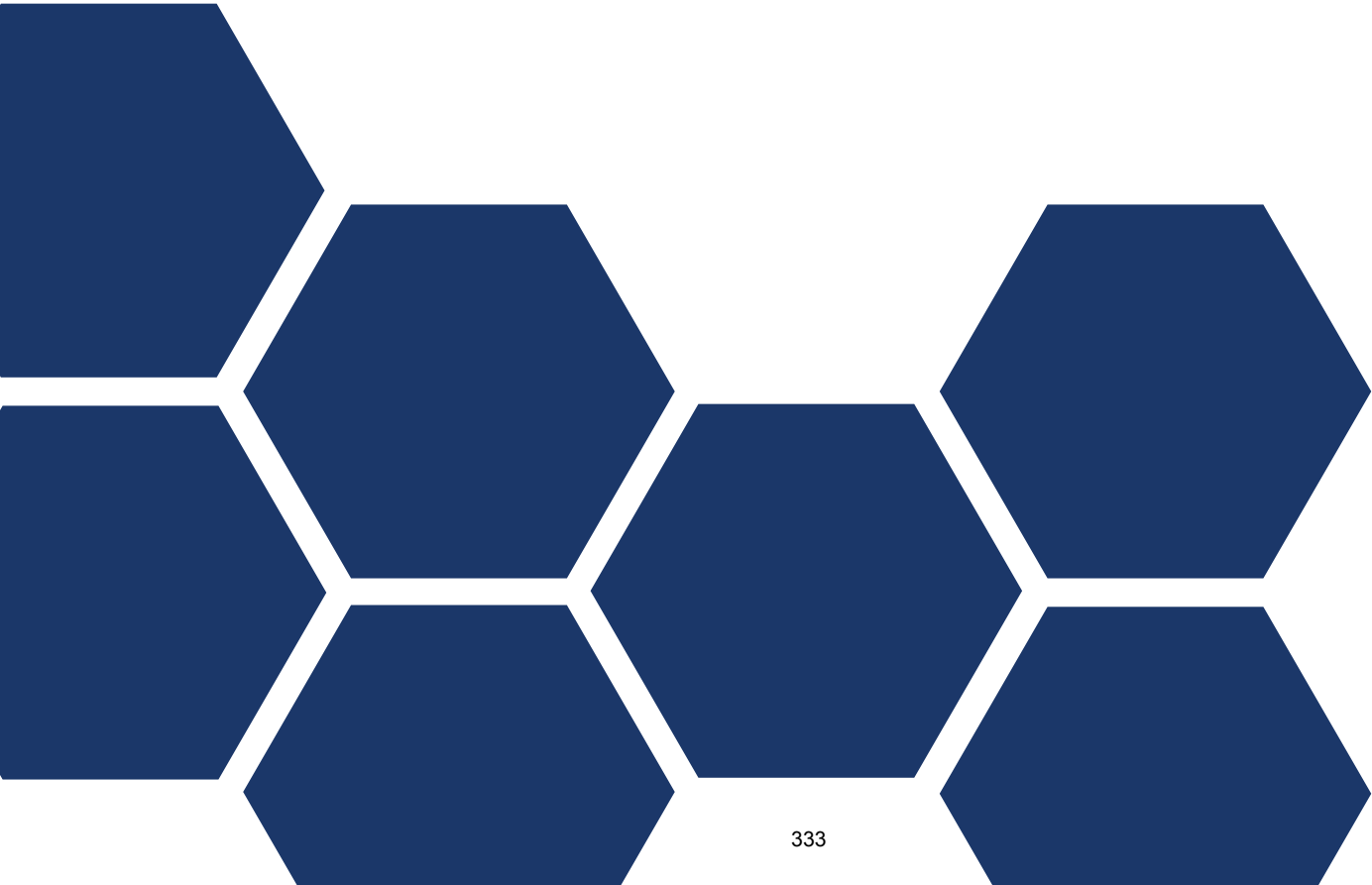


APPENDIX





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COMBINED 4 YEAR - STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - CASH BASIS

BUDGET YEAR	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Budget	FY 2017-18 Adopted
Property Taxes	3,570,316	3,655,732	3,747,938	4,008,967
Franchise Taxes	2,331,584	2,199,361	2,278,636	2,251,722
Sales Taxes	7,385,420	6,989,415	7,841,336	7,958,732
Intergovernmental	-	350,874	-	-
Fees and Permits	670,089	719,490	414,703	733,362
Licenses	125,228	132,117	133,014	142,680
Municipal Court	408,306	427,213	443,483	386,369
Program / Service Fees	6,273,199	7,378,756	7,196,962	7,743,287
Centerview				54,405
Penalties	132,270	158,734	158,732	161,784
Miscellaneous	519,338	596,738	489,930	464,007
Bond Proceeds & Interest	-	7,669,745		
2017 Bond Proceeds - estimated	-	-	2,750,000	-
Other Sources / Transfers	3,744,274	9,875,455	3,275,349	4,452,667
Revenues	25,160,024	40,153,630	28,730,085	28,357,981
Administration	953,202	1,185,116	1,276,609	1,003,942
Information Technology	403,255	437,337	477,777	473,750
Economic Development	210,921	163,940	216,857	224,235
Community Development	534,391	530,975	666,474	707,163
Engineering	393,022	381,304	408,955	419,021
Streets	1,054,660	1,019,806	863,658	913,920
Stormwater	251,047	254,774	298,684	289,053
Buildings and Grounds	282,274	273,391	303,716	311,021
Municipal Court	157,034	166,322	177,363	171,047
Finance	533,882	564,458	593,630	636,570
Communications				317,768
Prosecuting Attorney				20,140
Police	3,440,743	3,439,925	3,973,033	4,177,333
Emergency Management	112,686	113,874	133,804	129,581
Parks	593,141	628,451	663,180	685,062
Recreation	455,811	515,583	602,724	581,732
Centerview				54,405
Water & Sewer	4,517,152	4,817,101	5,204,595	5,370,533
Miscellaneous	4,301	-	950	7,000
Debt Service	2,666,758	4,854,168	3,277,971	3,622,927
Fees	1,466	59,859	7,000	3,000
911 Exp/Communications	35,096	27,519	6,051	-
Capital Outlay	118,275	592,583	158,436	457,422
Capital Projects	3,705,669	7,566,316	9,717,600	4,446,758
Capital Projects - GO Bond	-	-	-	-
Transfers Out	3,603,225	5,434,060	3,172,158	3,658,699
Total Expenditures	24,028,010	33,026,862	32,201,225	28,682,082
TTD Expenditures				-
Net Changes in Fund Balance	1,132,014	7,126,768	(3,471,140)	(324,101)
Percentage change in PY Revenue	0.34%	59.59%	14.19%	-1.30%
Percentage change in PY Expenditures	7.17%	37.45%	34.02%	-10.93%
Percentage change in PY change of Fund Balance	-49.85%	529.57%	-406.63%	-90.66%

Notes:

The executive summary discusses the changes in revenues for the operating funds. Although there is a proposed decrease this is due to the final issuance of a General Obligation Bond during FY17. The operating revenues however continued to increase primarily due to the standard practice of conservative budgeting

The executive summary discusses the changes in expenditures for the operating funds, however the overall decrease is primarily due to the reduction of capital projects associated the 2016 GO bond funds as the majority of the projects have all been budgeted. The operating expenditures continue to have a moderately increase as in the past primarily due to personnel changes proposed in the budget.

