and any necessary action is taken to control adverse consequences to the City.

It is the policy of the City of Raymore to invest public funds in a manner that insures maximum security of principal; produces optimal investment returns; meets daily cash flow requirements; and conforms to all state and city ordinances governing the investment of public funds.

The City will concentrate its investment efforts in banking institutions located within Cass County and which are under the Missouri statutes for public funds. As the vehicles in which funds are invested mature, the City shall reinvest these funds by utilizing a bidding process with these Cass County banks in order to secure the highest return on investment available at that time.

This bidding process shall consist of maintaining an active list of qualified institutions to bid on these investments. At each investment maturity, all institutions that are pre-qualified will be contacted by the finance director. The institution bidding the highest rate of return on investment to the City for the investment maturity period identified shall be awarded the bid and funds shall be transferred into the investment vehicle identified.

Qualified institutions shall be required to meet, at a minimum, the following criteria:

- Be Federal Deposit Insurance Corporation (FDIC) insured.
- Be Federal or State of Missouri chartered, with a main office or full service branch in the State of Missouri.
- Be an on line cash and securities member of the Federal Reserve.
- Have an acceptable quality rating by a nationally recognized bank rating organization. The City will garner this information independently. Anticipated rating agencies include Bauer Financial and Highline Data.
- Must be able to provide, at a minimum, 105% collateralization of all deposits with collateral permitted by Missouri Statute.

In order to maximize funds available for investment, all funds received by the Finance Department are to be deposited at least once each day as such funds are received.

Application of Investment Policy and Procedures

The investment policy and procedures adopted by the City of Raymore shall apply uniformly to all City employees, officials, departments, agencies, boards, commissions, representatives, and authorized agents in the performance of their official duties and to the processing and management of all investment transactions.

Scope

This investment policy applies to all financial assets of the City of Raymore. These funds are accounted for in the City annual financial report and include:

- General Fund
- Park Fund
- Debt Service Fund
- Capital Project Fund
- Capital Improvement Tax Fund
- Enterprise Fund

Objectives

The City's investment objectives are:

- Safety – As custodians of the public trust, preservation of capital and the protection of investment principal shall be the primary objective. In order to maintain this objective, diversification is required to avoid incurring unreasonable risks regarding specific security types and individual financial institutions. Investments shall be made in conformance with federal, state and other legal requirements.
- Liquidity – Maintenance of sufficient liquidity to meet operating requirements.
- Yield – Attainment of a market rate of return throughout budgetary and economic cycles; acknowledging the City's investment risk constraints and the cash flow characteristics of the portfolio.

Delegation of Authority

The Finance Director, under the direct supervision of the City Manager, is designated as the Investment Officer of the City, and will be responsible for managing and establishing written procedures consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions, including requirements for safekeeping; repurchase agreements; wire transfer agreements; collateral/depository agreements and banking service contracts. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Ethics and Conflicts of Interest

Employees of the Finance Department shall refrain from personal business activity that could conflict with the proper execution of the investment program or would impair their ability to make impartial investment decisions. Personal investment transactions shall be subordinate to those of the city and a full disclosure to the City Council is required for any personal investments related to the performance of the City's portfolio.

Authorized Financial Dealers and Institutions

Financial dealers will be selected, based on the worthiness of the institutions, after a comprehensive review of the prospective dealers' characteristics and financial history. Dealers shall be selected from primary dealers or regional banks, located within the Raymore area. The Finance Director will maintain a list of qualified bidders that will be reviewed and evaluated, at minimum, on an annual basis.

The selection of a primary depository shall be made in compliance with Missouri Revised Statute 95.355. In order to minimize banking costs, centralization of deposits in a primary banking institution will be maintained.

The City shall limit trading to organizations that require a written agreement for their records of individuals authorized to transact business for the City. The Mayor, City Manager, Assistant City Manager or designated Councilmember are authorized to sign all investment related agreements on behalf of the City.

Before accepting City funds, all financial institutions/dealers must agree to undertake reasonable efforts to preclude imprudent transactions and certify compliance with this investment policy and pertinent state statutes.

Authorized and Suitable Investments

As stated in the policy of the City of Raymore, safety of principal is of the highest priority and can be accomplished by limiting two types of risk: 1) credit risk, and 2) interest rate risk. Credit risk is the risk of loss associated with the failure of a security issuer or backer. Interest rate risk is the risk that the value of the investments will decline due to an increase in the general level of interest rates.

1) Acceptable investments

In accordance with and subject to restrictions imposed by current statutes, the following list represents the entire range of investments which the City of Raymore will consider and which shall be authorized for the investments of funds by the City. Cited maturities represent maximum durations that may be reduced depending upon the applicable statutory authority:

- United States Treasury and Agency Securities. The City may invest in obligations of the United States government or any agency thereof insured as to principal and interest by the United States or any agency thereof and obligations and securities of United States sponsored enterprises, which under federal law may be accepted as security for public funds. Maturities shall not exceed four (4) years.
- Federal Home Loan Bank Discount Notes. Consolidated obligations of the twelve district banks, issued on a discount basis.
- Collateralized Public Deposits (Certificate of Deposit). Instruments issued by financial institutions that state that specified sums have been deposited for specified periods of time and at specified rates of interest. The certificates of deposit are required to be backed by acceptable collateral securities as dictated by State statute. Interest will be calculated on a 365-day year/actual-day month basis, or another method approved by the City Council or designee in writing. Maximum maturities for such time deposits are limited to four (4) years.
- Federal National Mortgage Association discount Notes. Obligations of the Association, issued on a discount basis.
- Federal Home Loan Mortgage Corporation Discount Notes. Obligations of the Corporation, issued on a discount basis.
- Repurchase Agreements. Contractual agreements, authorized by a signed Master Repurchase Agreement, with primary dealers and nationally supervised commercial banks, collateralized by U.S. Treasury securities or U.S. government Agency instrumentality securities that are market-to-market.
- Government Investment Pools. Repurchase and reverse repurchase agreements, authorized by a signed Master Repurchase Agreement, collateralized by the investment instruments listed above.
- Other Securities. Securities not specifically mentioned, but which are listed in RSMo. 30.270 and other enabling state statutes.

Collateral Requirements

Collateral will be required on all City investments and funds on deposit with the depository bank, other than investments which are obligations of the United States government and its agencies, in compliance with RSMo. 110.010. The City considers repurchase/reverse repurchase agreements as simultaneous sales and purchases of securities rather than as collateralized loans. The purchases of securities underlying repurchase agreements will be referred to as “collateral” in this investment policy.

The financial institution/dealer will be required to provide delivery of securities pledged as collateral to the City of Raymore in bearer form, book entry form, or fully-registered certificates in a third party nominee name, marked as “pledged to the City of Raymore.”

In compliance with RSMo. 110.20, the City’s depository bank shall be required to ensure there is 100% collateral on all City funds at the time of delivery to the institution. The depository is required to pledge collateral securities with a market value of at least 100% of the amount deposited plus any accrued interest, less the amount which is an insured deposit pursuant to the Federal Deposit Insurance Act of 1950 (64 Stat.873) as heretofore or hereafter amended. The banking institution may choose to collateralize the prior day’s balance of deposits plus any accrued interest with securities whose market value is at least 110% of those amounts.

Repurchase agreement collateral must be maintained at a market value with a minimum of 199% of the par value plus any accrued interest.

The following securities are hereby designated as acceptable collateral for City funds:

- Marketable treasury securities of the United States.
- General obligation debt securities issued by the State of Missouri.
- General obligation bonds of any city in this state having a population of not less than two thousand.
- General obligation bonds of any county in this state.
- General obligation bonds, approved and registered, of any school district situated in this state.
- General obligation bonds, approved and registered, of any special road or hospital district situated in this state.
- General obligation state bonds of any of the 50 (fifty) states.
- Debt securities of Federal Agencies allowed by Missouri Statute RSMo. 30.270 and other enabling State statutes.

Safekeeping and Custody

All securities pledged as collateral to the City shall be deemed purchased securities and will be held by the City of Raymore in the Finance department or a designated independent third-party custodian with whom the City has a current custodial agreement.

The third-party custodian will hold securities pledged to the City in an account in the City's name. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City. Purchase or sale of a security will be on a deliver-versus-payment basis, with title to the security passing to the City when funds are transferred to the banker/dealer.

Diversification

Maturity limitations will depend upon whether the funds being invested are considered short-term to meet cash flow requirements or long-term funds reserved for capital projects (i.e., bond sale proceeds). Investments shall be limited to maturities not exceeding four years, except for special situations as directed by the City Council. This policy limits principal risk caused by changes in interest rates or longer maturities.

The City must collateralize repurchase agreements using securities with maturities that do not exceed three years. Funds may be invested in longer maturities and other secured instruments upon adoption of a motion of authorization by the majority of the City Council at a regular or special public meeting.

Internal Control

The Finance Director will establish a system of internal controls, documented in writing, to assure compliance with state laws, policies, and procedures.

In order to protect against collusion, the Finance Director will assign separate responsibility for operation functions from those of financial record keeping. The Finance Director, as Investment Officer, will have authority to approve all decisions relating to investment of idle funds but will not have access to those assets, or be responsible for recording transactions in the general ledger. It will be

the Finance Director's responsibility to test actual results against budgeted expectations and the results of other governmental entities. Detection controls will include monthly bank account reconciliation, reconciliation of securities held by the City of Raymore, and an independent test of performance with a segregation of duties assigned to accounting personnel.

These controls shall be designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the City of Raymore. An independent auditor will review internal controls for effectiveness annually.

Reporting

Quarterly reports will be prepared by the Finance Director for review by the City Council. In addition, the Finance Director will be providing monthly reports which will include data on investments being held in the portfolio and returns on the investments.

Investment Policy Adoption

The City's investment policy shall be adopted by resolution of the City Council. The policy shall be reviewed on an annual basis by the City Manager and Finance Director and any modifications made thereto must be approved by the City Council.

DEBT POLICY

The ability of the City to incur debt is limited by Article VI of the Constitution of the State of Missouri. Section 26(a) of the Article provides that a city may not become indebted in an amount exceeding in any year, the income and revenue provided for such year plus any unencumbered balances from previous years, except as set forth in Section 23(a) and Sections 26(b-e). Section 27 of the Article provides that a city may issue revenue bonds for the purpose of paying all or part of the cost of purchasing, constructing, extending or improving municipal utilities.

The City of Raymore is authorized under the aforementioned Articles, to issue General Obligation Bonds, Revenue Bonds, Special Revenue Bonds and Certificates of Participation. When determining the type of bond to issue, the following factors are considered:

- The direct and indirect beneficiaries of the project to be financed. The larger proportion of citizens should benefit from projects financed with General Obligation Bonds.
- The lifetime of the benefits generated by the project.
- The revenues that may be raised by alternative types of user charges.

- The cost-effectiveness of user charges.
- The effect of the proposed bond issue on the City's ability to finance future project of equal or higher priority.
- The true interest and net interest cost of each type of bond.
- The impact on the City's financial condition and credit ratings.

General Obligation Bonds

The City issues General Obligation Bonds payable from ad valorem taxes to finance capital improvements and equipment. The Missouri Constitution, Article 26 permits the city to general obligation indebtedness, not to exceed 10% of the assessed valuation of taxable real and personal property for city purposes and an additional 10% for the purpose of acquiring rights of way for city infrastructure.

General Obligation Bond financing is intended for financing the capital improvements and long-term assets essential to the maintenance, development and growth of the City.

Revenue Bonds

The City issues Revenue Bonds payable from the operations of its utility enterprise. Revenue Bonds are used to finance capital improvements and expansion of the City's water and sanitary infrastructure and facilities. These bonds are not considered when assessing the legal debt margin of the City, but their impact on the fund balance is budgeted.

Special Revenue Bonds

The City issues Special Revenue Bonds payable from the revenues or taxes generated by the asset or project financed, for example the City's parks. These bonds are not considered when assessing the legal debt margin of the City.

Certificates of Participation

Certificates of Participation are instruments of financing used by the City that are, in essence capital leases. The amount is financed over a period of years and is considered when assessing the legal debt margin of the City.

Tax Anticipation Notes/Revenue Anticipation Notes

Tax or Revenue Anticipation Notes are short-term financing provided by financial institutions in anticipation of expected tax revenue receipts for general operating revenues or special projects. Tax revenue receipts streams will fluctuate during the year or over the life of a project and these annually renewable notes are used to even out cash flows. While the City may utilize these notes for day-to-day operations, it intends to only utilize this form of debt for special projects, such as the Municipal Complex and the Public Works Facility.

General Policy

All forms of financing mentioned above are considered when preparing the City's budgetary information.

The City will only issue debt for the beneficial life of the asset or project or a maximum of 20 years.

The City will actively monitor its investment practices to ensure the maximum return on invested bond funds while complying with Federal arbitrage guidelines. The Finance Department will actively monitor outstanding debt issues to verify compliance with debt covenants.

Financial Advisor

The City may retain the services of a Financial Advisor to assist the City in identifying capital financing alternatives and planning its debt program. The financial advisor should have no affiliation with the underwriting of a particular issue of the city.

The financial advisor shall determine which bid for the city's bonds is best by reviewing the pricing of comparable issues, talking to potential investors, identifying other similar issues that are likely to be in the market at the same time, and assessing the level of competition among various underwriting firms when the City utilizes the Negotiated Sale process.

The financial advisor and/or employees of the financial advisor shall not have made political contributions to any candidate for public office in the city for a period of three years preceding their selection as financial advisor.

Financial Underwriter

The financial underwriter and/or employees of the financial underwriter shall not have made political contributions to any candidate for public office in the city for a period of three years preceding their selection as financial underwriter.

Method of Bond Sale

When appropriate, new debt issues and refunding of existing debt issues will be offered utilizing the **competitive bid** process. In a competitive sale, the financial advisor will assist in determining the structure and timing of the issue prepare bond documents and rating agency presentations, evaluate the best bid, and assist in the closing transaction.

Refunding of Existing Debt

The City will consider undertaking a refunding when one or more of the following conditions exist:

- The present value of all refunding costs, including interest, call premium, bond counsel, financial underwriter discounts and any other issuance costs; are less than the present value of the current interest. Desired net present value savings should approximate a minimum of three percent (3%).

- The City wishes to restructure debt service to provide for further financing or to maximize its cash position.
- The city wishes to eliminate old bond covenants that may have become restrictive or incongruous to the city's policies.

Federal Arbitrage Compliance

Arbitrage is the difference between the yield on an issuer's tax-exempt bond and the investment income earned on the proceeds. Arbitrage profits are earned when low-yielding tax-exempt bond proceeds are invested in higher-yielding taxable securities.

Federal arbitrage restrictions imposed by the Federal Government prohibit an issuer from retaining arbitrage profits when investing bond proceeds at a yield that exceeds the yield on the bonds. The City will enlist the services of a reputable profession firm to calculate the potential of any arbitrage liability and rebate, if any such liability to the U.S. Treasury in accordance with federal guidelines.

CAPITALIZATION POLICY

Resolution 03-23

Purpose

To establish for the City of Raymore a **policy** for **capitalization** for real property, infrastructure, equipment, works of art and historical treasures, intangible assets, donated assets and leased property.

Background

Historically, City of Raymore has complied with the financial reporting requirements of the Government Accounting Standards Boards (GASB.) City assets for the **Proprietary** Funds have been recorded and depreciated. **Governmental** fund assets will be recorded in the General Fixed Asset Account Group (GFAAG) at original or historical cost and adjusted each year for new assets purchased and assets replaced due to obsolescence, damage, theft or loss.

The GASB issued Statement No. 34, effective June 30, 2003, requires City infrastructure, works of art, historical treasures, intangible assets and depreciation to be recorded for all funds in the government-wide financial statements.

This **policy** addresses the new elements of financial reporting introduced by GASB Statement No. 34 and ensures that capital asset transactions are accounted for consistently and in accordance with generally accepted accounting principles.

Policy

It is the **policy** of the City of Raymore City Council that:

Responsibility

The Finance Department is responsible for the overall management and accuracy of the asset management system.

Elected Officials and Department Directors are responsible for the safeguarding and accounting for property in accordance with City **policy** and City administrative procedures.

Capital Assets

Capital asset transactions addressed in this **policy** include all equipment, land, buildings, infrastructure, works of art and historical treasures, intangible assets and leasing transactions of the City's government-wide activities and proprietary funds.

According to GAAP, fixed assets should be recorded at original cost or historical cost/ estimated historical cost. Cost includes purchase price or cost of construction and any other charges incurred to place the asset in its intended location and condition for use. Examples of other charges include, but are not limited to:

- legal and title fees
- appraisal and negotiation fees
- surveying fees
- other closing costs
- damage payments
- land-preparation costs
- demolition cost
- architect and accounting fees
- insurance premiums during the construction phase
- transportation charges
- interest cost incurred during construction of the asset

Donated assets should be recorded at their fair market value on the date donated. The fair market value is the estimated amount at which the asset would be exchanged between a willing buyer and seller when neither is forced into the exchange. Both parties should have knowledge of all facts and consider it an equitable exchange.

Capitalization Threshold

The **capitalization** threshold for the various assets classifications shall be those with a value of \$5,000 and greater. Those classifications are as detailed below, but not limited to this listing.

- Land

- Land Improvement
- Right-of-Way
- Buildings
- Infrastructure
- Works of Art and Historical Treasures
- Intangible Assets
- Equipment
- Construction in Progress
- Leasehold Assets

Renovation/Improvements

Renovation and improvement costs are incurred to restore or improve buildings or other capitalized assets. These costs involve the substitution of old parts for new ones and increase the economic benefits to be derived from the asset.

In order to capitalize a renovation or improvement cost, certain criteria must be met. First, the cost must equal or exceed the \$5,000 capitalization threshold established for all fixed assets. Second, the renovation or improvement must either: a) significantly extend the useful life of the original asset, or b) increase the future service potential of the asset.

If both of these criteria are met, the expenditure must be capitalized and recorded separately in the Fixed Asset System at total purchase or construction cost. Expenditures not meeting both of these criteria should be classified as a maintenance expense. Care must be taken when distinguishing between maintenance costs and renovation and improvement costs. The City will record assets valued from \$250 to \$4,999.99 in the Fixed Asset System for internal control purposes only.

If parts of an asset are removed during a renovation/improvement project, the original cost (less depreciation if applicable) of the part of the asset being removed should be retired from the Fixed Asset System. Because of the difficulty of measurement or of immateriality, this may not be possible. The removal costs associated with the renovation should be expensed. The remaining cost of adding the renovation would be the cost of the new asset.

Additions

An addition represents a new asset. It increases the physical size or operating capabilities of an asset through expansion or extension. Additions do not involve renovations. A new wing to a building or the addition of an air-conditioning system to a building serves as examples of additions.

Additions are considered separate assets. The addition is capitalized if its cost is \$5,000 or more. Assets valued below \$5,000 are expensed; they are not capitalized nor depreciated for financial reporting purposes. The City will record assets valued from \$250 to \$4,999.99 in the Fixed Asset System for internal control purposes only.

Addition costs are different from maintenance costs. Additions add future benefits. Maintenance costs are incurred to keep the original asset in normal operating condition.

Maintenance

Maintenance expenses are incurred to keep assets in normal operating condition and to help maintain the original use of the asset. Maintenance expenses do not extend the life of the asset beyond the expected useful life at acquisition or increase the future service potential of the asset. Maintenance costs are incurred to keep the asset operational throughout its useful life. Therefore, the replacement of roofs, plumbing/electrical systems and carpet are typically classified as maintenance costs. It does not extend the life of the asset longer than originally intended, so the costs are expensed.

Regardless of the dollar amount, maintenance costs are expensed and not capitalized. The costs are charged to repairs and maintenance expense.

It is recommended that management review the maintenance account at least once a year to consider:

1. Replacing an asset with higher maintenance costs than other similar assets;
2. Reducing maintenance costs by signing a service contract;
3. Comparing the costs of a service contract with a repair-as-needed program;
4. Verify that costs were for maintenance rather than amounts that should be capitalized.

Management

Departments will continue to maintain inventories of equipment costing \$250 to \$4,999. Inventory of items costing less than \$250, particularly those susceptible to theft or requiring risk management coverage, will be inventoried also. Once fixed assets are recorded, any adjustment to the values or useful lives requires management authorization.

Classification

According to the Governmental Accounting Standards Board (GASB), the classification of fixed assets depends upon the funds used to purchase them:

"A clear distinction should be made between fund fixed assets and general fixed assets. Fixed assets related to specific proprietary funds should be accounted for through those funds. All other fixed assets of a governmental unit should be accounted for through the General Fixed Assets Account Group." (GASB Sec 1400)

PURCHASING POLICY

City Code Chapter 135

Section 135.010: General Provisions

- A. This Chapter provides guidelines to be followed in purchasing goods and services for the City. These policies and procedures supersede all prior purchasing directives, memoranda, and practices. The City Manager shall be responsible for enforcing this policy.
- B. **Lowest Best Quality Competition.** All purchasing will demonstrate a reasonable and good faith effort to obtain goods and services at the lowest possible cost with the optimum quality needed. Competition among suppliers shall be encouraged.
- C. **Preference Area Vendors.** Vendors will be treated in a fair and professional manner with preference given to area vendors, if all other things are equal.
- D. **Conflict Of Interest.** Any officer or employee of the City is expressly prohibited from accepting, directly or indirectly, from any person, company, firm or corporation to which any purchase order or contract is, or might be awarded, any rebate, gift, money, or anything of value whatsoever, except where given for the use and benefit of the City. No City employee or official shall have a financial interest in any purchase or contract issued by the City. Violation of this provision is basis for dismissal.
- E. **Budget Goal.** The City Council sets goals, priorities, and standards for the City programs and services through adoption of the annual budget. The budget establishes expenditure levels for each department. No further Council action is required to initiate purchases within the budget limits.
- F. **Department Director Authority.** Department Directors are granted full responsibility and broad discretion by the City Manager to make purchases within the scope of their departmental appropriations subject to the rules contained within these regulations. Budget appropriations do not mandate expenditure unless the need continues to exist at the time of purchase. The City Manager may establish spending levels below those budgeted if revenue collections are inadequate to fulfill budgetary needs.
- G. **Sales Tax Exemption.** All City purchases are exempt from the sales taxes of Missouri and its political subdivisions.

Section 135.020: Competitive Quotes and Bids

- A. **Items Over Five Hundred Dollars.** Any item which exceeds five hundred dollars (\$500.00) purchased individually or in bulk shall require competitive quotations. Quotes will be obtained in writing, by telephone, or from current catalog price lists. Quotes shall be solicited from at least three (3) vendors.
- B. **Purchases Over One Thousand Dollars.** Individual purchases which exceed one thousand dollars (\$1,000.00) need to be signed by the City Manager as well as meet the requirements for items over five hundred dollars (\$500.00).
- C. **Purchases Over Ten Thousand Dollars.** Purchases in excess of ten thousand dollars (\$10,000.00) require legal advertisement, written specifications, sealed bids, and are awarded by the

City Council. Sealed bids shall be submitted to the Purchasing Officer for public opening and evaluation prior to City Council action.

D. Purchases Requiring City Council Approval.

1. Contracts.
2. Agreements.
3. Purchases over ten thousand dollars (\$10,000.00).

E. Exceptions. These guidelines may be modified or waived under any of the conditions listed below. Written justification for such must be submitted with the Purchase Requisition or Payment Voucher.

1. The goods or services are available from only one (1) vendor;
2. Any emergency; (an emergency status must be approved by the Department Director)
3. A concession or maintenance service agreement is being renewed for good workmanship, material, or performance for no more than one (1) year;
4. It is advantageous to purchase through the purchasing contracts of other governmental agencies;
5. The services are not conducive to lowest price bidding such as legal, engineering, audit, or medical services;
6. For purchases that are of an on-going, repetitive nature, i.e., concrete, asphalt, equipment repairs, or any other items approved by the City Manager or the Assistant City Manager. The City Manager or the Assistant City Manager shall have the authority to approve, on an annual basis, a vendor listing of not less than three (3) vendors to be used by the City for each approved product or service. Vendors shall annually submit bids. Purchases may then be made by Department Directors on a price/availability basis, for purchases up to five hundred dollars (\$500.00), without obtaining separate quotes on each purchase; or
7. Professional services for architecture, engineering, or land surveying shall be obtained as further outlined in the Procurement Policy adopted by the City.

F. Single Bids or Proposals: When only one bid or proposal is received in response to a solicitation, City staff may enter into negotiations with the sole responder to the bid/proposal solicitation. If staff believes that the following three conditions have been met, then the negotiated award may be recommended to the City Council.

- 1) The bidder is shown to be responsible through bidder's qualifications, financial background and reference check as completed by the City.
- 2) The bid, in the determination of the Procurement Officer, fully addresses the Scope of Work outlined in the Request for Proposal or Bid, and meets all of the conditions set forth in the General and Specific Requirements of the Request for Proposal or Bid.
- 3) The RFP was properly and effectively advertised, and a diligent effort was made to notify vendors of the RFP.

Section 135.030: Requisition Forms

A. Purchase Orders. For proper financial control, it is imperative that all expenditures be authorized in advance. Normally, this will require approval of a complete purchase requisition and purchase order.

B. Purchase Requisition Functions. An approved purchase requisition assures the employee that the specified goods or services may be obtained. It provides information for the purchase order.

C. Purchase Order Functions. An approved purchase order assures the vendor that the City will pay for goods and services being purchased. It encumbers the budgetary accounts to reserve funds for the purchase. Completion of the receiving copy authorizing the Finance Department to actually pay the vendor.

1. The purchase requisition form must include the following information:

- a. Requisition number;
- b. Vendor name, address, and identification number;
- c. Shipping address if goods are not to be delivered to City Hall or are to be picked up;
- d. Date of requisition;
- e. Date delivery is needed;
- f. Applicable general ledger expenditure account and/or project number;
- g. Quantity needed;
- h. Clear and detailed description of the items being requested; and
- i. Signature of the employee requesting the item, the Department Director, and if the grand total exceeds one thousand dollars (\$1,000.00), the signature of the City Manager.

The requisition will be filled out in duplicate form. The requesting department will retain one (1) copy and send one (1) copy to purchasing along with any quote forms or specifications if required.

2. The purchase order form must include the following information:

- a. Purchase order number;
- b. Vendor name, address, and identification number;
- c. Shipping address if goods are not delivered to City Hall or are to be picked up;
- d. Date of purchase;
- e. Date delivery is needed;
- f. Applicable general ledger expenditure account and/or project number;
- g. Quantity needed;

- h. Clear and detailed description of the items being ordered;
 - i. Unit price of each item;
 - j. Total price of each item calculated by multiplying the quantity needed by the unit price;
 - k. Grand total of all items including any freight, installation, or other charges; and
 - l. Signature of the Purchasing Officer and the Department Director.
3. The purchase order will be filled out on a five- (5) part form. The first (1st) copy shall be sent to the vendor. The second (2nd) and third (3rd) copies will be sent to the requesting Department Director. The fourth (4th) and fifth (5th) copies will be retained in the Purchasing Department. When the goods or services have been satisfactorily received, the third (3rd) copy will be initialed and returned to the Purchasing Department. Purchasing will match invoices to the receipt copy, verify quantity and price and submit a copy to accounts payable for payment.
4. A total cost variance of up to three percent (3%) from the amount on the original purchase order will be allowed with a written explanation and approval by the appropriate Department Director. Any variance over three percent (3%) must be approved by the City Manager or the Assistant City Manager.

Section 135.040: Payment Vouchers

- A. In some instances, a payment voucher may be used instead of a purchase order:
 - 1. For items already purchased;
 - 2. For small dollar amount purchases;
 - 3. For partial payments on purchase orders; or
 - 4. To accompany manual checks.
- B. The payment voucher form must include the following information:
 - 1. Payment voucher number;
 - 2. Vendor identification number, name, and address;
 - 3. Check number, if used with a manual check;
 - 4. Date;
 - 5. Invoice number, if used for an item already purchased;
 - 6. Purchase order number, if used with a partial payment on a purchase order;
 - 7. Clear description of the expense;
 - 8. Applicable general ledger expenditure account and/or project number;
 - 9. Amounts and total; and

10. Signatures of preparer and Department Director, and, if the amount is over one thousand dollars (\$1,000.00), the City Manager.

Section 135.050: Recordkeeping

All purchasing activities will be documented to verify a good faith effort to obtain the lowest possible price at the optimum quality. This documentation will be submitted to the Purchasing Department with the purchase order or payment voucher.

1. Quote form. A record of any quotes or bids will be submitted to purchasing to document vendor competition. This record shall include a list of vendors solicited, persons contacted, dates, prices, quantities, and any other pertinent information. The Department Director may solicit informal telephone bids with the assistance of the Purchasing Officer.
2. Other documentation. The purchasing documentation should also include verification of receipt and actual cost. This may be provided by receiving slips, detailed invoices, and/or receipts.
3. The Purchasing Department shall maintain the documentation submitted with purchase orders and payment vouchers. The Purchasing Officer shall maintain copies of all purchase orders in numerical order and an inventory of fixed assets.

Section 135.060: Surplus Property

- A. A detailed list of any surplus, obsolete, worn-out, or confiscated department property shall be submitted to the Purchasing Department with recommendation for disposal. The list will be circulated to all Department Directors. Upon request, items may be transferred to another department subject to approval of the City Manager.
- B. Surplus property may be sold by sealed bid or public auction with authorization of the City Council. Such items shall be stripped of all City identification prior to the sale. Unsold items may be junked and sold for scrap upon approval of the City Manager.

Section 135.070: Policy for the Selection of Professional, Architectural, Engineering and Land Surveying Services

- A. Definitions. The following words shall have the meanings as set out herein:

FIRM: Any individual, firm, partnership, corporation, association, or other legal entity permitted by law to practice architecture, engineering, or land surveying in the State of Missouri, or to provide professional services as described herein.

