



City of
**RAYMORE,
MISSOURI**

100 Municipal Circle • Raymore, Mo.
(816) 331-0488 • www.raymore.com

August 15, 2016

**The Honorable Kristofer Turnbow and
Members of the Raymore City Council**


Dear Mayor Turnbow and Members of Council:

The Proposed Operating Budget for the Fiscal Year 2017 is hereby submitted for your consideration.

Summaries of revenues and expenditures are included for all City funds, and expenditure information is provided for each department or significant division where they exist within a particular fund. Financial information provided includes two prior years actual revenues and expenditures, the FY 2016 budgeted and projected revenues and expenditures, and the FY 2017 projected revenues and proposed expenditures. Budget detail was prepared by program for each department and division, which allows cost of service information to be represented and analyzed by service area.

Staff has worked diligently to draft a proposed budget that meets the goals expressed by the City Council and the needs expressed and desired by the citizens of Raymore to provide a guideline of targeted government services achieved through better communication and understanding of those goals and needs to save taxpayer money. 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.

This budget has been prepared using the modified zero-based budget and target-based budgeting approach. This combined approach requires each department to prepare a budget request as if it were being done for the first time while at the same time being aware of the overall target spending amount relative to available resources and significant program expenditures necessary or desired to meet goals within those resource amounts. While taking historical context into account, requests were reviewed in line item 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 requests represent funding needs to continue to provide services at the same level as the prior year. Expansion requests represent an increase in service level or provision of a new service or program.

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

Fund Balance Reserve: City policy requires that each of the City's operating funds carry a restriction of 20% of the proposed fund operating expenditures for application to the next year's fund balance. This is a conservative, prudent policy to deal with any foreseeable emergency and enhance the creditworthiness of the city.

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

Beginning Balance: A deficit (expenditures over revenues during the fiscal year) of \$180,294 was projected at the end of FY 2015 when the FY 2016 Proposed Budget was submitted last year. The FY 2015 General Fund actually ended having a deficit of \$46,843. It should be noted that this deficit was a controlled draw down on fund balance through budgeted transfers to the Transportation Fund and the Restricted Revenue Fund for specific capital projects. The lower than projected deficit spending amount led to an increase of \$133,451 in actual beginning balance for FY 2016 for a total beginning balance of \$3,537,319.

FY 2016 revenues are projected to come in \$4,518 higher (0.05%) than the FY 2016 budget number. While most revenues are in line with budget expectations, there are items of note:

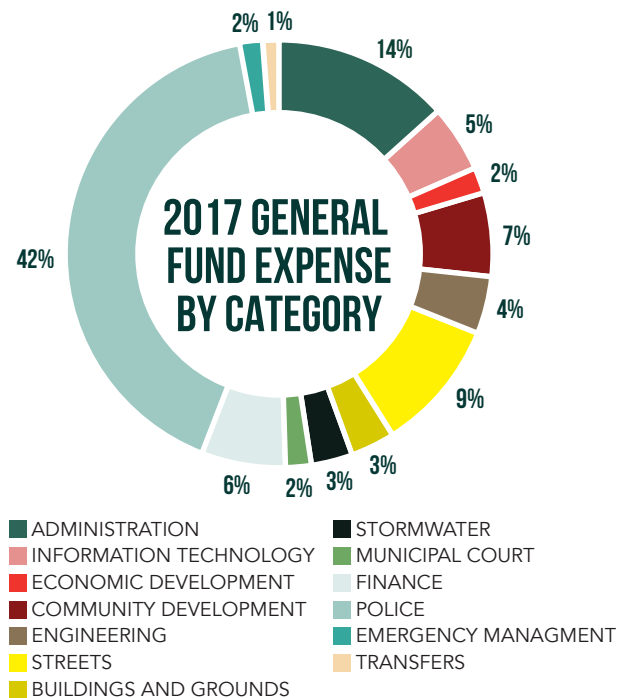
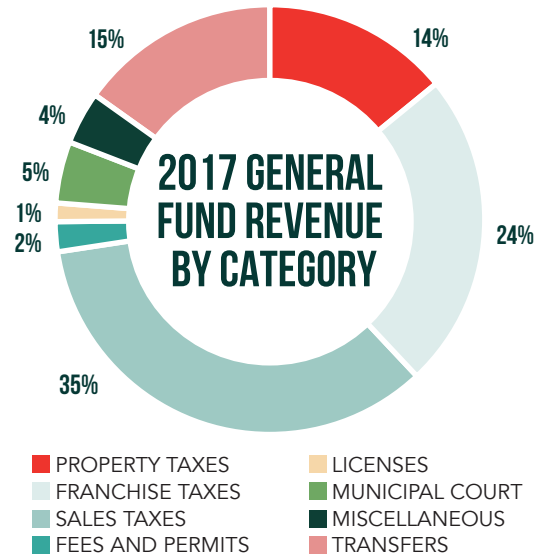
- Franchise Taxes are projected to come in \$137,003 lower (-5.84%) than budgeted. This is primarily attributable to Mo Gas Energy tax coming in 22.56% below budget due to the exceptionally mild winter.
- The Fees and Permits revenue line item is projected to come in substantially higher than budgeted by \$59,144 (+35.93%) due to greater building activity than had been conservatively budgeted for.