The greatest driving factor in the change in fund balance is from the capital funds. As stated before, the City approved and issued the sale of \$10.05 million in General Obligation bonds. The recognition of the debt service and capital projects were primarily budgeted within the Fiscal Years 15-16 and 16-17.

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - CASH BASIS

BUDGET YEAR 2017-18	General Fund	Parks Fund	Enterprise Fund	Debt Service Fund	Internal Service Fund	Capital Project Funds	Combined Total Presentation
Fund Balance CASH Beginning of the Year	3,214,754	511,986	1,944,477	1,879,165	1,486,978	6,547,333	15,584,692
Property Taxes	1,417,823	376,201		2,214,943			4,008,967
Franchise Taxes	2,251,722						2,251,722
Sales Taxes	3,365,620	350,000				4,243,112	7,958,732
Intergovernmental					-		-
Fees and Permits	357,112					376,250	733,362
Licenses	142,680						142,680
Municipal Court	381,957				4,412		386,369
Program / Service Fees		441,575	6,500,037			801,675	7,743,287
Centerview		54,405					54,405
Penalties			152,924	8,860			161,784
Miscellaneous	353,455	5,305	28,945	4,756	10,638	60,908	464,007
2017 Bond Proceeds - estimated						-	-
Other Sources / Transfers	1,465,107	100,000	156,213	-	527,350	2,203,997	4,452,667
Revenues	9,735,476	1,327,486	6,838,119	2,228,559	542,400	7,685,941	28,357,981
Administration	1,003,942						1,003,942
Information Technology	473,750						473,750
Economic Development	224,235						224,235
Community Development	707,163						707,163
Engineering	419,021						419,021
Streets	913,920						913,920
Stormwater	289,053						289,053
Buildings and Grounds	311,021						311,021
Municipal Court	171,047						171,047
Finance	636,570						636,570
Communications	317,768						317,768
Prosecuting Attorney	20,140						20,140
Police	4,177,333				-		4,177,333
Emergency Management	129,581						129,581
Parks		685,062					685,062
Recreation		581,732					581,732
Centerview		54,405					54,405
Water & Sewer			5,370,533				5,370,533
Miscellaneous						7,000	7,000
Debt Service			156,213	2,423,783		1,042,931	3,622,927
Fees				3,000			3,000
911 Exp/Communications					-		-
Capital Outlay		75,000			382,422		457,422
Capital Projects	-		-			4,446,758	4,446,758
Transfers Out	882,220		1,448,507		150,000	1,177,972	3,658,699
Total Expenditures	10,676,764	1,396,199	6,975,253	2,426,783	532,422	6,674,661	28,682,082
TTD Expenditures							-
Net Changes in Fund Balance	(941,288)	(68,713)	(137,135)	(198,224)	9,978	1,011,280	(324,101)
% of change	29%	13%	7%	11%	-1%	-15%	2%
<i>Less: Restricted Balances</i>	-	-	-				-
<i>Less: Reserved Balance 20% of Exp</i>	(1,958,909)	(264,240)	(1,287,031)	-	-	-	(3,510,179)
Available Fund Balance - End of Year	314,557	179,033	520,311	1,680,941	1,496,957	7,558,613	11,750,412

Notes:

The General fund reduction in fund balance is driven by the City Council for fund additional expansion items and capital projects. The most significant item is the \$600,000 set aside funds to assist with the 2016 general obligation capital projects still in the planning phases. More detailed information can be found in the city manager's post-adoption budget message on page 33.

The Park Fund reduction in fund balance is primarily driven by the \$75,000 funds set aside for a future park master plan.

The Enterprise Fund reduction in fund balance is primarily driven by the city council's desire to keep the water and sewer rates to the customer at a break-even cost using surplus revenue from the prior years to offset current year costs.

The Debt Service Fund reduction in fund balance is driven by the additional debt payments associated with the issuance of the Series 2016 & 2017 for the combined sale of \$10.05M in general obligation bonds.

The greatest driving factor in the change in fund balance is from the capital funds. As stated before, the City approved and issued the sale of \$10.05 million in General Obligation bonds. The recognition of the debt service and capital projects were primarily budgeted within the Fiscal Years 15-16 and 16-17.

Capital Funds Combined Statement of Changes in Fund Balance (cash basis)