PROFESSIONAL SERVICES: Those services within the scope of practice of architecture, engineering, or land surveying, as defined by the laws of the State of Missouri, or those performed by any architect, professional engineer, or registered land surveyor in connection with this professional employment or practice.

- B. Roster Of Consultants. The City will maintain a roster, classified by category of professional service of qualified firms interested in performing professional services for the City. Names of firms

shall be placed on the roster upon their request, at the request of the City Manager, or when recommended by City Department Directors.

C. Each firm meeting the following minimum qualifications shall be deemed to be a qualified firm and meeting the qualifications of the City.

1. Duly authorized to conduct business in the State of Missouri in their particular profession;
2. Professional registration by the State of Missouri; and
3. At least one (1) staff professional assigned to each project. Adequacy of personnel will be determined on a contract-by-contract basis against the City's estimate of manpower required to perform the work in the desired time frame.

D. Each firm listed on the roster shall be responsible for maintaining a current resume describing its qualifications and experience to be filed with the City. Firms having a roster on file shall update the information contained therein on an annual basis.

1. Data which should be included is as follows:

- a. Firm name, address, telephone numbers;
- b. Year established and former firm names (if applicable);
- c. Types of services for which it is qualified;
- d. Names of principals of the firm and States in which they are registered;
- e. Names of key personnel, with experience of each and length of time in the organization;
- f. Number of staff available for assignment;
- g. Outside consultants and associates usually retained;
- h. List of completed projects on which the firm was principal consultant in the previous three (3) years; and
- i. Current projects underway and estimate cost of each

Section 135.080: General Procedures and Responsibilities

A. The procurement policy herein described shall be initiated for projects whose expenditure value exceeds ten thousand dollars (\$10,000.00) or in other cases in which the City Manager may deem it advisable.

B. Project Initiation. When a Department Director identifies a project for which professional services will be necessary, the Department will draft a scope of services for the specific project. This scope of services will be submitted to the City Manager for authorization to initiate the project, and a

determination as to which type of selection will be required in accordance with the policies of the purchasing manual. The scope of services should include the following:

1. A description of the work required and its objectives;
2. The nature of specific tasks and services to be accomplished;
3. The type and amount of assistance to be given by the City department involved;
4. Required time frame; and
5. Financial conditions of limitations; grant programs involved.

C. Expressions Of Interest. After authorization, the Department Director will contact those firms on the roster and those firms responding to advertisements, if applicable, for a written expression of interest in the specific project. The request should invite comment as to the special experience with similar projects, and the availability of the firm to provide required service within any time limitations.

D. Screening And Requests For Proposals. The expressions of interest will then be presented to the Department Director for initial screening. Factors to be determined in the initial screening will include:

1. Specialized experience in the type of work required;
2. Record of the firm in accomplishing work on other projects in the required time;
3. Quality of work previously performed by the firm for the City;
4. Recent experience showing accuracy of cost estimates;
5. Community relations including evidence of sensitivity to citizen concerns;
6. Geographic location of the office of the firm which would serve the project;
7. Qualifications and experience of key personnel; and
8. Relations with previous clients.

The Department Director, with the advice and consent of the City Manager, will designate three (3) or four (4) firms who will be requested to present detailed proposals on the project and be interviewed.

E. Detailed Proposals. Firm submitting detailed proposals will be asked to provide the following:

1. A resume of the firm principal who will be responsible for the project;
2. A resume of the proposed project supervisor;
3. Resumes of key project personnel;
4. A statement of the ability of the firm to meet required time schedules;
5. A description of how the project would be conducted;

6. A schedule of hourly rates for various services offered and a proposed project fee range;
7. A list of municipal references for similar types of projects; and
8. Any other pertinent information the firm wishes to present.

F. Interview And Selection. Upon receipt of the detailed proposals, the Department Director will review the proposals, interview the prospective firms, and make the final selections as to the firm for the project. Similar systems for rating shall be used on similar projects and will be standardized where possible. The prime factor to be rated in the final screening are the firm's:

1. Management capabilities;
2. Technical capabilities;
3. Approach to the project;
4. Understanding of city's objectives;
5. Proposed work schedule;
6. Staff to be assigned;
7. Fee and/or schedule of hourly rates;
8. Knowledge of local situation;
9. Ability to communicate;
10. Presentation and attitude; and
11. Confidence factor.

G. Contract Negotiation. The selected firm will then be requested to come in for a final conference with the Department Director to define precisely the scope of services to be provided and to finalize the compensation requirements for the work. A contract will then be prepared and submitted to the City Counselor for review, and then submitted to the City Manager for presentation to the City Council for approval, as required by the purchasing manual.

If, after reasonable effort, a contract cannot be negotiated, the negotiations with the designated firm shall be terminated and negotiations shall be started with the next firm recommended.

H. Exceptions.

1. In view of the fact that special conditions will occasionally arise that make use of this policy impractical, exceptions can be made. Reasons for exceptions may include an emergency situation which precludes a selection time frame of at least two (2) months, or an extremely specialized need in which there is only one (1) feasible source of expertise. If it appears there is a need for an exception to the policy, the City Manager will inform the City Council to allow them the opportunity to deny the exception.

2. If the number of firms willing and available to perform a specified task is small, the step involving initial screening may be skipped and the selection process will go directly to detailed proposals.

3. If two (2) or more projects, during any three (3) year period, are of such similar nature, the Department Director, with the approval of the City Manager, may request a detailed proposal from a previously contacted firm and then, following an interview, enter into contract negotiations with that firm. Should contract terms not be reached with the selected firm, the Department Director must revert to the procedures as outlined previously in this policy.

Section 135.090: Compensation or Fees

This amount will include all services to be rendered to the City by the firm, with the exception of certain pass-through expenses that will be identified by contract, if applicable, and it will be calculated by one (1) of the following methods, at the preference of the City:

1. Lump sum or fixed fee;
2. Cost per unit; or
3. Hourly basis with total not to exceed a fixed amount.

Section 135.100: Prohibition Against Contingent Fees

A. Each contract entered into by the City Council for professional services shall contain a prohibition against contingent fees as follows:

"No firm shall retain a person, to solicit or secure a City contract for professional services upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except for retention of bona fide employees or bona fide established commercial selling agencies for the purpose of securing business."

B. For the breach or violation of the foregoing provision, the City Council shall have the right to terminate the agreement without liability and, at its discretion, to deduct from the contract price, or otherwise recover the full amount of such fee, commission, percentage, gift, or consideration.

Government Fund Types

General Fund

The general fund is the chief operating fund of a state or local government. GAAP prescribe that the general fund be used “to account for all financial resources except those required to be accounted for in another fund.” That is, it is presumed that all of a government’s activities are reported in the general fund unless there is a compelling reason to report an activity in some other fund type.

Special Revenue Funds

Special revenue funds most often have certain revenue sources set aside for a specific purpose. GAAP provide that special revenue funds be used “to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.” Parties outside the government as well as the governing body itself can impose these legal restrictions.

Debt Service Fund

Resources set aside to meet current and future debt service requirements on general long-term debt are recorded in a Debt Service Fund. GAAP permit the use of debt service funds “to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.”

Capital Project Funds

Capital Project Funds are used to report major capital acquisition and construction separately from their ongoing operating activities. Separate reporting enhances an understanding of the government’s capital activities, and it helps to avoid the distortions in financial resources trend information that can arise when capital and operating activities are mixed.

Proprietary Fund Types

Enterprise Funds

An enterprise fund may be used to report any activity for which a fee is charged to external users for goods or services. GAAP also require the use of an enterprise fund for any activity whose principal revenue sources meet any of the following criteria: 1) *debt backed solely by fees and charges*; 2) *legal requirement to recover cost*; or 3) *policy decision to recover cost*.

Internal Service Funds

Governments often wish to centralize certain services and then allocate the cost of those services within the government. Internal service funds are generally used for central garage and motor pools, duplicating and printing services, information systems, purchasing, and central stores. The goal of an internal service fund is to measure the full cost of providing goods and services provided and recouping that cost through fees or charges.

Fiduciary Funds

Fiduciary Funds are used “to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government’s own programs.” Fiduciary funds include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds. The distinction between trust funds and agency funds is that trust funds normally are subject to a trust agreement that affects the degree of management involvement and the length of time that the resources are held.

Fund Structure Basis of Accounting & Budgeting

Modified Accrual Basis				Accrual Basis	
Governmental Fund Types				Fiduciary Fund Type	Proprietary Fund Type
General Fund	Capital Projects	Special Revenue	Debt Service	Trust & Agency Funds	Enterprise Fund
	Park Fee-in-Lieu	Park and Recreation	General Obligation Bonds	Development Projects Fund	Water/Sewer Fund
	Transportation Fund			Meter Deposit Fund	
	Excise Fund			Escrow Fund	Internal Service Fund Type
	Capital Improvement Fund				VERP Fund
	Stormwater Sales Tax				Restricted Revenues Fund
	Park Sales Tax				BERP Fund
	Water Connection				
	Sewer Connection				
	Enterprise Capital Maint.				

Fund Structure Types

Governmental Fund Types

The general fund is the chief operating fund of a state or local government. GAAP prescribe that the general fund be used to account for all financial resources except those required to be accounted for in another fund. General fund activities are supported by a levy of taxes.

Proprietary Funds

The Enterprise Fund is reported as a proprietary fund as a City business activity. An enterprise fund may be used to report any activity for which a fee is charged to external users for goods or services. In this instance, it is water and sewer services.

Fiduciary Funds

GAAP indicate that fiduciary funds should be used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

Internal Service Funds

The VERP Fund is used as a central source fund for the acquisition of vehicles and equipment. The General, Park and Enterprise Funds budget and transfer to these funds for the future acquisition of capital outlay creating a pooled resource which is invested to generate earnings.

Accounting & Budgeting Basis

Accrual Basis

Accrual basis of accounting and budgeting recognizes revenues when they are earned and expenditures when the goods and services are received.

Modified Accrual

Modified accrual basis of accounting and budgeting recognizes revenues when they become both "measureable" and "available" to finance expenditures in the current period.

Cash Basis

Cash basis of accounting and budgeting only recognizes revenues or "cash" when actually received or expended.

Budget

All funds are budgeted excluding the Fiduciary Funds

**COMBINED 4 YEAR - STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND
BALANCE - CASH BASIS**

BUDGET YEAR	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2012-13 Budget
Property Taxes	3,331,802	3,418,138	3,401,961	3,379,336
Franchise Taxes	2,479,055	2,634,537	2,188,849	2,338,270
Sales Taxes	5,468,251	5,403,942	5,493,780	6,189,894
Intergovernmental	483,947	-	56,000	14,140
Fees and Permits	445,314	351,800	239,667	150,755
Licenses	122,062	127,758	118,598	132,935
Municipal Court	319,171	349,739	335,800	384,232
Program / Service Fees	5,246,425	6,227,284	6,470,037	6,680,705
Penalties	149,074	157,368	145,659	155,844
Miscellaneous	461,858	527,198	386,853	395,708
Other Sources / Transfers	3,756,774	5,546,994	3,094,131	5,073,189
Revenues	22,263,733	24,744,758	21,931,334	24,895,007
Administration	808,359	942,504	1,046,122	988,555
Information Technology	287,690	276,356	279,044	345,608
Economic Development	202,353	196,197	223,867	220,756
Community Development	525,802	543,199	549,316	556,270
Engineering	424,259	415,007	444,408	444,536
Streets	937,999	919,587	936,033	1,006,448
Stormwater	221,593	178,604	215,461	217,991
Buildings and Grounds	341,388	313,406	360,336	341,494
Municipal Court	133,874	145,334	145,492	155,477
Finance	508,103	482,229	482,886	494,424
Police	2,805,877	2,984,233	2,977,900	3,376,910
Emergency Management	98,215	102,107	105,189	112,166
Parks	562,676	578,003	599,792	594,661
Recreation	360,441	388,651	376,082	471,220
Water & Sewer	4,358,140	4,885,328	4,689,458	4,435,139
Miscellaneous	9,913	-	470	500
Debt Service	2,727,478	3,113,931	3,079,983	3,578,448
Fees	1,437	1,322	2,250	76,593
911 Exp/Communications				162,328
Capital Outlay				375,414
Capital Projects	6,952,602	2,462,026	2,920,388	4,119,256
Capital Projects - GO Bond	2,210,642	708,617	-	-
Transfers Out	4,004,057	4,819,167	4,271,832	4,535,597
Total Expenditures	28,482,898	24,455,808	23,706,309	26,609,791
TTD Expenditures		99,332	196,246	-
Net Changes in Fund Balance	(6,219,165)	189,618	(1,971,221)	(1,714,784)
Percentage change in PY Revenue	5.41%	11.14%	-1.49%	13.51%
Percentage change in PY Expenditures	9.22%	-14.14%	-16.77%	12.25%
Percentage change in PY change of Fund Balance	-129.45%	-103.05%	-68.30%	-13.01%

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - CASH BASIS

BUDGET YEAR 2012-13	General Fund	Parks Fund	Enterprise Fund	Debt Service Fund	Internal Service Fund	Capital Project Funds	Combined Total Presentation
Fund Balance CASH Beginning of the Year	5,142,066	515,121	2,026,957	338,355	666,212	3,720,597	12,409,308
Property Taxes	1,217,369	324,883		1,837,085			3,379,336
Franchise Taxes	2,338,270						2,338,270
Sales Taxes	2,609,205	307,359				3,273,329	6,189,894
Intergovernmental					14,140		14,140
Fees and Permits	77,937					72,818	150,755
Licenses	132,935						132,935
Municipal Court	378,951				5,281		384,232
Program / Service Fees		379,365	6,120,300			181,040	6,680,705
Penalties			139,310	16,534			155,844
Miscellaneous	347,136	4,274	17,299	1,692	2,506	22,801	395,708
Other Sources / Transfers	1,203,553	50,000	16,157	550,000	1,427,707	1,825,773	5,073,189
Revenues	8,305,354	1,065,881	6,293,066	2,405,310	1,449,634	5,375,762	24,895,007
Administration	988,555						988,555
Information Technology	345,608						345,608
Economic Development	220,756						220,756
Community Development	556,270						556,270
Engineering	444,536						444,536
Streets	1,006,448						1,006,448
Stormwater	217,991						217,991
Buildings and Grounds	341,494						341,494
Municipal Court	155,477						155,477
Finance	494,424						494,424
Police	3,371,629				5,281		3,376,910
Emergency Management	112,166						112,166
Parks		594,661					594,661
Recreation		471,220					471,220
Water & Sewer			4,435,139				4,435,139
Miscellaneous						500	500
Debt Service			394,235	2,185,634		998,579	3,578,448
Fees				76,593			76,593
911 Exp/Communications					162,328		162,328
Capital Outlay		14,850			360,564		375,414
Capital Projects	-					4,119,256	4,119,256
Transfers Out	2,101,813		1,419,514		99,044	915,226	4,535,597
Total Expenditures	10,357,167	1,080,731	6,248,888	2,262,226	627,217	6,033,561	26,609,791
TTD Expenditures						-	-
Net Changes in Fund Balance	(2,051,813)	(14,850)	44,178	143,084	822,417	(657,800)	(1,714,784)
<i>Less: Restricted Balances</i>	-	-	-	-	-	-	-
<i>Less: Reserved Balance 20% of Exp</i>	(1,690,811)	(213,176)	(1,113,724)				(3,017,711)
Available Fund Balance - End of Year	1,399,442	287,094	957,410	481,439	1,488,629	3,062,798	7,676,813

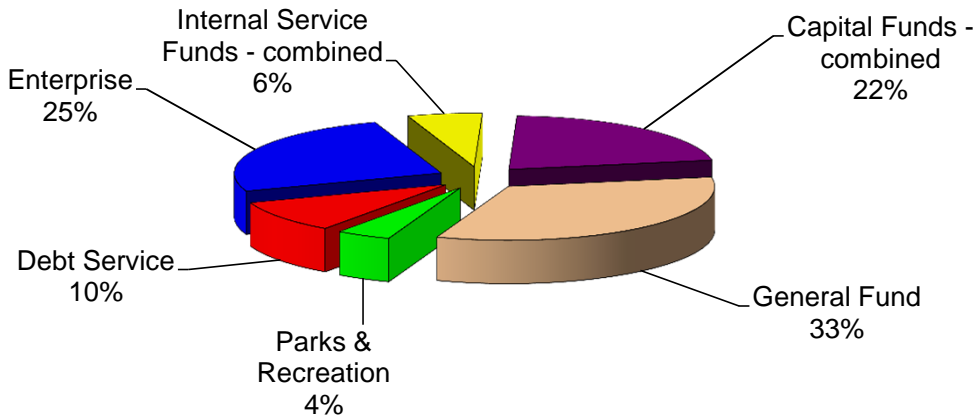
Capital Funds Combined Statement of Changes in Fund Balance (cash basis)

	27-Park Fee in Lieu	36-Transportation Fund	37-Excise Tax Fund	44-Public Works Building Fund	45-Capital Improvement Fund	46-Stormwater Sales Tax	47-Parks Sales Tax	52-Water Connection Fees	53-Sewer Connection Fees	54-Ent. Capital Maintenance	Total Combined
Fund Balance - Beginning of Year	64,220	718,685	798,971	0	603,539	69,231	297,892	88,582	289,466	790,011	3,720,597
Revenues											
Property Taxes											-
Franchise Taxes											-
Sales Taxes											-
1/2 cent Capital Improvement					979,639						979,639
Sales Tax (40% of 1/2 cent) *						391,855	391,855				783,710
Additional - Council Determined						97,964	97,964				195,928
Transportation Sales Tax		979,639									979,639
Cass R&B Sales Tax		176,000									176,000
Excise Tax											-
Cass R&B Property Tax		158,414									158,414
Fees and Permits											-
Park Fee in Lieu	5,338										5,338
Commercial											-
Single Family			67,480								67,480
Multi-Family											-
Tap Fees -Residential								90,520			90,520
Tap Fees -Commercial											-
Interest	161	1,797	1,997	-	1,509	173	745	221	724	1,975	9,301
Refunds & Reimbursements					13,500						13,500
Resident Contribution					2,658						2,658
Sale of Real & Personal Property											-
Connection Fees-Residential									90,520		90,520
Connection Fees-Commercial											-
GO Bond Proceeds & Earnings											-
Other Sources / Transfers		903,113	91,035				148,700			680,267	1,823,115
Total Revenues	5,499	2,218,963	160,512	-	997,305	489,992	639,264	90,741	91,244	682,242	5,375,762
Expenditures											
Debt Service					743,669	208,408	46,502				998,579
Misc					500						500
Transfers out											-
General Fund Transfer		320,000				196,832					516,832
Park Sales Tax Transfer							307,359				307,359
Excise Tax Transfer		91,035									91,035
Capital Improvement Transfer											-
Enterprise Fund (50) Transfer											-
Capital Projects Budgeted											
Annual Curb Replacement		300,000									300,000
Street Preservation overlay 11		500,000									500,000
Sidewalk Program		117,000									117,000
Maintenance of Thoroughfare Routes		167,000									167,000
Original Town Lighting - Phase II		37,440									37,440
Pavement Management System Reconstruction Streets		903,113									903,113
Foxridge Dr. Sidewalk		110,240									110,240
Hubach Hill Road Sidewalk		38,000									38,000
Secondary Sidewalk Gaps		78,805									78,805
Dean Avenue/Lucy Webb Road Intersection Improvement			407,500								407,500
Police Firing Range					100,000						100,000
Dog Park					275,000						275,000
Farmer's Market - Design					40,000						40,000
Maintenance Facility Driveway & Parking Area					50,000						50,000
Center Ridge Storm Drainage Improvements						80,000					80,000
Hawk Ridge Park Development							60,000				60,000
Community Center Feasibility Study							75,000				75,000
Recreation Park Infield Replacement							40,000				40,000
Trail Reconstruction - Eagle Glen							120,000				120,000
Landscaping throughout the City							28,700				28,700
Inflow and Infiltration										118,458	118,458
Silver Lake Main Improvements										180,000	180,000
Owen Good Force Main Condition Analysis										40,000	40,000
Owen Good Force Main Odor Abatement										30,000	30,000
Sanitary Sewer and Manhole Repair										223,000	223,000
Maintenance of Thoroughfare Routes											-
Total Expenditures	-	2,662,633	407,500	-	1,209,169	485,240	677,561	-	-	591,458	6,033,561
Hubach Hill TTD D.S. (2009)											-
Net Changes in Fund Balance	5,499	(443,670)	(246,988)	-	(211,864)	4,752	(38,297)	90,741	91,244	90,784	(657,800)
Less: Restricted Balances											-
Less: Reserved Balance 20% of Exp											-
Fund Balance End of Year	69,719	275,014	551,983	0	391,675	73,983	259,595	179,324	380,709	880,795	3,062,798

Combined Revenues by Fund

(Includes interfund transfers and interfund billings)

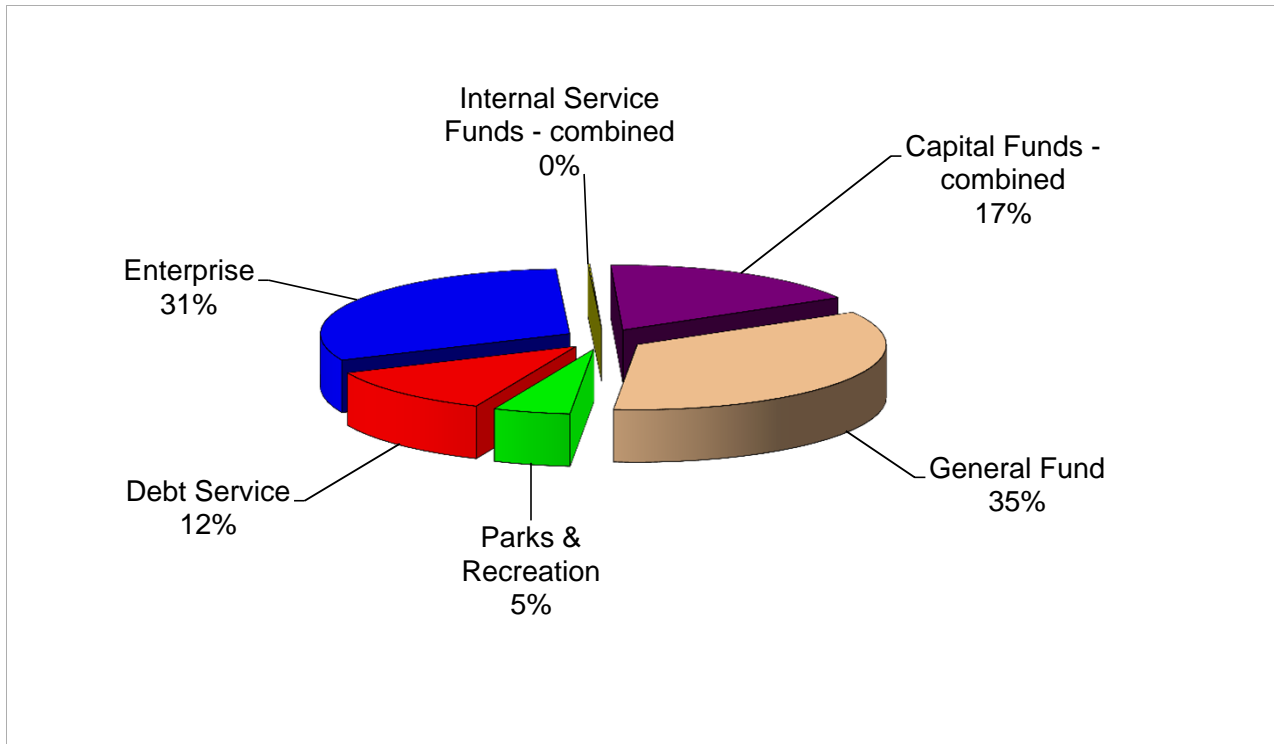
Summary		
	Budget	% of Budget
General Fund	\$ 8,305,354	33.36%
Parks & Recreation	1,065,881	4.28%
Debt Service	2,405,310	9.66%
Enterprise	6,293,066	25.28%
Internal Service Funds - combined	1,449,634	5.82%
Capital Funds - combined	5,375,762	21.59%
Total Combined Revenues	\$ 24,895,007	100.00%



Combined Revenues by Fund

(Does not include interfund transfers and interfund billings)

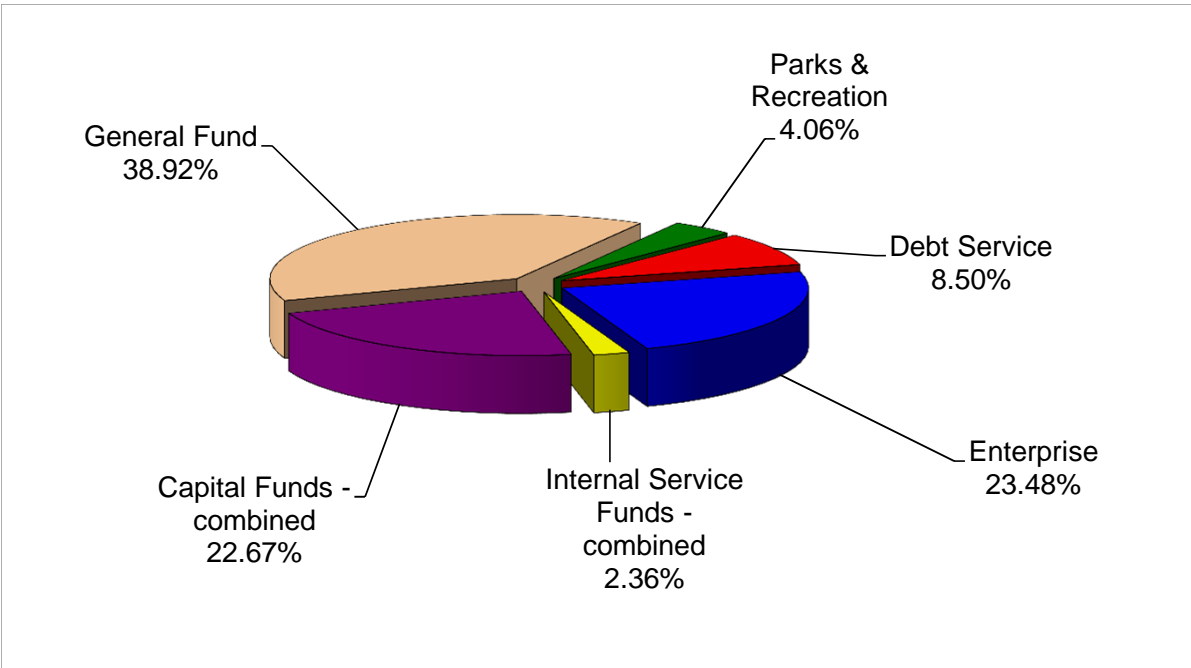
Summary		
	Budget	% of Budget
General Fund	\$ 7,101,802	34.86%
Parks & Recreation	1,015,881	4.99%
Debt Service	2,405,310	11.81%
Enterprise	6,276,909	30.81%
Internal Service Funds - combined	21,927	0.11%
Capital Funds - combined	3,552,647	17.44%
Total Combined Revenues	\$ 20,374,476	100.00%



Combined Expenditures by Fund

(Includes interfund transfers and interfund billings)

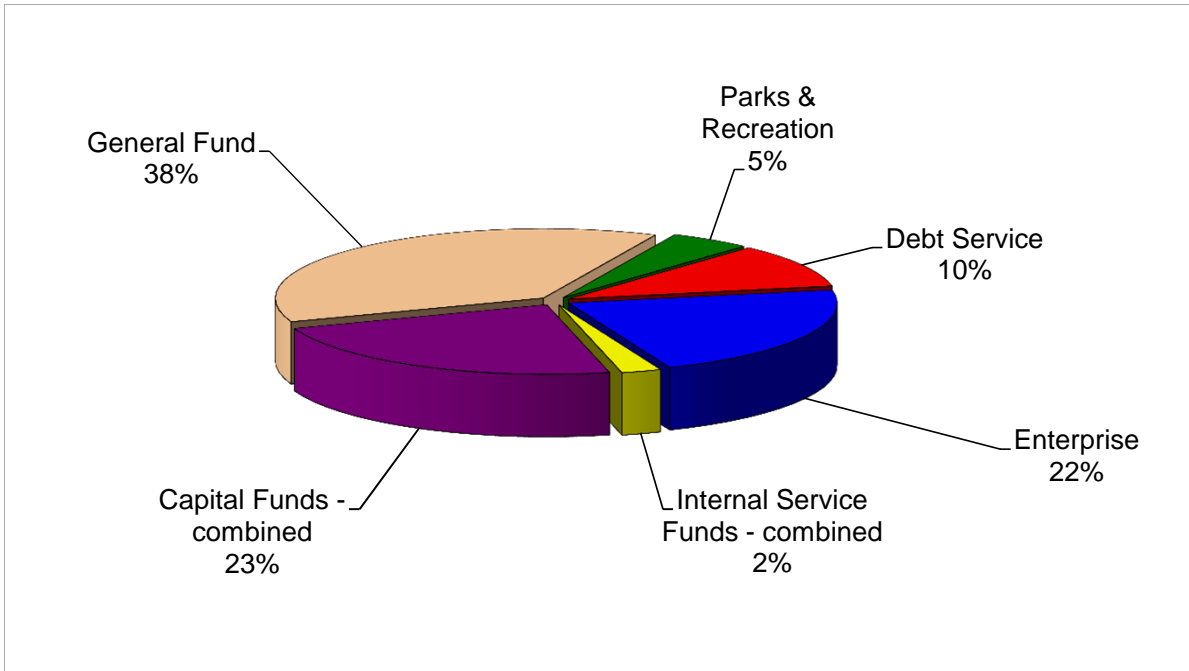
Summary		
	Budget	% of Budget
General Fund	\$ 10,357,167	38.92%
Parks & Recreation	1,080,731	4.06%
Debt Service	2,262,226	8.50%
Enterprise	6,248,888	23.48%
Internal Service Funds - combined	627,217	2.36%
Capital Funds - combined	6,033,561	22.67%
Total Combined Expenditures	\$ 26,609,791	100.00%