Expenditures for FY 2016 are projected to be \$505,745 (-4.78%) below budget. The combination of the FY 2015 lower than projected deficit, projected FY 2016 revenues and FY 2016 expenditures result in a projected unreserved (gross) fund balance at the end of FY 2016 in the amount of \$2,778,018 an amount that is \$643,715 (30.16%) more than budgeted.

FY 2017 Revenues: Staff projects total FY 2017 revenues to come in \$229,423 (2.46%) higher than the FY 2016 budget amount and \$224,905 (2.41%) higher than FY 2016 projected receipts.

Some highlights of projected FY 2017 revenues in the General Fund are as follows:

- **Property Tax:** Property tax receipts in FY 2017 are projected to be only \$36,267 higher than received in FY 2016.
- **Franchise Taxes:** Franchise tax receipts for FY 2017 are projected to come in \$69,879 (+3.16%) higher the FY 2016 projected amount. The addition of 100 new residences in FY 2017 is assumed in this projection. The continued decrease in collections in this area is primarily due to decreases in both landline and wireless telephone franchise tax collections. Staff continues to attribute the decrease in revenue from the ever-growing wireless carrier market to the elimination of franchise billing on the data portion of the bills. As in past years the number of landline connections continues to decrease.
- **Sales Tax:** The Sales tax receipts in FY 2017 are projected to be only \$30,323 (+0.93%) higher than the FY 2016 Adopted Budget amount, and \$35,901 (+1.10%) higher than the FY 2016 projected amount. The budget assumes a very modest increase in existing city sales tax from FY 2016 projected and small 2% increase in state vehicle sales tax from the FY 2016 projected






receipts. There is no budgeted revenue for FY 2017 associated with any projected retail sales outlet that is not open as of this writing.