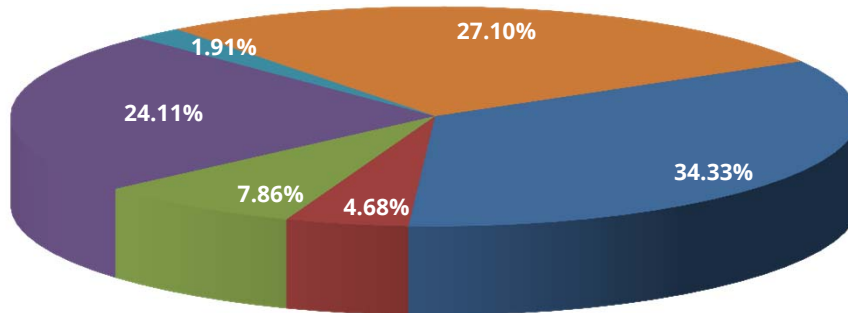
	05 - BERP Fund	27-Park Fee in Lieu	36-Transportation Fund	36.38-GO Transportation Fund	37-Excise Tax Fund	45-Capital Improvement Fund	46-Stormwater Sales Tax	47-Parks Sales Tax	47.38-GO Parks	52-Water Connection Fees	53-Sewer Connection Fees	54-Ent. Capital Maintenance	Total Combined
Fund Balance - Beginning of Year	1,472,457	22,802	308,569	426,345	160,359	181,617	124,514	158,773	876,279	1,136,379	1,532,026	147,212	6,547,333
Revenues													
Sales Taxes													
1/2 cent Capital Improvement						1,293,649							1,293,649
Sales Tax (40% of 1/2 cent) *							517,459	517,459					1,034,919
Additional - Council Determined							129,365	129,365					258,730
Transportation Sales Tax			1,293,649										1,293,649
Cass R&B Sales Tax			204,369										204,369
Cass R&B Property Tax			157,797										157,797
Fees and Permits													
Park Fee in Lieu		29,400											29,400
Single Family					346,850								346,850
Tap Fees -Residential										405,650			405,650
Interest	7,362	171	4,565	2,132	802	999	422	1,971	4,820	4,652	-	736	28,631
Refunds & Reimbursements						32,000	277						32,277
Resident Contribution						2,863							2,863
Connection Fees-Residential											396,025		396,025
Other Sources / Transfers	100,000		150,000		791,035	600,000	-	20,000				540,099	2,201,134
Total Revenues	107,362	29,571	1,810,379	2,132	1,138,687	1,929,510	647,523	668,795	4,820	410,302	396,025	540,835	7,685,941
Expenditures													
Debt Service						1,021,075	21,856	-					1,042,931
Misc						500	-	-					500
Transfers out													
General Fund Transfer			320,000			6,000	273,937						599,937
Misc Stream Clean ups							1,500						1,500
T.R.U.E. (Teaching Rivers in an Urban Environment) Blue Education Program							5,000						5,000
Park Sales Tax Transfer								362,000					362,000
Excise Tax Transfer			91,035										91,035
BERP Transfer						100,000							100,000
Restricted Revenue Fund Transfer			25,000										25,000
Capital Projects Budgeted													
City Hall LED Lighting Upgrades	13,250												13,250
Public Works LED Lighting Upgrades	10,500												10,500
Executive Conference Room Chairs	6,000												6,000
Public Works Facility Roof Repair	167,500												167,500
City Hall Front Entry Repair	182,000												182,000
City Hall Lobby Modifications	40,000												40,000
Police Squad Room Renovation	55,000												55,000
Annual Curb Replacement			400,000										400,000
Annual Street Preservation			800,000										800,000
Annual Sidewalk Program			117,000										117,000
Hubach Hill Road Street Light			8,000										8,000
Johhnston Drive Street Light			8,000										8,000
Lucy Webb Roundabout Additional Lighting			12,000										12,000
Maintenance of Thoroughfare Routes					125,000								125,000
Police Firing Range						(6,000)							(6,000)
Street Light Installation						15,000							15,000
Concession Stand Internet Connectivity w/ WIFI						15,500							15,500
GO Project Support						600,000							600,000
Annual Curb Replacement							100,000						100,000
Permeable Pavers Crosswalks			62,220				114,465						176,685
N Washington St. Culvert Replacement							33,000						33,000
Storm Culvert Replacement							28,000						28,000
Recreation Park Pedestrian Bridge Replacements								55,000					55,000
Recreation Park Picnic Pavilion								210,000					210,000
Recreation Pond Rehabilitation								10,000					10,000
Concession Stand Internet Connectivity w/ WIFI								18,000					18,000
Pedestrian Safety Enhancements								100,000					100,000
Park Restroom Enhancements								6,000					6,000
Parks Maintenance Facility Improvements								20,000					20,000
Recreation Park Activity Center									109,573				109,573
T.B. Hanna Station Parking Improvements									520,000				520,000
Lift Station Emergency Generators										94,500			94,500
Inflow and Infiltration Reduction												123,000	123,000
Sensus Meter System												150,000	150,000
Owen Good Force Main Analysis												94,250	94,250
Owen Good Overflow Valve Replacement												30,000	30,000
Total Expenditures	474,250	-	1,843,255	-	125,000	1,752,075	577,758	781,000	629,573	-	94,500	397,250	6,674,661
Net Changes in Fund Balance	(366,888)	29,571	(32,876)	2,132	1,013,687	177,435	69,765	(112,205)	(624,754)	410,302	301,525	143,585	1,011,280
Available Fund Balance End of Year	1,105,569	52,373	275,693	428,477	1,174,046	359,052	194,279	46,568	251,525	1,546,681	1,833,551	290,797	7,558,613

Combined Revenues by Fund

(Includes interfund transfers and interfund billings)

Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 9,735,476	34.33%
Parks & Recreation	1,327,486	4.68%
Debt Service	2,228,559	7.86%
Enterprise	6,838,119	24.11%
Internal Service Funds - combined	542,400	1.91%
Capital Funds - combined	7,685,941	27.10%
Total Combined Revenues	\$ 28,357,981	100.00%

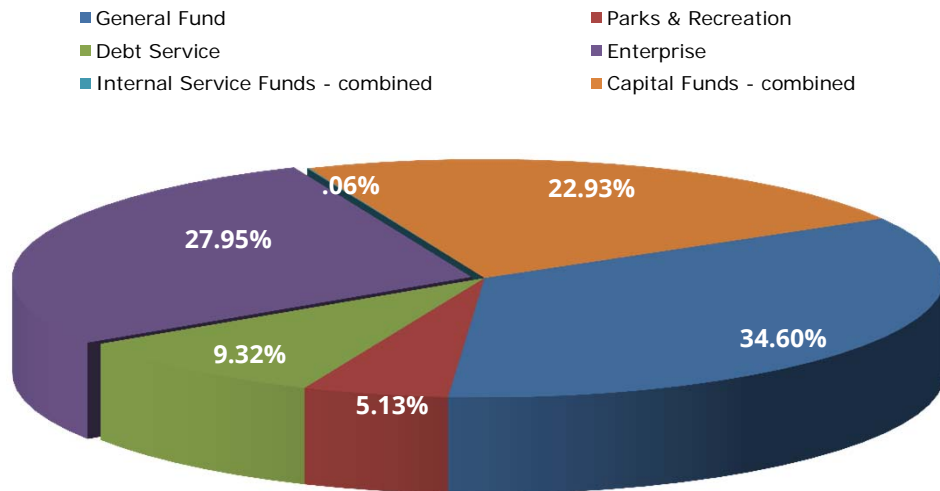
- General Fund
- Parks & Recreation
- Debt Service
- Enterprise
- Internal Service Funds - combined
- Capital Funds - combined



Combined Revenues by Fund

(Does not include interfund transfers and interfund billings)

