



City of  
**RAYMORE,  
MISSOURI**



**PROPOSED ANNUAL BUDGET FOR FISCAL YEAR BEGINNING NOV. 1, 2017**



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## **CITY LEADERSHIP**

### **Mayor and City Council**

Kristofer P. Turnbow, Mayor

Kevin Kellogg	Ward I
Reginald Townsend	Ward I
Joseph Burke III	Ward II
Derek Moorhead (Mayor Pro Tem)	Ward II
Kevin Barber	Ward III
Jay Holman	Ward III
Sonja Abdelgawad	Ward IV
John Berendzen	Ward IV

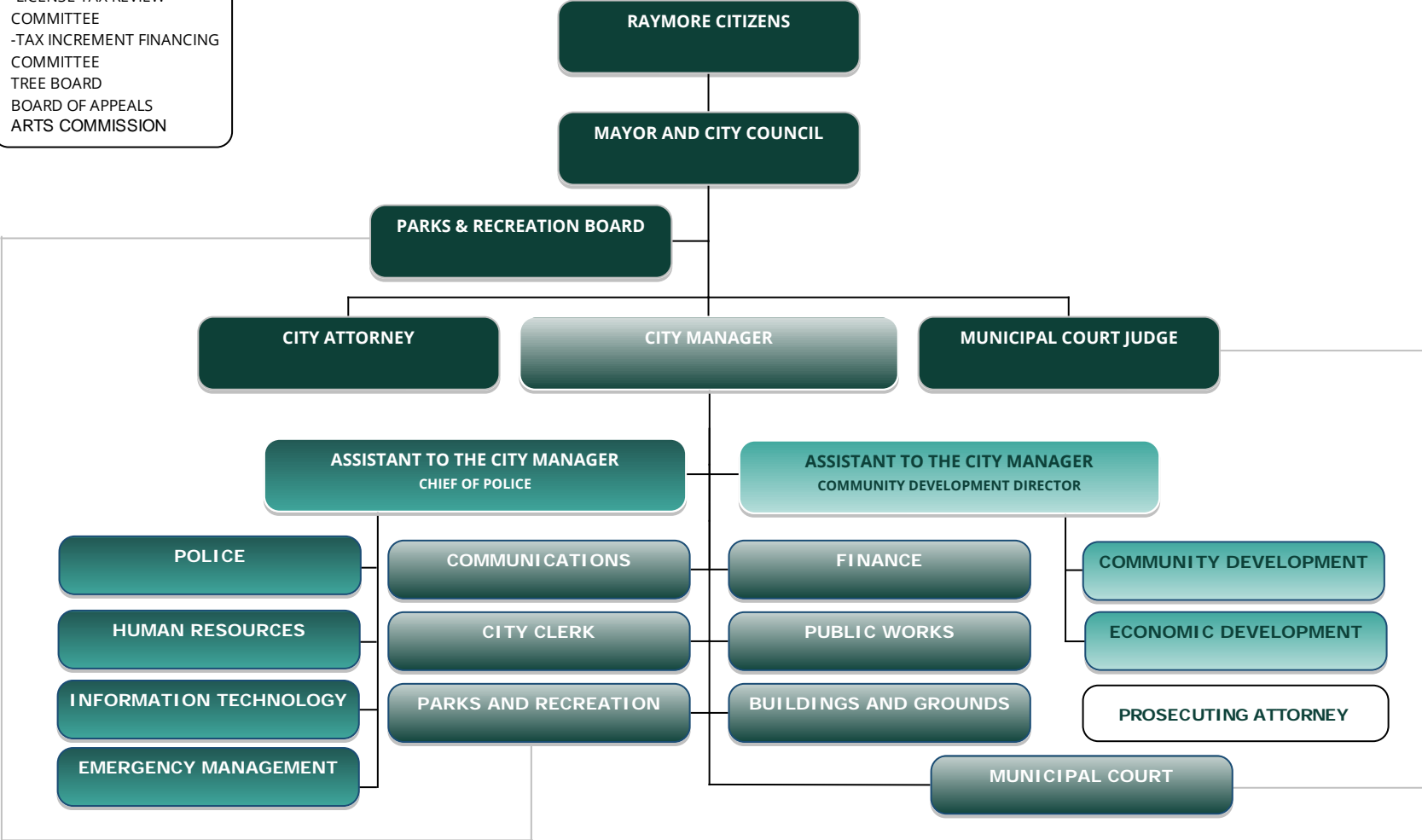
### **City Manager and Management Team**

Jim Feuerborn, City Manager

Jan Zimmerman	Assistant to the City Manager / Chief of Police
Jim Cadoret	Assistant to the City Manager / Community Development Director
Mike Ekey	Communications Director
Cynthia Watson	Finance Director
Matt Tapp	Economic Development Director
Nathan Musteen	Parks & Recreation Director
Mike Krass	Public Works Director / City Engineer
Shawn Aulgur	Human Resources Manager
Jim Mayberry	Information Systems Manager
Donna Furr	Municipal Court Administrator

# CITY OF RAYMORE

- VOLUNTEER BOARDS & COMMISSIONS**
- PLANNING & ZONING COMMISSION
  - BOARD OF ZONING ADJUSTMENT
  - LICENSE TAX REVIEW COMMITTEE
  - TAX INCREMENT FINANCING COMMITTEE
  - TREE BOARD
  - BOARD OF APPEALS
  - ARTS COMMISSION



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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, 2016**

A handwritten signature in black ink, reading "Jeffrey R. Emer".

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 Nov. 1, 2016. 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

## HISTORY

The Raymore Township was one of the last areas settled in Cass County due to the scarcity of large creeks, 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 prairie soil was used for farms and ranches, some of which still exist today.

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 in building the Kansas City, Clinton and Springfield Railroad, which later brought the railroad through Raymore in 1885. For almost 50 years, the Raymore Depot and local hotel hosted eight daily trains and their passengers and crew in transit from Kansas City to Springfield.

Located in northwestern Cass County along Interstate 49, 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 for 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, its history, socio-economic structure, commercial and residential growth may be obtained by contacting City Hall or visiting the City's website.

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 20,839.

### **Government**

A council/manager form of government leads 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, 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 and serves as the chief administrative officer of the City. 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 to support the adopted budget. The City's fiscal year ends on Oct. 31.

City staff consists of approximately 100 full-and part-time employees. The City participates in the Missouri Local Government Employees Retirement System (LAGERS), 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/Laclede provides a majority of the natural gas service. The City provides its citizens with services such as street maintenance and construction, police protection, code enforcement, engineering and planning, building inspections and parks and recreation programs.

## VISION

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

## MISSION

In order to achieve this vision, the City will develop and deliver programs, policies, and services that enhance the lives of our citizens, employees, and visitors.

## VALUES

While we are achieving our mission, we will keep at the forefront the following values:

**HONESTY** - We deal openly and honestly with citizens and all others with whom we meet and work.

**RECEPTIVE AND RESPONSIVE** - We remain receptive to our customers and respond to their needs.

**INTEGRITY** - We do what we say and we mean what we do. We follow through.

**SENSE OF COMMUNITY** - We are a community serving one another and promoting family values.

**LEADERSHIP** - It is our responsibility to set direction and plan for the future of our community.

**PARTNERSHIP** - We work cooperatively with those who affect the Raymore quality of life.

**RESPONSIBILITY** - We manage our resources prudently and efficiently.

## 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 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.

### **Fire Protection**

The South Metro Fire District provides fire suppression and advanced life support emergency medical response for 52 square miles in Cass County, including the cities of Raymore and Lake Winnebago, and unincorporated parts of the county.