- **Fees and Permits:** Again in FY 2016 substantially more housing starts led to substantially more revenue than staff conservatively budgeted. As previously stated projected revenues for FY 2016 are anticipated to be \$59,144 (+35.93%) higher than the FY 2016 budget. Staff has attempted to conservatively realize the consistent nature of the increase in this revenue source by increasing the projected number of new homes from 95 new home starts to 100 new home starts to budget this revenue in FY 2017. The 100 new home starts being used for budgeting purposes remains below the actual new home starts for the past several years by an average of 30 starts.
- **Municipal Court:** FY2016 Municipal Court revenues are projected to be down from the budgeted amount by \$4,416 (-1.0%). It is difficult to determine at this point the full fiscal impact of Senate Bill 5 on future revenues in this category.
- **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 infrastructure maintenance expenditures. A transfer of \$320,000 is again budgeted in FY 2017.
- **Transfer from Stormwater Sales Tax Fund:** The City has a Parks/Stormwater 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 the Stormwater Sales Tax Fund; and twenty percent is allocated to each of these funds in amounts determined by the City Council each year. Staff each year budgets an amount to be transferred from the Stormwater Sales Tax Fund to the General Fund to offset operating costs for stormwater management in the fund. For FY 2017 this amount is budgeted at \$253,064.
- **Transfer from Enterprise Fund:** Transfers are made from the Enterprise Fund to compensate the General Fund for administrative work serving Enterprise Fund functions such as utility billing and administrative salaries. For FY 2017 it is budgeted to transfer \$771,540. 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. For FY 2017, the budget contains a transfer of \$98,100 related to the Street Preservation Program and new construction associated with the 2016 and 2017 General Obligation Bond Issues. 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. It is anticipated that this revenue source will increase in future years as engineering staff takes on more in-house inspection duties of these projects.

Compensation - Benefits - Staffing

- **Compensation:** FY 2016 represented a significant departure from previous years in the methodology of the salary chart and the progression of staff through that chart. The FY 2017 proposed budget includes improving the entire salary chart by the 0.4% consumer price index increase for the last twelve month period and then stepping all employees through the chart at the 2.5% step increment.
- **Health Insurance:** Health insurance benefits costs are budgeted to increase by 11% overall. At this writing final quotes have not yet been received back from BCBS for next year.
- **LAGERS:** For many years, the city has participated in the Local Area Government Employee Retirement System (LAGERS). LAGERS provides a defined retirement benefit payment to our employees. There are a number of plans available through LAGERS, each of which has its own particular formula and conditions for payment of the retirement benefit. The city currently participates in the LAGERS Plan L-7, Non-contributory. (Meaning that our employees do not contribute to the plan and it is entirely funded by the city). The L-7 Plan uses a “multiplier” in the payment formula of 1.5%. In the budget presented, the LAGERS benefit is proposed to move from L-7, non-contributory to L-6, non-contributory. This would increase the multiplier in the payment formula from its current 1.5% to 2.0% for all employees. All other elements of the plan would remain the same. The current adjusted calculated cost to make this change is \$321,844 in the General Fund, \$34,196 in the Park Fund, and \$43,637 in the Enterprise Fund for a total of \$399,677 in all operating funds. For an employee whose final average salary was \$3,000 per month who has given the city 25 years of service, this would mean an increase in their monthly retirement benefit payment from \$1,125 to \$1,500. The yearly savings realized from the transition to City owned street lights is proposed to be used in large part to fund this recommended change.
- **Associate Planner:** The Associate Planner position was eliminated in the FY2010 budget year due to the downturn in development and the need for development planning. As the city embarks on a new Economic Development strategy, a new Strategic Planning model, realizes new development increasing both from internal and external sources, the need for this position to help with the critical role of Community Development returns. The total estimated cost to the General Fund for this proposed position is \$67,244.
- **Police Officer Adjustment:** The Police Officer position for the City of Raymore is currently placed in Range 9 of our salary chart. This budget includes the proposal to move the Police Officer position from Range 9 to Range 11. In her request for this change, Chief Zimmerman states “It is my belief that the basic training, continuing education, strict certification standards, and certainly the responsibilities associated with the position of Police Officer are



more commensurate with the professionals found in Range 11.” I agree with this justification entirely. The total estimated cost to the General Fund for this proposed change (above the increase that would already be in place from movement through the chart at Range 9) is \$29,055.