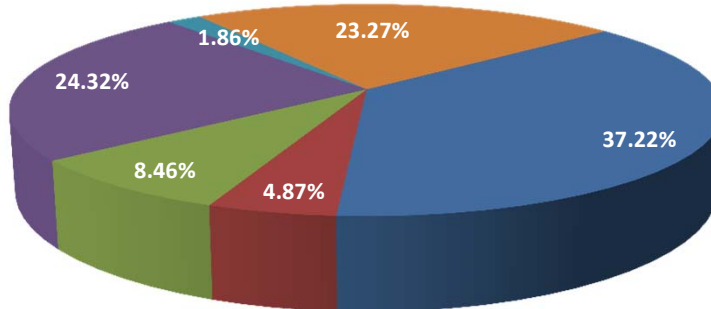
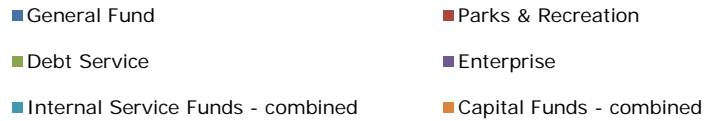
Summary			
		<u>Budget</u>	<u>% of Budget</u>
General Fund	\$	8,270,369	34.60%
Parks & Recreation		1,227,486	5.13%
Debt Service		2,228,559	9.32%
Enterprise		6,681,906	27.95%
Internal Service Funds - combined		15,050	0.06%
Capital Funds - combined		5,481,944	22.93%
Total Combined Revenues	\$	23,905,315	100.00%



Combined Expenditures by Fund

(Includes interfund transfers and interfund billings)

Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 10,676,764	37.22%
Parks & Recreation	1,396,199	4.87%
Debt Service	2,426,783	8.46%
Enterprise	6,975,253	24.32%
Internal Service Funds - combined	532,422	1.86%
Capital Funds - combined	6,674,661	23.27%
Total Combined Expenditures	\$ 28,682,082	100.00%

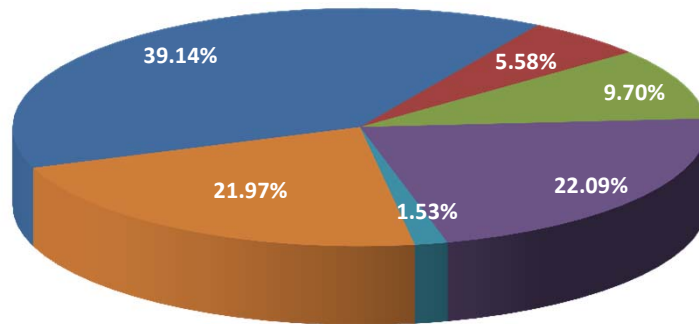


Combined Expenditures by Fund

(Does not include interfund transfers and interfund billings)

Summary		
	<u>Budget</u>	<u>% of Budget</u>
General Fund	\$ 9,794,544	39.14%
Parks & Recreation	1,396,199	5.58%
Debt Service	2,426,783	9.70%
Enterprise	5,526,746	22.09%
Internal Service Funds - combined	382,422	1.53%
Capital Funds - combined	5,496,689	21.97%
Total Combined Expenditures	\$ 25,023,383	100.00%

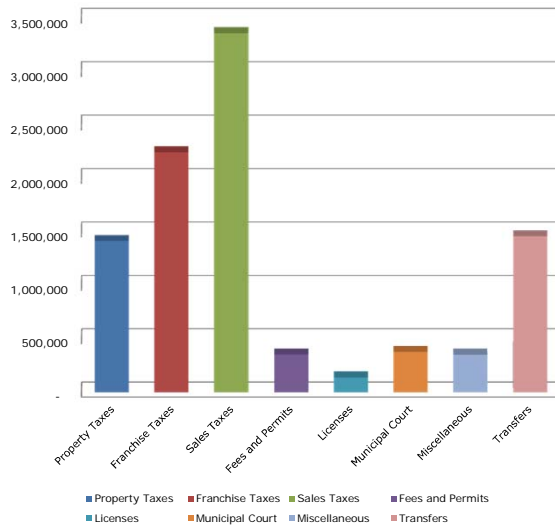
- General Fund
- Parks & Recreation
- Debt Service
- Enterprise
- Internal Service Funds - combined
- Capital Funds - combined



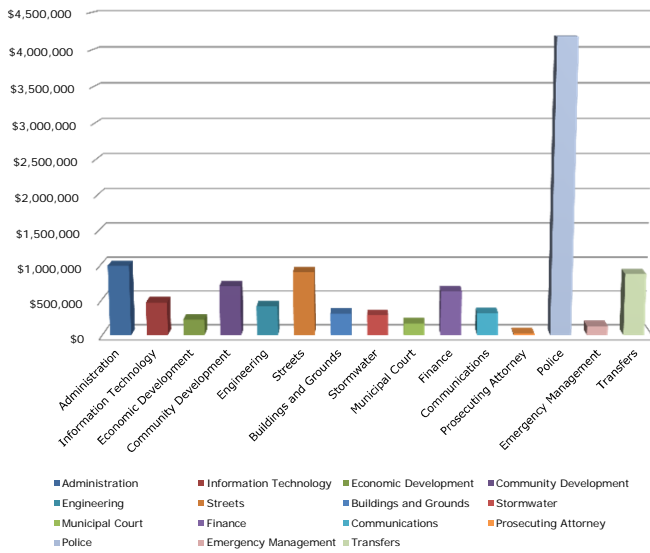
General Fund Budget Comparison

Revenue Budget Comparison			
	2017	2018	% +/-
Property Taxes	\$1,344,506	1,417,823	5.5%
Franchise Taxes	\$2,278,636	2,251,722	-1.2%
Sales Taxes	\$3,299,659	3,365,620	2.0%
Fees and Permits	\$212,109	357,112	68.4%
Licenses	\$133,014	142,680	7.3%
Municipal Court	\$438,030	381,957	-12.8%
Miscellaneous	\$377,999	353,455	-6.5%
Transfers	\$1,456,704	1,465,107	0.6%
Total	\$9,540,657	9,735,476	2.0%