Combined Expenditures by Fund

(Does not include interfund transfers and interfund billings)

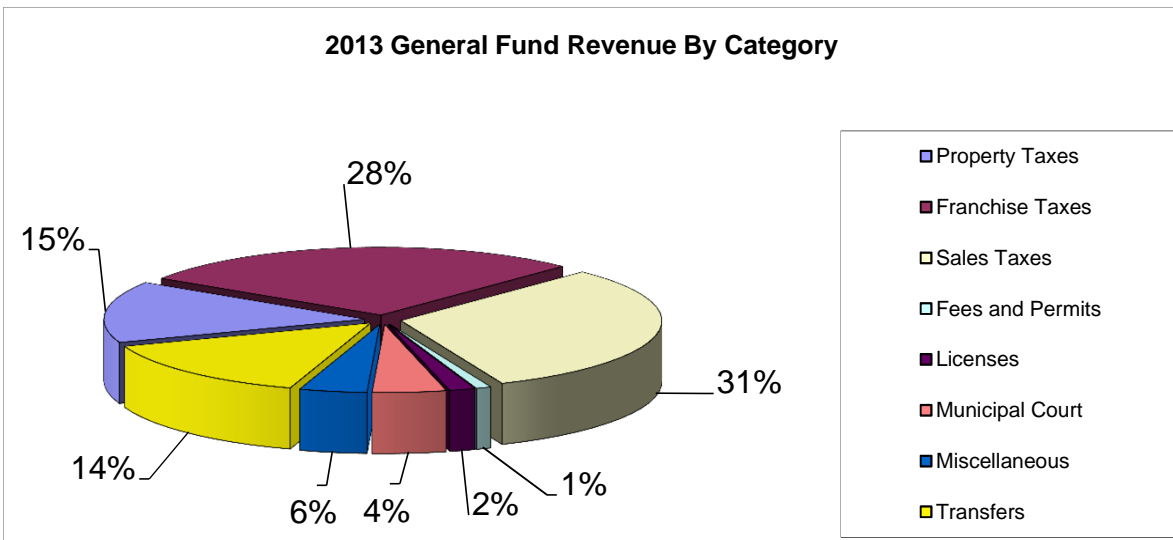
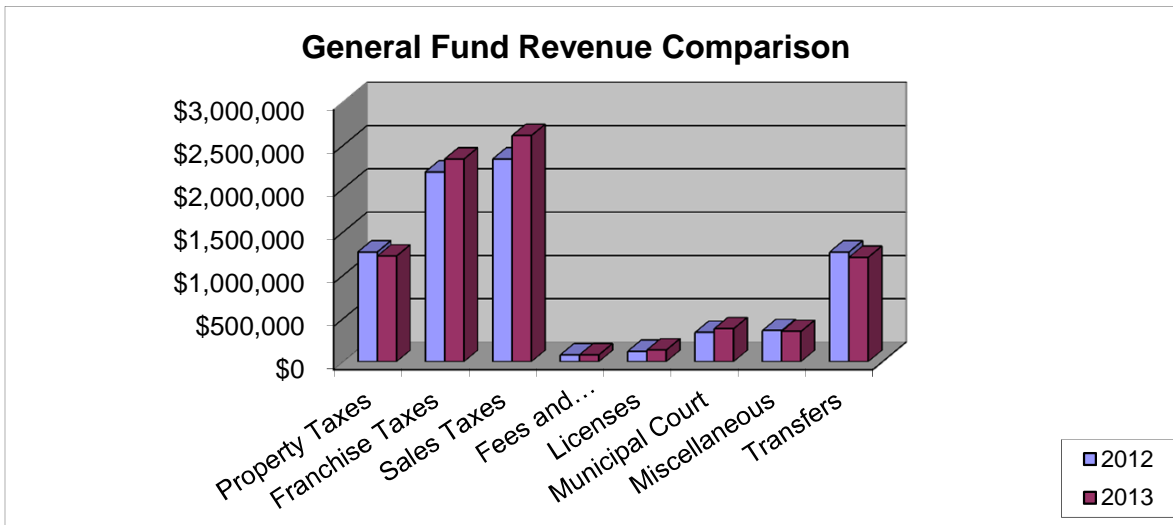
Summary		
	Budget	% of Budget
General Fund	\$ 8,255,354	37.40%
Parks & Recreation	1,080,731	2.75%
Debt Service	2,262,226	10.25%
Enterprise	4,829,374	21.88%
Internal Service Funds - combined	528,173	2.39%
Capital Funds - combined	5,118,335	23.19%
Total Combined Expenditures	\$ 22,074,193	100.00%



General Fund Revenue

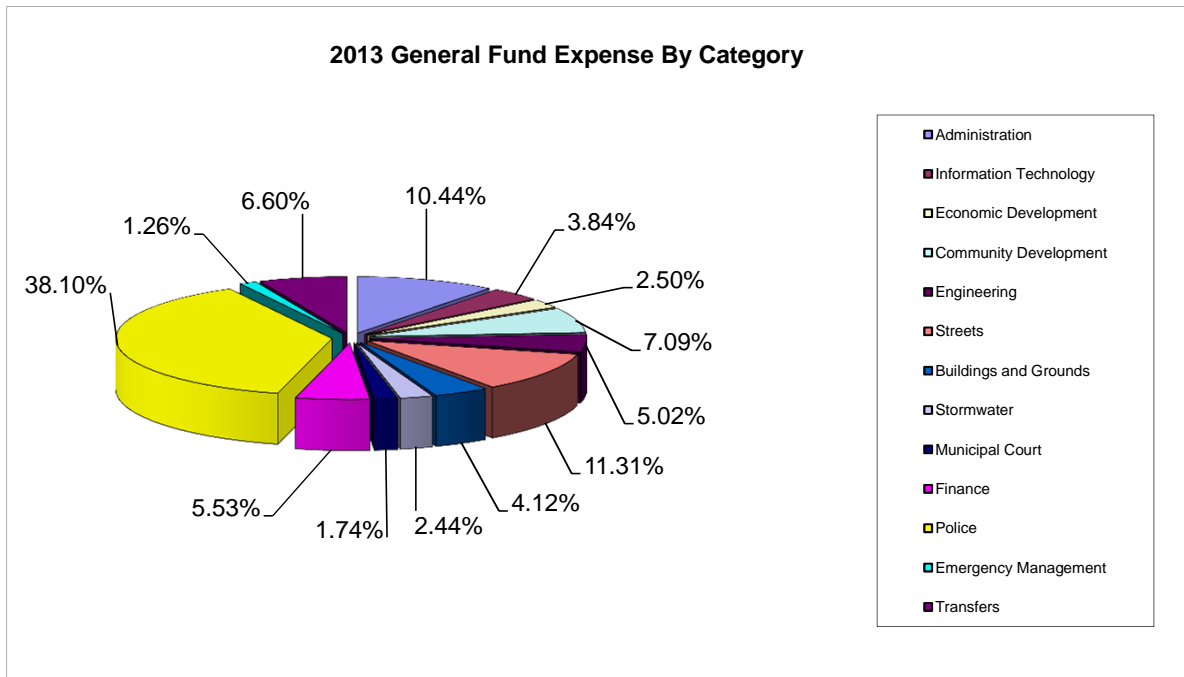
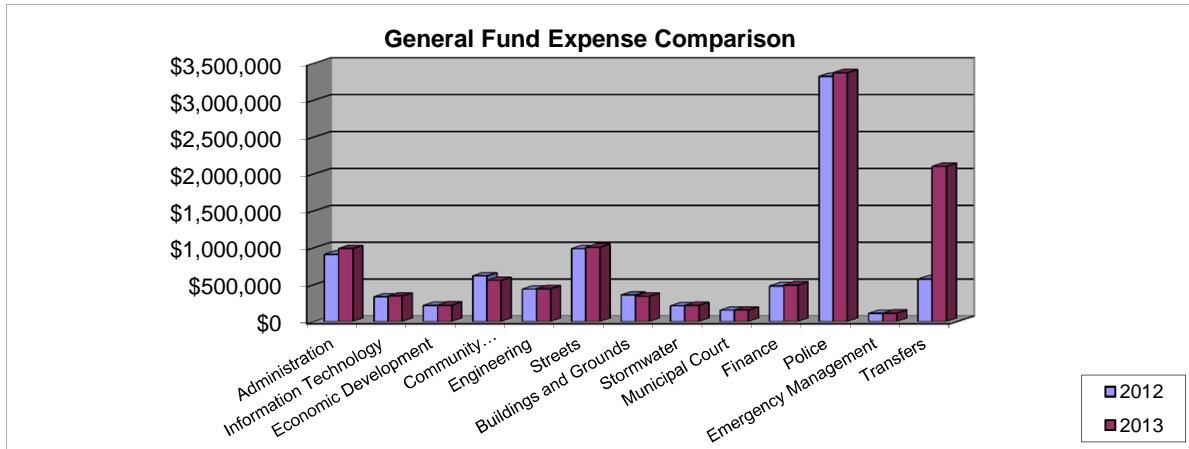
Budget Comparison Charts

Budget Summary			
	2012	2013	% +/-
Property Taxes	\$1,265,146	1,217,369.00	-4%
Franchise Taxes	\$2,188,849	\$2,338,270	7%
Sales Taxes	\$2,339,795	\$2,609,205	12%
Fees and Permits	\$76,329	\$77,937	2%
Licenses	\$118,598	\$132,935	12%
Municipal Court	\$335,800	\$378,951	13%
Miscellaneous	\$357,270	\$347,136	-3%
Transfers	\$1,264,898	\$1,203,553	-5%



General Fund Expense Budget Comparison Charts

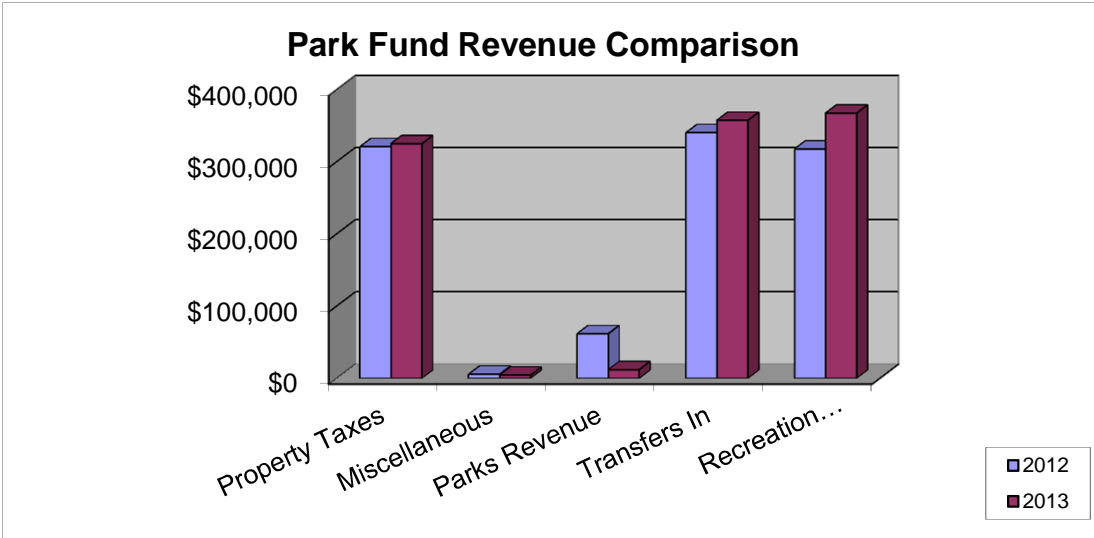
Budget Summary			
	2012	2013	% +/-
Administration	\$910,130	\$988,555	9%
Information Technology	\$334,401	\$345,608	3%
Economic Development	\$218,308	\$220,756	1%
Community Development	\$618,094	\$556,270	-10%
Engineering	\$437,550	\$444,536	2%
Streets	\$986,408	\$1,006,448	2%
Buildings and Grounds	\$359,362	\$341,494	-5%
Stormwater	\$212,596	\$217,991	3%
Municipal Court	\$152,005	\$155,477	2%
Finance	\$481,785	\$494,424	3%
Police	\$3,322,114	\$3,371,629	1%
Emergency Management	\$110,039	\$112,166	2%
Transfers	\$575,722	\$2,101,813	265%



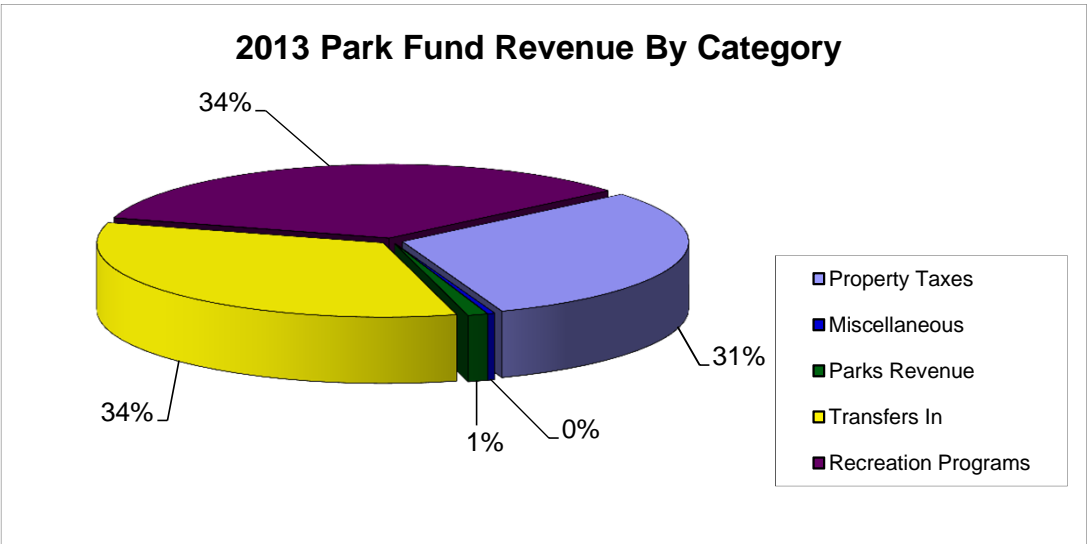
Park Fund Revenue

Budget Comparison Charts

Budget Summary			
	2012	2013	% +/-
Property Taxes	\$320,530	\$324,883	1%
Miscellaneous	\$5,319	\$4,274	-20%
Parks Revenue	\$61,725	\$12,000	-81%
Transfers In	\$340,000	\$357,359	5%
Recreation Programs	\$317,565	\$367,365	16%

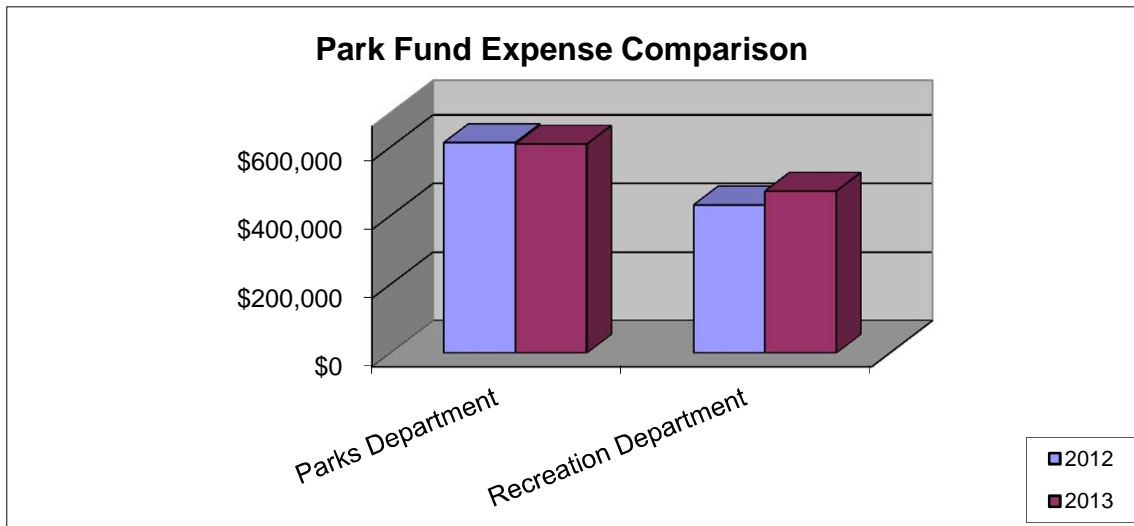


* Note during FY13 Concession Revenue was reallocated from Parks Revenue to Recreation Programs

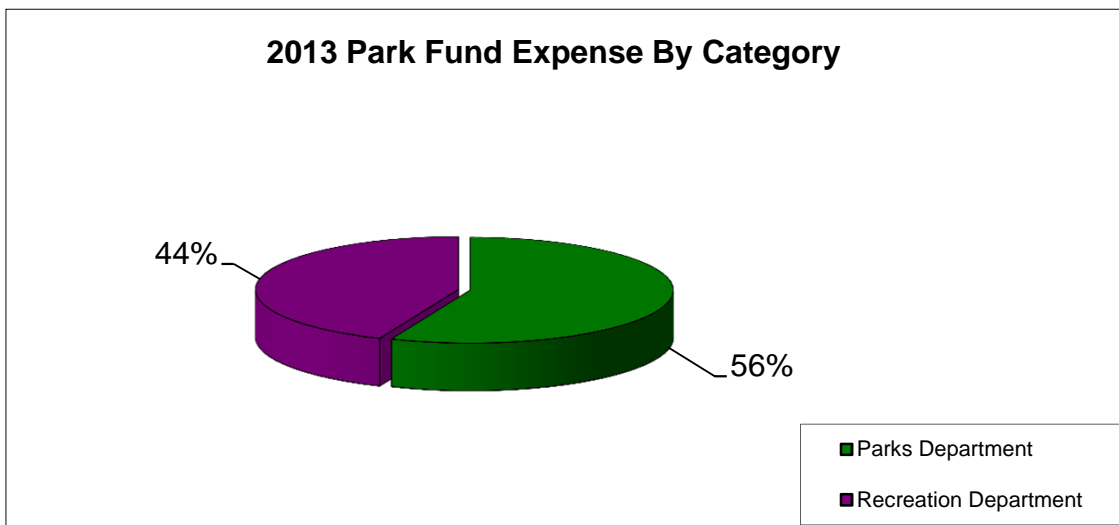


Park Fund Expense Budget Comparison Charts

Budget Summary			
	2012	2013	% +/-
Parks Department	\$613,219	\$608,711	-1%
Recreation Department	\$431,920	\$472,020	9%



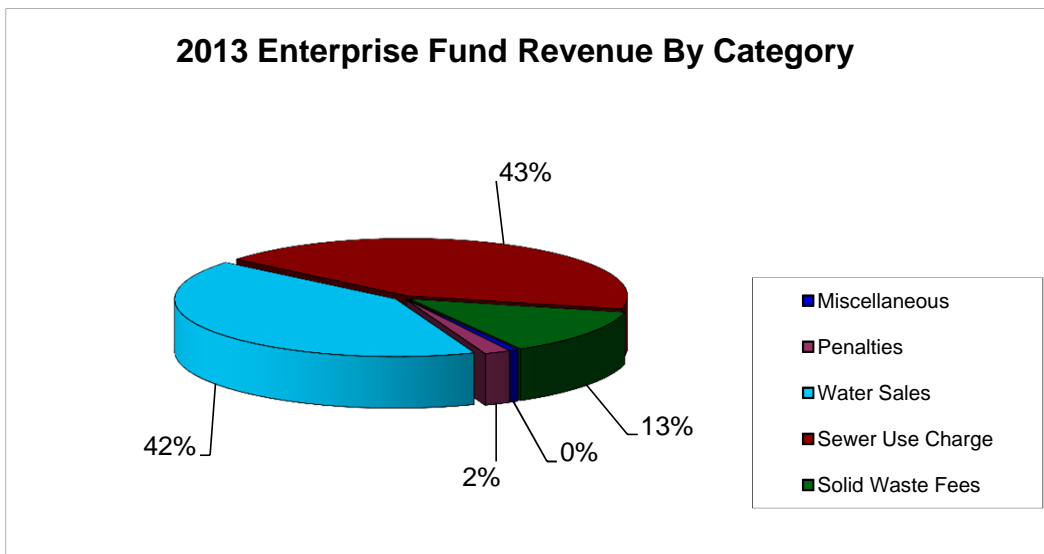
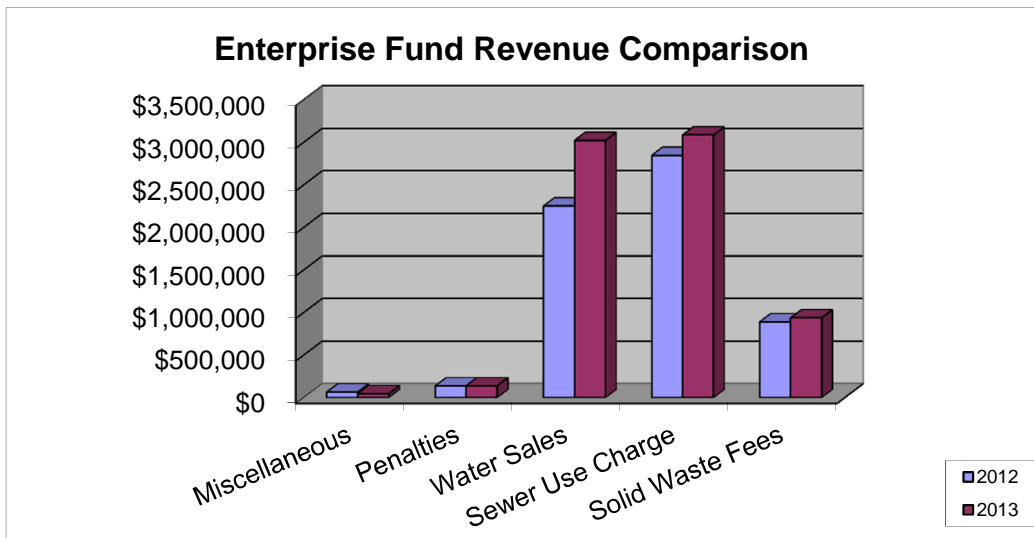
* Note during FY13 concession expense was reallocated from Parks Dept to Recreation Dept.



Enterprise Fund Revenue

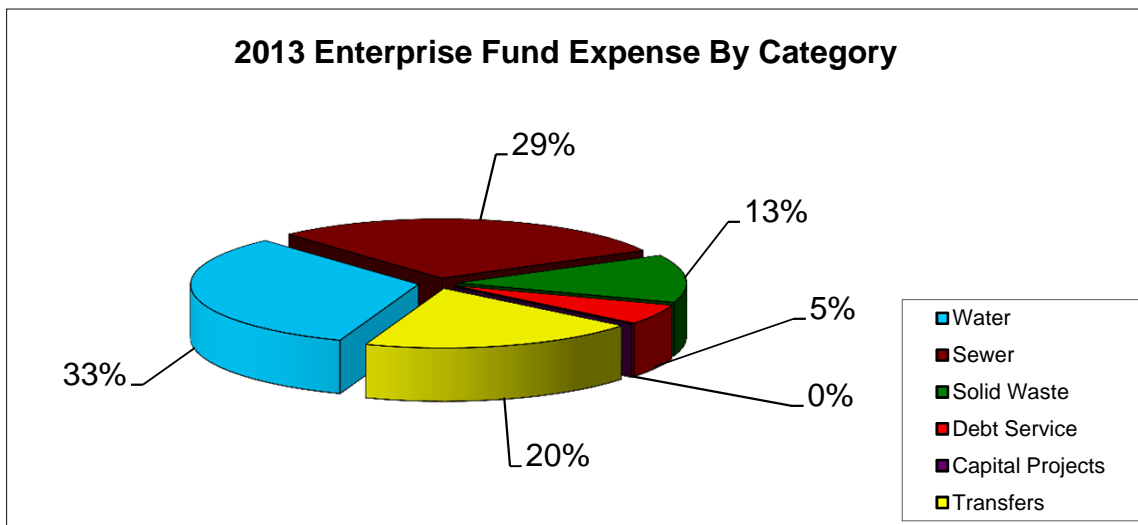
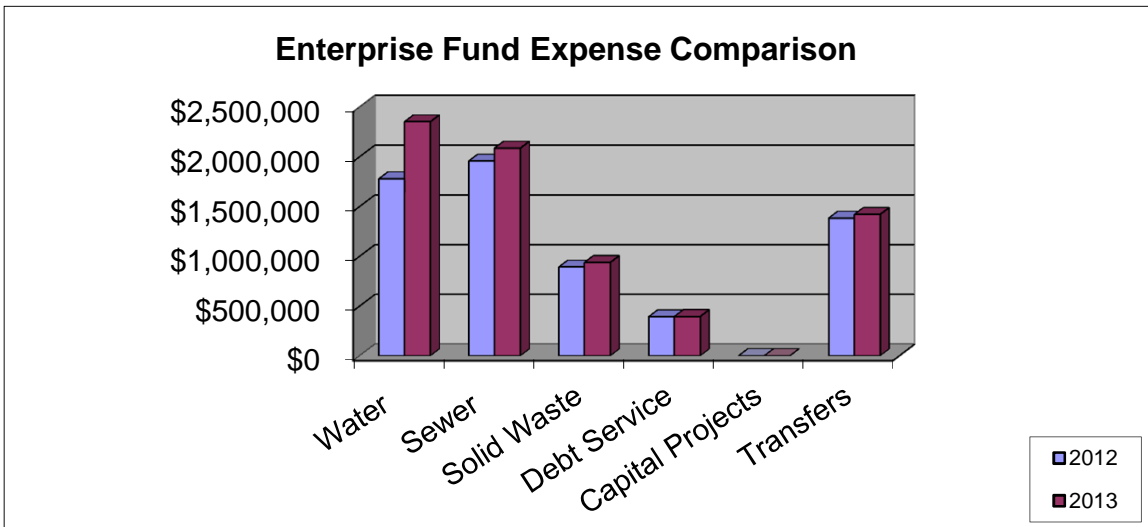
Budget Comparison Charts

Budget Summary			
	2012	2013	% +/-
Miscellaneous	\$64,865	\$45,055	-31%
Penalties	\$136,578	\$139,310	2%
Water Sales	\$2,251,659	\$3,022,200	34%
Sewer Use Charge	\$2,846,569	\$3,086,501	8%
Solid Waste Fees	\$890,400	\$937,200	n/a



Enterprise Fund Expense Budget Comparison Charts

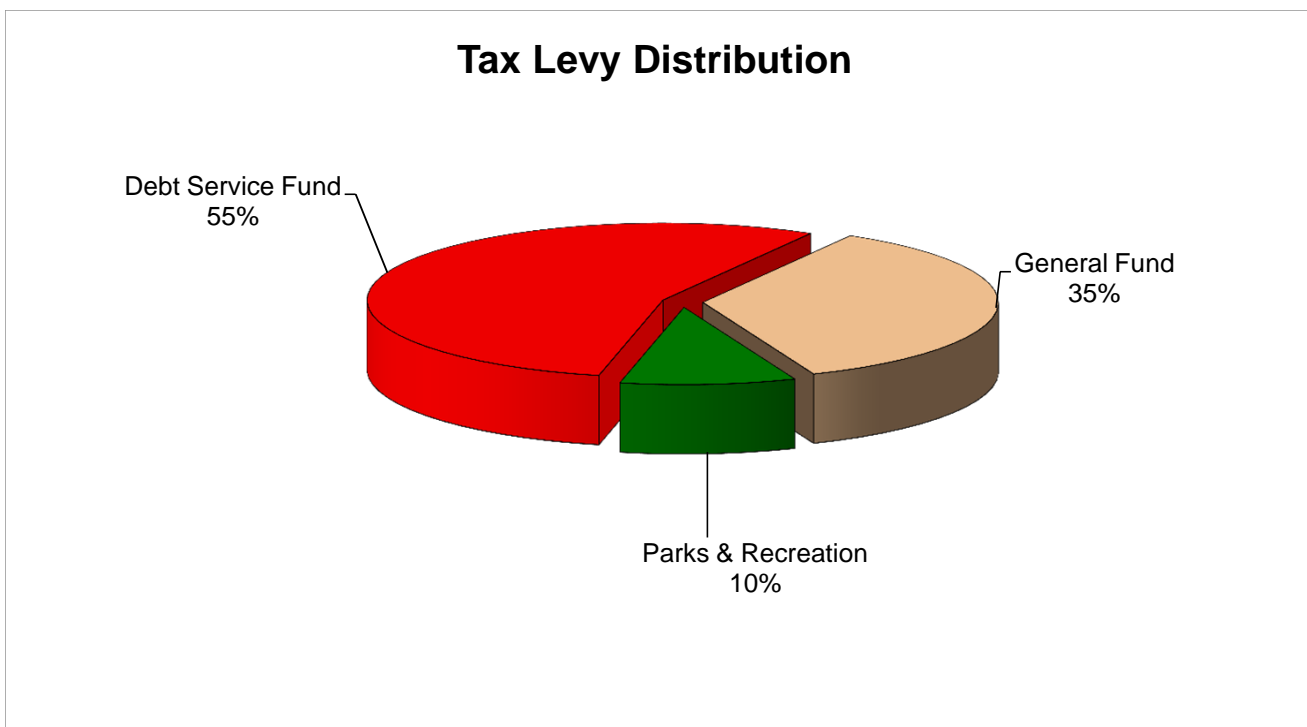
Budget Summary			
	2012	2013	% +/-
Water	\$1,776,640	\$2,350,374	32%
Sewer	\$1,955,650	\$2,084,765	7%
Solid Waste	\$890,400	\$937,200	n/a
Debt Service	\$391,833	\$394,235	1%
Capital Projects	\$0	\$0	0%
Transfers	\$1,381,366	\$1,419,514	3%



City of Raymore

Property Tax Levy Distribution

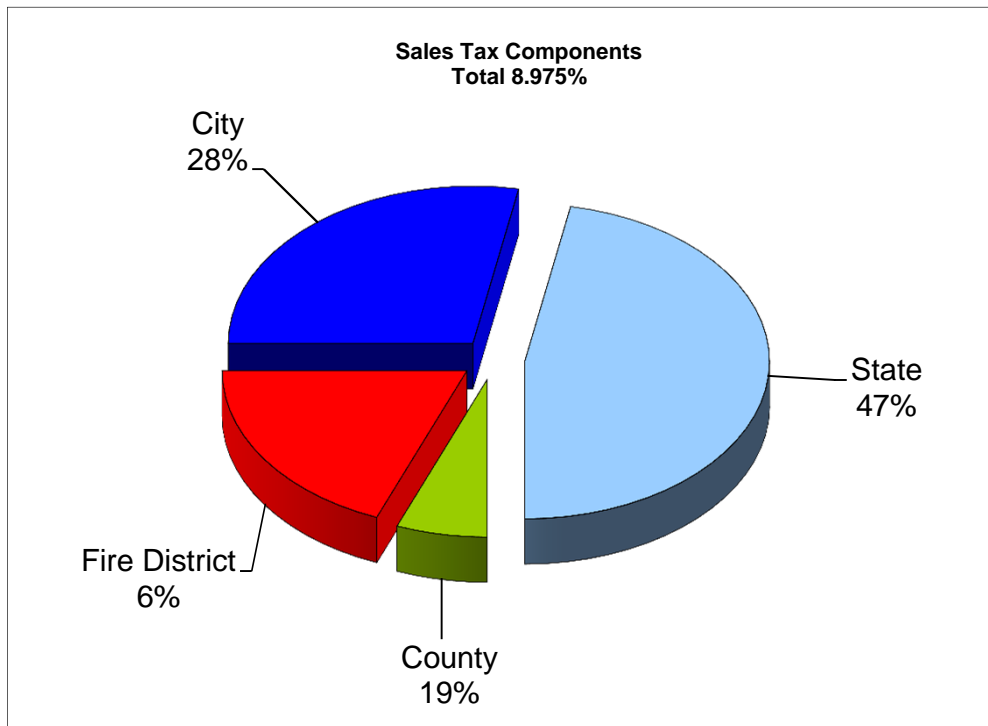
General Fund	\$ 0.4647
Parks & Recreation	\$ 0.1251
Debt Service Fund	\$ 0.7170
Total Tax Levy	<u>\$ 1.3068</u>



Assessed property values are determined by taking the market value, as determined by the County Assessor, times the assessment ratio. Assessment ratios are: commercial at 32%, residential at 19% and agricultural at 12%. Tax is paid on each \$100 of assessed value. Property values are re-assessed biennially by the County Assessor and the County Collector receives and distributes the taxes to the various taxing authorities.