- **Salary adjustments to bring positions in line following the position salary survey conducted in 2016:**

- Police Lieutenant - This changes the Salary Chart to include only a single Police Lieutenant position, in line with the Police Captain Position. The Police Lieutenant position is currently listed between Support at Range 16 and simply Police Lieutenant at Range 17. This recommended change eliminates the Police Support Position on the Chart and moves the individual to Range 17 Police Lieutenant. Cost - \$871.
- Communications Supervisor - This proposed change moves the Communications Supervisor position in Dispatch from the current Range 10 to Range 13 which is commensurate with all other cities surveyed. Dispatch is one of our most challenging areas to find and keep competent, professional individuals in and serving the city. It is important that we stay competitive to avoid turnover and loss of dollars associated with the extensive training of these persons. Cost - \$1,622.
- Communications Manager - This position was changed last year from the previous years' Community Outreach Coordinator to Communications Manager. The position was placed at Range 13, which was the lowest end of the survey spectrum for Communications Managers. The reasoning for this was to determine the full utilization of the position here in Raymore in light of the change. After a year of being able to evaluate the position and contributions to the plan and direction of the Council and City Manager, it is recommended that the position be moved from Range 13 to Range 18. Cost - \$5,083.
- Range 14 Increase to Account for Exempt Employees - New FLSA guidelines require that exempt employees earn a new minimum salary of \$47,476 annually. This requires an increase to the Range 14 minimum which impacts the entire salary range, steps within that range, and the amount that employees are making in those steps. Cost - \$1,510

- **Other**

- Engineering Intern - The increase in work being done in our Stormwater Department along with the upcoming G.O. Bond Projects and CIP Recommended Projects that involve stormwater intensive activities lead to the recommendation to fund an intern position to assist with these projects. Cost - \$7,197.
- Assistant Finance Director - A review of survey cities found that the position of Assistant Finance Director is more prevalent than the City of Raymore "Accountant" position. This leads to the recommendation to

remove the Accountant Position - Range 12 from the salary chart and establish the Assistant Finance Director - Range 17 position. Cost - \$376.

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

- **Administration:** The budget for this department is proposed to increase from the FY 2016 Budget amount of \$1,188,141 to \$1,252,609 an increase of \$64,468. The increase is primarily associated with contracted legal cost.
- **Information Technology Services:** The budget for this department is proposed to increase from the FY 2016 Budget amount of \$453,022 to \$477,777 an increase of \$24,755. This increase is due to increases in personnel costs, increases associated with software maintenance, and the City taking on the some of the costs that were previously paid for out of County 911 funding.
- **Economic Development:** The FY 2017 Budget is proposed to increase from the FY 2016 Budget amount of \$168,420 to \$211,857 an increase of \$43,437 primarily due to the retail strategy services.
- **Community Development:** The FY 2017 Budget is proposed to increase from the FY2016 Budget amount of \$571,753 to \$666,474 an increase of \$94,721. This increase is primarily associated with the addition of the Associate Planner position.
- **Streets:** The FY 2017 Budget is proposed to decrease from the FY 2016 Budget amount of \$1,216,858 to \$863,658 a decrease of \$353,200. This decrease is associated with FY2016 staffing change to go from one Field Supervisor to two Maintenance Worker I positions, and the cost savings associated with the FY 2016 purchase of the streets lights from KCP&L. proposed to decrease \$7,089 from the FY 2016 Budget primarily due to the decrease of the personnel cost associated with staff benefit changes.
- **Buildings and Grounds:** The FY 2017 Budget is proposed to decrease \$4,694 from the FY 2016 Budget primarily due to the decrease of the utility cost associated with the lighting upgrades to LED lights.

The FY 2017 Departmental Budgets for Community Development, Engineering, Municipal Court, Finance and Emergency Management all reflect minor changes or remain essentially the same as the FY 2016 Budgets.

Transfers from General Fund to Park Fund: This budget includes maintaining the transfer from the General Fund to the Park Fund to help support those operational activities in the amount of \$100,000.