2018 General Fund Revenue By Category



2018 General Fund Expense By Category



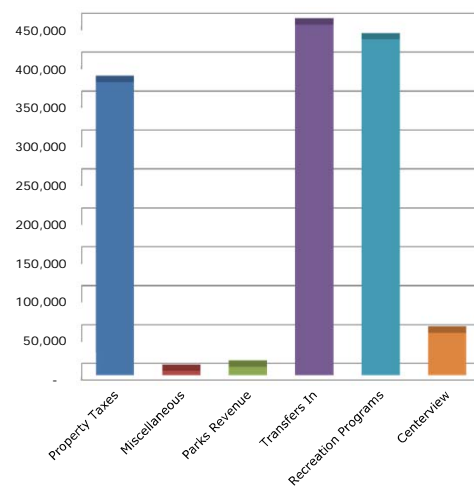
Expense Budget Comparison

	2017	2018	% +/-
Administration	\$1,276,609	\$1,003,942	-21.4%
Information Technology	\$477,777	\$473,750	-0.8%
Economic Development	\$216,857	\$224,235	3.4%
Community Development	\$666,474	\$707,163	6.1%
Engineering	\$408,955	\$419,021	2.5%
Streets	\$863,658	\$913,920	5.8%
Buildings and Grounds	\$303,716	\$311,021	2.4%
Stormwater	\$298,684	\$289,053	-3.2%
Municipal Court	\$177,363	\$171,047	-3.6%
Finance	\$593,630	\$636,570	7.2%
Communications	\$0	\$317,768	NA
Prosecuting Attorney	\$0	\$20,140	NA
Police	\$3,961,633	\$4,177,333	5.4%
Emergency Management	\$133,804	\$129,581	-3.2%
Transfers	\$529,500	\$882,220	66.6%
Total	\$9,908,660	\$10,676,764	7.8%

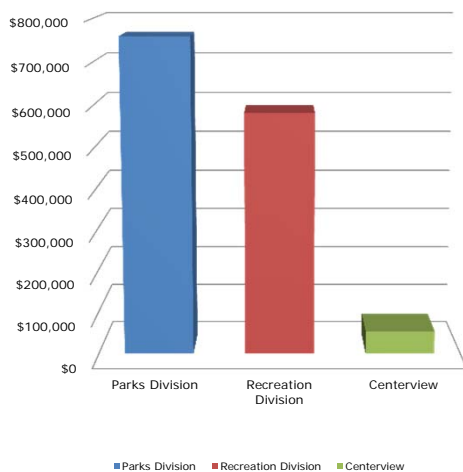
Park Fund Budget Comparison

Revenue Budget Comparison			
	2017	2018	% +/-
Property Taxes	\$359,378	376,201	4.7%
Miscellaneous	\$12,596	5,305	-57.9%
Parks Revenue	\$28,500	10,550	-63.0%
Transfers In	\$475,000	450,000	-5.3%
Recreation Programs	\$395,430	431,025	9.0%
Centerview	\$0	54,405	NA
Total	\$1,270,904	1,327,486	4.5%

2018 Park Fund Revenue By Category



2018 Park Fund Expense By Category

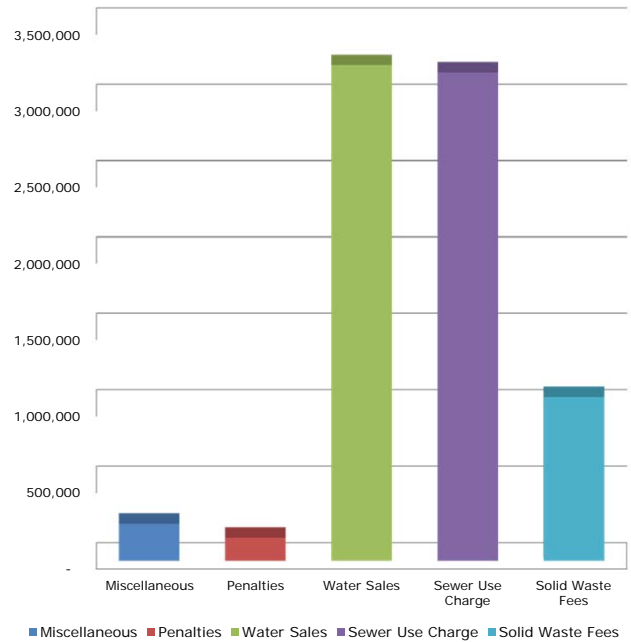


Expense Budget Comparison			
	2017	2018	% +/-
Parks Division	\$668,180	\$760,062	13.8%
Recreation Division	\$602,724	\$581,732	-3.5%
Centerview	\$0	\$54,405	NA
Total	\$1,270,904	\$1,396,199	9.9%

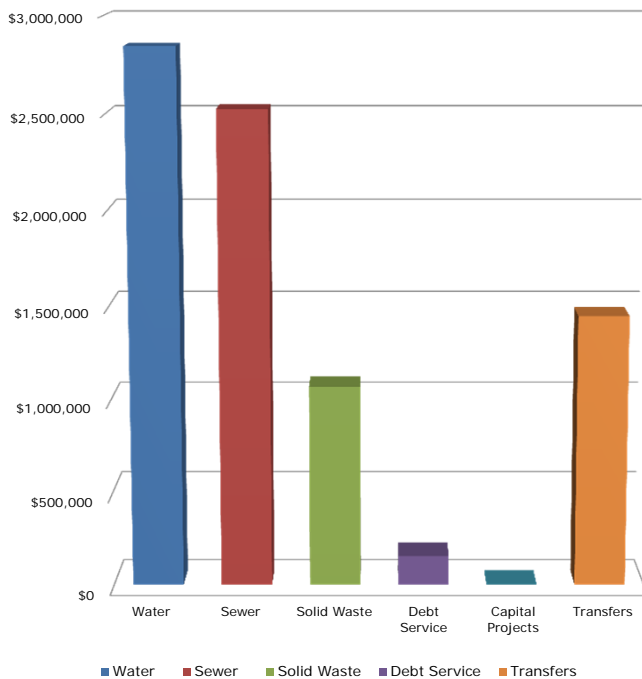
Enterprise Fund Budget Comparison

Revenue Budget Comparison			
	2017	2018	% +/-
Miscellaneous	\$217,686	243,457	11.8%
Penalties	\$144,424	152,924	5.9%
Water Sales	\$3,394,536	3,245,381	-4.4%
Sewer Use Charge	\$2,881,498	3,196,357	10.9%
Solid Waste Fees	\$980,000	1,072,109	9.4%
Total	\$7,618,144	7,910,227	3.8%