## EDUCATION

The public school population for the City of Raymore is adjoined with the City of Peculiar to create the Raymore-Peculiar School District, which covers approximately 94 square miles of the Cass County area. Raymore is located near 15 of the higher education institutions that exist in the Kansas City Metropolitan area. The City's residents have access to more than 22 colleges and universities, nine community colleges and numerous religious, technical and business schools.

- 40.3% of Raymore residents over the age of 25 have earned at least one college degree.
- 32.6% of Raymore residents have a bachelor's degree or higher. The national average is 29.7%.
- 97% of Raymore residents over the age of 25 are high school (or equivalent) graduates. The national average is 86.7%.

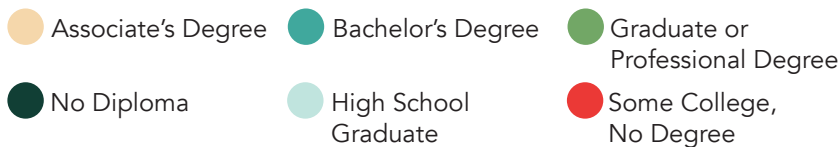
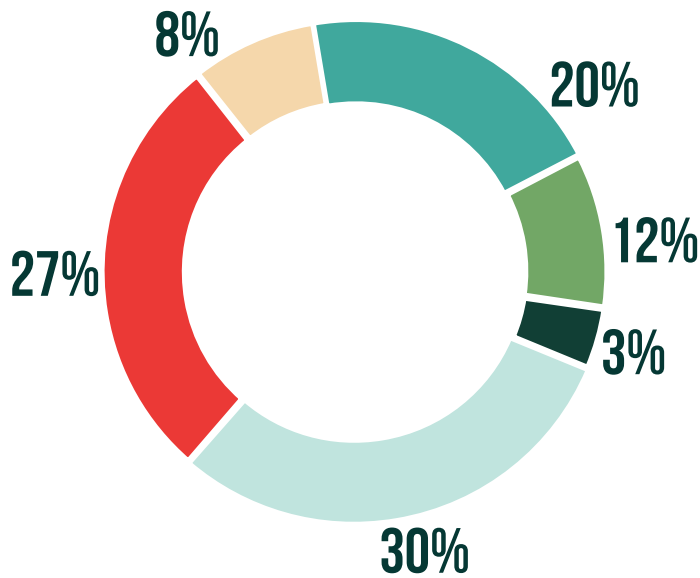
## Public Schools

The Raymore-Peculiar School District consists of 10 schools, which had 6,039 students enrolled for the 2016-2017 school year. The district is accredited with distinction in performance by the Missouri Dept. of Elementary & Secondary Education and has regularly received regional and statewide recognition as a world class system for public education.

The district includes:

- Raymore-Peculiar High School (serving 9-12)
- Raymore-Peculiar East Middle School (6-8)
- Raymore-Peculiar South Middle School (6-8)
- Bridle Ridge Elementary (K-5)
- Eagle Glen Elementary (K-5)
- Creekmoor Elementary (K-5)
- Peculiar Elementary (K-5)
- Stonegate Elementary (K-5)
- Raymore Elementary (K-5)
- Timbercreek Elementary (K-5)
- Shull Early Learning (Pre-K)

## Education Attainment of Raymore Residents Age 25 & Over



## **PARKS & RECREATION**

The City of Raymore provides numerous venues for sporting and recreation activities. The City's incorporated boundary includes seven parks with various amenities. Events throughout the year included: Touch-a-Truck, Easter Festival, Jog With Your Dog, Movies in the Park, Fishing Derby, Spirit of America Fourth of July Celebration, Harvest Night, Veterans Day Observance and the Mayors Christmas Tree Lighting, as well as sporting leagues and instructional programs.

The Raymore Parks & Recreation Board oversees recreation programming. 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 & 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 spaces accessible to all residents. The Board, in conjunction with the City Council, oversees the Parks & Recreation Department, which manages the day-to-day operations.

### **Memorial Park - 400 Park Lane**

Memorial Park is located off Olive St. behind Raymore Elementary School. The park area is 20+ acres and has a pleasant mix of passive and active space. The park hosts several of Raymore's special events and festivals.

Park amenities include:

- One large shelter house with stage
- One small shelter house
- Two tennis courts
- One concession stand with attached restrooms
- Four ball fields, shared with Raymore Elementary
- Two sand volleyball courts
- One lighted walking trail (approximately 0.8 mile)
- One basketball court
- Playground equipment

### **Recreation Park – 1011 S. Madison**

Located on the southern end of town on 80 acres, Recreation Park is the largest of Raymore's parks. It is also the most active park with approximately 80% of its space dedicated to active programmable use.

Park amenities include:

- 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 (approximately 1.5 miles)
- Disc golf course

### **Hawk Ridge Park – 701 Johnston Parkway**

The City's newest community park, Hawk Ridge Park is 79 acres of rolling hills with a fishing lake. (daily creel limits for fishing are four channel catfish, two bass, 20 blue gill, 30 crappie). The park's topography is well suited for future park planning to include a mix of both passive natural areas and facilities. The park also includes soccer fields.

### **Ward Park Place Park**

Located on 3.88 acres on the western end of Sierra Drive in Ward Park Place Subdivision. Ward Park received playground equipment and a paved walking trail in 2011.







### ***Good Parkway Linear Park***

Located in a greenway between the Wood Creek and Stonegate subdivisions, Good Parkway is a functional drainage way. A 1.0 mile 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.

### ***Eagle Glen Linear Park***

Located in a greenway within the Eagle Glen subdivision, Eagle Glen Linear Park is a functional drainage way. In 2004, a recreation trail (approximately 1.0 mile) was added. 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 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.

### ***T.B. Hanna Station Park - 215 S Washington St.***

Home to Raymore's Original Town Farmers Market, T.B. Hanna Station Park is located along the 200 block of South Washington St. The market is open between 4 and 7 p.m. every Tuesday from the beginning of June to the middle of October. The park also includes the Depot Shelter, grills, picnic tables and wi-fi.

### ***Centerview - 227 Municipal Circle***

Whether planning a meeting for a few or organizing a major wedding for 350, the unique style and affordability of Centerview makes it the perfect place to host a private event. Centerview was designed to provide seamless indoor and outdoor spaces that can accommodate any event in any season and will make your day truly unforgettable.

# ECONOMIC & DEMOGRAPHIC DATA

## COMMERCE AND INDUSTRY

### Major Employers

Employer	Product/Service	Number of Employees
1 Wal-Mart	Retail	343
2 Ray-Pec School District*	Education	338
3 Foxwood Springs	Senior Living Care	326
4 Sam's Club	Wholesale Club	200
5 Constino's Price Chopper	Grocery Store	160
6 Lowe's	Home Improvement	130
7 Rehabilitation Center of Raymore	Medical	120
8 City of Raymore	Government	103
9 McDonald's	Restaurant	45
10 Benton House of Raymore	Senior Living Care	40

Source: Raymore Department of Finance - Contacted businesses for information

\* Raymore-Peculiar School District - Number of employees for the entire district is 857; the number of employees employed within the City of Raymore is 338 - Contacted Human Resources Department for school district.