Expansion Items Included: A summary of General Fund expansion items included in the FY 2017 budget is as follows:

Increase in Range 14	\$1,510
LAGERS	\$321,844
Police Officer Range Change	\$29,055
Associate Planner	\$67,244
Assistant Finance Director	\$376
Communications Manager	\$5,083
Police Lieutenant	\$871
Communications Supervisor	\$1,622
Stormwater Intern	\$7,197
Branding	\$30,000
Pubworks	\$6,567
ED Research Firm	\$50,000
Credit Card Terminals	\$3,245
TOTAL	\$524,614

Expansion Items Not Included in City Manager's General Fund Proposed Budget:

Communications Coordinator	\$5,400
Charter Update Campaign	\$10,000
Electronic Calendar	\$1,300
Utility Trac	\$5,090
MPR Training for IT	\$1,100
Community Development Furniture	\$25,000
TOTAL	\$47,890

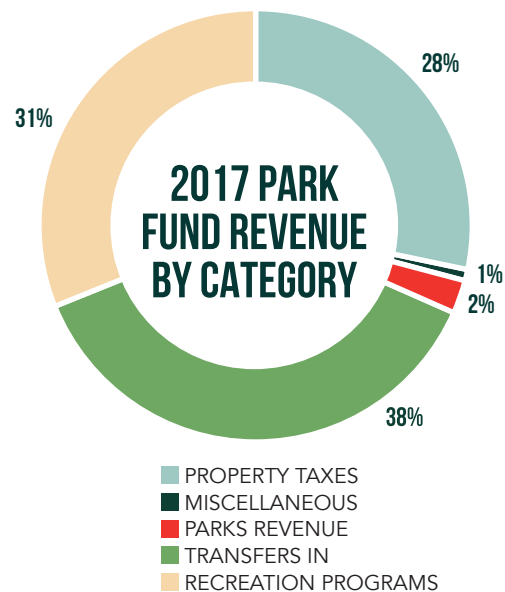
FY 2017 Ending Fund Balance – Operations: After all the foregoing, and after reserving an amount equivalent to 20% of operating expenditures (\$1,867,532), as is the City’s policy, a net unrestricted (available) fund balance of \$1,013,483 is projected at the end of FY 2017. This amount is available for additional use should the Council wish.

PARK FUND

The Park Board has submitted a balanced operating budget as expenditures do not exceed revenues projected for the year and available fund balance to start the year, which, as every year, the City Manager forwards 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 \$0.1249 per one hundred dollars of assessed valuation. Of every dollar of property tax paid by Raymore residents and businesses that comes to the City, 9.54 cents (\$0.0954) goes for funding of the City’s Parks & Recreation program. It is currently projected that this levy will generate \$359,378 in FY 2017, or approximately 28% of the total revenue.
- Program Revenue:** Revenues derived from resident participation in programs offered by the Recreation Department and associated concessions account for approximately 31% of all revenue into the Park Fund. In FY 2017, a total of \$395,430 is budgeted.
- 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. In FY 2017 it is budgeted to transfer \$375,000 from the Park Sales Tax Fund to the Park Fund. This transfer has been increased to the previously set baseline along with a one-time additional transfer of \$25,000 to help fund an increased recreation program.
- Transfer from General Fund – General Assistance:** As noted above in the discussion of Transfers from the General Fund, it is budgeted in FY 2017 to maintain the transfer to the Park Fund in the amount of \$100,000.



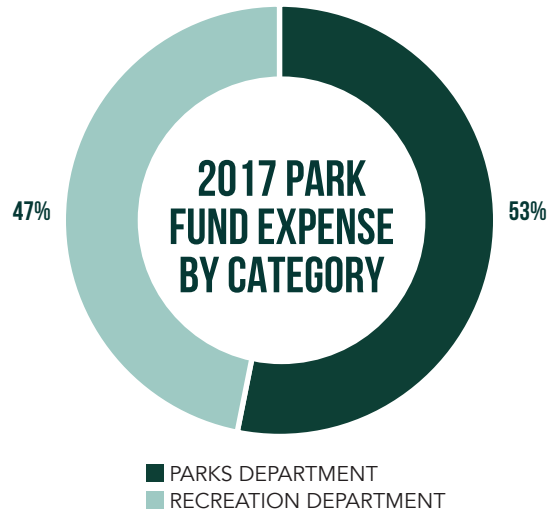
Expenditures: Parks and Recreation Expenditures are budgeted to increase from the FY2016 budget amount by \$40,757. This is primarily due to increased personnel and program costs.