2018 Enterprise Fund Revenue By Category



2018 Enterprise Fund Expense By Category



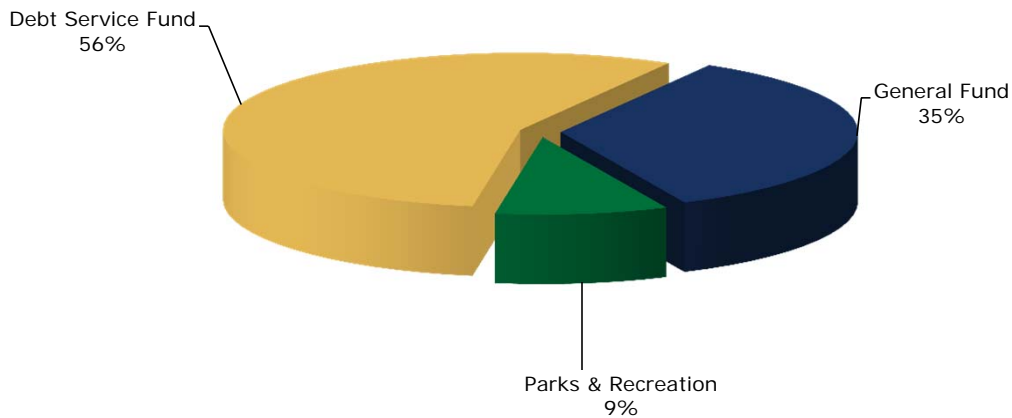
Expense Budget Comparison			
	2017	2018	% +/-
Water	\$2,794,590	\$2,845,220	1.8%
Sewer	\$2,410,005	\$2,525,313	4.8%
Solid Waste	\$980,000	\$1,072,109	9.4%
Debt Service	\$153,525	\$156,213	0.0%
Capital Projects	\$0	\$0	0.0%
Transfers	\$1,334,508	\$1,448,507	8.5%
Total	\$7,672,628	\$8,047,362	4.9%

City of Raymore

Property Tax Levy Distribution

General Fund	\$ 0.4480
Parks & Recreation	\$ 0.1206
Debt Service Fund	<u>\$ 0.7170</u>
Total Tax Levy	<u>\$ 1.2856</u>

Tax Levy Distribution



Assessed property values are determined by taking the market value, as determined by the County Assessor, times the assessment ratio. Assessment ratios are: commercial at 32%, residential at 19% and agricultural at 12%. Tax is paid on each \$100 of assessed value. Property values are re-assessed biennially by the County Assessor and the County Collector receives and distributes the taxes to the various taxing authorities.

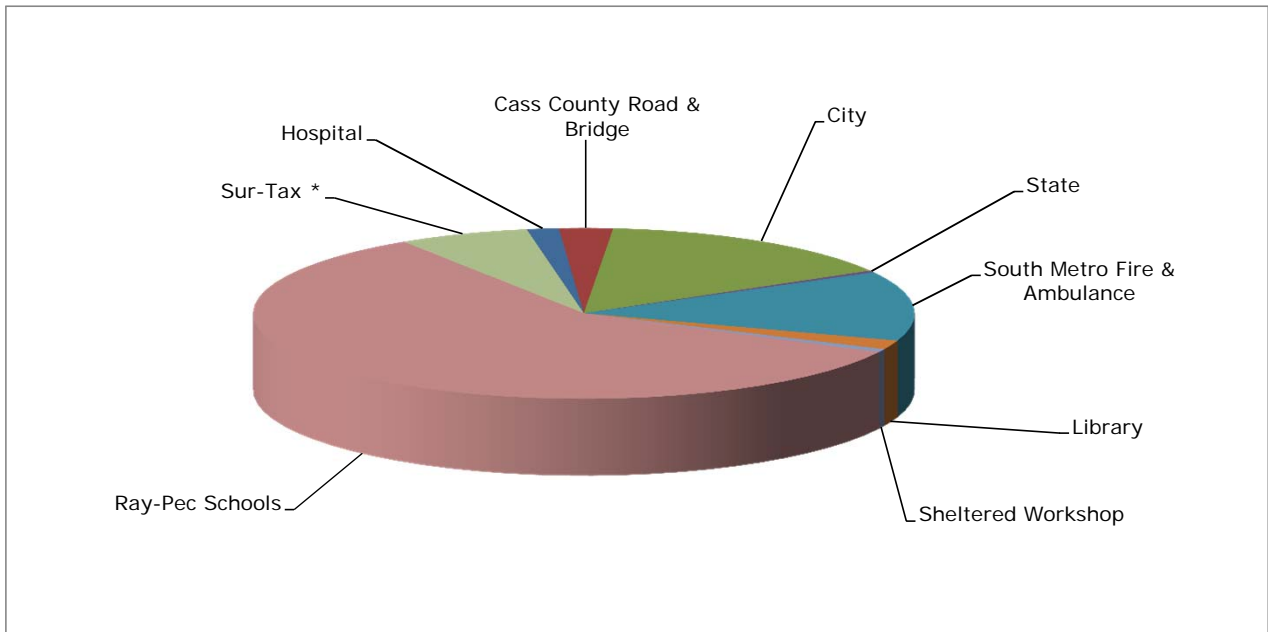
Property Tax Levy - Raymore

FY 2017-18

Levies	Rate	% of Total
Hospital	0.1318	1.57%
Cass County Road & Bridge	0.2220	2.64%
City	1.2856	15.26%
State	0.0300	0.36%
South Metro Fire & Ambulance	1.1075	13.15%
Library	0.1454	1.73%
Sheltered Workshop	0.0484	0.58%
Ray-Pec Schools	4.9122	58.32%
Sur-Tax *	0.5400	6.41%
	8.4229	100.00%

Total Tax Levy for Raymore Residential **7.8829** per \$100 of assessed value

Total Tax Levy for Raymore Commercial * **8.4229** per \$100 of assessed value

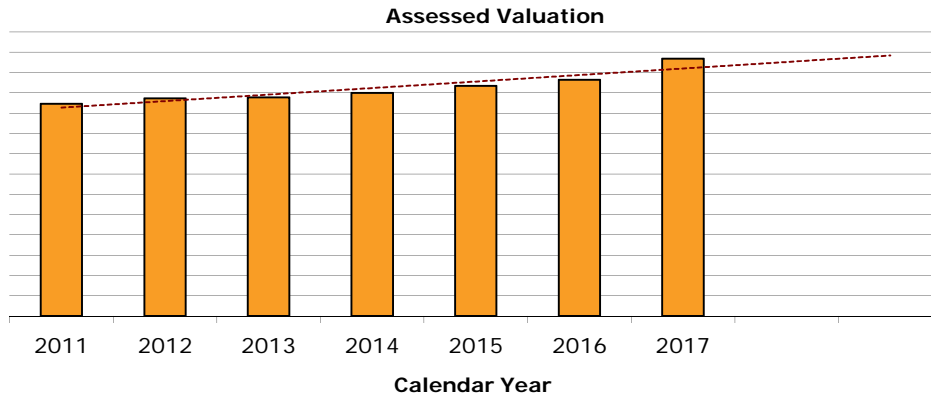


* Sur-Tax is applied to commercially accessed real estate, then it is redistributed to all the taxing entities entitled to receive, only those in place in 1984.