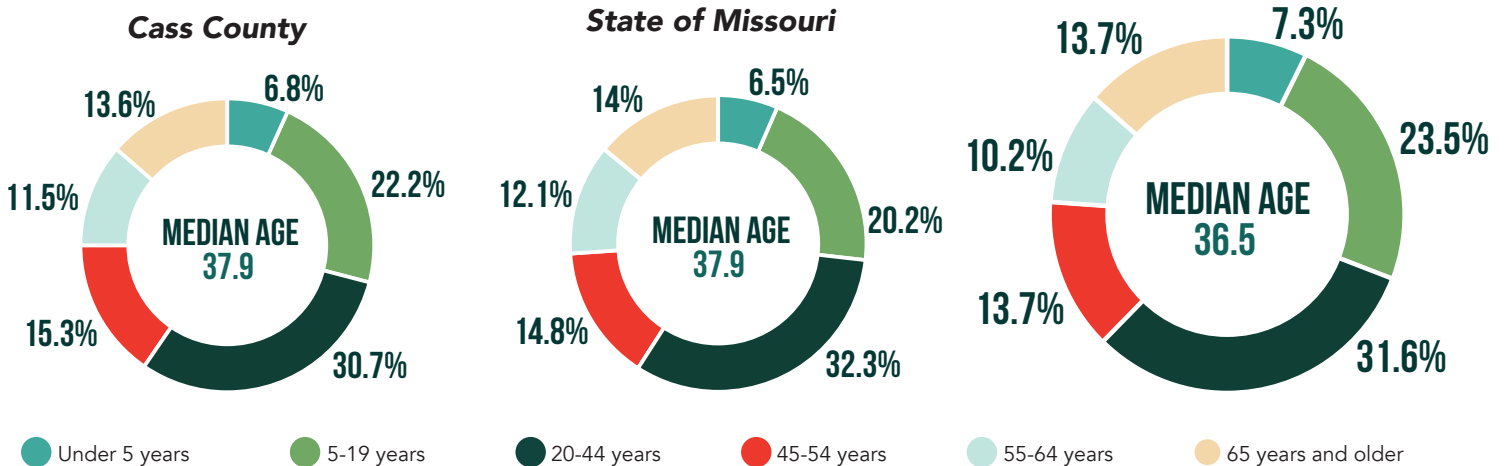
## GENERAL AND DEMOGRAPHIC INFORMATION

### Census Population Data

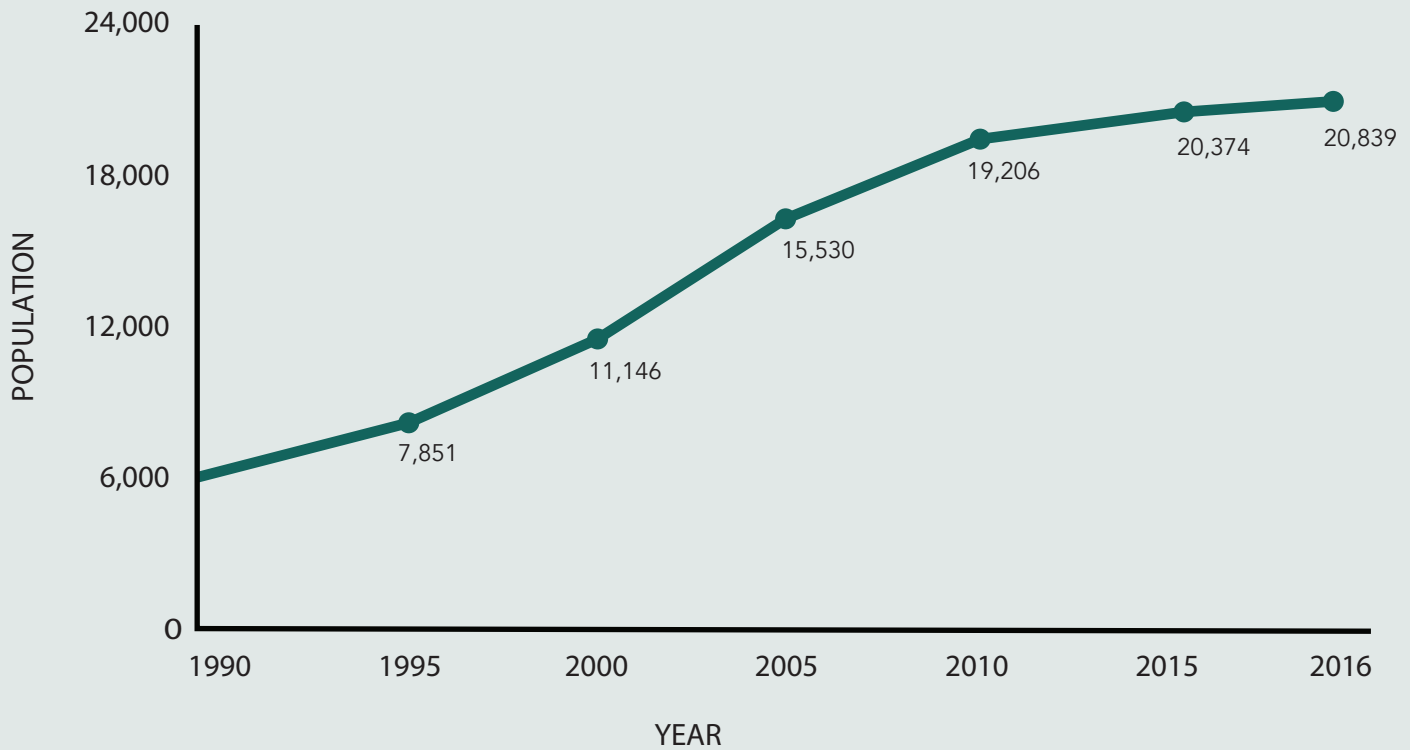
	1970	1980	1990	2000	2010
City of Raymore	587	3154	5592	11,146	19,206
Cass County	39,448	51,029	63,808	82,092	99,478
State of Missouri	4,677,623	4,916,776	5,117,073	5,595,211	5,988,927

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



## Population Statistics\*



\*1990, 2000 and 2010 are actual per U.S. Bureau of Census, all other years are estimates.

## Unemployment Figures

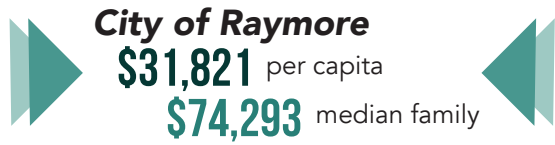
	2014	2015	2016	2017
<b>City of Raymore</b>				
Total Labor Force	10,564	10,954	10,902	11,165
Unemployed	281	430	356	372
Unemployment Rate	2.7%	3.9%	3.3%	3.3%
<b>Cass County</b>				
Total Labor Force	54,404	54,463	53,919	54,448
Unemployed	2,597	2,602	1,950	1,963
Unemployment Rate	4.8%	4.8%	3.6%	3.6%
<b>State of Missouri</b>				
Total Labor Force	3,019,753	3,113,753	3,093,755	3,059,676
Unemployed	177,834	155,584	123,719	124,198
Unemployment Rate	5.9%	5.05%	4%	4.1%

Source: Missouri Economic Research & Information Center (MERIC), MO Dept E.D. – Civilian Labor Force Date Dec. 2016. The unemployment data for 2017 is as of May 2017.



# INCOME STATISTICS

Income Figures per 2013 US Census Quick Facts



## State of Missouri

**\$26,259** per capita  
**\$48,173** median family

## Cass County

**\$28,398** per capita  
**\$61,584** median family

### Median Earnings

Male (full-time)	\$58,264
Female (full-time)	\$47,183

### Employment Status

Population 16+ years	15,347
In labor force	10,190
Civilian Labor Force	10,190
Employed	9,807
Unemployed	383

### Occupation

Management, Professional	4,097
Service Occupations	1,326
Sales and Office Occupations	2,479
Natural Resources, Const. and Maint. Occupations	840
Production, Transp. & Matl Moving Occupations	1,065

Source: US Census Bureau, Quick Facts 2014 American Community Survey 5-Year Estimates

# HOUSING STRUCTURES

Housing Type	Number of Units	Percent of Units
Single-Family	6,482	80.34%
Duplex	344	4.26%
Multi-Family	1,242	15.39%

## Median Home Value per 2010-2015 American Community Survey 5-Year Estimates

**City of Raymore** | **\$176,100**  
**State of Missouri** | **\$138,400**  
**Cass County** | **\$159,600**

Source: U.S. Department of Commerce Bureau of the Census American Fact Finder and City Community Development Department.