Expansion Items Included: The Park Fund expansion items included in the FY 2017 budget is as follows:

LAGERS \$34,196

Expansion Items Not Included in City Manager's General Fund Proposed Budget:

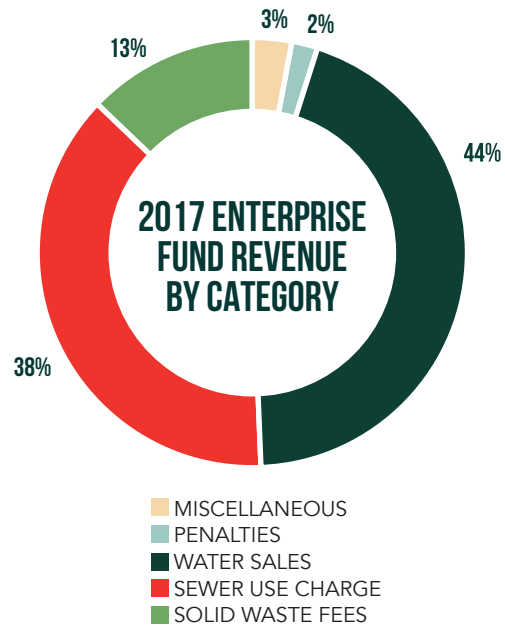
RecTrac Upgrade \$6,975



ENTERPRISE FUND (WATER, SEWER AND SOLID WASTE)

Revenues:

- The Enterprise Fund is funded mainly by water and sewer sales and fees charged for solid waste collection. FY 2017 revenues are projected to come in higher than FY 2016 reflecting an increased customer base and updated usage projections that were included in the rate model.
- FY 2017 water and sewer use charges reflect an increase to the City's combined water and sewer rate as approved by the Council earlier this year that will go into effect on November 1, 2017.

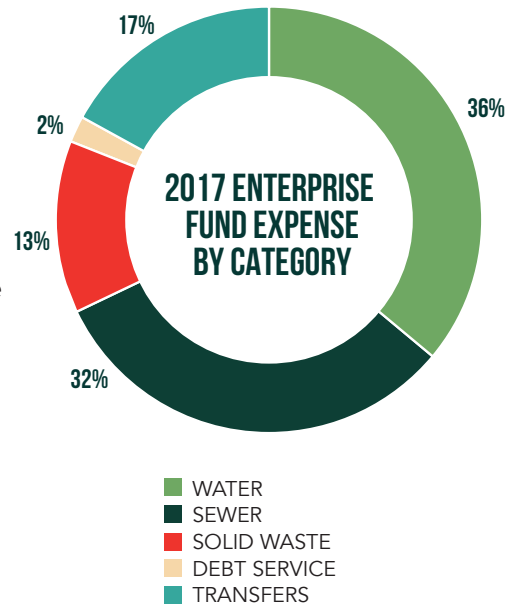


Expenditures:

- **Water:**
 - The City's ongoing conversion of its meters from touch-wand to radio-read continues, but utilizing a new Sensus meter and now being


supplemented in the Capital Budget. Approximately 300 will be converted out of this fund in FY 2017, at a budgeted amount of \$84,525.