Also note the above listed property taxes do not include any Community Improvement Districts located within the City.

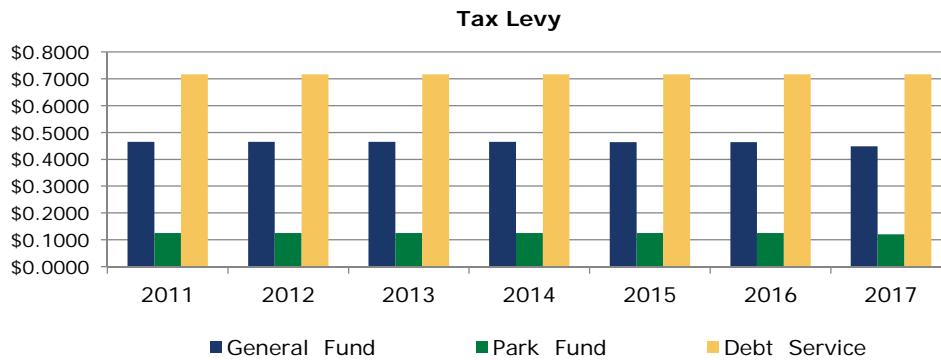
History of Property Valuation and City Tax Levy

Tax Year	Assessed Valuation	Change from Prior Year
2011	\$261,447,248	0.34%
2012	\$268,321,175	2.63%
2013	\$269,391,874	0.40%
2014	\$274,918,628	2.05%
2015	\$283,422,039	3.09%
2016	\$290,902,454	2.64%
2017	\$316,915,279	8.94%



Tax Year	General Fund	Park Fund	Debt Service	Total Levy
2011	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2012	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2013	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2014	\$0.4647	\$0.1251	\$0.7170	\$1.3068
2015	\$0.4638	\$0.1249	\$0.7170	\$1.3068
2016	\$0.4638	\$0.1249	\$0.7170	\$1.3057
2017	\$0.4480	\$0.1206	\$0.7170	\$1.2856

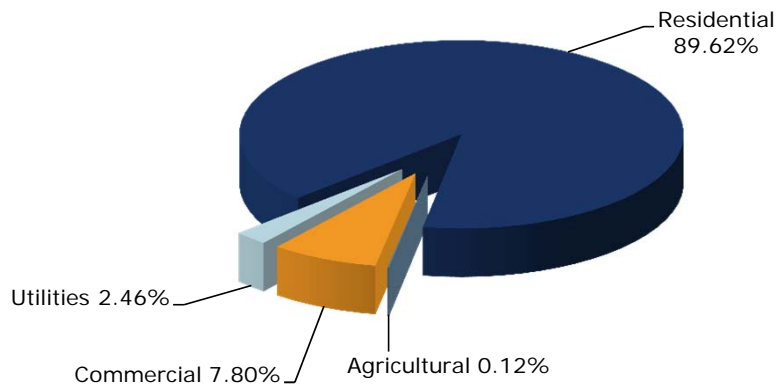
Avg % of total Levy 34.85% 9.38% 55.77%



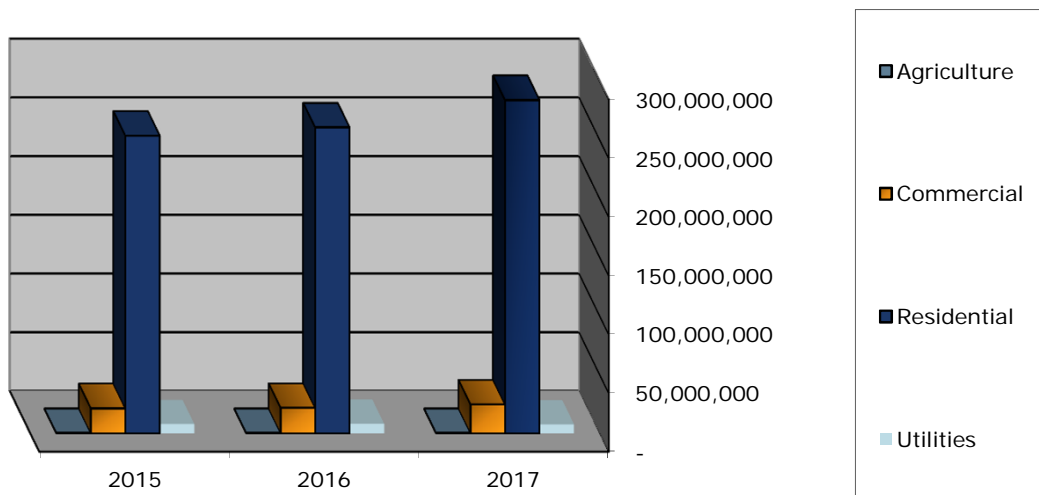
Property Tax Assessed Valuations By Classification

	2015	2016	2017
Agricultural	367,590	366,070	365,110
Commercial	21,432,690	21,789,220	24,706,570
Utilities	7,969,364	8,126,328	7,809,274
Residential	253,652,395	260,620,836	283,934,315
	283,422,039	290,902,454	316,815,269