Sales Tax Breakdown City of Raymore - 2012-13

Total City of Raymore Sales Tax		8.975%
City	Sales	1.000
	Transportation	0.500
	Capt. Improvement	0.500
	Park/Stormwater	0.500
	Total City	<u>2.500</u>
State	Sales	3.000
	Conservation	0.125
	Education	1.000
	Parks & Soils	0.100
	Total State	<u>4.225</u>
County	Sales	0.500
	Road & Bridge	0.250
	Law Enforcement	0.250
	Justice Center	0.250
	911 Tax	0.500
	Total County	<u>1.750</u>
Fire District	South Metro Fire	0.500
	Total Fire District	<u>0.500</u>

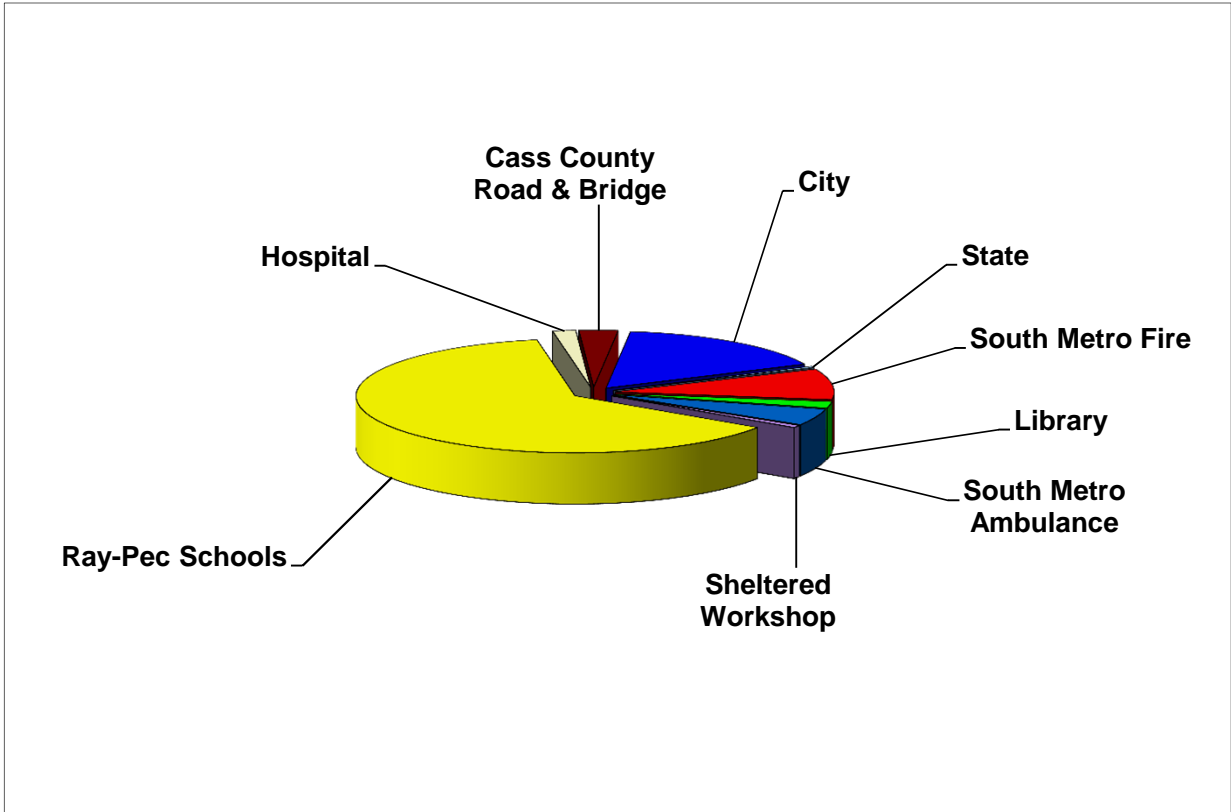


Property Tax Levy - Raymore

FY2012-13

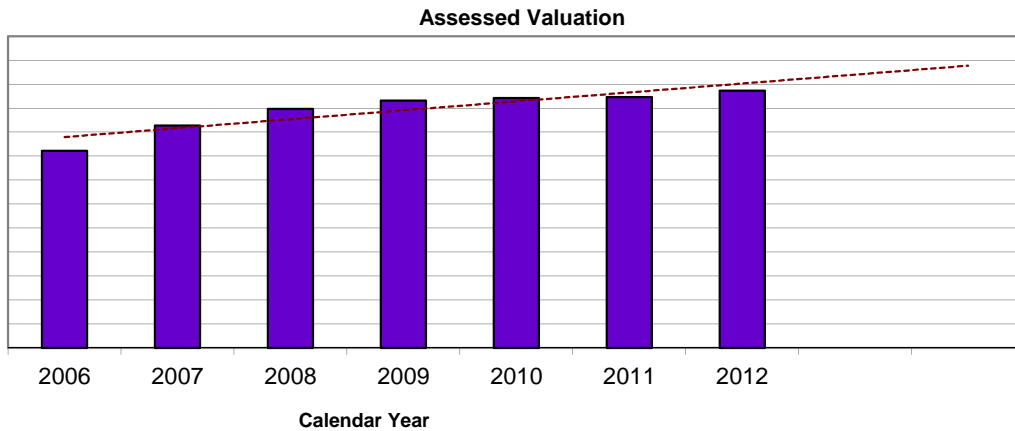
Levies	Rate	% of Total
Hospital	0.1357	1.69%
Cass County Road & Bridge	0.2300	2.87%
City	1.3068	16.30%
State	0.0300	0.37%
South Metro Fire	0.7004	8.73%
Library	0.1500	1.87%
South Metro Ambulance	0.3771	4.70%
Sheltered Workshop	0.0500	0.62%
Ray-Pec Schools	<u>5.0397</u>	<u>62.84%</u>
	<u>8.0197</u>	<u>100.00%</u>

Total Tax Levy for Raymore 8.0197 per \$100 of assessed value



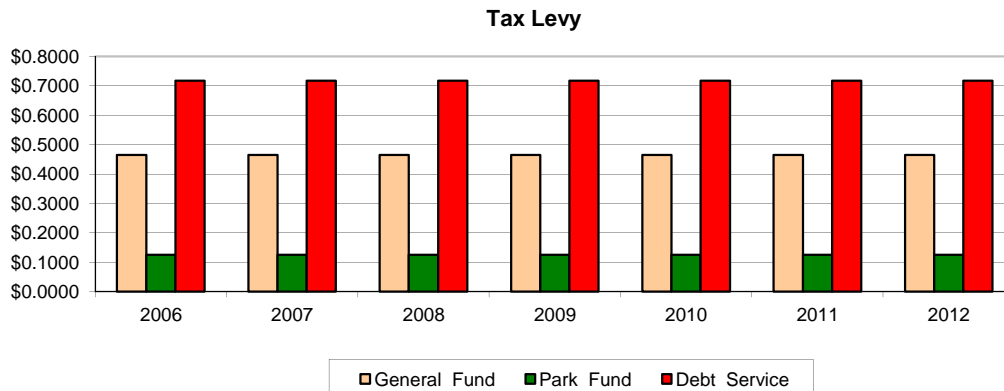
History of Property Valuation and City Tax Levy

Year	Assessed Valuation	Change from Prior Year
2006	\$205,467,139	23.23%
2007	\$231,780,495	12.81%
2008	\$249,022,530	7.44%
2009	\$257,750,090	3.50%
2010	\$260,574,141	1.10%
2011	\$261,447,248	0.34%
2012	\$268,321,175	2.63%



Year	General Fund	Park Fund	Debt Service	Total Levy
2006	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2007	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2008	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2009	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2010	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2011	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2012	\$0.4647	\$0.1251	\$0.7170	\$1.3068

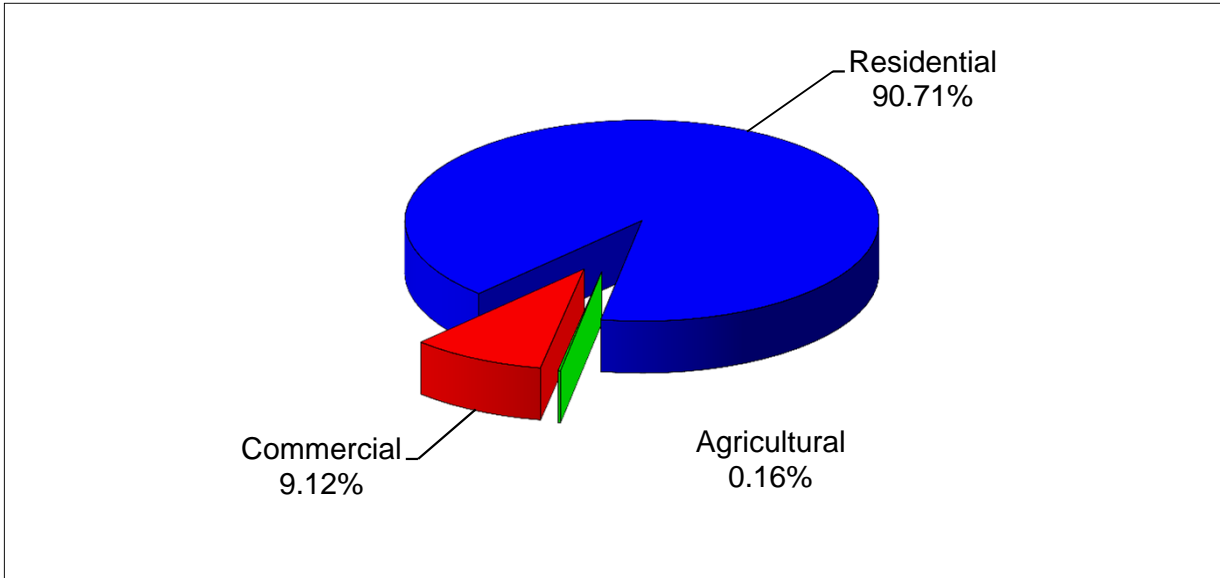
Avg % of total Levy 35.56% 9.57% 54.87%



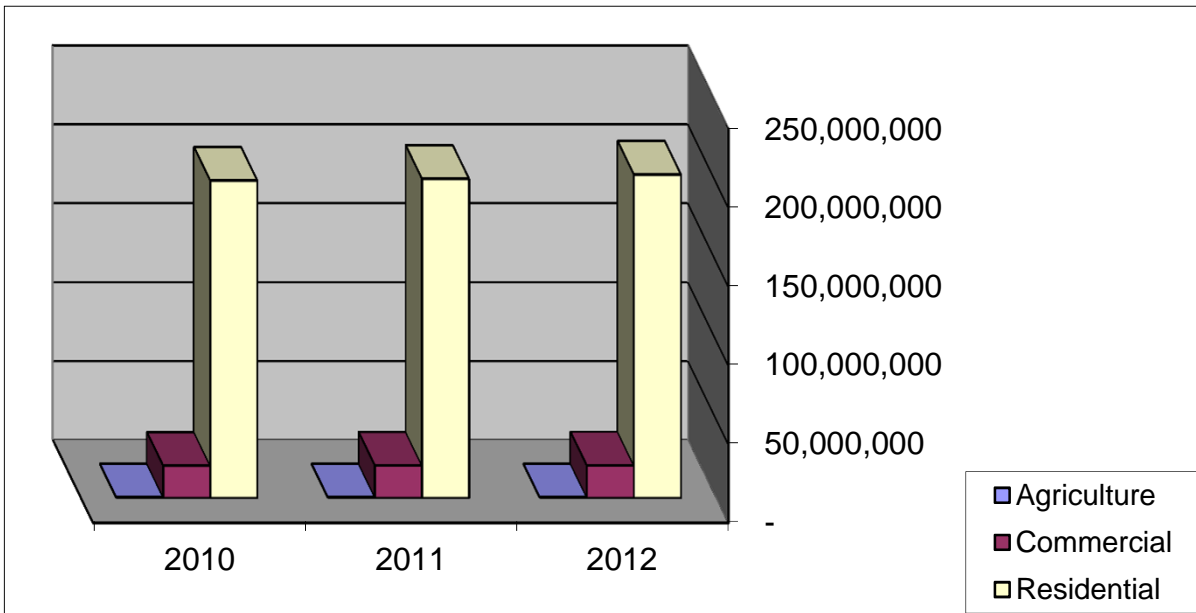
Property Tax Assessed Valuations By Classification

	2010	2011	2012
Agricultural	365,860	365,740	367,550
Commercial	20,424,640	20,537,420	20,630,944
Residential	201,271,100	202,361,370	205,099,010
	222,061,600	223,264,530	226,097,504

2012 Assessed Valuations Breakdown



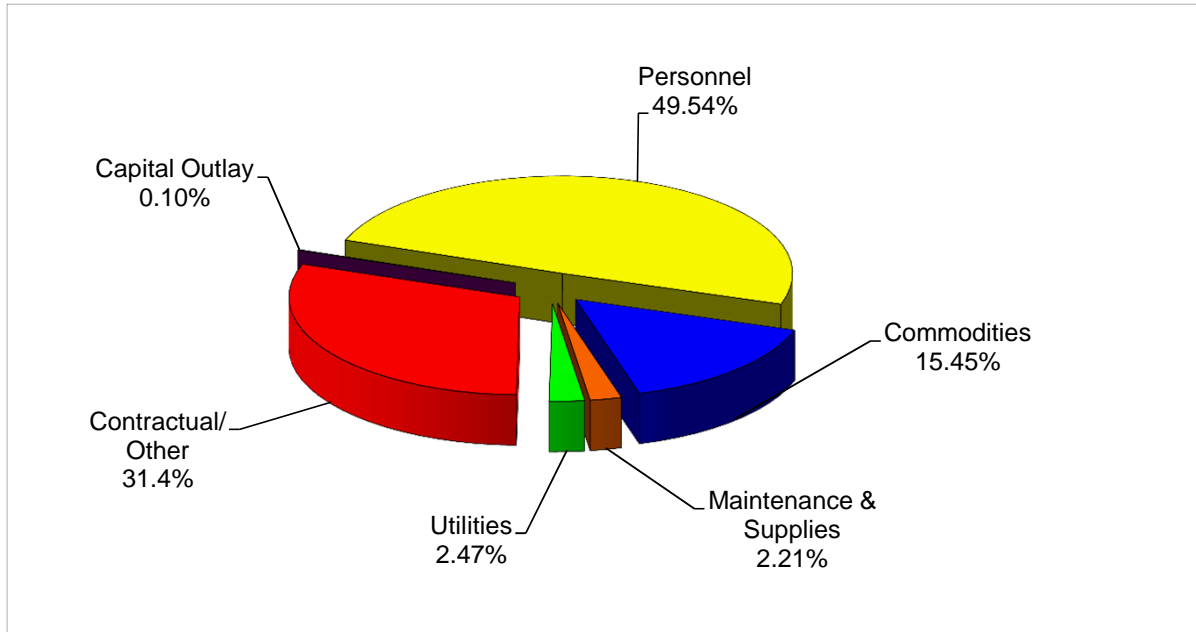
Three-Year Comparison



Combined Expenditures

Operational Funds by Function

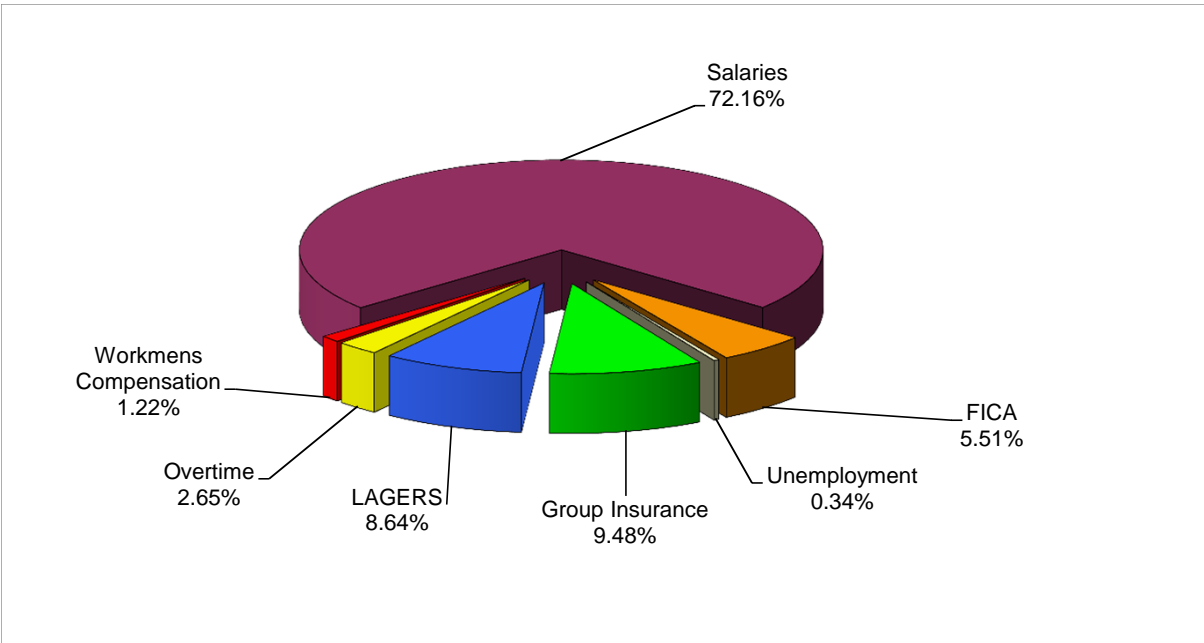
Summary		
	Budget	% of Budget
Personnel	\$ 7,383,941	49.54%
Commodities	2,303,464	15.45%
Maintenance & Supplies	329,530	2.21%
Utilities	368,647	2.47%
Contractual/Other	4,504,272	30.22%
Capital Outlay	14,850	0.10%
Total Combined Expenditures	\$ 14,904,704	100.00%



Personnel Expenditures

Operational Funds by Type

Summary		
	Budget	% of Budget
Salaries	\$ 5,328,541	72.16%
FICA	407,038	5.51%
Unemployment	24,840	0.34%
Group Insurance	699,810	9.48%
LAGERS	638,187	8.64%
Overtime	195,423	2.65%
Workmens Compensation	90,106	1.22%
Total Combined Expenditures	\$ 7,383,945	100.00%



Position Control Roster
By Department and Fund

Administration

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
City Manager	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Manager, Human Resources	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50
Community Outreach Coordinator	0.50	0.50	0.50
Total FTE	6.00	6.00	6.00

Information Technology

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Manager, Information Systems	1.00	1.00	1.00
Network Technician	1.00	1.00	1.00
Total FTE	2.00	2.00	2.00

Economic Development

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Economic Development Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total FTE	2.00	2.00	2.00

Position Control Roster
By Department and Fund

Community Development

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Community Development	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00
Building Official	1.00	1.00	1.00
Building Inspector, Senior	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50
Permit Technician	1.00	1.00	1.00
Total FTE	6.50	6.50	6.50

Engineering

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works and Engineering	0.25	0.25	0.25
Assistant Director, PW-Engineering	0.80	0.80	0.80
Engineering Technicians	2.40	2.40	2.40
Senior Engineering Technician	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00
Total FTE	4.45	4.45	4.45

Streets

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW-Operations	0.28	0.28	0.28
Public Works Field Supervisor	0.26	0.26	0.26
Crew Leader	0.67	0.67	0.67
Maintenance Workers I & II	1.50	1.50	1.50
Administrative Assistant	0.16	0.16	0.16
Total FTE	3.12	3.12	3.12

Position Control Roster
By Department and Fund

Stormwater

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Assistant Director, PW - Engineering	0.20	0.20	0.20
Assistant Director, PW - Operations	0.05	0.05	0.05
Administrative Assistant	0.17	0.17	0.17
Public Works Field Supervisor	0.07	0.07	0.07
Crew Leader Public Works	0.33	0.33	0.33
Maintenance Worker I & II	1.50	1.50	1.50
Engineering Technicians	0.60	0.60	0.60
Total FTE	2.92	2.92	2.92

Buildings and Grounds

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Parks & Recreation	0.15	0.15	0.15
Crew Leader, Parks Maintenance	0.25	0.25	0.25
Parks Maintenance Workers I & II	0.50	0.50	0.50
Administrative Assistant	0.10	0.00	0.00
Office Assistant	0.00	0.10	0.10
Custodian *	1.00	1.00	0.00
Building Technician *	0.00	0.00	1.00
Superintendent, Parks Operations	0.20	0.20	0.20
Total FTE	2.20	2.20	2.20

* FY13 reclassified the position

Court

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Municipal Court Administrator	1.00	1.00	1.00
Municipal Court Clerks *	0.50	0.65	0.65
Total FTE	1.50	1.65	1.65

* additional FTE

Position Control Roster
By Department and Fund

Finance

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Finance	1.00	1.00	1.00
Accountant	1.00	1.00	1.00
Payroll & Purchasing Specialist	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00
Utility Billing Technician	1.00	1.00	1.00
Total FTE	5.00	5.00	5.00

Police

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Chief of Police	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00
Police Lieutenant	1.00	1.00	1.00
Police Lieutenant (Support)	1.00	1.00	1.00
Police Patrol Sergeant	4.00	4.00	4.00
Police Detective Sergeant	1.00	1.00	1.00
Police Detective	2.00	2.00	2.00
Police Officer *	15.00	18.00	18.00
Chief Communications Officer	1.00	1.00	1.00
Communications Officer	8.00	8.00	8.00
Animal Control Officer **	1.50	1.50	2.00
Administrative Assistant **	0.00	0.00	0.50
Property & Evidence Clerk	1.00	1.00	1.00
Police Records Clerk	1.00	1.00	1.00
Total FTE	39.50	42.50	43.50

* Addition of 3 new officers effective FY11-12

** Addition of .5 FTE each effective FY12-13

Emergency Management

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Emergency Management Coordinator	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00

Total All Positions

General Fund	76.19	79.34	80.34
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Position Control Roster
By Department and Fund

Parks	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Parks & Recreation	0.65	0.65	0.65
Superintendent, Parks Operation	0.80	0.80	0.80
Crew Leader, Parks Maintenance	0.70	0.70	0.70
Parks Maintenance Worker *	2.40	3.40	3.40
Administrative Assistant	0.10	0.00	0.00
Office Assistant P/T *	0.00	0.20	0.20
Community Outreach Coordinator *	0.50	0.25	0.25
Total FTE	5.15	6.00	6.00

* Additional Parks Maintenance Worker FY12 began at mid-year

* Community Outreach Coordinator & Office Assistant FTE were reallocated to cost share Parks/Recreation

Recreation	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Parks & Recreation	0.20	0.20	0.20
Recreation Coordinator	1.00	2.00	2.00
Crew Leader, Parks Maintenance	0.05	0.05	0.05
Parks Maintenance Worker	0.10	0.10	0.10
Administrative Assistant	0.80	0.00	0.00
Office Assistant P/T *	0.50	0.20	0.20
Community Outreach Coordinator *	0.00	0.25	0.25
Total FTE	2.65	2.80	2.80

* Community Outreach Coordinator & Office Assistant FTE were reallocated to cost share Parks/Recreation

Total All Positions			
Park Fund	7.80	8.80	8.80

Position Control Roster
By Department and Fund

Water

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW - Operations	0.33	0.33	0.33
Public Works Field Supervisor	0.34	0.34	0.34
Crew Leader, Water/Sewer	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00
Administrative Assistant	0.33	0.33	0.33
Meter Reader	0.50	0.50	0.50
Total FTE	5.75	5.75	5.75

Sewer

	2010-11 Actual	2011-12 Actual	2012-13 Adopted
Director, Public Works & Engineering	0.25	0.25	0.25
Assistant Director, PW - Operations	0.33	0.33	0.33
Public Works Field Supervisor	0.34	0.34	0.34
Crew Leader, Water/Sewer	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00
Administrative Assistant	0.33	0.33	0.33
Meter Reader	0.50	0.50	0.50
Total FTE	5.75	5.75	5.75

Total All Positions
Enterprise Fund

	11.50	11.50	11.50
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Total All Positions

	95.49	99.64	100.64
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**City of Raymore
Adopted Salary Range Chart
Fiscal Year 2012-13**

City Manager Annual Base Salary per Bill 2765, approved June 4, 2012. \$106,165.44

GR	MIN	MID	MAX	CODE	TITLE
30	83,107	99,728	128,815	0110	Assistant City Manager
29	77,481	92,977	120,096	1501 0501	Chief of Police Director, Public Works & Engineering
28	71,856	86,227	111,376	0401 1101 2501	Director, Community Development Director, Finance Director, Parks & Recreation
26	62,012	74,413	93,017	0510 1510	Assistant Director, PW - Engineering Police Captain
25	59,198	71,039	88,797	0610 0310 0120 0210	Assistant Director, PW - Operations Economic Development Director Manager, Human Resources Manager, Information Systems
23	53,574	64,288	80,359	1520 2510	Police Lieutenant Superintendent, Parks Operations
22	50,760	60,913	76,141	0410 1525	Building Official Police Lieutenant (Support)
21	47,948	57,537	71,921	1530	Police Sergeant
19	44,432	53,318	66,647	0130 1555 1010	City Clerk Emergency Management Coordinator Municipal Court Administrator
18	43,025	51,630	64,538	0415 0440	Building Inspector, Senior GIS Coordinator
17	41,619	49,942	62,429	1110 1535 0620	Accountant Police Detective Public Works Field Supervisor

**City of Raymore
Adopted Salary Range Chart
Fiscal Year 2012-13**

GR	MIN	MID	MAX	CODE	TITLE
16	40,213	48,255	60,319	0420	Building Inspector
				0530	Engineering Technician
				0220	Network Technician
				1540	Police Officer III
				2550	Recreation Coordinator
15	38,806	46,568	56,269	1560	Chief Communications Officer
				1120	Payroll & Purchasing Specialist
				1545	Police Officer II
14	37,400	44,880	54,230	0150	Community Outreach Coordinator
				0635	Crew Leader, Water/Sewer
				0140	Deputy City Clerk
				1550	Police Officer I
13	35,993	43,193	52,190	0430	Code Enforcement Officer
				2520	Crew Leader, Parks Maintenance
				0630	Crew Leader, Public Works
12	34,587	41,504	50,152	0010	Administrative Assistant
				1570	Animal Control Officer
				1565	Communications Officer
				1580	Property & Evidence Technician
11	33,181	39,817	48,112	1130	Utility Billing Technician
10	31,775	38,129	46,073	2530	Parks Maintenance Worker II
				0640	Public Works Maintenance Worker II
9	30,369	36,442	44,033	1140	Accounting Technician
				0450	Permit Technician
8	28,961	34,755	41,995		Building Technician
				1020	Municipal Court Clerk
				2540	Parks Maintenance Worker I
				1585	Police Records Clerk
				0650	Public Works Maintenance Worker I
7	27,555	33,066	39,956	1150	Meter Reader
6	26,149	31,379	37,916	0020	Office Assistant
4	23,337	28,004	33,838	0710	Custodian



CITY OF RAYMORE, MISSOURI DEMOGRAPHIC STATISTICS

History of Raymore

The Raymore Township was one of the last areas settled in Cass County due to the scarcity of large creeks and rivers and timbered areas. Prior to the Civil War, the township possessed only three inhabitants and it was not until after the war, that settlement grew rapidly. The extremely rich prairie soil was utilized for farms and ranches, of which some still exist to day.