- The cost to purchase water from Kansas City Water Services (KCWS) is included in this budget. The rate the City pays KCWS for water is scheduled to increase by 5%.
- **Sewer:**
 - The cost of treatment of sewer by the Little Blue Valley Sewer District is included in this budget. The City's rate will increase by 6% next year, resulting in an increase in FY 2017 to \$1,061,464.
 - The cost of treatment of sewer by the Middle Big Creek Sewer will remain at \$32.50 per connection per month for a total cost of \$648,000 in FY 2017, with a few additional connections anticipated in the service area.
- **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 2014 the City extended its agreement with the contractor through calendar year 2017. Per that agreement, the charge to residents for trash, recycling and yard waste in FY 2017 will be \$11.91 per month, which is the same rate as 2016. This is a rate of \$2.75 per week for each household served. The rate is subject to increases annually as calculated using the Refuse Rate Index (RRI) upon proper notification by the contractor. During 2016 the RRI was not increased for 2017.



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. The calculated transfer amount for FY 2017 is \$771,540.
2. The Enterprise Capital Maintenance Fund was established in FY 2010. The



Fund receives a transfer from the Enterprise Fund 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 2017 the amount for this transfer is \$364,146.

3. The Enterprise Fund makes an annual transfer to the Restricted Revenue Fund of \$100,000 for future litigation cost.

Expansion Items: The Enterprise Fund expansion items included in the FY 2017 budget is as follows:

LAGERS	\$43,637
--------	----------

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.

The FY 2017 total debt service payment is scheduled to be \$1,958,353 with 5 issues outstanding. The total debt of the city is currently \$23,820,000.

INTERNAL SERVICES FUNDS

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 2017. A significant change includes a reduction in contributions due to a complete review of the current asset contribution, replacement values as well as current trade in values being realized by the city.

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 or transferred from that specific account.

It was budgeted in FY 2013 to spend the entirety of the funds collected from the Cass County 911 tax, which has been discontinued, on replacement of equipment as part of the Police Department renovation that occurred in FY 2013. The renovation came in under budget, leaving a balance of \$93,840 to start FY 2014. It

was budgeted to fund the communication expenses related to 911 out of this fund until all funds have been exhausted. Those expenses will now need to begin being covered by the General Fund beginning in FY 2017.

During the FY 2014 budget process, the City Council reserved \$483,000 from the General Fund Balance into this fund for future costs associated with the pavement management for fiscal years 2017-2019 to be transferred as follows: 2017 - \$150,000; 2018 - \$150,000; 2019 - \$33,000.

CAPITAL BUDGET

The FY 2017 Capital Budget and 2017 – 2021 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 2017 Capital Budget and five-year CIP.

ACKNOWLEDGEMENTS

My sincere thanks go to all the department heads and division managers who worked hard to prepare this budget. It is a long, time consuming process and they all use it to focus on excellence in service delivery to our citizens. A very special thank you to Finance Director Cynthia Watson who has played a major role in producing this document, and Assistant City Manager Meredith Hauck for all of her work in overseeing the human resource, compensation, and benefits data and research as well as review of documents and backup information for the major initiatives of this budget. Also a thank you to Elisa Williams who provides much of the backup documentation and research for the initial document numbers and her internal control over the unseen portion of the city budget which is the special incentive districts. I am deeply grateful to all for their time and work.

RESPECTFULLY SUBMITTED,



Jim Feuerborn, City Manager

City of
**RAYMORE,
MISSOURI**

100 Municipal Circle • Raymore, Mo.
(816) 331-0488 • www.raymore.com

November 1, 2016
City Manager's Post Operating Budget Adoption Memorandum

During City Council deliberation of the City's Manager's Proposed 2017 Budget, the following changes to the Proposed Budget were introduced and approved as part of the final Fiscal Year 2017 Operating Budget:

General Fund available fund balance transfers

1. To Capital Improvement Sales Tax Fund for the relocation and remodeling of a railroad business car - \$301,500
2. To Parks Sales Tax Fund for trail lighting - \$100,000
3. To Parks Sales Tax Fund for concession stand internet connectivity with WiFi - \$18,000
4. To Restricted Revenue Fund Fund for the establishment of an arboretum through the Tree Board - \$10,000