## BUILDING CONSTRUCTION

### Total Building Permits and Estimated Cost by Type

	2012	2013	2014	2015	2016
<b>Residential</b>					
Number of Permits	68	110	117	172	211
Estimated Cost	\$16,411,200	\$28,319,200	\$29,746,700	\$38,854,800	49,128,800
<b>Non-Residential</b>					
Number of Permits	7	17	17	24	21
Estimated Cost	\$1,268,100	\$14,576,000	\$1,353,300	\$9,157,100	987,200

## PROPERTY TAXES

	Major Property Tax Payers	Local Assessed Valuation	% of Total of Top 10 Local Assessed Valuation
1	Sam's Club	\$3,646,200	18.62%
2	Launch Properties, LLC (Manor Homes Apts)	\$2,991,270	15.27%
3	Wal-Mart	\$2,970,600	15.17%
4	Lowes	\$2,358,940	12.04%
5	Raymore Group LLC (Raymore Mkt Ctr)	\$2,221,390	11.34%
6	Foxwood Springs	\$1,559,530	7.96%
7	Laclede Gas Co (Formerly MO Gas Energy)	\$1,324,280	6.76%
8	Raymore SLP LLC (Benton House)	\$882,890	4.51%
9	Community Bank of Raymore	\$863,520	4.41%
10	MBSR Raymore Mo LLC (Walgreens)	\$767,720	3.92%

Source: County Assessor. Assessed valuation includes real estate and personal property.  
(Based upon assessed valuation for 2016)





## 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*	Total Levy	Taxes Levied	Current and Delinquent Collections
2017	1.3057	-	-
2016	1.3057	\$3,798,313	\$3,516,570
2015	1.3057	\$3,700,642	\$3,518,468
2014	1.3068	\$3,592,637	\$3,399,903
2013	1.3068	\$3,520,413	\$3,440,452

\*Based on Cass County February fiscal year end.

### SALES TAXES



### INCENTIVE DISTRICT TAXES

#### Community Improvement District

58 Highway Regional Market CID adds .5%	9.725%
Foxwood Village CID adds .75%	9.975%
Jeter Farm CID adds .5%	9.725%
Raymore Galleria CID adds 1%	10.225%
Foxridge CID	Property tax only
Highway 58 & Dean Ave. CID adds 1%	10.225%

#### Transportation Development District

East Gateway TDD adds 1%	9.975%
Hubach Hill Rd & N Cass Pkwy TDD adds .25%	9.225%
Belton/Raymore Interchange TDD adds .5%	9.475%

Note: Hubach Hill Rd & N Cass Pkwy combined with Belton/Raymore Interchange TDD adds .75% for a total of 9.725%



# 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's 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 make up 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.

The following is an overview and summary of the policies and practices used to develop the annual budget. To view the full text of each policy, visit [www.Raymore.com/FinancialPolicies](http://www.Raymore.com/FinancialPolicies)

## 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 Sept. 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 20 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

It is the policy of the City of Raymore to invest public funds in a manner which will provide a reasonable investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

Except for cash in certain restricted and special funds, the City of Raymore will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

Investment through external programs, facilities and professionals operating in a manner consistent with this policy will constitute compliance with this policy.

### **General Objectives**

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield.

## **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.

## **CAPITALIZATION POLICY**

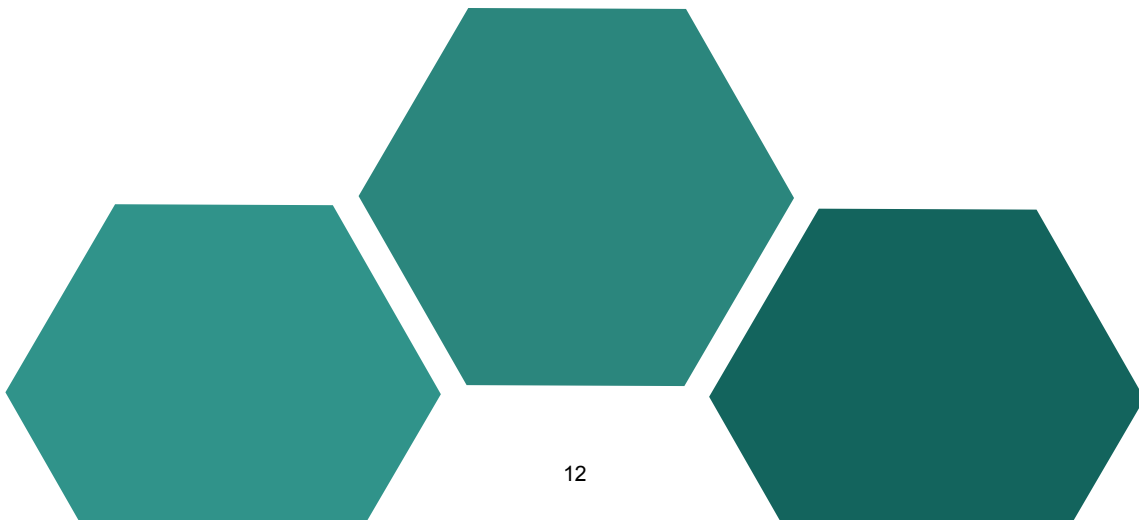
### **Resolution 03-23**

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.

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 addressed the 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.





# PURCHASING POLICY

## **City Code Chapter 135**

*Section 135.010: General Provisions* - 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.

## BASIS OF PRESENTATION

The accounts of the City are organized on the basis of funds and groups of accounts, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts which comprise its assets, liabilities, equities, revenues and expenditures. The various funds are grouped by type in the financial statements. The following fund types and account groups are used by the City.

## FUND STRUCTURE

### **Governmental Fund Types:**

#### **General Fund**

The general fund is the general operating fund of the City. 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.

#### **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.

#### **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.

#### **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 Funds**

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."

#### **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.

### **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.

# FUND STRUCTURE

## BASIS OF ACCOUNTING AND BUDGETING

Modified Accrual Basis				Accrual Basis	
Governmental Fund Types				Fiduciary Funds*	Proprietary Fund Type
General	Capital Projects	Special Revenue	Debt Service	Trust & Agency	Enterprise
Internal Service Fund Type	BERP	Parks and Recreation	General Obligation Bonds	Development Projects	Water/Sewer
	Park Fee-in-Lieu			Meter Deposit	
VERP	Transportation Sales Tax			Escrow	
Restricted Revenues	Excise Tax				
	Capital Improvement Sales Tax				
	Stormwater Sales Tax				
	Parks Sales Tax				
	Water Connection				
	Sewer Connection				
	Enterprise Capital Maint.				



\* These funds are not included in the FY 2018 Budget due to their intended purposes.

### BASIS OF ACCOUNTING

All governmental fund types use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or seen enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due. Those revenues susceptible to accrual are sales taxes, property taxes, franchise taxes.

Proprietary fund types utilize the accrual basis

of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

### BASIS OF BUDGETING

The final budget adopted by the City Council must be a balanced budget, where total resources equal total obligations. The City Charter prohibits a budget which projects spending in excess of available resources. The City's budget is prepared on the modified accrual basis (which is the same accounting basis used for all governmental funds) and assumes that prior year's ending cash balances can be utilized to balance the budget.

The Proprietary fund types utilize the accrual basis of budgeting.

# 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 focuses 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:

- 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.
- *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.
- *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.