Raymore was initially platted in 1874, incorporated on March 20, 1877, and became a Fourth Class city on March 5, 1988. The community was named after its founding fathers, George Rea and Henry Moore. Rea and Moore were instrumental building the Kansas City, Clinton and Springfield Railroad and later, in bringing the railroad through Raymore in 1885. For almost 50 years, the Raymore Depot and local hotel hosted daily, eight trains and their passengers and crew in transit from Kansas City to Springfield.

While no Civil War battles were fought in the Raymore area, it was regularly used as camping grounds for both the Kansas Jayhawkers and Quantrell's Raiders. When General Thomas Ewing issued Order No. 11, requiring all non-unionists to leave Bates, Cass, Jackson and Vernon counties, Raymore became part of the area known as the "Burnt District." After the war, the residents returned to the community and the surrounding farms and the area was rebuilt.

Located in northwestern Cass County along U.S. 71 Highway, Raymore's recent history is dominated by rapid growth. Raymore is one of the fastest growing communities in the area, consistently placing among the top communities in monthly statistics of new residential construction in the Kansas City Metropolitan area.

General

The City is a constitutional charter city and political subdivision, duly created and existing under the laws of the State of Missouri. Additional information regarding the City, it's history, socio-economic structure, commercial and residential growth may be obtained from Eric Berlin, City Manager, City of Raymore, 100 Municipal Circle, Raymore, Missouri 64083-0440 (816) 331-0488.

The City is almost 20 square miles in area and is located approximately 23 miles south of Downtown Kansas City in the west central part of the state. The present estimated population of the City is 19,206.

Government

A council/manager form of government manages the City of Raymore. The City adopted its Charter in November 1997. The City Council consists of eight-members with two members elected from each of the four wards. The Council members serve two-year, staggered terms. The Mayor is elected at large and serves a three-year term and presides over meetings of the City Council. The City Manager is appointed by the Mayor with the advice and consent of the City Council as the

chief administrative officer of the City. The Council members set the policy for the City and the City Manager is responsible for administering this policy in the day-to-day activities of City operations. Department Heads for municipal operations report to the City Manager.

The City Council establishes utility and tax rates and authorizes all municipal indebtedness and tax rates are established by the City Council to support the budget adopted. As required by state law, the aggregate City budget may not include any expenditure in excess of anticipated revenues. The City's fiscal year ends on October 31.

City staff consists of approximately 100 full and part-time employees. None of the City employees are represented by a collective bargaining unit.

The City participates in the Missouri Local Government Employees Retirement System (LAGERS), which is administered by a seven-member independent board of trustees pursuant to Missouri statutes. The plan is a defined benefit plan that provides for normal, early and disability retirement benefits to participants meeting certain eligibility requirements. The plan covers substantially all full-time employees of the City.

Municipal Services and Utilities

The City owns and operates its own water and sewer systems. Kansas City Power and Light provides a majority of the electrical service and Missouri Gas Energy provides a majority of the natural gas service. The City provides its citizens with typical services such as street maintenance and construction, police protection, code enforcement, engineering and planning, building inspections and parks and recreation programs.

Transportation and Communication Facilities

The City is located along U. S. Highway 71 and Missouri State Highway 58 and is served by commercial bus lines and motor freight carriers.

Television and radio stations and tele-cable systems in the Kansas City metropolitan area serve the City. AT&T(Southwestern Bell), Comcast Phone and Birch are the main providers of land-line telephone services. Sprint, Verizon, T-Mobile and AT&T(Cingular) are the major providers of wireless telephone services. The Kansas City Star, which is published daily, and three weekly news publications provide local newspaper coverage.

Community

Police Protection

The City of Raymore Police Department provides public service to the community 24 hours a day, year-round. These functions are performed through two (2) divisions, the Operations Division and the Support Services Division. These are further subdivided into the Patrol Unit, Investigations Unit, Traffic Enforcement Unit, Community Interaction Unit, Animal Control and, Property, Evidence and Supply Unit. There are 30 sworn officers and 13.5 civilian staff for a total of 43.5 full and part-time employees.

Fire Protection

The South Metro Fire District provides Fire Suppression and Advanced Life Support Emergency Medical Response for 52 square miles in Cass County Missouri (about 20 miles south of Kansas City MO), including the cities of Raymore and Lake Winnebago, and unincorporated parts of the County.

Medical and Health Facilities

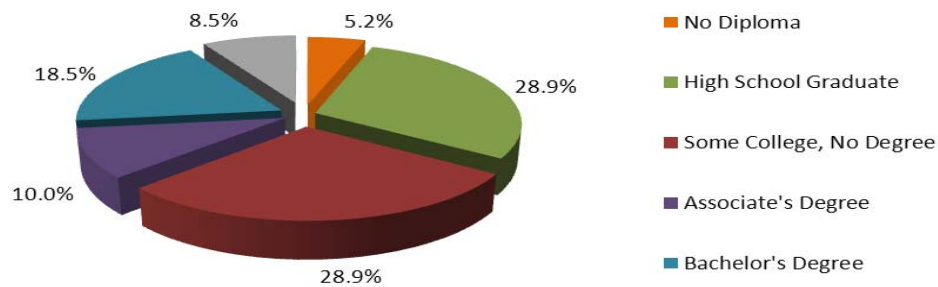
Belton Research Hospital, a 71-bed acute care hospital, was completed in 1984 and is located adjacent to the City limits. The hospital provides 24-hour emergency care, surgery, internal medicine, pediatrics, intensive care, radiology, laboratory, pharmacy, physical therapy and cardio-pulmonary services. Other facilities within 15 miles of the City include Cass Medical Center, Saint Joseph Health Center, Lee's Summit Hospital, St. Luke's East and Two Rivers Psychiatric Hospital. There are a wide variety of doctors, dentists and specialists available in Kansas City and the surrounding area.

Education

The public school population for the City of Raymore is adjoined with the City of Peculiar's to create the Raymore-Peculiar School District, which covers approximately 94 square miles of the Cass County area. Raymore is closely located to 15 of the many numerous higher education opportunities that exist in the Kansas City Metropolitan area. The City's residents have access to over 22 colleges and universities, 9 community colleges and numerous bible, technical and business schools.

- 37% of Raymore residents over the age of 25 have earned at least one college degree.
- 27% of Raymore residents have a Bachelor Degree or higher. The national average is 28%.
- 94.7% of Raymore residents over the age of 25 are high school (or equivalency) graduates. The national average is 85.3%.

**Educational Attainment of Raymore Residents
(Age 25 & Over)**



Source: American FactFinder, 2010 estimate

Public Schools

The Raymore Peculiar School District consists of 10 schools, which had an enrollment for the 2011-2012 school year of approximately 5,907 students. The district is accredited with distinction

in performance by the Missouri Dept. of Elementary & Secondary Education and has received consecutive honors as a “Blue Ribbon School” by Expansion Management magazine. The District encompasses six elementary schools, two 5th and 6th grade intermediate schools, one 7th and 8th middle school, and a two-building high school campus serving grades 9-12..

- Raymore-Peculiar High School (two buildings serving 9-12)
- Raymore-Peculiar Middle School (7-8)
- Bridle Ridge Intermediate (5-6)
- Eagle Glen Intermediate (5-6)
- Creekmoor Elementary (K-4)
- Peculiar Elementary (K-4)
- Shull Elementary (K-4)
- Stonegate Elementary (K-4)
- Raymore Elementary (K-4)
- Timbercreek Elementary (K-4)

Parks & Recreation

The City of Raymore provides numerous venues for sporting and recreation activities. The City’s incorporated boundary includes seven park areas with various amenities. Year-round activities included an Easter Festival, 4th of July Fireworks Extravaganza, Harvest Night, and the Mayors Tree-lighting as well as numerous sporting leagues and instructional programs. The Parks & Recreation Department leads the Mayor’s Family Initiative Team in the planning and promotion of family oriented programs and services.

The Raymore Parks and Recreation Board oversees the parks and various recreation programs. The Board was established under City Code Chapter 120 and Chapter 90 of the Revised Statutes of the State of Missouri as an administrative board.

The mission of the Raymore Parks and Recreation Board is to be fiscally responsible in maintaining and expanding land, facilities, and programs. The Board also strives to provide diverse recreational programs and a range of parks and green space accessible to all citizens of Raymore. The Board, in conjunction with the City Council, oversees the Parks and Recreation Department, which manages the day-to-day operations.

The Board administers seven park areas in excess of 285 acres and future development plans provide over 190 acres of additional green space areas for parks and trails for residents to utilize and enjoy. Currently, ten miles of greenway trail have been constructed.

Memorial Park

Memorial Park is located off Olive Street behind Raymore Elementary School. The park area encompasses 20+ acres and has a pleasant mix of passive and active space. The park hosts several of Raymore's special events and festivals.

Memorial Park Amenities

- One Large Shelter House with Stage

- One Small Shelter House
- Two Tennis Courts
- One concession stand with attached rest rooms
- Four ball fields, shared with Raymore Elementary
- Two Sand Volleyball Courts
- One lighted Walking Trail (approximately 7/8 mile)
- One Basketball Court
- Playground Equipment

Recreation Park

Located on the southern end of town on 90 acres, Recreation Park is the largest of Raymore's four existing parks. It is also the most active park with approximately 80% of its space dedicated to active programmable use. Playground equipment was added in 2012.

Recreation Park Amenities

- Six-field Baseball / Softball Complex
- Soccer Fields
- Football Field
- Two Concession Stands
- Four Lighted Tennis Courts
- One Lighted Basketball Court
- Two Playground Areas
- Two Shelter Houses - Optimists Shelter and East Shelter
- A Fishing Pond
- Park House and Maintenance Buildings
- Skate Park
- Exercise Trail (approx 1.5 miles)

Good Parkway Linear Park

Located in a greenway between the Wood Creek and Stonegate Subdivisions, Good Parkway is a functional drainage way. A recreational Trail was added in 2003. Future plans for the park include stream restoration and natural areas that will improve the condition of the stream, reduce pollutants in the water, and enhance aesthetics.

Good Parkway Amenities

- Recreational Trail (approximately one mile)

Eagle Glen Linear Park

Located in a greenway within the Eagle Glen subdivision, Eagle Glen Linear Park is a functional drainage way. A recreation trail was added in 2004. Playground equipment was added in 2012. Future plans for the park include stream restoration and natural areas that will improve the condition of the stream, reduce pollutants in the water, and enhance aesthetics.

Eagle Glen Linear Park Amenities

- Recreational Trail (approximately one mile)
- Playground Equipment

Ward Park Place Park

Located on 3.88 acres on the western end of Sierra Drive in Ward Park Place Subdivision, Ward Park Place Park is a newly developed neighborhood park. The park was designed through a public process in FY07. A parking lot was completed in FY10. The playground and trail were added in FY11. A small picnic area was added in FY12.

Ward Park Place Park Amenities

- Recreational Trail (approximately one-quarter mile)
- Playground Equipment
- Picnic Area

Eagle Park

Located in an easement in the parking lot of a retail shopping area along Highway 58, the park was once the home of the Mayor’s Christmas Tree Lighting. Residents donated funds to purchase and install a 70-foot flagpole, lighting, and memorial.

Eagle Park Amenities

- 70-foot Flagpole
- Flagpole Lighting
- Eagle Statue

Hawk Ridge Park

The City’s newest community park, Hawk Ridge Park is 79 acres of rolling hills with a fishing lake. Undeveloped at this time, the park’s topography is well suited for future park planning to include a mix of both passive natural areas and active play areas and facilities. Today, open fields are being cultivated by a local farm. A parking lot was constructed in FY10.

Hawk Ridge Park Amenities

- Lake

Washington Street Property

Located in Original Raymore, the Washington Street Property previously served as the home of several city facilities as well as private businesses. In 2009, a planning process began to determine resident preference in development of the property following the demolition of the failing buildings on the site in 2010. Residents indicated interest in a community gathering space that included a farmer’s market. Improvement of the property began in 2010.

Washington Street Property Amenities

- Picnic Tables
- Grills

ECONOMIC & DEMOGRAPHIC DATA

Commerce and Industry

Major Employers

	<u>Employer</u>	<u>Product/Service</u>	<u>Number of Employees</u>
1.	Wal-Mart	Retail	346
2.	Foxwood Springs	Retirement Community	306
3.	Ray-Pec School District*	Education	272
4.	Cosentino's Price Chopper	Grocery Store	151
5.	Rehabilitation Center of Raymore	Assisted Living Care	142
6.	Lowe's Home Improvement	Retail-building materials	119
7.	City of Raymore	Government	100
8.	Culvers	Restaurant	53
9.	McDonalds	Restaurant	50
10.	Pathways	Medical	43

Source: Raymore Department of Finance - Contacted businesses for information

* Raymore-Peculiar School District - Number of employees for the entire district is 789; the number of employees employed within the City of Raymore is 272 – Contacted Human Resources Department for school district.

General and Demographic Information

Census Population Data

	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010</u>
City of Raymore	587	3154	5592	11,146	19,206
Cass County	39,448	51,029	63,808	82,092	99,478
State of Missouri	4,677,623	4,916,776	5,117,073	5,595,211	5,988,927

Source: U.S. Department of Commerce, Economics & Statistics Administration; Bureau of the Census.

Missouri Data Center, Jefferson City, Missouri and City Department of Economic Development

Population Distribution by Age per 2010 Census

<u>Age</u>	<u>City of Raymore</u>	<u>Cass County</u>	<u>State of Missouri</u>
Under 5	1407	6,756	390,237
5-19 years	4,521	22,077	1,211,174
20-44 years	6,074	30,501	1,937,372
45-54 years	2,624	15,256	888,572
55-64 years	1,955	11,398	723,278
65 years and older	<u>2,625</u>	<u>13,490</u>	<u>838,294</u>
Total	<u>19,206</u>	<u>99,478</u>	<u>5,988,927</u>
Median Age	36.5	37.9	37.9

Source: U.S. Department of Commerce, Economics & Statistics Administration; Bureau of the Census.
Missouri Data Center, Jefferson City, Missouri.

Population Statistics*

1990.....	5,592
1991.....	6,015
1992.....	6,308
1993.....	6,742
1994.....	7,331
1995.....	7,851
1996.....	8,298
1997.....	8,876
1998.....	9,705
1999.....	10,476
2000.....	11,146
2001.....	11,900
2002.....	12,612
2003.....	13,561
2004.....	14,560
2005.....	15,530
2006.....	16,544
2007.....	17,238
2008.....	17,688
2009.....	18,594
2010.....	19,206
2011.....	19,318
2012.....	19,318

*1990, 2000 and 2010 are actual per U.S. Bureau of Census, all other years are estimates.

Unemployment Figures

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<u>City of Raymore*</u>					
Total Labor Force	6,513	6,589	6,460	6,634	see below
Unemployed	316	515	527	477	see below
Unemployment Rate	4.9%	7.8%	8.2%	7.2%	see below
<u>Cass County</u>					
Total Labor Force	49,805	50,732	49,770	51,945	51,551
Unemployed	2,936	4,786	4,849	4,635	3,535
Unemployment Rate	5.90%	9.40%	9.70%	8.90%	6.90%
<u>State of Missouri</u>					
Total Labor Force	3,012,126	3,036,622	2,993,198	3,089,673	3,045,118
Unemployed	182,837	282,860	280,535	274,977	212,711
Unemployment Rate	6.10%	9.30%	9.40%	8.90%	7.00%

Source: Missouri Economic Research & Information Center (MERIC), MO Dept E.D. – Civilian Labor Force Date June 2012

*Unofficial Estimates from Economic Development do not necessarily reflect current economic conditions; 2012 information for the city will not be available until subsequent year.

Income Statistics

Income Figures per 2010 Census

	<u>Per Capita</u>	<u>Median Family</u>
City of Raymore	\$29,213	\$73,727
Cass County	26,326	60,097
State of Missouri	24,724	46,262

Median Earnings

Male (full-time)	\$54,375
Female (full-time)	\$42,962

Employment Status

Population 16 years and over	13,367
In labor force	9,267
Civilian Labor Force	9,248
Employed	8,899
Unemployed	349

Occupation

Management, Professional	3,532
Service Occupations	1,101
Sales and Office Occupations	2,783

Source: US Census Bureau, American Fact Finder 2010 Census

Housing Structures

<u>Housing type</u>	<u>Number of Units</u>	<u>Percentage of Units</u>
Single-Family	5,989	86.00%
Duplex	354	.59%
Multi-Family	1,141	13.50%

Median Home Value per 2010 Census

	<u>Median Value</u>
City	\$172,500
Cass County	152,900
State of Missouri	137,700

Source: U.S. Department of Commerce Bureau of the Census and City Community Development Department.

Building Construction

Total Building Permits and Estimated Cost by Type

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<i>Residential</i>					
Number of Permits	185	65	37	48	68
Estimated Cost	\$36,223,300	\$29,888,100	\$9,217,000	\$10,747,200	\$14,615,500
<i>Non-Residential</i>					
Number of Permits	32	45	16	12	08
Estimated Cost	\$17,095,000	\$24,173,300	\$2,620,200	\$2,378,400	\$1,264,900

Source: City Community Development Department.

Sales Taxes

	Total Sales Tax	8.975%
•	City Sales Tax	1.000%
•	City Transportation	0.500%
•	City Capital Improvement.....	0.500%
•	City Parks/Stormwater	0.500%
•	State Sales Tax	3.000%
•	State Conservation	0.125%
•	State Education	1.000%
•	State Parks & Soils.....	0.100%
•	County Sales Tax	0.500%
•	County 911 Tax.....	0.500%
•	County Road & Bridge.....	0.250%
•	County Justice Center	0.250%
•	County Law Enforcement	0.250%
•	South Metro Fire	0.500%
	Total City	2.500%
	Total State.....	4.225%
	Total County Tax	2.250%

Property Taxes

Major Property Taxpayers

(Based upon assessed valuation for 2011)

	Name of Taxpayer	Local Assessed Valuation	% of Total of Top 10 Local Assessed Valuation
1	Wal-Mart	\$ 3,467,870	20.62%
2	Launch Properties, LLC (Manor Homes Apts)	\$ 2,992,140	17.79%
2	Lowes (Jemsite Development)	\$ 2,466,020	14.66%
3	Raymore Group LLC (Raymore Mkt Ctr)	\$ 2,270,830	13.50%
5	Foxwood Springs	\$ 1,265,080	7.52%
6	Missouri Gas Energy	\$ 1,059,600	6.30%
7	Raymore Galleria	\$ 966,370	5.75%
8	Creekmoor Property Owners Assoc Inc	\$ 861,140	5.12%
9	MBSR Raymore MO LLC (Walgreens)	\$ 736,010	4.38%
10	JJJ Enterprises LLC (Orschelns)	\$ 736,000	4.38%

Source: County Assessor. Assessed valuation includes real estate and personal property.

Tax Collection Record

The following table sets forth tax collection information for the City for fiscal years for which audited financial statements are available.

Year Ended Feb	Total Levy	Taxes Levied	Current & Delinquent Collections
2012	1.3068		
2011	1.3068	\$ 3,422,118	\$ 3,955,594
2010	1.3068	\$ 3,405,183	\$ 3,348,360
2009	1.3068	\$ 3,372,582	\$ 3,303,331
2008	1.3068	\$ 3,245,467	\$ 3,097,615
2007	1.3068	\$ 2,995,155	\$ 2,793,562
2006	1.3068	\$ 2,689,931	\$ 2,785,262
2005	1.3068	\$ 2,495,614	\$ 2,520,750
2004	1.3068	\$ 2,150,015	\$ 2,157,101
2003	1.3067	\$ 2,028,657	\$ 1,913,699
2002	1.3338	\$ 1,803,938	\$ 1,810,744

Goals for the City of Raymore

2010 - 2011

Approved by the Raymore City Council on
December 28, 2009
and amended at the Council Goals Session on
July 2, 2010

The Raymore City Council has established the following goals. They have been organized according to category and are identified as either newly established goals or ongoing goals. Action steps necessary to achieve the goals have also been identified so that the governing body, the staff and the community are clear about the incremental steps necessary for success.

Effectively Manage Growth

New growth should enhance the quality of life currently enjoyed by Raymore residents. Efforts should be made to address residents' desires for housing, retail, and industrial opportunities. The City will use a strategic and deliberative approach to growth and implement practices to ensure the quality of new developments.

Council Goals

1. Encourage development in Raymore to achieve community goals.
 - a. Aggressively pursue filling vacancies in existing commercial areas.
 - 1) Complete the development of the Raymore Galleria
 - a) Meet with the developer of the Raymore Galleria to gain a complete understanding of the issues impeding completion of the development.
 - b) Fill all spaces in the strip mall area on Dean Avenue.
 - c) Develop Galleria area on north side of 58 Highway.
 - 2) Fill strip spaces in the 58 Highway Regional Market Center (Price Chopper shopping center).
 - 3) Use economic development tools to attract desired commercial growth.
 - a) Review City economic development incentive policies to ensure our policies and practices are competitive with other jurisdictions while adequately protecting taxpayers, and adopt a more fully-formed policy to guide use of these incentives.
 1. How has the current economic development incentive policy been applied? For what businesses has it been used?
 2. Has there been adequate return on the City's investment?
 3. Compare and contrast the City of Raymore's incentive policy with those of other Kansas City municipalities.

4. Host a series of forums or meetings with area development agencies and developers to better understand which incentives work best, which are most sought, and why.
 - b) Review the City’s economic development strategies and formally adopt a document outlining those strategies and the reporting on Economic Development activities that is desired by the Council.
- b. Complete a new Growth Management Plan.
 - 1) Develop a process for developing the plan, to include significant community involvement.
 - 2) Identify goals for the Growth Management Plan.
- c. Evaluate current zoning and subdivision regulations to ensure that diversity in new developments is encouraged and that community goals and needs are supported.
- d. Review access policy for Highway 58. Access should be safe and functional, while also optimally meeting the needs of new commercial development.
- e. Develop a plan for voluntary and involuntary annexation to ensure the orderly development of the community.
 - 1) Voluntary annexations will be proactively pursued.
 - 2) Undertake education of Raymore residents of the importance of annexation to the future of Raymore.
 - a) Tie sewer hook-ups to voluntary annexation.
 - 3) Identify services and “amenities” to be gained by residents in the areas to be annexed.
- f. Update city codes related to design and construction to improve the quality, safety, and efficiency of new development and re-development.
 - 1) Adopt the 2009 International Building Codes.
- g. Implement a contractor licensing program to establish a minimum professional standard for all contractors doing work in the City of Raymore.
- h. Develop an illicit discharge ordinance to comply with NPDES and protect public waterways.

Enhance Communication

Effective communication with the public is essential for open, accountable, and transparent government. A variety of methods should be used to inform citizens of current issues, services available, and community events. At the same time, citizens should be provided opportunities to participate and be involved in community decisions.

Council Goals

1. Build city's database of e-mail addresses to more frequently and efficiently communicate with citizens.
 - a. Request that new utility customers provide email address when opening an account, and advise them of the City's "Notify Me" program.
 - b. Request e-mail addresses from existing customers in a utility bill insert and advise them of the City's "Notify Me" program.
 - c. Request e-mail addresses with parks and recreation program enrollment, and advise enrollees of the City's "Notify Me" program.
2. Improve capability of public access channel.
 - a. Identify equipment needs and develop a funding plan.
3. Seek additional means of communicating with citizens.
 - a. Consider conducting a survey of Raymore residents to learn how they prefer to receive information.
 - b. Consider city-owned marquees.
 - 1) Research capital and operating costs for marquees.
 - 2) Identify appropriate locations for them.
 - c. Investigate providing digital information kiosks at Price Chopper and Wal-Mart.

- 1) Meet with store management to determine willingness to host such kiosks.
 - 2) Identify costs to provide kiosks, including initial equipment and set up costs as well as ongoing maintenance and information production.
- d. Evaluate publishing Raymore Review on a more frequent basis.
- e. Enhance web services to better communicate with and serve Raymore residents, businesses and visitors.
- 1) Implement online registration for recreation programs.
 - 2) Implement internet streaming of City meetings.
 - 3) Add pertinent information to the Court page on the City web site.
 - 4) Provide additional opportunities for the public to participate in the budget process.
 - 5) Engage the public in decisions that impact the entire community, such as the Growth Management Plan and community visioning process.
- f. Implement a GIS Master Plan to provide more immediate information to the community, developers, contractors and City Council.
- 1) Conduct a forum with key stakeholders to identify what information is of greatest value to help prioritize the Master Plan.
 - 2) Provide a web based program allowing access by anyone to the City GIS.
- g. Continue refining methods of presenting budget and financial information.
- h. Develop a brochure describing all the different ways the City communicates, and work with the Chamber of Commerce to disseminate this information.

Maintain Fiscal Health

The City of Raymore is committed to being a good steward of the community's financial resources. Maintaining fiscal health allows the City to provide essential programs and services at the lowest possible cost. Policies, budget strategies, and financial practices must continually be evaluated and re-evaluated to optimize the City's financial position and to ensure that taxpayers get maximum value for their money.

Council Goals

1. Revisit the City of Raymore's fund balance policy to ensure it provides an adequate level of funding in the event of a municipal emergency but that it also does not capture unnecessary taxpayer dollars.
2. Develop and maintain a long-term financial forecast .
 - a. Use trends and current economic data to develop assumptions for key revenues and expenditures.
 - b. Incorporate the ongoing operational expenses of all new Capital Improvements Program projects.
 - c. Update and report changes to the forecast at the end of each quarter of the fiscal year.
 - d. Integrate the long-term forecast into the annual budget process.
 - e. Evaluate and report actual financial results against the forecast at the end of each fiscal year.
3. Evaluate recovering costs for programs and services through user fees.
 - a. Identify programs and services that are or could be funded through user fees.
 - b. Estimate user fees that would be necessary to fully recover costs.
 - c. Evaluate potential user fees against fees charged by neighboring communities.
 - d. Develop cost-recovery policy for fee-based programs and services.
 - e. Review user fees and cost-recovery policy during the annual budget.

4. Review and adhere to long-term infrastructure maintenance and construction plans.
 - a. Inventory all infrastructure assets to determine maintenance requirements.
 - b. Identify maintenance goals and priorities.
 - c. Continue the long-term street maintenance program.
5. Analyze compensation strategies to ensure a cost-effective but competitive salary and benefits structure.
 - a. To ensure employee confidence and understanding of current market standards for salary and benefits, solicit proposals from compensation analyses firms and communicate findings.
 - b. Determine city policy regarding at what level Raymore employees should be in the marketplace.
 - c. Evaluate employee use of the existing benefits program and program costs.
6. Continue efforts to adhere to best practices in municipal financial management.
 - a. Present City financial statements in the Comprehensive Annual Financial Report (CAFR) format.
 - b. Further incorporate the ICMA Performance Measurement System into the budget process.
 - c. Implement automated record-keeping of employee time worked for payroll purposes to increase accuracy and efficiency.
7. Explore alternative revenue sources.
 - a. Consider implementing a Storm Water Utility Fee to fund “green” and gray” storm water improvements.
 - b. Identify funding for stream restoration design and construction.
 - c. Identify ways to better fund the parks and recreational needs of the residents, considering operational and capital needs.
 - d. Continue to explore funding through the American Recovery and Reinvestment Act.

8. Use appropriate technology to manage fiscal resources.
 - a. Maximize automation of utility billing.
 - b. Consider funding park maintenance tracking software to better account for maintenance activities, enhance the overall appearance of the park system and ensure efficiencies.
 - c. Implement acceptance of credit cards for Municipal Court payments.
 - d. Fully Implement Purchasing Card program.
 - e. Inventory fixed assets, including developing a barcode system for them.
9. Explore joint project bidding opportunities with other public works agencies in Cass County.
10. Explore participation in metropolitan-wide purchasing opportunities.

Build Community

A sense of community is important to Raymore residents. As the city grows and develops, efforts must be made to preserve and enhance the sense of community. Building community can take many forms, from building a new civic center or establishing a new community event; the common thread is that the people of the community must be actively involved in helping set the course for the future.

Council Goals

1. Institute a communitywide process to develop a vision for Raymore's future.
 - a. Develop an RFQ, disseminate, and secure the services of a facilitator to guide the process.
 - b. Strive for significant and broad-based community engagement in the visioning process, including residents from throughout Raymore of varying backgrounds with a diversity of interests, needs and desires.
 - i. Develop a detailed public involvement plan, identifying methods of communication and target audiences.
2. Work toward the development of a community center.
 - a. Conduct a feasibility study for building a community center. The feasibility study will include a number of factors such as:
 - i. resident needs and wants
 - ii. capital financing options
 - iii. on-going operation costs and revenue alternatives
 - iv. location options
 - v. how a center would be operated
 - vi. impact on local business
 - vii. a determination of how or if an aquatic component should be included
 - viii. exploring whether a school district partnership would be appropriate
 - b. Explore the construction of a Butler-type building as an intermediate step to a full-blown community center.
3. Complete the plan for the Farmers' Market area.
 - a. Develop a long-term capital plan for the area.