General Fund expenditure increases

1. Administration Department expense increase for the Raymore Chamber support - \$4,000
2. Police Department expense increase for the Chaplains program - \$3,000
3. Police Department expense increase for the REGIS agreement - \$3,500
4. Administration Department expense for interpretive signage - \$20,000
5. Police Department expense for replenishment of existing radios to be utilized by CERT - \$2,000
6. Economic Development Department expense increase for marketing - \$5,000
7. Police Department budgeted expense increase for Youth Diversion Program - \$4,000

The summary results of these actions increased budgeted transfers from the General Fund by \$429,500 and budgeted 2017 General Fund expenses by \$41,500. These changes combined with the increase in restricted reserve associated with direct expense increases result in a projected decrease in the available General Fund Balance at the end of the FY 2017 from \$1,013,483 to \$534,183.



Jim Feuerborn, City Manager

Combined Operating Expenditures by Fund

General Fund:

Administration	1,276,609
Information Technology	477,777
Economic Development	216,857
Community Development	666,474
Engineering	408,955
Streets	863,658
Stormwater	298,684
Building & Grounds	303,716
Municipal Court	177,363
Finance	593,630
Police	3,961,633
Emergency Management	133,804
Transfer Out	529,500

Total General Fund	9,908,660
---------------------------	------------------

Parks and Recreation Fund:

Parks	668,180
Recreation	602,724

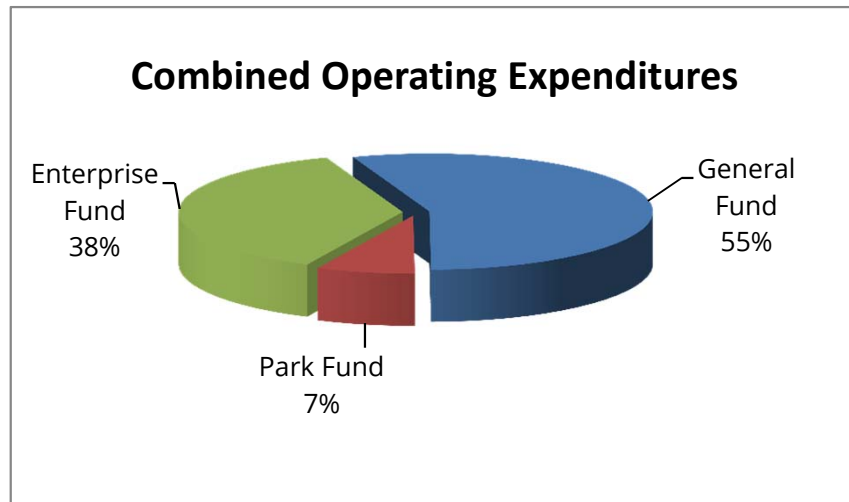
Total Parks and Recreation Fund	1,270,904
--	------------------

Enterprise Fund

Water	2,794,590
Sewer	2,410,005
Debt Service	153,525
Transfer Out	1,334,508

Total Enterprise Fund	6,692,628
------------------------------	------------------

Total Combined Operating Expenditures	\$	17,872,192
--	-----------	-------------------



Combined Operating Expenditures by Service

Administration	
Administration	1,276,609
Information Technology	477,777
Finance	593,630
Total Administration	2,348,016
Development	
Economic Development	216,857
Community Development	666,474
Total Development	883,331
Transfer Out	
Transfer Out	529,500
Total Transfer Out	529,500
Parks and Property	
Parks and Recreation	1,270,904
Building & Grounds	303,716
Total Parks and Property	1,574,620
Public Works	
Engineering	408,955
Streets	863,658
Stormwater	298,684
Water & Sewer	6,692,628
Total Public Works	8,263,925
Public Safety	
Police	3,961,633
Emergency Management	133,804
Municipal Court	177,363
Total Public Safety	4,272,800
Total Combined Operating Expenditures	\$ 17,872,192