- *Public Hearing* - A public hearing is held prior to the budget's approval and adoption. The City Council votes on possible changes to the City Manager's recommended budget and the final budget is proposed for adoption.
- *Budget Adoption* - Budget approval and adoption takes place at the second regular council meeting in October preceding the new fiscal year. The ordinance to adopt the proposed budget is read and acted on at the City Council meeting preceding the start of the fiscal year.

## LONG-TERM FINANCIAL PLANNING

A long-range financial plan (LTFP) provides guidance for where the City wants to go financially and how it plans to get there. The LTFP combines financial forecasting with financial strategies, allowing City officials and management to evaluate the long-term sustainability of the annual budget. The LTFP has a multi-year horizon; with two years shown in the annual budget on most funds and five years shown on the capital funds. Internally management looks at ten to twenty years.

The LTFP is reviewed annually and updated each year using the most recent information available. Revenues are forecast using historical trend analysis that is appropriately adjusted based on known business openings/closings and any additional known facts. Expenditures are forecast using projected inflation as well as any known future impacts. Debt is reviewed annually both internally and with the assistance of a Financial Advisor to maintain the most appropriate debt portfolio and debt margin.

Long-range financial plan can be broken into four major phases:

1. **Mobilization:** resources to undertake planning, preliminary financial analysis, definition of the underlying purpose of the planning process, the City's service level preferences, financial policies, and the scope of the planning effort.
2. **Analysis:** focuses on the City's financial position, making long-term projections, and the analyzing the City's probable future financial position.
3. **Decision:** strategies, plans and adjustments are created and agreed upon.
4. **Execution:** strategies become operational through the budget, financial performance measures, and action plans.

To read more of the City's LTFP, visit our website at [www.Raymore.com/FinancialPolicies](http://www.Raymore.com/FinancialPolicies).

## BUDGET ADMINISTRATION

### **Personnel Services**

Expenditure control in the area of personnel services is provided through position control rosters. There are no new positions 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 & Repairs**

Buildings, grounds, plant and equipment maintenance, and vehicle maintenance are included in this category, which encompasses the maintenance and repair expenses incurred in the routine operation of the department.

### **Utilities**

Utility 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 support 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's budget \$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's 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.



SEE NEXT PAGE  
FOR FULL BUDGET  
CALENDAR

# BUDGET CALENDAR

Budget Development	Timeline
Management Team Meets to Discuss Budget/CIP Calendar and Training on Budget Preparation Manual if Necessary	Mar. 7
CIP Committee Meets to Discuss Current/Future Projects Status	Mar. 8
CIP Committee Meets to Create Projects and Disucss Capital Fund Models	Mar. 15 - Apr. 26
CIP Committee Meets to Create Park projects/Fund models	Mar. 15-22
VERP Adjustments/Confirmations Due	Mar. 24
Budget Flow/Design Meeting	Apr. 13
Park Board Work Session - CIP review	Apr. 25
Water and Sewer Rate Analysis	May 1-5
Finalize CIP and Capital Fund Models	May 8-12
Park Board Committee Meeting - CIP review	May 9
Schedule of Fees Adjustments Due	May 12
Equipment Requests Due to Information Technology	May 12
Personnel Requests Due to Human Resources	May 12
FY 2017 End of Year Expenditure Projections Due	May 19
Water and Sewer Rate Analysis and Recommendation to Management	May 24
Park Board Meeting and Approval of CIP	May 24
Finance Follow Up with Departments	May 22-26
Department Revenue Projections and Expenditure Requests Due	Jun. 2
Department Narratives, Org. Charts, and Performance Measures for Budget Due	Jun. 2
Document Creation to Communications Manager	Jun. 5-9
Water and Sewer Rate Presentation to Council	Jun. 5
Park Board Work Session - Operating Budget Review	Jun. 13
Water/Sewer Rate Public Hearing Notice to the Paper	Jun. 15
Department Budget Meetings	Jun. 19-23
Water/Sewer Rate Public Hearing Notice	Jun. 22
Park Board Meeting and Approval of Operating Budget	Jun. 27
Tax Levy Public Hearing Notice to the Paper	Jul. 14

# BUDGET CALENDAR

Finalize and Adopt	
Schedule of Fees-FY18 (Fees, Water/Sewer Rates, Excise Tax Fee) Public Hearing	Jul. 24
Park Board Meeting - Final Review of Park Budget to go to Council	Jul. 25
City Manager Changes to Communications Manager Due	Aug. 8
Management Team Budget Meeting - Expansion Item Discussion	Aug. 8
Council - Tax Levy Public Hearing and First Reading	Aug. 14
Proposed Budget Document Submitted to Council	Aug. 17
Council - Budget/CIP Worksession	Aug. 21
Council - Tax Levy Second Reading	Aug. 28
Planning and Zoning CIP Worksession and Public Hearing	Sep. 5
Fiscal Year 2018 Budget/CIP Public Hearing Submitted to the Paper	Sep. 15
Council Budget/CIP Worksession (if necessary)	Sep. 18
Council Budget/CIP Worksession (if necessary)	Oct. 2
Council-FY18 Budget/CIP Public Hearing & 1st Reading of Budget/CIP Resolution	Oct. 9
Council-FY18 Budget Second Reading	Oct. 23
Post Adoption	
Adopted Budget Adjustments Finalized	Oct. 23
Post Adoption Memorandums Due	Nov. 3
Adopted Budget Documents to Communications Manager due	Nov. 6
FY18 Adopted Budget Book Submitted to Council	Nov. 27



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City of  
**RAYMORE,  
MISSOURI**

100 Municipal Circle • Raymore, Mo.  
(816) 331-0488 • [www.raymore.com](http://www.raymore.com)

**August 21, 2017**

**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 2017-2018 is hereby submitted for your consideration. This budget is the product of a comprehensive team effort from every level of the municipal organization which benefits the entire City of Raymore.

**Budget Process**

The budget for the Fiscal Year 2017-2018 is the result of a detailed and thoughtful consideration on the part of the City Manager and Management Team over the past several months in view of the public service needs of the community and the goals and objectives of the Mayor and Council. Budget development is not a quick or easy process due to the decisions that are encompassed in the proposed document. Determination of the annual budget is the most important single endeavor of the City Council due to its future strategic planning and comprehensive nature, entailing the range of services offered and prioritizing the allocation of government resources to meet the needs and desires of our citizens. Core and essential services always receive the highest priority in committing funds, yet all budgeting decisions are challenging due to the City's limited resources. All components of the annual budget were analyzed and prepared by Department Directors and subsequently reviewed and deliberated by the City Manager during department budget meetings.

Staff has worked diligently to draft a proposed budget that meets the goals expressed by the City Council, the needs identified by the new strategic plan, the various comprehensive plans, 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. By addressing our long-term financial challenges now, we avoid using existing fund balance on ongoing operations, and instead are able to preserve our reserves for critical long-term infrastructure and city facility needs. City policy requires that each of the City's operating funds carry a restriction on total fund balance of 20% of the proposed fund operating expenditures. 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 with the understanding that available resources should be dedicated to targeted service areas. While taking historical context into account, requests were reviewed in line item detail to ensure that they did not 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 ongoing provision of targeted services. Expansion requests represent an increase in service level or provision of a new service or program.

### **Economic Condition and Outlook**

The City anticipates continued growth in residential and commercial development. During FY 2017 staff conservatively projects that there will be 220 residential permits issued and 6 new commercial building permits issued. This FY 2018 budget conservatively anticipates similar or lower numbers in those areas.

Conservatively budgeting only a small increase in sales tax revenue coupled with the Hancock Amendments artificial cap placed on realization of housing growth assessed valuation revenues made preparation of the FY 2018 budget challenging. The Operating Budget includes certain very necessary personnel increases. All personnel are proposed to be advanced to the next step on the salary chart and all steps have been increased by the cost of living for the period May through May. There is a budgeted increase in health insurance costs and an increase in utilities and material costs.