4. Engage citizens more actively in municipal efforts to foster a sense of ownership in the community.
 - a. Identify opportunities in which citizens can volunteer their time in a meaningful way to support municipal and community efforts.
 - 1) Determine how the City can facilitate the matching of volunteers.
 - b. Work with HOA's by holding meetings, open houses, etc. to hear HOA Concerns.
 - c. Hold town hall-type meetings on an individual "hot" topic in the community, and/or hold such meetings on the activities of a particular department.
5. Strengthen relationships with community partners to improve communication and the community.
 - a. Host an annual gathering of City of Raymore, Raymore-Peculiar School District, Raymore Chamber of Commerce, etc., determine issues of mutual hope or concern, and develop a means to work together to address those issues.
 - b. Determine areas of partnership with the Raymore Historical Society.
6. Explore securing higher education opportunities within the City of Raymore.
 - a. Build upon the newly-established initiative to provide entrepreneurial education to Raymore businesses through the University of Central Missouri.
 - b. Conduct discussions with institutions of higher learning, such as the Metropolitan Community College System, University of Central Missouri, and University of Missouri-Kansas City, to determine interest in serving the citizens of Raymore and Cass County.
 - c. Identify partnerships that could be formed to enhance the educational opportunities for Raymore and Cass County residents.
7. Explore developing community events (in addition to the Raymore Festival in the Park) for which Raymore can be known.
 - a. Establish a community committee to address this issue.
 - b. To bring in tourism dollars, schedule events such as tournaments that will bring people in from out of town.

8. Enhance community connectivity through sidewalks, pedestrian trails, bike paths and thinking beyond traditional infrastructure by connecting community through technology.
 - a. Evaluate the sidewalk, trail, and bike path networks.
 - b. Determine where gaps exist in the existing network, how areas of the community could be linked.
 - c. Identify cost associated with such a program.

9. Enhance the Parks and Recreation system to address desires of the community.
 - a. Further evaluate residents' desire for a City pool and develop capital and operational cost estimates.
 - b. Determine how to finance improvements to unimproved parkland.
 - c. Develop and implement a multi-pronged program for city beautification that adds public art, gardens, and landscaping enhancements in parks and public places.

Provide Public Safety

Public safety is a cornerstone for a thriving community. Residents of Raymore feel safe are also satisfied with the quality of the City's fire services. Continuing to provide high quality public safety services and improving public education about public safety is a City priority.

Council Goals

1. Enhance citizen involvement and interaction in providing for public safety.
 - a. Further develop the Neighborhood Watch program to provide a broader base of community security.
 - b. Establish a Community Interaction Officer to coordinate efforts such as D.A.R.E., Citizen's Police Academy, Neighborhood Watch, National Night Out, crime prevention seminars, bicycle rodeos, speaking engagements, special events, and block parties.
 - c. Increase involvement in the Citizens' Police Academy.
 - d. Evaluate options to make patrol vehicles more visible in neighborhoods.
2. Establish a traffic unit within the police department to help ensure the safety of roadways through direct enforcement, education, and traffic crash analysis.
3. Identify a location and funding sources for the construction of a new public safety facility that will serve the future needs of the city.
4. Use technology to enhance public safety.
 - a. Resolve software compatibility issues to implement electronic ticket writing.
 - b. Identify funding to upgrade the communications system and implement, in concert with other communities, the upgrade to a 700-800 megahertz interoperability radio system.
5. Control the size of the court docket and take other measures to avoid overcrowding on court nights.

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
	Human Resources			
5.	The HR Division should undertake a workforce planning effort to develop a workforce plan including succession planning.	HR Manager	This project is scheduled to be completed in 2012. No progress was made on this project through the third quarter of 2012.	Matrix
6.	The City should fully implement the existing INCODE features available on the software system to provide a comprehensive software solution to support the Human Resources functions and eliminate much of the manual entry currently taking place.	HR Manager	Implementation of electronic timekeeping was completed in the third quarter of 2010. There are twenty INCODE H.R. modules, of which the City currently uses nine . The most recently added module added involves drivers license tracking, to enhance risk management reporting. Testing and utilization of the additional functions provided in the H.R. module will continue. Staff continues to develop and test data elements one module at a time. This is an ongoing project.	Matrix
10.	The City should adopt a policy of routine review and updating of job descriptions to ensure review of each description every three to five years.	HR Manager	New job descriptions for every City position were created and implemented in May 2011 as part of the Archer Company's compensation/classification study. One-third to one-fifth of these are reviewed each year to ensure they are up-to-date. One-third of the job description reviews are in process.	Matrix

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
12.	The City should conduct an employee survey at least every two years to solicit input regarding satisfaction with human resources services and employee satisfaction with their employment with the City of Raymore.	HR Manager	An employee satisfaction survey with City Support Services was conducted in February 2012. A survey to solicit input from employees regarding their satisfaction with their employment and an implementation process has been drafted and is under review.	Matrix
13.	The City of Raymore should implement a formal training policy outlining the annual training requirements for various positions, including required supervisory training.	HR Manager	This project has been initiated and will be completed in 2012. A Training Needs Survey was conducted with both employees and managers in February 2012. A Staff Development and Training policy has been developed. Necessary forms for tracking training and development activities have been created. Formal training requirements have been identified and shared with Department Heads. Guidelines and training for supervisors on creating staff development plans was completed in September. Rollout to employees will occur in October, 2012.	Matrix
	Community Outreach			

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
30.	Provide additional opportunities for the public to participate in the budget process.	City Council, City Manager	<p>This was discussed in a work session on 10/3/11. The consensus was that efforts should focus on getting more information out about the budget when it was introduced in order to better inform the public and give interested parties the ability to contribute their thoughts and ideas.</p> <p>The City Manager wrote an article which was disseminated by City media summarizing the budget proposal that he submitted to Council in August, and will do so again after Council has adopted the budget in October.</p>	Goals
31.	Engage the public in decisions that impact the entire community, such as the Growth Management Plan and community visioning process.	Community Development Director, City Council	<p>Public participation is a key element in the planning process being used in the 2012 update. A citizen survey was completed and a survey results report prepared. The first of two open houses was held to share work completed to date and to continue to gather public input. The public is being invited to participate in work groups to help prepare goals for the four identified Key Planning Areas in the new GMP.</p>	Goals
32.	Conduct a forum with key stakeholders to identify what information is of greatest value to help prioritize the GIS Master Plan.	Community Development Director	<p>The GIS Coordinator is preparing a draft of a GIS Master Plan to submit to the I.T. Steering Committee for review. Comments provided by key stakeholders have been incorporated into the draft plan.</p>	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
33.	Provide a web based program allowing access by anyone to the City GIS.	Community Development Director	The City GIS web based program is currently available to any City employee through the internal IT system. There are security concerns regarding allowing the public access to the City server. Staff has prepared a memorandum regarding options available to provide the public access to the GIS. This matter will be scheduled for a future Council work session.	Goals
34.	Work with HOA's by holding meetings, open houses, etc. to hear HOA concerns.	City Council, City Manager	This was discussed at the Council work session on 10/3/11. The consensus was that the City Manager or his designee attend HOA meetings and obtain input in this manner. Meetings have occurred with HOA groups from Cedar Ridge, Silver Lake, Morningview and Meadowood. Contacts have been made for future appointments.	Goals
37.	Determine areas of partnership with the Raymore Historical Society.	City Council	This was discussed at the Council work session on 10/3/11. The City Manager met with the Historical Society President in May to discuss this. Staff will schedule this as a Council work session item.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
42.	Determine how the City can facilitate the matching of volunteers.	Parks & Recreation Director, Community Outreach Coordinator	The City re-launched the online volunteer matching program in winter 2009-10. The web site contains a Kansas City regional volunteer connection portal and listing of local agencies registered with the City needing volunteer support. Several connections have been made to bring volunteers together with agencies and organizations in need of assistance.	Goals

	Information Technology			
43.	The City should institute a technology steering committee charged with the development of a Technology Master Plan.	City Manager, Network Administrator	An I.T. Steering Committee was formed in November, 2010. Committee members assembled information on the City's system and the procedures of other organizations. A draft Technology Master Plan has been finalized and submitted to the City Manager for review.	Matrix
44.	The technology master plan should prioritize improvements in the technology deployed throughout the organization.	Network Administrator	The Technology Master Plan will prioritize improvements in the technology deployed throughout the organization. This part of the plan is being developed as an appendix to the document and is expected to be finalized in the third quarter of 2012.	Matrix
	Economic Development			

50.	<p>Use economic development tools to attract desired commercial growth</p> <ul style="list-style-type: none"> - Review City economic development incentive policies to ensure our policies and practices are competitive with other jurisdictions while adequately protecting taxpayers, and adopt a more full-formed policy to guide use of these incentives. 	<p>Economic Dev. Director, City Manager, City Council</p>	<p>A work session was held on Oct. 18, 2010 with the city’s economic development counsel to discuss our policies and prepare a document for formal adoption. Now that the Raymore Galleria economic development incentive has been finalized, a work session will be scheduled to review the current document.</p>	Goals
	Finance			
57.	<p>The Finance Director should develop a plan for the continued expansion of credit card and online payments for selected services / fees in a manner that maintains internal controls.</p>	<p>Finance Director</p>	<p>It is proposed in the FY 2013 Budget to purchase the equipment and software necessary to allow Municipal Court defendants to make payments by credit card.</p> <p>Incode recently developed and offered an online component for the Building Projects module and Business License module. Finance will work with Incode staff to getting a better understanding of the new components, then work with the departments to see how this will benefit them. If staff feels this is a good fit Finance will proposed adding the components during the FY13-14 Budget process.</p> <p>The Department continues to look into new options to expand our services.</p>	Matrix

58.	The City should implement convenience fees for all on-line and credit card payments to prevent transaction costs from impacting revenues.	Finance Director	<p>MasterCard and Visa allows for charging of convenience fees for some payments but not for others. Until this can be resolved, no change is recommended. Staff continues to check on this every few months with the credit card companies.</p> <p>Finance recently negotiated for reduced transaction costs with our existing credit card processor resulting in an annual estimated savings of \$1,400.</p>	Matrix
62.	The City should adopt a formal cost recovery policy outlining the targeted level of revenues for the development review function that will be covered by fees.	City Council	A work session will be scheduled to discuss this item.	Matrix
63.	The City of Raymore should conduct a formal fee study to ensure that fees are based upon actual costs to process applicants and are established at a level sufficient to meet adopted cost recovery goals. The expected cost of this study would be \$15,000 to \$25,000.	City Council, City Manager	Staff will schedule discussion of this item in a work session.	Matrix
64.	The City should implement a technology fee added to each permit fee to support the necessary investments in technology that are necessary to support permit review and issuance.	City Council, City Manager	Staff will schedule discussion of this item in a work session.	Matrix
65.	The City Council should establish a cost-recovery goal for the Raymore newsletter to provide guidance and a target for advertisement sales for staff.	City Council	This will be scheduled as a work session item for discussion.	Matrix

73.	Inventory fixed assets, including developing a barcode system for them.	Finance Director	The FY11 Budget included purchase of a fixed asset barcode system. The system has been purchased, staff has been trained, and implementation began mid-summer. An October 2012 completion date is anticipated.	Goals
	Parks and Recreation			
80.	The Parks Maintenance Division should develop and utilize formal inspection sheets from which work orders are generated for maintenance crews.	Parks & Recreation Director	The development of formal inspection sheets is under way. Draft inspection forms will be forwarded to the Park Board Grounds Committee for review.	Matrix
92.	Conduct a feasibility study for building a community center.	City Council, Park Board	A Council/Park Board work session was held on May 5, 2012. The group consensus was that what is needed is a facility that would cost in the area of \$8m - \$10m. The next step is to conduct the feasibility study for such a facility. A study is funded in the FY 2013 Capital Budget.	Goals
94.	Complete the plan for the Farmer's Market area.	Parks & Recreation Director	The Market is completing its second year. The Proposed 2013 budget includes funding for park planning of the Farmer's Market area.	Goals

95.	Establish a community committee to develop community events (in addition to the Raymore Festival in the Park) for which Raymore can be known.	Parks & Recreation Director	The community committee has not been developed. However, a program for 2012 special events was approved by the Park Board in January, 2012 and will be considered and approved annually. Additional special events are being considered by Parks & Recreation staff.	Goals
96.	To bring in tourism dollars, schedule events such as tournaments that will bring people in from out of town.	Parks & Recreation Director	In the second quarter of 2012, Midwest Sporting Productions rented the baseball complex for a 26 team girls fast pitch tournament; the RPSC held a 60 team youth soccer tournament; and the RPSC hosted a 60-70 team 3 vs. 3 soccer tournament in late June. Another recreational baseball tournament is scheduled in October, 2012.	Goals
97.	Evaluate the sidewalk, trail and bike path networks; determine where gaps exist in the existing network and how areas of the community could be linked; identify cost associated with such a program.	Public Works Director, Parks & Recreation Director	Ongoing. Several neighborhood sidewalk gaps were filled in as part of the FY 2012 Sidewalk installation program. The network will be evaluated as part of the Growth Management Plan process that is ongoing.	Goals
98.	Further evaluate residents' desire for a City pool and develop capital and operational cost estimates.	Park Board, City Council	If the Council desires to do so, a question to measure residents' desire for a City pool can be placed on the Citizen Survey in 2012.	Goals

	Public Works			
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100.	Given narrow spans of control in the Operations Division, the role of the Assistant Director should be expanded to provide greater management support and planning to the Operations Division.	Public Works Director	The Director and Asst. Director worked with the Management Intern to perform an initial assessment of the Operations and develop a work plan for developing a set of “Best Practices” for the Department. The Assistant Director is working to develop a manual for our department. Also, the Director and Assistant Director have updated the Snow Removal Plan to reflect current practices.	Matrix
101.	While staffing changes are not recommended for the Engineering Division, capacity at existing staffing levels should be used to expand programs.	Public Works Director	Since the time this recommendation was made, the Division has worked to expand the tasks assigned to staff members. A staff member updated the the storm water survey action plan developed after the 2010-11 survey, and in FY 2012 Engineering staff designed thirteen FY 2012 capital projects “in house”.	Matrix
	Community Development			
116.	The City needs to implement a fully automated permitting system in the future.	Community Development Director, Network Administrator	Matrix recommended this for implementation in 2013. Staff will explore the steps necessary to accomplish this.	Matrix
117.	Once implemented, all of the departments and divisions should be involved in the review and inspection of land development and building permit applications.	Community Development Director	A process involving all departments involved in permit review will be established and implemented at the time an automated permit system is developed.	Matrix

118.	The City should expand the use of technology to enable applicants for single trade permits to complete a permit application online that integrates with the City’s permitting system.	Community Development Director, Network Administrator	This task will be completed at the time an automated permit system is implemented (expected in 2013).	Matrix
119.	The City should adopt an objective of issuing 10% of its building permits online.	Community Development Director	This item can be accomplished at the time the automated permit system is implemented in 2013.	Matrix
120.	The City of Raymore should acquire and implement an interactive voice response (IVR) system for the request and schedule of inspection requests.	Community Development Director	This item is scheduled to be completed in 2012, if determined to be necessary. With the current low volume of permits and inspections, an IVR system is not currently necessary.	Matrix
121.	The City should develop a comprehensive “How to Manual” or “Development Guide” for use by the public and publish this document to the website.	Community Development Director, Economic Dev. Director	Staff is working to complete the manual by December of 2012 .	Matrix
122.	The guide should include copies of checklists for each phase of the development process, as well as copies of all standard conditions of approval for each department.	Community Development Director, Economic Dev. Director, Public Works Director	Staff will utilize the brochures and application packets already developed as the base for creation of a manual. Checklists are currently being developed for building inspections processes.	Matrix
127.	Adopt the 2009 International Building Codes.	Community Development Director	Due to the economic climate, most communities in the KC metro area, including Raymore, delayed or decided against adoption of the 2009 Codes. Staff will be presenting a request to Council in the fall of 2012 to adopt the 2012 International Building Codes.	Goals

130.	Develop a process for developing the new Growth Management Plan, to include significant community involvement.	Community Development Director	The Planning and Zoning Commission established the planning process for drafting a new Growth Management Plan. The GMP update is in process. A significant public participation campaign is ongoing to assist the Commission in its efforts.	Goals
131.	Identify goals for the Growth Management Plan.	Community Development Director	The identification of specific goals in the GMP is determined at the time the plan is created. All of the goals are determined through the efforts of the residents and participants involved in the planning process.	Goals
132.	Evaluate current zoning and subdivision regulations to ensure that diversity in new developments is encouraged and that community goals and needs are supported.	Community Development Director	Development regulations contained in the UDC are continually reviewed by staff and the Planning Commission to ensure diversity in new developments is encouraged. Consistency with the GMP goals is a requirement for most land use matters. The Planning and Zoning Commission completed its first annual review of the UDC in June of 2012. Minor amendments to the UDC were approved in June, 2012 and some additional ones are under consideration in October.	Goals
	Public Safety			

140.	Identify funding to upgrade the communications system and implement in concert with other communities, the upgrade to a 700-800 megahertz interoperability radio system.	Police Chief	A half-cent sales tax passed in Cass County in April, 2012. The City is working with the Cass County Emergency Services Board to install the necessary infrastructure and obtain the necessary equipment for an interoperable system. It is anticipated that county-wide installation of the new radio system will be completed by December, 2013.	Goals
	Municipal Court			

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
	City Manager / City Council			
1.	The City should include on all council communications a section outlining how the requested action relates to the City's adopted goals and strategic plan.	City Manager	Completed. This section has been added to agenda item memos that go the Council.	Matrix
2.	The City Council should ensure that it conducts an annual evaluation of the City Manager as provided for in the employment agreement.	City Council	The Council has put together an evaluation instrument, and an evaluation was conducted in March, 2011.	Matrix
3.	The City should consider increasing the frequency of the progress reports on the status of the adopted goals to quarterly with a formal presentation conducted mid-year.	City Council, City Manager	Staff now provides a report on a quarterly basis, at the first regular Council meeting in October, January, April and July.	Matrix
	Human Resources			
4.	The HR Manager should be assigned a half-time administrative support position.	City Manager	Completed. Effected in the FY 2011 Budget.	Matrix
7.	As part of the compensation system development, the City should adopt guiding principles for the compensation program that guide the administration of the program. These would include determining where the City desires to be in comparison to peer communities on wages, the frequency of conducting market surveys, and how employees are granted pay increases (i.e. – performance based pay).	City Council, City Manager	Complete. The Compensation Study performed by the Archer Company was adopted in May, 2011.	Matrix
8.	Determine city policy regarding at what level Raymore employees should be in the marketplace.	City Council	Complete. The Compensation Study performed by the Archer Company was adopted in May, 2011.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
9.	The City of Raymore should undertake a comprehensive pay and classification review within the next three years and plan to fully implement the results within the next five years.	City Council, City Manager	Complete. The Compensation Study performed by the Archer Company was adopted in May, 2011.	Matrix
11.	The City should enhance the exit interview process through the compilation of a semi-annual report for administration that describes key factors related to employee separation.	HR Manager	A report is provided to the City Manager semi-annually.	Matrix
14.	The Human Resources Manager should provide standard reports to supervisors on a quarterly basis outlining performance evaluation due dates for employees and identifying overdue performance evaluations.	HR Manager	This process is currently in place and will continue quarterly.	Matrix
15.	The Human Resources Department staff should provide the City Manager a listing of all performance evaluations that are more than 30 days overdue.	HR Manager	Completed. Reports are provided weekly to the City Manager.	Matrix
16.	The performance evaluation form utilized for supervisors should be modified to include a specific evaluation factor related to the timely and thoroughness of their completion of employee performance evaluations.	HR Manager, City Manager	Completed. All evaluation forms for supervisors now include this evaluation factor.	Matrix
17.	Evaluate employee use of the existing benefits program and program costs.	HR Manager	This is an ongoing item.	Goals
18.	Implement automated record keeping of employee time worked for payroll purposes to increase accuracy and efficiency.	HR Manager, Purchasing/Payroll Specialist	Complete. All departments are now participating in electronic timekeeping as of September 2010.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
19.	To ensure employee confidence and understanding of current market standards for salary and benefits, solicit proposals from compensation analysis firms and communicate findings.	City Manager, City Council	Complete. Study was completed in May, 2011.	Goals
	Community Outreach			
20.	Consider conducting a survey of Raymore residents to learn how they prefer to receive information.	City Council	This was added as a question on the 2010 community survey.	Goals
21.	Consider installing city-owned marquees.	Parks & Recreation Director	Council consensus at the 1/30/12 work session was to remove this item.	Goals
22.	Meet with Price Chopper and Wal-Mart management to determine willingness to host digital information kiosks.	Network Administrator	The I.T. Manager and the Economic Development Director met with management from Price Chopper and Walmart. Both companies were willing to host kiosks. Costs were considerable. This was brought forward to Council for consideration on January 30, 2012, at which time it was decided to drop this item.	Goals
23.	Evaluate publishing the Raymore Review on a more frequent basis.	Community Outreach Coordinator	Complete. Beginning in 2010, the Raymore Review's frequency was increased from three times per year to four.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
24.	Request e-mail address with parks and recreation program enrollment and advise enrollees of the city's "Notify Me" program.	Parks & Recreation Director	Complete. Parks and Recreation staff suggests the "Notify Me" program to customers who register in person for recreation leagues and activities.	Goals
25.	Request that new utility customers provide e-mail address when opening an account and advise them of the City's "Notify Me" program.	Finance Director	Complete. When new utility customers open an account, we ask for an e-mail address, provide them a "Welcome to Raymore" postcard that advises them where to find information on our web site, and provide them a "Notify Me" application that we suggest they fill out before leaving the building.	Goals
26.	Request e-mail address from existing customers in a utility bill insert and advise them of the city's "Notify Me" program.	Finance Director	This will be done periodically. The last one was included in February 2012.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
27.	Improve capability of public access channel; identify needs and develop a funding plan.	Network Administrator	Ongoing. In 2010, new video equipment was purchased, the area behind the dais in the Council Room was painted to provide better contrast, and darker curtains were installed. In June, 2011, the web site introduced the Media Center, a new multimedia module that creates a centralized location for hosting both archived and live streaming videos of City meetings online. This provides higher audio and video quality and playback. In January 2011 a production quality video switch was installed to provide higher quality video output and electronic switching compared to mechanical switching. This reduces errors caused by mechanical contacts in the switch. The new switch also has LED lights to provide a visual reference to the output source.	Goals
28.	Implement internet streaming of City meetings.	Network Administrator	Complete. Ustream, a third party ad-supported web site that the City had been using, was replaced in June 2011 with the Media Center, a superior and non-ad-supported method.	Goals
29.	Add pertinent information to the Court page on the web site.	Court Administrator	Complete. Staff has updated FAQs, credit card information, and Violation Bureau Order information.	Goals
35.	Hold Town Hall-type meetings on an individual “hot” topic in the community, and/or hold such meetings on the activities of a particular department.	City Council, City Manager	This was discussed at the Council work session on 10/3/11. Council or staff will suggest “hot topic” items as they arise.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
36.	Host an annual gathering of the City of Raymore, Raymore-Peculiar School District, Raymore Chamber of Commerce, etc. to determine issues of mutual hope or concern, and develop a means to work together to address those issues.	City Council	This was discussed at the Council work sessions on 10/3/11 and 4/2/12, and the consensus was to invite the Raymore Chamber of Commerce board to meet. A work session was held August 6, 2012, and will be scheduled annually.	Goals
38.	Develop a brochure describing all the different ways the City communicates, and work with the Chamber of Commerce to disseminate this information.	Community Outreach Coordinator	Complete. A flyer detailing our various City communications has been designed. It is included in the Chamber's "New Resident" packets.	Goals
39.	Conduct discussions with institutions of higher learning, such as the Metropolitan Community College System, University of Central Missouri, and University of Missouri-Kansas City, to determine interest in serving the citizens of Raymore and Cass County.	City Council, City Manager	City personnel participated in discussions with County and MCCA officials about operating a satellite facility in Cass County. Staff will continue to look for opportunities to work with Cass County and educational institutions.	Goals
40.	Identify partnerships that could be formed to enhance the educational opportunities for Raymore and Cass County residents.	City Council	Ongoing. At the invitation of the Raymore-Peculiar School District, City staff participated in a Strategic Plan development meeting with the District on 10/10/11.	Goals
41.	Institute a community wide process to develop a vision for Raymore's future.	City Council	A project to do this in FY 2010 was canceled by Council during the course of the year. This item is on hold pending further Council direction.	Goals
	Information Technology			
	Economic Development			

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
45.	Staff should work with the City Council to identify the types of information and data that is necessary to adequately communicate the activities occurring in the Economic Development arena.	City Council, City Manager, Economic Dev. Director	A work session was held on April 16, 2012, to review the manner in which information is provided to Council. Staff reports on activity in the Weekly Report and in a quarterly report of E.D. department activities.	Matrix
46.	Meet with the developer of the Raymore Galleria to gain a complete understanding of the issues impeding completion of the development.	Economic Dev. Director, City Council	The Council met with the Galleria developer on March 5, 2012, to discuss the new Galleria economic development incentive proposal.	Goals
47.	Review the City’s economic development strategies and formally adopt a document outlining those strategies and the reporting on E.D. activities that is desired by the Council.	Economic Dev. Director	The Economic Development Action Plan was reviewed with Council in a work session on April 16, 2012. Staff reports on activity in the Weekly Report and in a quarterly report of E.D. department activities.	Goals
48.	Fill all spaces in the strip mall on Dean Ave.	Economic Dev. Director	The Economic Development staff is currently working with the developer to attract new businesses.	Goals
49.	Develop Galleria area on north side of 58 Highway.	Economic Dev. Director	Construction of Firestone Complete Auto Care was completed in the last quarter. The Galleria economic development incentive proposal presented on March 5, 2012 included development plans for Raymore Galleria North.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
51.	Build upon the newly-established initiative to provide entrepreneurial education to Raymore businesses through the University of Central Missouri.	Economic Dev. Director	The University of Central Missouri continues to provide assistance to Raymore Businesses by having a presence at City Hall once a month. ED staff, Ray-Pec school district administration, and UCM staff continue to discuss ways to expand working partnerships.	Goals
	Finance			
52.	Recommend consideration of deletion of the Receptionist position or reallocation of the position from receptionist duties to administrative assistant duties in another City department(s).	City Council, City Manager	Completed. This position was deleted in the FY 2011 Budget.	Matrix
53.	The implementation of electronic timesheets for the City of Raymore employees should be a high priority and concluded during this calendar year.	City Manager, HR Manager, Finance Director	Complete. All departments are now participating in electronic timekeeping as of September 2010. This process has been a success. Approximately six hours of payroll processing time has been eliminated.	Matrix
54.	The City should modify the reporting of performance indicators within the Department Budget section to those “key” measures / indicators that are most applicable to evaluating performance. The full detail of the workload measures and performance indicators should be presented as an appendix to the budget.	Assistant City Manager, Finance Director	This recommendation was incorporated in the FY 2011 Budget. The document includes City-developed performance indicators for departments that do not have ICMA-CPM indicators, and for those that do, these have been shortened to include only the core measurements for the service delivery area.	Matrix