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 on the summary pages includes actual revenues and expenditures for FY 2015 and FY 2016, the FY 2017 adopted budget, amended budget during the year, and projected revenues and expenditures, and the FY 2018 department requested

and City Manager proposed budget for Council consideration. In each of the fund summary presentations staff presents the next two future fiscal years using conservative estimated revenue growth and an average of 4% expenditure inflation. This information is provided to show future planning only. It is not an adopted future budget allocation. 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.

Immediately following this message is an executive summary that provides comparison detail and further summary information about the proposed FY 2018 budget, as well as a presentation of the proposed budget by service area.

#### Acknowledgments

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, to Chief Zimmerman and Jim Cadoret for their background information and advice, and to Mike Ekey for his assistance in putting this document before you. 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,**

A handwritten signature in black ink, appearing to read "Jim Feuerborn". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

**Jim Feuerborn, City Manager**



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# CITY MANAGER'S PROPOSED FY 2018 BUDGET DETAILS

## OPERATING FUNDS & 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 \$759,301 was projected at the end of FY 2016 when the FY 2017 Proposed Budget was submitted last year. The FY 2016 General Fund actually ended having a deficit of \$378,208. It should be noted that this deficit was a controlled draw down on fund balance through budgeted transfers to the Transportation Fund and transfers to other funds for specific capital projects. The lower than projected actual deficit spending amount led to an increase of \$381,093 in actual beginning balance for FY 2017 for a total actual beginning balance of \$3,159,111.

FY 2017 revenues are projected to come in \$40,890 higher (0.43%) than the FY 2017 budget number. While most revenues are in line with budget expectations, there are items of note:

- Franchise Taxes continue to erode. They are projected to come in \$63,322 lower (-2.78%) than budgeted. This is attributable to a continued decrease in the Land Line Telephone tax of \$28,196 from budget (-23.87%), the Mo Gas Energy tax coming in 9.49% below budget due to another mild winter, and the Internet/Cable tax coming in \$32,566 below budget (-10.65%) due to a shift to satellite on the part of many customers.
- The Fees and Permits revenue line item is projected to come in substantially higher than budgeted by \$153,939 (+72.58%) due to greater building activity than had been conservatively budgeted for.

Total Expenditures for FY 2017 are projected to be \$382,759 below the original adopted budget (-3.86%).

The combination of the FY 2016 lower than projected deficit, projected FY 2017 revenues being up and FY 2017 expenditures being down result in a projected unreserved (gross) fund balance at the end of FY 2017 in the amount of \$3,214,754 an amount that is \$804,739 (33.29%) more than budgeted.

#### ***FY 2017 Revenues***

Staff projects total FY 2018 revenues to come in \$204,822 (2.15%) higher than the FY 2017 budget amount and \$163,932 (1.71%) higher than FY 2017 projected receipts.

Some highlights of projected FY 2018 revenues in the General Fund are as follows:

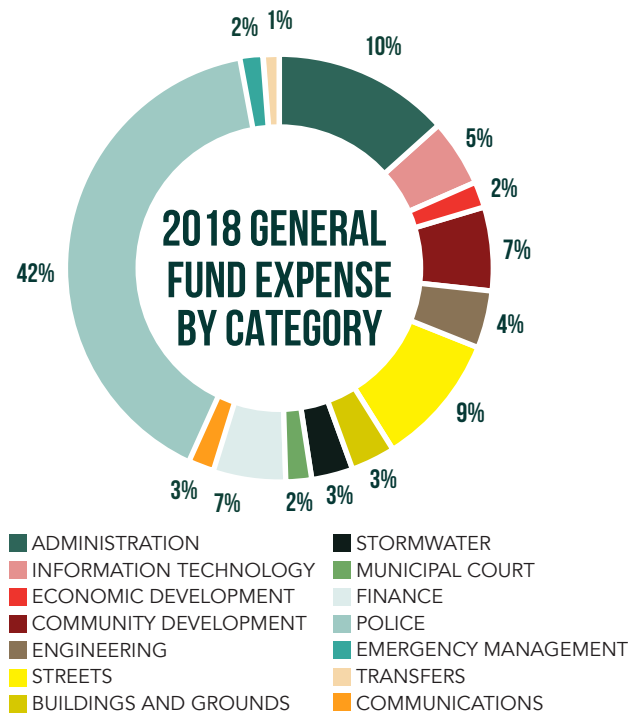
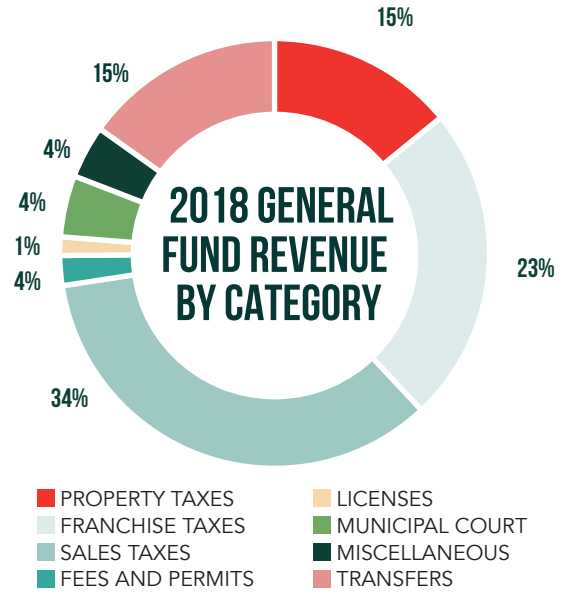
- **Property Tax:** Property tax receipts in FY 2018 are projected to be \$76,377 higher than received in FY 2017. This amount reflects limits put on revenue growth due to the Hancock amendment when compared to the very large increase in actual assessed valuation.

- **Franchise Taxes:** Franchise tax receipts for FY 2018 are projected to come in \$36,409 (+1.64%) higher than FY 2017 projected amount. The addition of 175 new residences in FY 2018 is assumed in this projection. Staff continues to attribute the slowing growth 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 2018 are projected to be \$65,960 (+2.00%) higher than the FY 2017 Adopted Budget amount, and \$26,005 (+0.78%) higher than the FY 2017 projected amount. The budget assumes a very modest increase in existing city sales tax from FY 2017 projected and small 2% increase in state vehicle sales tax from the FY 2017 projected receipts. There is no budgeted revenue for FY 2018 associated with any projected retail sales outlet that is not open as of this writing.

- **Fees and Permits:** Again in FY 2017 substantially more housing starts led to substantially more revenue than staff conservatively budgeted. As previously stated projected revenues for FY 2017 are anticipated to be \$153,939 (+72.58%) higher than the FY 2017 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 starts to 175 to budget this revenue in FY 2018.

- **Municipal Court:** FY 2017 Municipal Court revenues are projected to be down from the budgeted amount by \$63,433 (-14.48%). It is clear that recent legislative and Missouri Supreme Court changes have had a significant lowering impact on revenues that are collected in this area.



**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 2018.

- **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 2018 this amount is budgeted at \$285,209.
- **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 2018 it is budgeted to transfer \$810,118. 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 2018, the budget contains a transfer of \$49,780 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.

## COMPENSATION - BENEFITS - STAFFING

### **Compensation**

The FY 2018 proposed budget includes improving the entire salary chart by the 1.5% consumer price index increase for the May, 2016 to May, 2017 time frame used each year and then "stepping" all employees through the chart.

### **Health Insurance**

Health insurance benefits costs are budgeted to increase by 12% 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). Last year, the city enhanced the employees LAGERS benefit by changing from Plan 7 to Plan 6 which increased the "formula percentage" from 1.5% to 2.0%.