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
55.	Further incorporate the ICMA Performance Measurement System into the budget process.	City Manager	A streamlined version of the ICMA performance measures was incorporated in the FY2012 Budget document. Staff will continue to enhance this area each year.	Goals
56.	A summary table outlining the total cost of each department should be presented as the beginning of each departmental budget section.	City Manager, Finance Director	The FY 2011 Budget has this as the last final summary of each department section. In the FY 2012 Budget it will be placed immediately behind the department organizational chart.	Matrix
59.	The City's Investment Policy should be reviewed at least every two to three years and recommended changes presented to the City Council for consideration.	City Council, City Manager, Finance Director	Council approved the new policy on December 12, 2011.	Matrix
60.	The City Council should formally adopt a fund reserve policy.	City Council	Complete. Accomplished by Council resolution on 9/27/10.	Matrix
61.	Continue refining methods of presenting budget and financial information.	Finance Director, City Manager	Ongoing - In the FY 2012 Budget, modified revenue sheets with a cleaner presentation were included, as was a GFOA-recommended Combined 4-Year statement. Staff is reviewing the FY11 reviewer's comments and will bring forth a few suggestions for the FY13 Budget document.	Goals
66.	Revisit the City's fund balance policy to ensure it provides an adequate level of funding in the event of a municipal emergency but that it also does not capture unnecessary taxpayer dollars.	Finance Director, City Manager, City Council	Completed. Council formally adopted a 20% reserve policy on September 27, 2010.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
67.	Develop and maintain a long-term financial forecast.	Finance Director, City Manager	<p>The adopted capital improvement plan includes a five-year forecast of expected capital revenues, and this is used for the planning of capital projects over the long-term period.</p> <p>At present, with regard to the operating budgets, staff only attempts a forecast a year in advance, and the forecast is the basis of the annual budget. The actual results, versus the forecast, are reported in the subsequent year's proposed budget.</p> <p>We do use trends and current economic data to develop assumptions for key revenues and expenditures, and incorporate ongoing operational expenses into presentation and consideration of new capital projects. We update and report on actual revenues and expenditures compared to the forecast, on a monthly basis.</p>	Goals
68.	Present City financial statements in the Comprehensive Annual Financial Report (CAFR) format.	Finance Director	Staff presented the financial statements for FY 2010 in CAFR format and received the CAFR award for the FY10 Audited Financial Statements. We will continue to work on recommendations from the Government Finance Officers Association reviewers and implement improvements for following years.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
69.	Continue to explore funding through the American Recovery and Reinvestment Act.	City Manager, other City staff	<p>The City received several ARRA grants:</p> <ul style="list-style-type: none"> • \$378,061 for the first phase of the 58 Highway Overlay Project. • \$111,150 to complete the Original Town Lighting Project to provide decorative, energy efficient lighting in that area. In June, 2011, we were advised that this allocation had been increased by \$20,000 to \$131,150. • \$18,000 in “Safe Routes to Schools” funding to provide an education and enforcement program in school zones and school routes in the City. • Small City Street Lighting Program: Raymore is one of 26 cities that have been awarded a total of \$4,063,994 through a Mid America Regional Council submitted grant for ARRA funding. The award will allow Raymore to change out around 150 inefficient streetlights with energy efficient lighting. Staff estimates between \$5,000 and \$10,000 in savings per year using the upgraded fixtures. 	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
70.	Maximize automation of utility billing.	Finance Director	Ongoing. The Utility Billing Technician and the Accountant attended the Incode Spring Institute in April 2011 to learn the new software upgrades for the utility billing system to allow for full utilization and reporting. The FY12 Budget includes funds to send the Accounting Technician for the upcoming 2012 institute. She will not only be expanding her knowledge for utility billing but will also take training courses concerning accounts payable.	Goals
71.	Implement acceptance of credit cards for Municipal Court payments.	Court Administrator	Court now accepts payment by Visa & MasterCard.	Goals
72.	Fully implement Purchasing Card program.	Finance Director	Complete	Goals
74.	Explore joint project bidding opportunities with other public works agencies in Cass County.	Public Works Director	Ongoing. Most recently, the City of Belton let a cooperative contract for street maintenance related items. The City participated in this joint bid, but also bid out street preservation project separately. The separate project yielded better pricing, so a separate contract was entered into. Will look at this again for 2012.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
75.	Explore participation in metropolitan-wide purchasing opportunities.	Finance Director, Purchasing Specialist	Ongoing - The City currently participates in the MARC purchasing cooperative, the Missouri Association of Public Purchasing, the National Institute of Governmental Purchasing and the U.S. Communities, and piggybacks on State of Missouri contracts. In June, 2011, the City piggybacked on a competitive bid performed by Johnson County, Kansas for a sewer repair contract. Staff continues to network to ensure the City is utilizing all available purchasing options.	Goals
76.	Evaluate recovering costs for programs and services through user fees.	City Manager, City Council	User fees are reviewed annually when the Schedule of Fees is provided to Council for re-approval.	Goals
77.	The Parks Maintenance Division should add 1.0 Parks Worker I and 0.5 Seasonal Labor.	City Council, Park Board	The additional 1.0 Parks Worker was incorporated into the budget and hired. The additional half-time seasonal labor is not expected to be financially feasible in the foreseeable future.	Matrix
	Parks and Recreation			
78.	The Parks and Recreation and Public Works Departments should jointly pursue the acquisition of a maintenance management system.	Parks & Recreation Director	Purchase of a software package for such maintenance tasks was included in the FY11 budget for the Park Fund. The purchase of software was approved by Council in September 2011. The system was installed in October and is now in use.	Matrix

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
79.	Consider funding park maintenance tracking software to better account for maintenance activities, enhance the overall appearance of the park system and ensure efficiencies.	Parks & Recreation Director	Purchase of a software package for such maintenance tasks was included in the FY11 budget for the Park Fund. The purchase of software was approved by Council in September 2011. The system was installed in October and is now in use. Completed	Goals
81.	The Parks and Recreation Department should develop quality standards for the maintenance of the parks.	Parks & Recreation Director	Complete. The Park Board's Grounds Committee proposed quality standards for the maintenance of park and public properties which were approved by the Park Board in October.	Matrix
82.	The City Council and Parks and Recreation Board should adopt service level standards for City parks and should staff the Parks Maintenance Division accordingly.	City Council, Park Board	Complete. The Park Board's Grounds Committee proposed service level standards for the maintenance of park and public properties which were approved by the Park Board in October.	Matrix
83.	While the Department has an appropriate ratio of parkland to population, the City should continue to acquire parkland based on build-out population.	Parks & Recreation Director, Park Board, City Council	This will be the subject of continuing discussion.	Matrix
84.	The Parks and Recreation Department should conduct a formal cost of services study for recreation programming.	City Manager, Parks & Recreation Director	Complete. The Park Board's Recreation Committee has conducted a review of the cost of services for recreation programming. The Park Board approved revisions to the Board's revenue policy in January.	Matrix

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
85.	The Parks and Recreation Department should acquire WebTrac.	Parks & Recreation Director	Online registration software has been purchased and installation is complete. Online registration was tested by camp parents and is available for the youth basketball league registration period. The system is now fully available for online registration. Complete	Matrix
86.	Implement online registration for recreation programs.	Parks & Recreation Director	Online registration software has been purchased and installation is complete. Online registration was tested by camp parents and is available for the youth basketball league registration period. The system is now fully available for online registration. Complete	Goals
87.	The City of Raymore should periodically review its cost recovery policy for recreation programming.	City Council, Park Board	Complete. The Park Board's Recreation Committee has conducted a review of the cost of services for recreation programming. The Park Board approved revisions to the Board's revenue policy in January.	Matrix
88.	The City should implement a non-resident fee for recreation programs.	City Council, Park Board	Complete. The Park Board considered the addition of non-resident fees for recreation programs when revising the revenue policy but chose not to implement non-resident fees at this time. The revised policy was shared with the Council at the March 2011 joint Park Board/City Council work session.	Matrix

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
89.	The existing dual reporting relationship of the Parks & Recreation Director should be maintained. The City Council and Park Board should periodically review the contract establishing this structure and modify / update as necessary.	City Council, Park Board	The Memorandum of Understanding was discussed at the joint Council/Park Board work session held in November 2010. Minor changes were agreed to and enacted by Council on November 22, 2010.	Matrix
90.	Identify ways to better fund the parks and recreational needs of the residents, considering operational and capital needs.	Parks & Recreation Director, Park Board, City Council	The Park Board identified several options for increasing funding for park maintenance and development, none of which were found to be viable options at this time. Adequate funding for the growing park system is still a concern.	Goals
91.	Determine how to finance improvements to unimproved park land.	Parks & Recreation Director, Park Board, City Council	The Park Board identified several options for increasing funding for park development, none of which were found to be viable options at this time. Adequate funding for the growing park system is still a concern.	Goals
93.	Explore the construction of a Butler-type building as an intermediate step to a full-blown community center.	Parks & Recreation Director	This option was discussed at a Council/Park Board work session held on May 5, 2012. It was not felt to be a sufficient option for the community need.	Goals
99.	Develop and implement a multipronged program for City beautification that adds public art, gardens and landscaping enhancements in parks and public places.	Parks & Recreation Director	Ongoing	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
	Public Works			
102.	The Operations Division has sufficient staff to expand its core activities to include a number of preventive maintenance activities.	Public Works Director	A comprehensive work plan for FY 2012 has been developed and implemented, incorporating additional preventive maintenance activities, including catch basin inspections and cleaning and valve exercising and repair.	Matrix
103.	The Engineering Division should develop cost of construction guidelines to document resource requirements for the design and inspection of capital projects.	Public Works Director	This has been completed and is being utilized for to develop a work plan for FY 2012.	Matrix
104.	The City of Raymore should purchase and fully utilize a pavement management system to provide a systematic approach to the repair and maintenance of the City's roads.	Public Works Director	Software was purchased and staff created a database. Inputting of the City's entire street network condition was completed and presented in a work session. Long-range plan was approved by Council on December 12, 2011.	Matrix
105.	The Assistant Director over the Operations Division should develop and implement a number of management tools for the Operations Division.	Public Works Director	The AD/O developed a detailed work plan for the year, which is revised on a quarterly basis.	Matrix
106.	The City of Raymore should acquire a commercial off-the-shelf maintenance management system.	Public Works Director	Council awarded a contract for purchase on 9/26/11. Purchase is complete and system has been installed and is in use.	Matrix
107.	Review access policy for Highway 58. Access should be safe and functional, while also optimally meeting the needs of new commercial development	Public Works Director	At a work session on January 4, 2010, Council reviewed and confirmed the access policy currently shown in the Transportation Master Plan.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
108.	Develop an illicit discharge ordinance to comply with NPDES and protect public waterways.	Public Works Director	Staff has reviewed our current ordinances and feels there are sufficient provisions in the current code to meet NPDES requirements. If the EPA indicates that the City needs to go further, a specific ordinance will be brought forward for Council consideration.	Goals
109.	Review and adhere to long-term infrastructure maintenance and construction plans.	Public Works Director	Staff reviews the master plans as part of the CIP preparation each year and as part of final project design.	Goals
110.	Inventory all infrastructure assets to determine maintenance requirements.	Public Works Director	In process. This is an ongoing item.	Goals
111.	Identify maintenance goals and priorities.	Public Works Director	Staff developed a major maintenance plan for FY 2012 and an annual work plan incorporating the “Best Practices” outlined in the Matrix Study. Staff continues to implement the maintenance plan.	Goals
112.	Continue the long-term street maintenance program.	Public Works Director	Ongoing.	Goals
113.	Consider implementing a storm water utility fee to fund “green” and “gray” storm water improvements.	Public Works Director, City Council	Staff has performed some initial research into what would be involved in establishing a storm water utility fee. However, this is not a matter staff would intend to bring forward unless directed to by Council.	Goals
114.	Identify funding for stream restoration design and construction.	Public Works Director	Sources include the storm water sales tax, the capital improvement sales tax, and the General Fund.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
	Community Development			
115.	The administrative support staff should be reallocated with ½ a position provided to support the Human Resources function.	City Manager	Completed. This shift in allocation was included in the FY 2011 Budget.	Matrix
123.	Post common plan check corrections on the City's website and in the permit center to provide guidance to architects and design professionals on the plan review and development requirements in the City of Raymore.	Community Development Director	Completed. The Building Official created a Building Codes Interpretation Manual and posted the manual on the City website. This manual includes common plan check corrections and interpretations of various code provisions.	Matrix
124.	The City should implement an on-going customer satisfaction survey of customers of the community development functions.	Community Development Director	Completed. A customer satisfaction survey was completed and implemented. The survey is attached to all building permits and development applications issued; is available on the City website; and a link to the survey is provided as part of each employee's signature line on emails that are sent.	Matrix
125.	Implement a priority system for all property maintenance and code enforcement complaints received based upon the seriousness of the alleged condition. In no case should the initial inspection time period be greater than 5 business days from date of receipt of the complaint.	Community Development Director	Completed. Staff has completed a priority system for all complaints and will utilize this system in prioritizing the time period staff has to complete the initial inspection and the order in which code cases are handled.	Matrix

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
126.	Develop monthly reports that indicate the average elapsed days from the date of the initial filing of the complaint until the first site visit by a Code Enforcement Office by priority rating and by individual Code Enforcement Officer.	Community Development Director	Staff began preparing monthly reports as of January 2012.	Matrix
128.	Implement a contractor licensing program to establish a minimum professional standard for all contractors doing work in the City of Raymore.	Community Development Director	The contractor licensing program was approved by City Council in 2011 and was implemented for the 2012 Occupational License period.	Goals
129.	Develop a plan for voluntary and involuntary annexation to ensure the orderly development of the community.	City Council	The City Council's most recent guidance is that it does not wish to pursue involuntary annexation at this time. Final action on voluntary annexation of right of way on 58 Highway and Kurzweil Road occurred in January, 2012.	Goals
	Public Safety			
133.	Further develop the Neighborhood Watch program to provide a broader base of community security.	Police Chief	Chief Zimmerman has begun outreach to neighborhood associations, business and community groups for this purpose. In the last quarter she attended five neighborhood meetings, the Fall Festival Committee meetings, and Ray-Pec Community Alliance Meetings.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
134.	Establish a Community Interaction Officer to coordinate efforts such as D.A.R.E., Citizens Police Academy, Neighborhood Watch, National Night Out, crime prevention seminars, bicycle rodeos, speaking engagements, special events, and block parties.	Police Chief	A specific CIO position does not exist at this point. Discussions have begun with the Ray-Pec School District for some cost-sharing relative to a School/Youth/Community Outreach Officer. This position, if implemented, might also perform duties in some of the areas listed.	Goals
135.	Increase involvement in the Citizens Police Academy.	Police Chief	The Spring 2012 class graduated 17 attendees. The Fall 2012 class currently has 21 enrolled, including 6 chaplains.	Goals
136.	Evaluate options to make patrol vehicles more visible in neighborhoods.	Police Chief	High visibility in neighborhoods will always be a critical part of our mission.	Goals
137.	Establish a traffic unit within the Police Department to help ensure the safety of roadways through direct enforcement, education, and traffic crash analysis.	Police Chief	Although a dedicated traffic unit/officer still does not exist, the Police department has participated in a number of grant programs, such as the Safe Routes to School and STEP designed to improve traffic safety and awareness. Increased enforcement efforts are ongoing, with DUI arrests up from 54 to 91 YTD.	Goals
138.	Identify a location and funding sources for the construction of a new public safety facility that will serve the future needs of the City.	Police Chief	Funding was added by Council to the FY 2012 Budget to renovate the lower level of City Hall. This should extend the time necessary to consider a new public safety survey for 7-10 years. Award of construction contract is scheduled in October, 2012.	Goals

	Item	Entity / Individual Responsible to Implement	Status	Matrix / Goals
139.	Resolve software compatibility issues to implement electronic ticket writing.	Police Chief	After extensive discussion with software provider ITI, an error in the software was identified that was corrected. This issue has been resolved and electronic ticketing is fully operational throughout the department.	Goals
	Municipal Court			
141.	The implementation of the hand-held ticket writers in the Police Department should be a high priority for the City over the next several months. The operational efficiency improvements that will result for Police and Municipal Court staff are significant.	Court Administrator, Police Chief	After extensive discussion with software provider ITI, an error in the software was identified that was corrected. The problem has been corrected and electronic ticketing is fully operational.	Matrix
142.	Control the size of the court docket and take other measures to avoid overcrowding on court nights.	Court Administrator	This issue is under control at the present time.	Goals



2013 Budget and CIP Process

Activity	Date (s)	Date																																			
		April 1-7	April 8-14	April 15-21	April 22-30	May 1-5	May 6-12	May 13-19	May 20-26	May 27-31	June 1-9	June 10-16	June 17-23	June 24-30	July 1-7	July 8-14	July 15-21	July 22-28	July 29-31	Aug 1-4	Aug 5-11	Aug 12-18	Aug 19-25	Aug 26-31	Sept 1-8	Sept 9-15	Sept 16-22	Sept 23-30	Oct 1-8	Oct 7-13	Oct 14-20	Oct 21-27	Oct 28-31				
Management Team meets to discuss Budget and CIP Calendar and training on budget preparation manual if necessary	4-Apr	■	■																																		
CIP Committee meets to discuss current/future projects status	April 11 - May 2		■	■	■	■	■	■	■	■																											
Finalize CIP and Capital Fund models	May 2 - May 30					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Equipment requests due to the Informational Technology Director	21-May					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Department Narratives, Org. Charts, and Performance Measures for Budget Due	8-Jun					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Department Revenue and Expenditure Requests Due	15-Jun					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Park Board Budget and CIP Work Session	19-Jun					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
FY 2012 End of Year Expenditure Projections Due	22-Jun					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Department Budget Meetings	June 22 - July 1											■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
Management Team Budget Meeting - Expansion Item Discussion	1-Aug																				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
City Council - Tax Levy Public Hearing and First Reading	13-Aug																					■	■	■	■	■	■	■	■	■	■	■	■	■	■		
City Council - Budget and CIP Worksession	18-Aug																					■	■	■	■	■	■	■	■	■	■	■	■	■	■		
City Council - Tax Levy Second Reading	27-Aug																						■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Planning and Zoning CIP Worksession and Public Hearing	4-Sep																										■	■	■	■	■	■	■	■	■	■	
City Council Budget and CIP Worksession (if necessary)	17-Sep																												■	■	■	■	■	■	■	■	■
Planning and Zoning Adoption of CIP	2-Oct																																		■	■	
City Council - Fiscal Year 2013 Budget and CIP Public Hearing and First Reading of Budget/CIP Resolution	8-Oct																																		■	■	
City Council - Fiscal Year 2013 Budget Second Reading	22-Oct																																			■	■

“AN ORDINANCE APPROVING FISCAL YEAR 2013 BUDGET OF THE CITY OF RAYMORE, MISSOURI.”

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF RAYMORE, MISSOURI AS FOLLOWS:

Section 1. The annual budget of the City of Raymore, Missouri, for the Fiscal Year beginning on November 1, 2012 and ending October 31, 2013, is finally approved, adopted and appropriated by fund and the maximum amounts to be expended are as follows:

	FY 2012-13 Budget
General Fund (01)	
Administration	\$ 988,555
Information Technology	345,608
Economic Development	220,756
Community Development	556,270
Engineering	444,536
Streets	1,006,448
Stormwater	217,991
Building & Grounds	341,494
Municipal Court	155,477
Finance	494,424
Police	3,371,629
Emergency Management	112,166
Total Expenditures	<u>\$ 8,255,354</u>
Transfer to Park Fund	50,000
Transfer to BERP Fund	1,000,000
Transfer to Transportation Fund	930,113
Transfer to Park Sales Tax Fund	148,700
Total General Fund	\$ 10,357,167
Park Fund (25)	\$ 1,080,731
General Obligation Debt (40)	\$ 2,262,226
Vehicle Replacement (03)	\$ 360,564

Restricted Revenue (04)	\$	266,653
Enterprise Funds (50)		
Water & Sewer Departments	\$	4,435,139
Debt Service		394,235
Total Expenditures		<u>4,748,803</u>
Transfer to General Fund		658,676
Transfer to VERP Fund		80,571
Transfer to Ent. Cap Maint Fund		680,267
Total Transfers		<u>1,419,514</u>
Total Enterprise Fund	\$	6,248,888
<u>Capital Budget</u>		
Transportation (36)		2,662,633
Excise Tax (37)		407,500
Capital Imp, Sales Tax (45)		1,209,169
Stormwater Sales Tax (46)		485,240
Parks Sales Tax (47)		677,561
Enterprise Cap Maintenance (54)		591,458
Total Capital Expenditures	\$	<u>6,033,561</u>

Section 2. The funds necessary for expenditure in the budget of the City of Raymore for the Fiscal Year beginning November 1, 2012, as summarized in Section 1, are hereby appropriated and set aside for the maintenance and operation of the various departments of the government of the City of Raymore, Missouri, together with the various activities and improvements set forth in said budget.

Section 3. The amount apportioned for each department as shown in the budget shall not be increased except by motion of the City Council duly made and adopted, but the objects of the expense comprising the total appropriation for any department may be increased or decreased at the discretion of the City Manager, providing that said adjustment shall not increase the total appropriation for the department.

Section 4. All portions of the final Fiscal Year 2012-13 budget book document prepared and submitted to the Mayor and City Council for consideration, as amended by the City Council prior to adoption of this Ordinance, are hereby adopted by reference, including all organizational charts, salary range charts, policies and procedures, and are made a part of this Ordinance.

Section 5. All revenue of the City of Raymore not appropriated by this Ordinance and any amount appropriated by this Ordinance and not disbursed shall be expended or kept as directed by the City Council.

Section 6. Severability. If any section, subsection, sentence, clause, phrase, or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

FIRST READING: OCTOBER 8, 2012

BE IT REMEMBERED THE PRECEDING ORDINANCE WAS ADOPTED UPON ITS SECOND READING THE 22ND DAY OF OCTOBER, 2012 BY THE FOLLOWING VOTE:

Councilmember Abdelgawad	Aye
Councilmember Adams	Aye
Councilmember Cox	Aye
Councilmember Hall	Aye
Councilmember Kellogg	Aye
Councilmember Seeley	Aye
Councilmember Stevens	Aye
Councilmember Wescoat	Aye

APPROVE:


Jean Woerner, City Clerk

ATTEST:

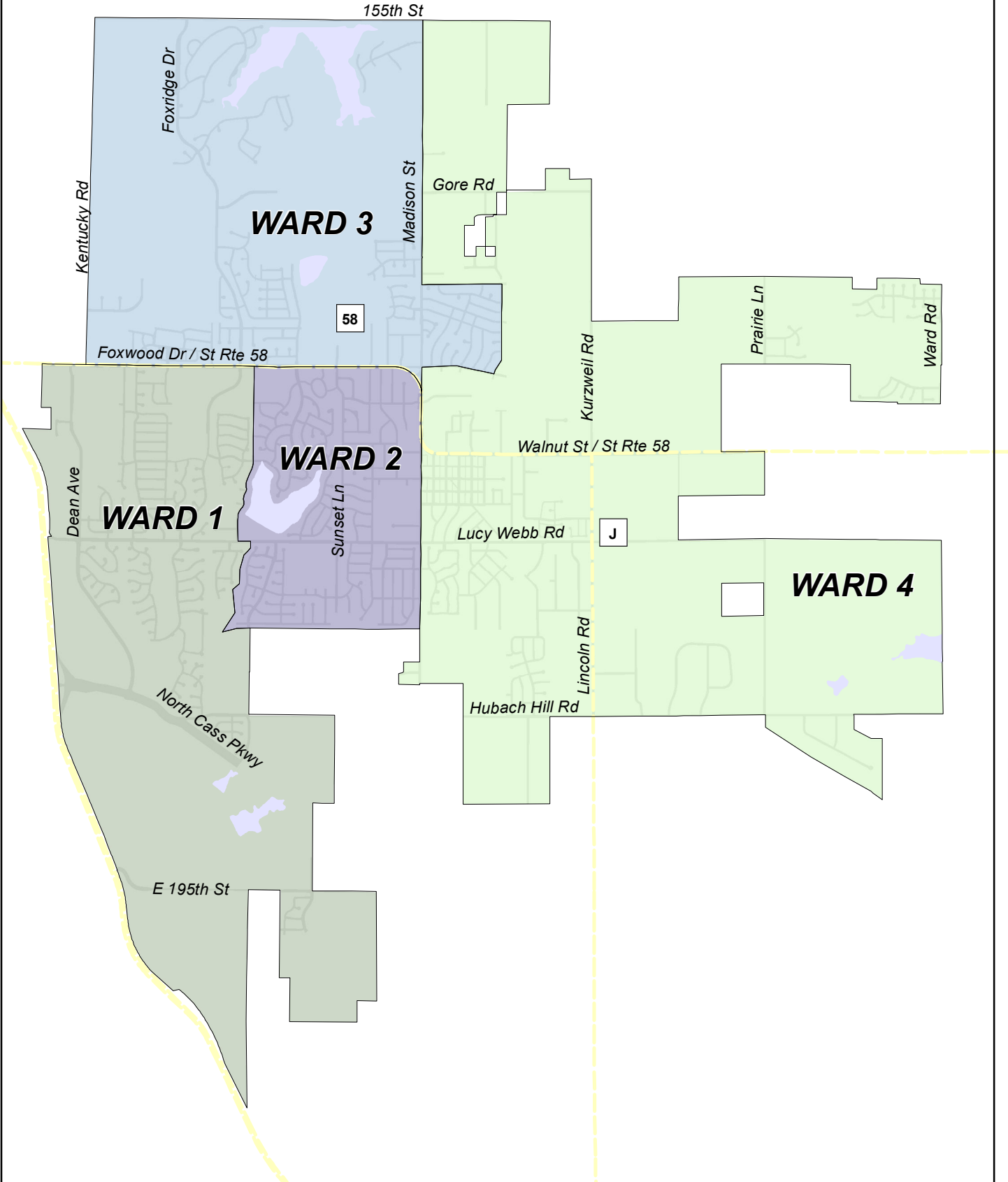

Peter Kerckhoff, Mayor

10/23/12

Date of Signature

Ward Boundary Map

Approved by Bill 2687
Effective July 25, 2011



BUDGET GLOSSARY



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ACCOUNT NUMBER - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required information.

ACCRUAL BASIS ACCOUNTING - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the accounting period in which they are incurred.

ACTIVITY - Departmental efforts that contribute to the achievement of a specific set of program objectives; this is the smallest unit of the program budget.

ADVANCED REFUNDING - A bond issuance used to pay off another outstanding bond. The new bond will often be issued at a lower rate than the older outstanding bond. A bond issuance in which new bonds are sold at a lower rate than outstanding ones. The proceeds are then invested, and when the older bonds become callable they are paid off with the invested proceeds. Advance refunding is most often used by governments seeking to postpone their debt payments to the future instead of having to pay off a large amount of debt in the present. Municipal bonds are traditionally exempt from federal tax, but if a municipal bond is issued in an advance refunding it is no longer tax exempt. This is because municipal bonds tend to have lower rates, and municipalities could potentially use advance refunding to issue unlimited amounts of debt at low rates and invest in higher rate investments.

ADVERSE OPINION – term used when an auditor reports that the financial statements do *not* present fairly the financial position, results of operations, or changes in financial position or are not in conformity with GAAP. The auditor must provide the reasons for the adverse opinion in the audit report.

AD VALOREM - Latin term meaning “value of”. Refers to the tax assessed against real property (land and buildings) and personal property (equipment, vehicles, & furniture).

ALLOT - To divide an appropriation into specific line item amounts that can be encumbered or expended during a budget period.

AMORTIZATION OF DEBT - The annual reduction of principal through the use of serial bonds or term bonds with a sinking fund.

ANNUALIZE - Budget technique whereby expenditures for part of a year are projected forward for a full year for the purpose of preparing an annual budget.

APPRAISED VALUE - An estimate of the property value for the purposes of taxation. The Cass County Assessor establishes appraised values for all taxable property.

APPROPRIATION - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.

APWA – The American Public Works Association exists to develop and support the people, agencies, and organizations that plan, build, maintain, and improve our communities. Working together, APWA and its membership contribute to a higher and sustainable quality of life.

ArcIMS – Arc Internet Map Server.

ARRA MONEY – American Recovery and Reinvestment Act Money – Stimulus funding for economic recovery passed February 13, 2009 and implemented during the Obama Administration.

ARBITRAGE - The interest rate differential that exists when proceeds from a municipal bond - which is tax-free and carries a lower yield - are invested in taxable securities with a yield that is higher. The 1986 Tax Reform Act made this practice by municipalities illegal solely as a borrowing tactic, except under certain safe-harbor conditions..

ASSESSED VALUE - The value of property for tax levy purposes. The assessed value is set by the Cass County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

ASSESSMENT RATIO - The ratio at which the tax rate is applied to the tax base.

ASSET - Resources held or owned by a government which have on-going value - that is, they benefit more than one accounting period.

AUTHORIZED POSITIONS - The number of employee positions authorized in the budget, some of which may be filled during the course of the budget year.

AVAILABLE (UNDESIGNATED) FUND BALANCES - The funds remaining from prior years activity that are available for appropriation in the current budget year.

BALANCED BUDGET – A budget in which the expenditures incurred during a give period are matched by revenues. A budget is balanced when current expenditures are equal to receipts. The City of Raymore follows city code Section 11.3 The budget shall provide a complete financial plan of all City funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the Council may require. In no event shall the total proposed expenditures exceed the estimated revenues to be received plus any unencumbered cash reserves estimated to be on hand at the beginning of the ensuing fiscal year.

BASE BUDGET - The cost of continuing the existing level of services in the current budget year.

BASIS POINT - A unit that is equal to 1/100th of 1%, and is used to denote the change in a financial instrument. The basis point is commonly used for calculating changes in interest rates, equity indexes and the yield of a fixed-income security The relationship between percentage changes and basis points can be summarized as follows: 1% change = 100 basis points, and 0.01% = 1 basis point.

BERP – Building and Equipment Replacement Program. A method by which monies are set aside in the budgetary process for the replacement of capital building and equipment replacement.

BOND - A written promise to pay a specified sum of money (the face or principal value of the bond), at a specified date or dates in the future (the maturity date), along with interest at a specified rate.

BOND COUNSEL - A lawyer who writes an opinion on the bond or note as to its tax exempt status and the authenticity of its issuance. In theory their opinion is meant to assure the bond investor, but they are paid by the issuer so it is not clear who their real client is.

BONDED DEBT - That portion of City debt represented by outstanding bonds.

BOND DISCOUNT – The amount below face value at which a bond is issued, generally when the interest rate on the bond is below the prevailing market interest rate, and/or the bond has a long maturity period.

BOND PREMIUM – The amount in excess of face value (maturity value) at which a bond is issued, generally when the interest rate on the bond exceeds the market rate or has a short maturity period.

BOND RATING – The calculation of the probability that a bond issue will go into default, by measuring risk and therefore impacts the interest rate the bond is issued at.

BOND REFINANCING - The payoff of old bonds and the re-issuance of new bonds in order to obtain better interest rates and/or better bond conditions.

BUDGET - A financial plan, for a specified period, of operations that matches all planned revenues and expenditures with the services to be provided by the City.

BUDGET ADJUSTMENT - Changes to the current budget on a departmental level that will not change the overall fund budget. These changes do not require council approval

BUDGET ADMENDMENT - Changes to the current budget on any level that will change the overall fund budget. These changes require council approval.

BUDGET BASIS - The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, cash, or modified accrual.

BUDGET CALENDAR - The schedule of key dates that the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT - The written instrument used by City to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE - The opening section of the budget presented by the City Administrator, Finance Director or Budget Director, which presents the City Council and the Citizens of Raymore with highlights of the most important aspects of the budget.

BUDGET ORDINANCE - The official enactment by the City Council to approve the budget as presented that authorizes staff to obligate and spend revenues.

BUDGETARY CONTROL - The control or management of the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

CAD – Computer Aided Design.

CAFR - Comprehensive Annual Financial Report. The official annual report of a government.

CAPITAL ASSETS - Assets of significant value and having a useful life of several years. Capital Assets are also called fixed assets.

CAPITAL BUDGET - The appropriation of resources for the acquisition and construction of capital assets. It is also a plan of proposed acquisitions and replacements of long-term assets and their financing

and is generally developed using one of several techniques such as the payback method, net present value method or the internal rate of return method.

CAPTIAL EXPENDITURE – An outlay charged to a long-term asset account that either adds a fixed asset unit or increases the value of an existing fixed asset.

CAPITAL IMPROVEMENTS - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; also referred to as infrastructure. *Note: the City of Raymore generally uses this term to include real property, improvements to real property and infrastructure.*

CAPITAL IMPROVEMENTS PROGRAM - A plan for capital improvements to be incurred each year over a set number of years to meet long term capital needs of the government.

CAPITAL OUTLAY – The acquisition of fixed assets which have a value of more than \$5000 and have a useful economic life of more than one year. (see CAPITAL EXPENDITURE) *Note: the City of Raymore generally uses this term to include tangible personal property such as vehicles and equipment.*

CAPITAL PROJECTS FUND - A fund created to account for the financial resources to be used for the acquisition or construction of major capital facilities or equipment.

CASH BASIS ACCOUNTING - A basis of accounting in which transactions are recognized only when cash is received or spent.

CCA – Certified Court Administrator.

CERTIFICATE OF DEPOSIT (CD) – debt instrument issued by a bank that pays interest to the purchaser. Interest rates are set by competitive forces in the marketplace.

CERTIFICATE OF PARTICIPATION (COPs). A form of lease revenue bond that permits the investor to participate in a stream of lease payments, installment payments or loan payments relating to the acquisition or construction of specific equipment, land or facilities. In theory the certificate holder could foreclose on the equipment or facility financed in the event of default, but so far no investor has ended up owning a piece of a school house or a storm drainage system. A very popular financing device in California since Proposition 13 because COP issuance does not require voter approval. COPs are not viewed legally as "debt" because payment is tied to an annual appropriation by the government body. As a result, COPs are seen by investors as providing weaker security and often carry ratings that are a notch or two below an agency's general obligation rating.

CEU – Continuing Education Unit.

CFE – Certified Fraud Examiner.

CHARGES FOR SERVICES - Revenue derived by charging a fee only to the specific user of the service.

CID (Community Improvement District) - A Community Improvement District may be either a political subdivision or a not-for-profit corporation. CID's are organized for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the district.

CITY COUNCIL – The governing body elected by the citizens of a municipality to provide policy direction for the operations of the city. Currently, for the City of Raymore, this consists of a Mayor who is elected at large and 8 Council Members who are elected from four wards – two Council Members per wards.

COMMODITIES - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, and asphalt.

COMPETITIVE BID – The used of a sealed bid process where the bid contains the price and terms offered by the vendor for the good or service sought by the purchaser who awards the bid based on the best qualifications, price and terms.

CONSTANT (OR REAL) DOLLARS - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point of time in the past.

CONSUMER PRICE INDEX (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. This index is used as a measure of the increase in the cost of living (economic inflation).

CONTINGENCY RESERVE - A budgetary reserve set-aside for emergencies or unforeseen expenditures not included in the budget.

CONTRACTURAL SERVICES – Contractual services are professional fees for legal counsel, advertising, auditing, testing, service and equipment rentals, education, training and travel expenses.

COVENANT - A legally binding commitment by the issuer of municipal bonds to the bondholder. An impairment of a covenant can lead to a Technical Default.

CPA – Certified Public Accountant

CPE – Continuing Professional Education.

CSR – Code of State Regulations. The regulations derived from state statute used to operated the various departments and offices of state government. The State’s policy and procedures manual.

CURRENT TAXES - Taxes levied and due within a one-year period, in relation to real and personal property taxes.

DARE – Drug Abuse Resistance Education

DEBT RATIO - The ratio of the issuer's general obligation debt to a measure of value, such as real property valuations, personal income, general fund resources, or population.

DEBT SERVICE - Required payments for principal and interest.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of long term debt principal and interest.

DEBT SERVICE RESERVE FUND -. A bank trustee account established by the trust indenture and used as a backup security for an issuer's bonds. It usually amounts to one year's debt service, and can be drawn on by the Trustee in the event of an impairment of the Trust indenture.

DEDICATED TAX - Taxes that are levied to support a specific government program or purpose. For example, a 1% sales tax for park maintenance can only be used to cover the expenses to maintain an entity's parks.

DELINQUENT TAXES - Taxes that remain unpaid after the due date and which have penalty and interest attached. In Missouri, tax statements are mailed in November and are due by December 31.

DEMAND DEPOSIT – Accounts with financial institutions or cash management pools where cash may be deposited or withdrawn at any time without prior notice or penalty.

DEPARTMENT - A major administrative organization unit of the City that includes management responsibility for one or more operating divisions.

DEPRECIATION - The process of recognizing the physical deterioration of assets over a period of time. All assets are assigned an estimated life when purchased and a portion of the purchase price is charged off each year in recognition of wear and tear. Depreciation is recorded only in enterprise funds for the purpose of calculating net income for such funds.

DEVELOPMENT FEES - Those fees generated by building, development and growth in a community. Included are building permits, site plan review fees, zoning, planning, and subdivision fees.

DISCOUNT - The amount of dollars by which market value of a bond is less than par value or face value.

DISCOUNT BONDS - Bonds which sell at a dollar price below par in which case the yield would exceed the coupon rate. The difference between the discount price and the maturity price is subject to federal capital gains tax except in the case of Original Issue Discount Bonds, which are tax exempt.

DISCOUNT NOTE - Non-interest-bearing note sold at a discount and maturing at par. A U.S. Treasury Bill is a discount note.

DISBURSEMENT - The expenditures of money from an account.

DIVISION - An organization unit of the City that indicates management responsibility for a specific activity.

DOR – Department of Revenue. The department responsible for the collection, audit and distribution of taxes, titling and registering motor vehicles and licensing drivers.

DRC – Development Review Committee.

EATS – Economic Activity Taxes. The increase in economic activity taxes or sales taxes generated by the redeveloped within a TIF area. The difference between the original sales tax revenues of the area and the new sales tax revenues after redevelopment is EATS and is proportionately used to pay on the TIF Bonds used for the redevelopment of the area. Generally, in the State of Missouri, 50% of the difference is designated for repayment.

EMPLOYEE (OR FRINGE) BENEFITS - Contributions made by a government to meet commitments or obligations for employee benefits. Included is the government's share of Social Security and various pension, life, and medical plans.

ENCUMBRANCE - The commitment of funds to purchase an item or service. To encumber funds means to set aside funds to pay future cash expenditures.

ENTERPRISE FUND - A fund established to account for operations of the City that sets fees based on recovering costs incurred to provide the service.

ESCROW FUND - A fund that contains monies that only can be used to pay debt service.

EXPENDITURES - A decrease in the net financial resources of the City due to the acquisition of goods or services.

EXPENSE - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest and other charges.

FASB – Financial Accounting Standards Board. A nongovernmental body with the authority to promulgate Generally Accepted Accounting Principles (GAAP) and reporting practices. These are published in the form of FASB Statements. Practicing CPAs are required to follow the FASB pronouncements in the accounting and financial reporting functions. The FASB is *independent* of other companies and professional organizations.

FEDERAL HOME LOAN MORTGAGE CORPORATION (FHLMC) – publicly chartered agency that buys qualifying residential mortgages from lenders, packages them into new securities backed by those pooled mortgages, provides certain guarantees, and then resells the securities on the open market. The corporation's stock is owned by savings institutions across the U.S. and is held in trust by the Federal Home Loan Bank System. Nicknamed "Freddie Mac," it has created an enormous secondary market, which provides more funds for mortgage lending and allows investors to buy high yielding securities backed by federal guarantees.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA) - publicly owned, government-sponsored corporation chartered in 1938 to purchase mortgages from lenders and resell them to investors. Nicknamed "Fannie Mae," the corporation mostly packages mortgages backed by the Federal Housing Administration, but also sells some non-governmentally backed mortgages. These blocks are bought and sold by investors.

FEMA – Federal Emergency Management Agency

FIDUCIARY FUNDS – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purposed trust funds and agency funds. [SGAS 34]

FINANCIAL ADVISOR – A professional advisor offering financial counsel. The advisor can either earn commissions on the products they sell or they charge fees for their services and sell no products. Generally a bank, investment-banking company or independent consulting firm that advises the issuer on all financial matters pertaining to a proposed issue and is not part of the underwriting syndicate.

FINANCIAL ACCOUNTING FOUNDATION (FAF) – The institution that funds the FASB and appoints its members. Founded in 1972, the FAF is composed of nine trustees chosen by the board of directors of the American Institute of Certified Public Accountants (AICPA).

FISCAL AGENT - Also known as the Paying Agent, the bank, designated by the issuer, to pay interest and principal to the bondholder.

FINES & FORFEITURES - Revenues generated from fines and penalties levied for commission of statutory offenses and violations of City Ordinances.

FISCAL POLICY - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FISCAL YEAR - A 12-month period to which the annual operating budget applies. The City of Raymore operates on a fiscal calendar year basis of November 1 through October 31.

FRANCHISE FEE - A fee paid by public service utilities for use of public right-of-way to deliver their services. The City currently has franchise agreements in place for Electric, Natural Gas, Telephone, and Cable services.

FULL FAITH AND CREDIT - A pledge of a government's taxing power to repay debt obligations. The pledge of "the full faith and credit and taxing power without limitation as to rate or amount." A phrase used primarily in conjunction with General Obligation bonds to convey the pledge of utilizing all taxing powers and resources, if necessary, to pay the bondholders.

FULL-TIME EQUIVALENT POSITION (FTE) - A way to measure an employee's productivity or involvement in an activity or project. It is generally calculated as how a part-time position in an activity or project is converted to the decimal equivalent of a full-time position based on 2,080 hours of work per year. For example, a part-time clerk working 20 hours per week would be the equivalent to .5 of a full time position.

FUND - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government functions.

FUND BALANCES - The excess of assets over liabilities and reserves.

GAAP - Generally accepted accounting principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles. In the audit report, the CPA must indicate that the client has followed GAAP on a consistent basis.

GAAS - Generally Accepted Auditing Standards. Rules and guidelines promulgated by the AICPA's Auditing Standards Board which are followed by CPAs in the preparation and performances of financial statement audits. A CPA who does not conduct an examination in accordance with GAAS can be held in violation of the AICPA's Code of Professional Ethics and face legal action by affected parties.

GAO - General Accounting Office. An agency established to assist Congress in its oversight of the executive branch and to serve as the independent legislative auditor of the federal government.

GASB - Government Accounting Standards Board. The organization that formulates accounting standards for governmental units.

GASB 34 - The comprehensive changes in state and local government financial reporting issued by GASB in June, 1999. It required significant changes in an entity's reporting of Financial Statements and

in Management's Discussion and Analysis for State and Local Governments. It requires that governmental entities present 1) government wide financial statements that are based on the accrual accounting basis and the flow of all economic resources and 2) governmental funds financial statements continue to be presented based on the modified accrual accounting basis and the flow of current financial resources.

GENERAL FUND - The fund used to account for all financial resources of the City except those required to be accounted for in a separate fund.

GENERAL OBLIGATION BOND – Municipal bonds backed by the full faith and credit (which includes the taxing and further borrowing power) of a municipality. It is repaid with the general revenue of the municipality, such as property taxes and sales taxes.

GFOA - Government Finance Officers Association. Professional organization of governmental financial personnel and associated interested individuals that provide assistance, training and guidance to governments in the areas of accounting, audit, cash management, internal controls, debt management and general finance.

GIS – Geographic Information Systems. A technology that is used to view and analyze data from a geographic perspective and is considered a piece of an organization's overall information system framework. GIS links location to information (such as people to addresses, buildings to parcels, or streets within a network) and layers that information to give you a better understanding of how it all interrelates.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) – the organization that formulates accounting standards for governmental units. It is under the auspices of the Financial Accounting Foundation.

GOVERNMENTAL FUNDS– Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue fund, debt service fund, capital projects funds, and permanent funds.

GPS – The Global Positioning System (GPS) is a satellite-based navigation system made up of a network of 24 satellites placed into orbit by the U.S. Department of Defense.

GRANT - A contribution by a government or other organization to support a specific function or operation.

HVAC – (Heating, Ventilation, and Air Conditioning) refers to technology of indoor or automotive environmental comfort. HVAC system design is a major subdiscipline of mechanical engineering, based on the principles of thermodynamics, fluid mechanics, and heat transfer.

INDUSTRIAL DEVELOPMENT BONDS - (IDBs) also called Industrial Revenue Bonds (IRBs). Used to finance facilities for private enterprises, water and air pollution control, ports, airports, resource-recovery plants, and housing, among others. The bonds are backed by the credit of the private corporation borrower rather than by the credit of the issuer. Also known as Conduit Bonds. Private purpose bonds are limited by federal law to \$50 times the state's population on an annual basis.

INTERFUND TRANSFERS - Transfer of resources between two funds of the same governmental unit.

INTEREST EARNINGS - Revenue derived from the investment of cash on hand during the year in securities as specified by the City investment policy.

INTERGOVERNMENTAL REVENUE - Revenue received from Federal, State or local government bodies. Includes payment from other taxing authorities such as a School District.

INTERNAL CONTROL – an integral component of an organization’s management that provides reasonable assurance that the following objectives are being achieved: 1) effectiveness and efficiency of operations; 2) reliability of financial reporting and 3) compliance with the applicable laws and regulations.

ITS – Information Technology Services..

LAPSING APPROPRIATION - An appropriation that expires after a set period of time, generally for the term of the budget year. At the end of the specified period, any unencumbered or unexpended balance lapses.

LEGAL OPINION - A written opinion from bond counsel that an issue of bonds was duly authorized and issued. The opinion usually includes the statement, "interest received thereon is exempt from federal taxes and, in certain circumstances, from state and local taxes."

LETTER OF CREDIT - A form of supplement or, in some cases, direct security for a municipal bond under which a commercial bank or private corporation guarantees payment on the bond under certain specified conditions.

LEVEL DEBT SERVICE - Principal and interest payments that, together, represent more or less equal annual payments over the life of the loan. Principal may be serial maturities or sinking fund installments.

LEVY - The imposition or collection of an assessment of a specified amount for the support of government activities. The Levy amount for the City of Raymore is \$0.4685 for the General Fund, \$0.1261 for the Park Fund and \$0.7170 for the Debt Service Fund.

LICENSES, PERMITS, & FEES - Revenues collected by the City from individuals or business concerns for rights or privileges granted by the City.

LINE ITEM BUDGET - Budget that is prepared on the basis of individual accounts of what is to be spent such as office supplies, paper supplies, or equipment maintenance.

LONG TERM DEBT - Debt that is repaid over a period of time longer than one year.

MAINTENANCE - All materials or contract expenditures used for repair and upkeep of City buildings, equipment, systems, or land.

MACA – Missouri Association of Court Administrators.

MARC – Mid-America Regional Council. Serves as the association of city and county governments and the metropolitan planning organization for the bi-state Kansas City region.

MARCIT - Mid-America Regional Council Insurance Trust. Provides insurance and loss prevention services to members of MARC.

MATERIALS & SUPPLIES - Expendable operating supplies necessary to conduct daily departmental activity.

MERP- (MIS Equipment Replacement Program) A planning tool used to set aside funds to maintain and replace machinery and information system equipment.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recognized in the period in which they become both available and measurable. Expenditures are recognized in the period in which a liability is incurred.

MUNICIPAL BOND - Bonds issued by any of the 50 states, the territories and their subdivisions, counties, cities, towns, villages and school districts, agencies, such as authorities and special districts created by the states, and certain federally sponsored agencies such as local housing authorities. Historically, the interest paid on these bonds has been exempt from federal income taxes and is generally exempt from state and local taxes in the state of issuance. There are approximately \$1.3 trillion municipal bonds outstanding and they generate about \$50 billion tax-free interest income each year.

MUTCD – The Manual on Uniform Traffic Control Devices, or MUTCD defines the standards used by road managers nationwide to install and maintain traffic control devices on all public streets, highways, bikeways, and private roads open to public traffic. The MUTCD is published by the Federal Highway Administration (FHWA) under 23 Code of Federal Regulations (CFR), Part 655, Subpart F.

NACM – National Association of Court Management.

N.I.D. (Neighborhood Improvement District) - A method of financing infrastructure improvements through a process of assessing the property owners in the improvement district for the costs of the improvements.

NPDES – National Pollutant Discharge Elimination System. Part of the EPA(Environmental Protection Agency) Act that requires state and federal permitting and oversight of the City's storm sewer system.

NET ASSET VALUE (NAV)- The market value of all the bonds in a mutual fund portfolio divided by all the outstanding shares.

NET BONDED DEBT - Gross general obligation debt less self-supporting general obligation debt, housing bonds, water revenue bonds, etc..

NET INTEREST COST (NIC) - Generally speaking, issuers award competitive bond sales to the underwriter bidding the lowest NIC. It represents the average coupon rate weighted to reflect the time until repayment of principal and adjusted for the premium or discount.

NET REVENUE AVAILABLE FOR DEBT SERVICE - Usually, gross operating revenues of an enterprise less operating and maintenance expenses but exclusive of depreciation and bond principal and interest. Net revenue as thus defined is used to determine coverage on revenue bond issues.

NID – Neighborhood Improvement District, A Neighborhood Improvement District (NID) may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID.

OFFICIAL STATEMENT (OS) - A document (prospectus) circulated for an issuer prior to a bond sale with salient facts regarding the proposed financing. There are two OSs, the first known as the preliminary,

or "red herring" - so named not because it smells but because some of the type on its cover is printed in red - and it is supposed to be available to the investor before the sale. The final OS must be sent to the purchaser before delivery of the bonds.

OPERATING BUDGET - That portion of the annual budget that provides a financial plan for the daily operations of government. Excluded from the operating budget are capital project expenditures that are accounted for in the Capital Projects Budget portion of the annual budget.

OPERATING EXPENSES - The cost for personnel, materials and equipment required for a department to function,

OPERATING TRANSFER - A transfer of resources from one fund to another.

ORDINANCE - A formal legislative enactment by the governing body of a municipality. An ordinance has full force and effect of law within the boundaries of the municipality. All revenue raising measures such as the imposition of taxes, special assessments, or service charges require an ordinance.

ORIGINAL ISSUE DISCOUNT - Some maturities of a new bond issue that have an offering price substantially below par; the appreciation from the original price to par over the life of the bonds is treated as tax-exempt income and is not subject to capital gains tax. See also Zero Coupon Bond.

PAR VALUE - The face value or principal amount of a bond, usually \$5,000 due the holder at maturity. It has no relation to the market value. For pricing purposes it is considered 100.

PARITY BONDS -. Revenue bonds that have an equal lien on the revenues of the issuer.

PAYING AGENT - Also Fiscal Agent. Generally a bank that performs the function of paying interest and principal for the issuing body.

PREMIUM- The amount, if any, by which the price exceeds the principal amount (par value) of a bond. Its current yield will be less than its coupon rate.

PRICE TO CALL - The yield of a bond priced to the first call date rather than maturity.

PRIMARY MARKET - The new issue market. Generally has the best yield rates for the issues available.

PRINCIPAL - The face value of a bond, exclusive of interest.

PROPRIETARY FUNDS – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUT BOND - A bond that can be redeemed on a date or dates prior to the stated maturity date by the bondholder. Also known as an option tender bond.

PAY-AS-YOU-GO BASIS - A financial policy whereby capital outlays are funded from currently available resources rather than from debt.

PERSONAL SERVICES - The costs associated with compensating employees for their labor, including salaries and fringe benefits.

PERFORMANCE MEASUREMENT - The quantification of an entity's efficiency or effectiveness in conducting operations for the period in review. Measurement criteria can be qualitative or quantitative in nature.

PILOTS – Payments in Lieu of Taxes or the incremental property taxes generated by the redevelopment of an area under a TIF program. The difference between the original property tax of the area and the new property tax after redevelopment is PILOTS and is used to pay on the TIF Bonds used for the redevelopment of the area.

PRIOR YEAR ENCUMBRANCES - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriations is reserved. They cease to be encumbrances when the obligations are paid or are otherwise terminated.

PROGRAM - An organized set of activities directed toward a common purpose or goal that an entity undertakes or proposes, to carry out its responsibilities. It can be an activity or set of activities that provides a particular service to the Citizens or

PROGRAM BUDGET - A method of budgeting that allocates money to the functions or activities of a government rather than to specific line items of cost.

PROGRAM MEASUREMENTS - Specific quantitative measures of work performed within a program. Measures quantity the efficiency and effectiveness of a given program.

PROPERTY TAXES - Revenues derived from the levying of taxes on real and personal property located within the City limits. Property taxes are levied according to the property's assessed value.

PROPERTY TAX RATE - The amount per \$100 of value that will be levied against all property within the City limits. The tax rate must be adopted by the City Council annually and consists of two components: The General Operating Rate and the Parks Fund Rate and the Debt Service Rate. For 2008 the rates are \$.4647 for General Operating and \$.1251 for Parks Fund and .7170 for Debt Service, or a total rate of \$1.3068. The City's maximum tax rate for general operations is \$ 1.15 per hundred dollar of value. Any rate above this requires a vote of the Citizens of Raymore. This rate was set in 1985 as part of the statewide reassessment program.

PUBLIC HEARING - That portion of City Council meetings where the Citizens may present evidence and provide information on both sides of an issue.

QUALIFIED LEGAL OPINION - Conditional affirmation of the legal basis for the bond or note issue. The average investor should avoid any but the strongest opinion by the most recognized bond approving attorneys.

RATINGS - Various alphabetical and numerical designations used by institutional investors, Wall Street underwriters, and commercial rating companies to give relative indications of bond and note creditworthiness. Standard & Poor's and Fitch Investors Service Inc. use the same system, starting with their highest rating of AAA, AA, A, BBB, BB, B, CCC, CC, C, and D for default. Moody's Investors Services uses Aaa, Aa, A, Baa, Ba, B, Caa, Ca, C, and D . Each of the services use + or - or +1 to indicate half steps in between. The top four grades are considered Investment Grade Ratings

RAYMAC – (Raymore Municipal Assistance Corporation) a corporation established to facilitate the purchase of land and facilities by the City.

REDEVELOPMENT AGENCY (Redev.) - A legislatively established subdivision of government established to revitalize blighted and economically depressed areas of a community and to promote economic growth. Tax Allocation Bonds are issued to pay the cost of land and building acquisition and their redevelopment and are repaid by the incremental increase in tax revenues produced by the increase assessed value of the area after redevelopment. Redev. Agencies may also sell Housing Mortgage Revenue Bonds to finance housing units within the area, a fixed percentage of which must be for low-cost housing.

REFUNDING BOND - The issuance of a new bond for the purpose of retiring an already outstanding bond issue.

REGISTERED BOND - A non-negotiable instrument in the name of the holder either registered as to principal or as to principal and interest.

REPO - A financial transaction in which one party "purchases" securities (primarily U.S. Government bonds) for cash and simultaneously the other party agrees to "buy" them back at some future time according to specified terms. Municipal bond and note issuers have used repos to manage cash on a short term basis. (Known formally as repurchase agreements.)

RESERVE - An account used to indicate that a portion of a fund balance is restricted to a specific purpose.

RESOLUTION - Official action of the City Council directing a specific action be taken. Resolutions are less formal than an Ordinance and have less weight of law.

RESOURCES - Total amounts available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

REVENUE - Funds received by a government as a part of daily operations.

REVENUE BONDS - Bonds issued to finance public works projects, such as water and sewage systems that are paid from the revenues of the projects. These bonds do not have the full faith and credit of the municipality. A municipal bond whose debt service is payable solely from the revenues derived from operating the facilities acquired or constructed with the proceeds of the bonds.

RFB – Request for Bid.

RFP – Request for Proposal.

RFQ – Request for Qualifications.

ROW – Right of Way. The permitted right to pass over or through land owned by another. Generally, the strip of land in which facilities such as highways, railroads, utilities or other infrastructure are installed and maintained.

RSMO – Revised Statutes of the State of Missouri

SALES TAX - A tax placed on the value of goods sold within the City limits. The rate is set by a majority of the voters within the City. The tax is collected by the State of Missouri and remitted to the City each month.

SERIAL BOND - A bond of an issue that features maturities every year, annually or semiannually over a period of years, as opposed to a Term Bond, which is a large block of bonds maturing in a single year.

SECONDARY MARKET - The trading market for outstanding bonds and notes. This is an O.T.C. market, a free form negotiated method of buying and selling, usually conducted by telephone or computer. Traders buy and sell for their own inventory. As many as \$2 billion of issues trade each day.

SINKING FUND – money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities.

SINKING FUND SCHEDULE - A schedule of payments required under the original revenue bond resolutions to be placed each year into a special fund, called the sinking fund, and to be used for retiring a specified portion of a term bond issue prior to maturity.

SPECIAL ASSESSMENT BOND - A bond secured by a compulsory levy of special assessments, as opposed to property taxes, made by a local unit of government on certain properties to defray the cost of local improvements and/or services that represents the specific benefit to the property owner derived from the improvement. In California these are usually 1915 Act or 1911 Act Bonds.

SOURCE OF REVENUE - Classification system whereby revenues are recorded according to the source they came from - that is, taxes, permits, interest, or other.

SRF FUND - The Missouri SRF leveraged loan program is a revolving fund established pursuant to the federal Clean Water Act of 1987. It was developed by the EIARA and the Missouri Department of Natural Resources in cooperation with the Missouri Clean Water Commission, and provides subsidized low interest rate loans to qualifying applicants to issue General Obligation and/or Revenue Bonds to secure the debt used to acquire, by purchase or construction, the needed infrastructure.

SUPPLEMENTAL APPROPRIATION - An appropriation of resources made by the City Council after the budget has been formally adopted.

SWAP - The exchange of one bond for another. Generally, the act of selling a bond to establish an income tax loss and replacing the bond with a new item of comparable value.

TAX ANTICIPATION NOTE (TAN) - A short-term obligation of a state or municipal government to finance current expenditures pending receipt of expected tax payments. TAN debt evens out the cash flow and is retired once tax revenues are received.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of all the people.

TAX BASE - The total value of all real and personal property within the City limits as of January 1 of each year. The assessed value of assets, investment or income streams that are subject to taxation.

TAX-EXEMPT BOND - Bonds exempt from federal income, state income, or state tax and local personal property taxes. This tax exemption results from the theory of reciprocal immunity: States do not

tax instruments of the federal government and the federal government does not tax interest of securities of state and local governments.

T.I.F. (TAX INCREMENT FINANCING) - An economic tool used to finance real estate development costs within a specific area of the City. Additional property taxes generated by development within the T.I.F. area are used to finance the cost of real estate and infrastructure improvements.

TELECOMMUNICATIONS FRANCHISE TAX – A tax levied on telecommunications companies for the privilege of operating within the city limits. This tax is similar to a business license in purpose, but is calculated on the specified gross receipts of the companies activities.

TERM BOND - A large block of bonds of long maturity. They may be part of a serial Bond issue; there may be more than one term bond in an issue or a single maturity. Some are subject to a sinking fund redemption.

TDD (Transportation Development District) - A Transportation Development District may be created to act as the entity responsible for developing, improving, maintaining, or operating one or more “projects” relative to the transportation needs of the area in which the District is located. A TDD may be created by request petition filed in the circuit court of any county partially or totally within the proposed district. There are specific rules that provide filing procedures and content requirements of TDD creating petitions.

TRUSTEE - A bank designated as the custodian of funds and official representative of bondholders. Trustees are appointed to insure compliance with the trust indenture and represents bondholders to enforce their contract with the issuer.

UNDERLYING DEBT - The general obligation bonds of smaller units of local government within a given issuer's jurisdiction.

UNDERWRITER - An agreement to purchase an issuer's unsold securities at a set price, thereby guaranteeing the issuer proceeds and a fixed borrowing cost.

UNRESERVED FUND BALANCES - That portion of a fund’s balance that is not restricted to be used for a specific purpose and that is available for appropriation.

UNQUALIFIED OPINION – term used when in the auditor’s judgment, that they have no reservation as to the fairness of presentation of financial statements and their conformity with GAAP.

USER FEES - The payment of a charge or fee for direct receipt of a service by the party benefiting from the service.

UTILITIES - Utilities expenditures are those incurred for gas, electric, phone, water and sewer.

VARIABLE RATE BOND - A bond whose yield is not fixed but is adjusted periodically according to a prescribed formula.

VERP – Vehicle and Equipment Replacement Program. A method by which monies are set aside in the budgetary process for the replacement of capital equipment.

YELLOW BOOK – Publication issued by the United States General Accounting Office (GAO) on governmental auditing standards. It is revised periodically to ensure current GAAP, GASB, GAAS, FASB and SAS pronouncements and standards are included.

YIELD-TO-MATURITY (YTM) - Return available taking into account the interest rate, length of time to maturity, and price paid. It is assumed that the coupon reinvestment rate for the life of the bonds will be the same as the yield-to-maturity.

ZERO-COUPON BONDS - A deep discount municipal bond on which no current interest is paid. Instead, at bond maturity, the investor receives compounded interest at a specified rate. The difference between the discount price at purchase and the accreted value at maturity is not taxed as a capital gain but is considered tax-exempt interest. Widely used for college savings bonds.



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