### **Municipal Court Clerk**

The new requirements and duties associated with implementation of the SB5 legislation and subsequent Supreme Court rules will require local municipal courts to increase FTE's in this department. This proposed budget continues the expense associated with the FY2017 action of the Council to increase the Municipal Court Clerk position from part time to full time at a expense increase in FY 2018 of \$31,564.

### **Maintenance Worker I**

For many years, the Public Works department has had a static FTE employee number. Increased infrastructure associated with development, taking on new utility locates, and an increased level of service expectation lead to the need for more manpower in this area. This proposed budget includes one additional Public Works FTE to serve 30% in the General Fund (Streets/Stormwater) and 70% in the Enterprise Fund (Water/Sewer) at a total expense increase of \$54,711.



### Office Assistant

The FY 2018 budget includes funding for a full time Office Assistant to serve as a receptionist/greeter and to do clerical duties for the City Manager. The expense increase for this individual is \$35,274

## DEPARTMENTAL NOTES

Departmental items of particular note are as follows:

- **Administration:** The FY 2018 budget for this department is proposed to drop from the FY 2017 budget by 22.42% to \$990,442. This is due to the establishment of a Communications Department rather than having a Communications Division within the Administration Department. This decrease also reflects not rehiring an Assistant City Manager.
- **Community Development:** The FY 2018 Budget is proposed to increase from the FY2017 Budget amount by \$25,689 to \$692,163. This increase is primarily associated with the MARC Aerial Photography program, new GIS Software subscriptions, and minor personnel costs.
- **Streets:** The FY2018 Budget is proposed to increase from the original FY 2017 budget by \$21,612 to \$885,270. This increase represents this department's portion of the new proposed Maintenance Worker 1 position. In the General Fund this position is also being paid for out of the Stormwater Department.
- **Finance:** The FY 2018 Budget is proposed to increase from the FY 2017 by \$38,290 to \$631,920. This increase is primarily attributable to an increase in credit card user fees.
- **Communications:** FY 2018 represents the first full

year for the new Communications Department which was formerly the Communications Division of the Administration Department. The Budget for FY2018 is \$297,768, which almost the exact amount that the Administration Department was decreased by.

- **Prosecuting Attorney:** FY 2018 represents the first full year for the new Prosecuting Attorneys Department which was mandated by Senate Bill 5. Supreme Court Rules associated with this legislation require that the costs associated with this work be separated from the Court Department. The Budget for FY 2018 is \$20,140.

The FY 2018 Departmental Budgets for Information Technology, Economic Development, Engineering, Stormwater, Buildings and Grounds, Municipal Court, Police and Emergency Management all reflect minor changes, have decreasing budgets, or remain essentially the same as the FY 2017 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 2018 budget is as follows:

Municipal Court Clerk - Full Time	\$31,564
Maintenance Worker I	\$16,368
Office Assistant - Full Time	\$35,274
ArcGIS Online Licensing	\$3,100
<b>Total</b>	<b>\$86,306</b>



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

Netscout Wifi Tester Device	\$2,500
Network Transmission Cable Tester	\$2,408
In-Line Network Troubleshooter Tool	\$3,651
Virtru Encryption Google Email	\$4,500
Ipad with Keyboard	\$800
New Workstations	\$4,200
Dev Priming Init. Phase I	\$25,000
Utility Locate Vehicle	\$25,000
Public Works Institute (St, SM)	\$2,400
APWA local conference contribution (St, SM)	\$1,250
Tyler CMS, MS SQL, ITI Scanning	\$13,750
Professional training - Director	\$3,300
Professional training - Director	\$1,530
<b>Total</b>	<b>\$90,289</b>

**FY 2018 Ending Fund Balance – Operations:**

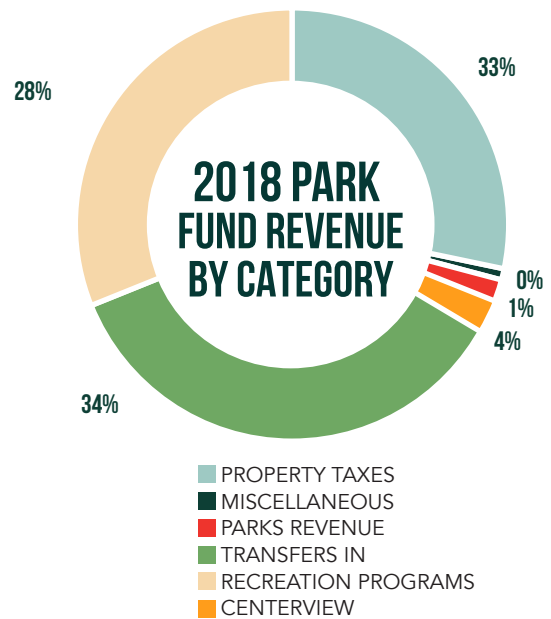
After all the foregoing, and after reserving an amount equivalent to 20% of operating expenditures (\$1,927,799), as is the City's policy, a net unrestricted (available) fund balance of \$1,293,443 is projected at the end of FY 2018. This amount is available for additional use should the Council wish.

**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**

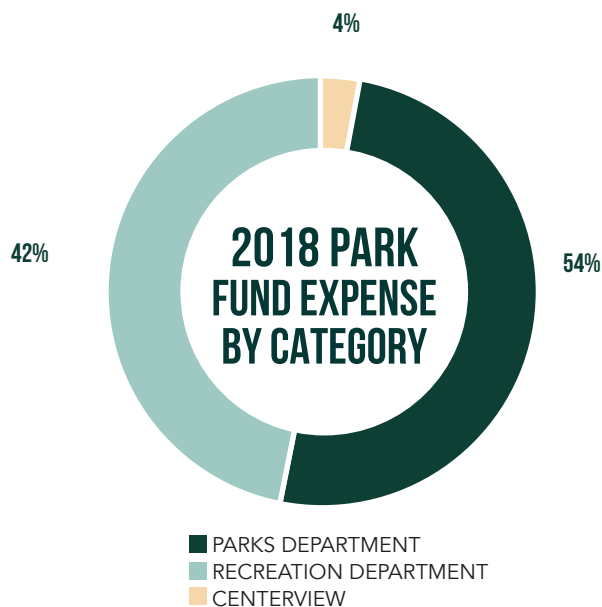
Main sources of funding for the Park Fund are as follows:



- Park Levy:** The Park Levy for the next year is \$0.1206 per one hundred dollars of assessed valuation. Of every dollar of property tax paid by Raymore residents and businesses that comes to the City, 9.38 cents (\$0.0938) goes for funding of the City's Parks & Recreation program. It is currently projected that this levy will generate \$376,201 in FY 2018, or approximately 28% of the total revenue.
- Program Revenue:** Revenues derived from resident participation in programs and in rentals of facilities offered by the Department and associated concessions are conservatively budgeted to account for approximately 37% of all revenue into the Park Fund. In FY 2018, a total of \$495,980 is budgeted. This amount is considerably higher than previous years as the facility rental and program revenue associated with Centerview are realized.
- 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 2018 it is budgeted to transfer \$350,000 from the Park Sales

Tax Fund to the Park Fund. This transfer represents a decrease of \$25,000 from FY 2017 when the amount was increased to help support increased expenses associated with the recreation programs that are now budgeted to pay for themselves.

- **Transfer from General Fund – General Assistance:** As noted above in the discussion of Transfers from the General Fund, it is budgeted in FY 2018 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 FY2017 budget amount by \$50,295. This is entirely due to the expenses associated with Centerview coming on line.

**Centerview**

As discussed in both the revenue and expenditure sections above, the FY 2018 budget includes of full year of both revenue and expenditure realizations from the operation of Centerview. Because no new personnel have been brought due to this facility being on-line, there are no personnel costs associated with the building at this time. It is anticipated that once the building is being utilized at the rate expected in the future, it will be necessary to bring on additional personnel and those costs would be assigned to this facility and operation.

**Expansion Items**

No expansion items were requested for the FY 2018 budget.

**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 2018 revenues are projected to come in higher than FY 2017 as staff continues to refine the cost of service model to accurately reflect revenues in each division (water and sewer) to only cover expenses associated with providing this utility.
- FY 2018 water and sewer use charges reflect a decrease in water rates of \$0.54 and an increase in sewer rates of the same amount to, as stated above, more closely align cost of service in each division with rates being charged.

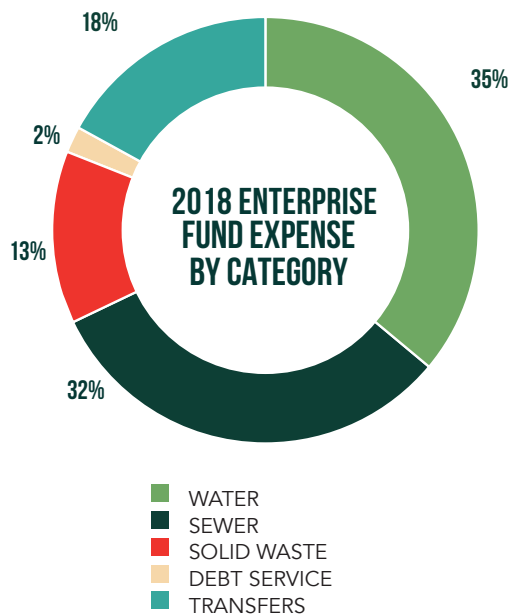
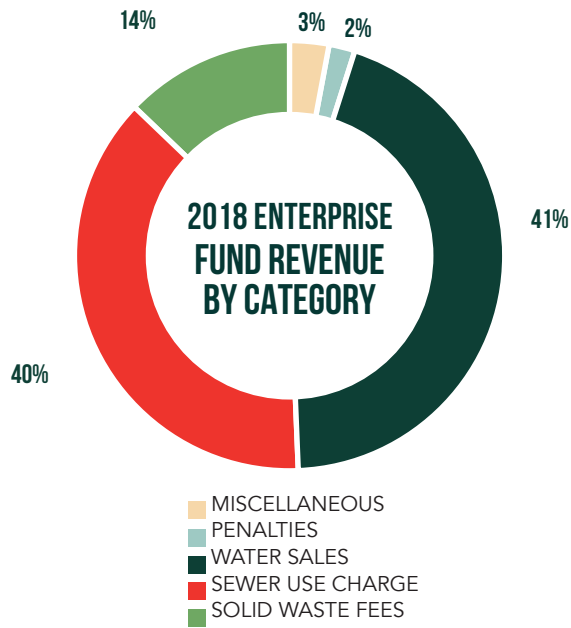
**Expenditures**

**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 2018, at a budgeted amount of \$88,200.
- The cost to purchase water from Kansas City Water Services (KCWS) is included in this budget. The budgeted amount for this purchase in FY 2018 is \$1,884,000.

**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 2018 to \$1,129,624.
- 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 \$684,840 in FY 2018, with a few additional connections anticipated in the service area.



**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 2018 is \$810,118.
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 2018 the amount for this transfer is \$540,099.

Expansion Items: The Enterprise Fund expansion items included in the FY 2018 budget are as follows:

Maintenance Worker I	\$37,982
Hydrant Meters	\$ 7,500

**Solid Waste:**

- Revenues and expenditures for solid waste service are shown in the Enterprise Fund. Households being picked up are charged only what the city is charged to have this service provided. It is a pure cost of service program. Beginning in January, 2018, the cost for this service will be \$12.41 per household per month for unlimited solid waste, recycling, and March through December yard waste pickup.



## 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 2018 total debt service payment is scheduled to be \$2,094,095 with 5 issues outstanding. The total debt of the city is currently \$24,390,000.

## 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 2018. The most significant purchases involve replacement of large trucks in the Streets and Water and Sewer Departments.

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.

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 2018-2019 to be transferred as follows: 2018 - \$150,000; 2019 - \$33,000.

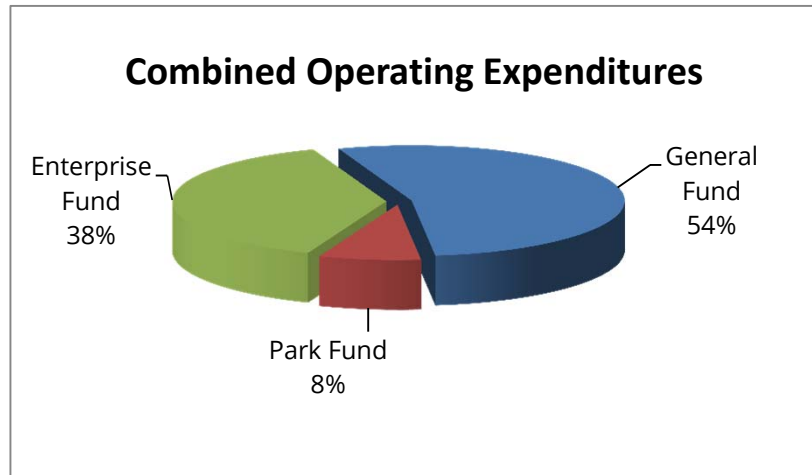
## CAPITAL BUDGET

The FY 2018 Capital Budget and 2018 – 2022 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 2018 Capital Budget and five-year CIP.



# Combined Operating Expenditures by Fund

<b>General Fund:</b>	
Administration	990,442
Information Technology	473,750
Economic Development	224,235
Community Development	692,163
Engineering	419,021
Streets	885,270
Stormwater	289,053
Building & Grounds	311,021
Municipal Court	157,297
Finance	631,920
Communications	297,768
Prosecuting Attorney	20,140
Police	4,117,333
Emergency Management	129,581
Transfer Out	100,000
<b>Total General Fund</b>	<b>9,738,994</b>
<b>Parks and Recreation Fund:</b>	
Parks	760,062
Recreation	581,732
Centerview	54,405
<b>Total Parks and Recreation Fund</b>	<b>1,396,199</b>
<b>Enterprise Fund</b>	
Water	2,842,820
Sewer	2,524,063
Debt Service	156,213
Transfer Out	1,448,507
<b>Total Enterprise Fund</b>	<b>6,971,603</b>
<b>Total Combined Operating Expenditures</b>	<b>\$ 18,106,796</b>



# Combined Operating Expenditures by Service

<b>Administration</b>	
Administration	990,442
Information Technology	473,750
Finance	631,920
Communications	297,768
<b>Total Administration</b>	<b>2,393,880</b>
<b>Development</b>	
Economic Development	224,235
Community Development	692,163
<b>Total Development</b>	<b>916,398</b>
<b>Transfer Out</b>	
Transfer Out	100,000
<b>Total Transfer Out</b>	<b>100,000</b>
<b>Parks and Property</b>	
Parks and Recreation	1,396,199
Building & Grounds	311,021
<b>Total Parks and Property</b>	<b>1,707,220</b>
<b>Public Works</b>	
Engineering	419,021
Streets	885,270
Stormwater	289,053
Water & Sewer	6,971,603
<b>Total Public Works</b>	<b>8,564,947</b>
<b>Public Safety</b>	
Police	4,117,333
Emergency Management	129,581
Municipal Court	157,297
Prosecuting Attorney	20,140
<b>Total Public Safety</b>	<b>4,424,351</b>
 <b>Total Combined Operating Expenditures</b>	 <b>\$ 18,106,796</b>