2017 Assessed Valuations Breakdown



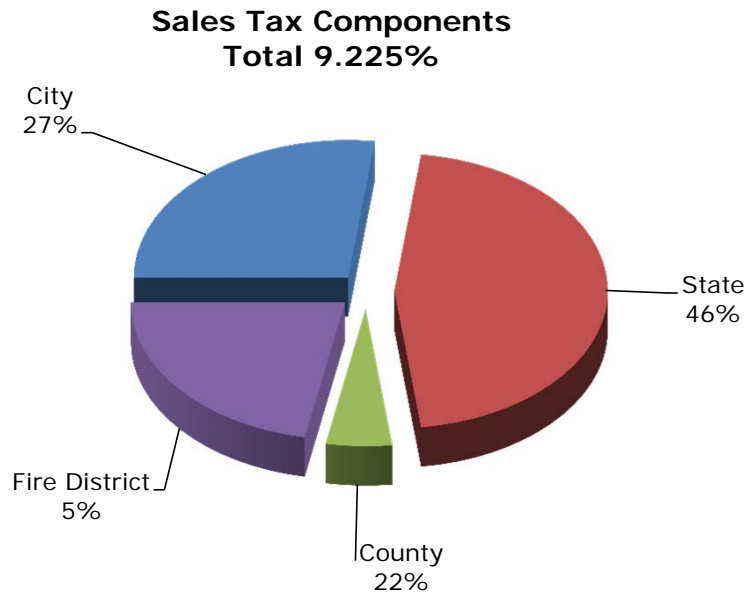
Three-Year Comparison



Sales Tax Breakdown

City of Raymore 2017-18

City	Sales	1.000
	Transportation	0.500
	Capt. Improvement	0.500
	Park/Stormwater	<u>0.500</u>
	Total City	<u>2.500</u>
State	Sales	3.000
	Conservation	0.125
	Education	1.000
	Parks & Soils	<u>0.100</u>
	Total State	<u>4.225</u>
County	Sales	0.500
	Road & Bridge	0.250
	Law Enforcement	0.500
	Justice Center	0.250
	911 Tax	<u>0.500</u>
	Total County	<u>2.000</u>
Fire District	South Metro Fire	<u>0.500</u>
	Total Fire District	<u>0.500</u>

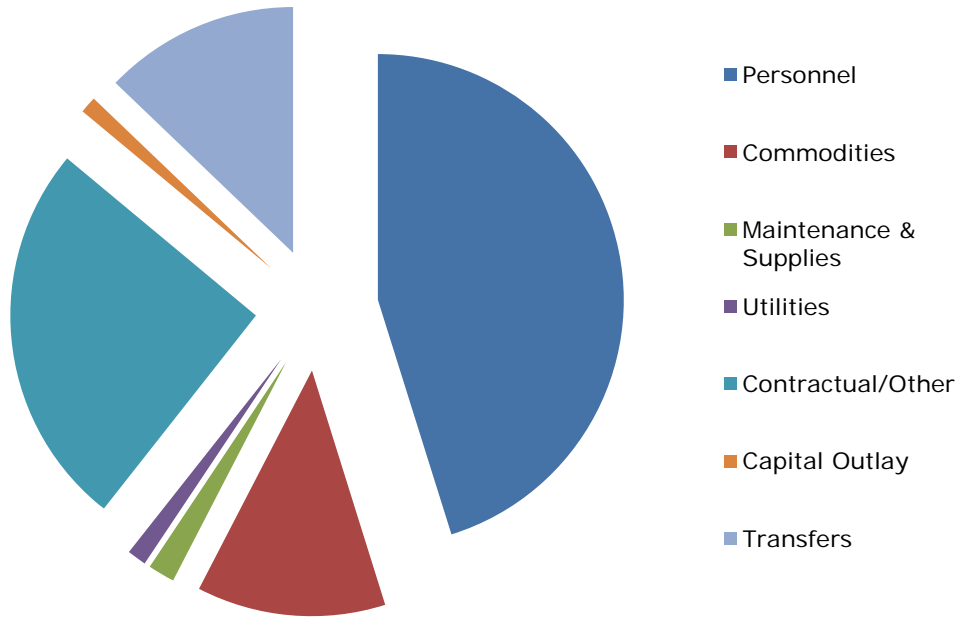


Combined Expenditures

Operational Funds by Function

Summary

	Budget	% of Budget
Personnel	\$ 9,087,638	45.17%
Commodities	2,501,069	12.43%
Maintenance & Supplies	\$ 355,077	1.76%
Utilities	255,552	1.27%
Contractual/Other	\$ 5,112,529	25.41%
Capital Outlay	221,350	1.10%
Transfers	\$ 2,587,110	12.86%
Total Combined Expenditures	\$ 20,120,325	100.00%

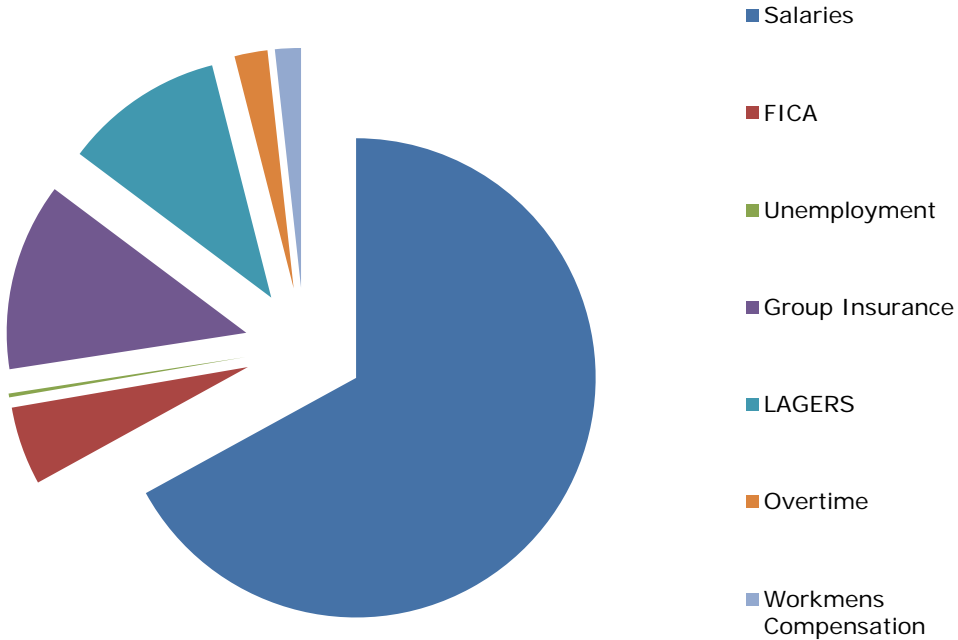


Personnel Expenditures

Operational Funds by Type

Summary

	Budget	% of Budget
Salaries	\$ 6,089,462	67.01%
FICA	480,263	5.28%
Unemployment	\$ 24,826	0.27%
Group Insurance	1,151,685	12.67%
LAGERS	\$ 980,213	10.79%
Overtime	201,445	2.22%
Workmens Compensation	\$ 159,743	1.76%
Total Combined Expenditures	\$ 9,087,638	100.00%



Position Control Roster

By Department and Fund	2015-16 Actual	2016-17 Actual	2017-18 Adopted	Variance FY18 vs FY17
Administration ¹	8.00	6.00	6.00	-
Information Technology	2.00	2.00	2.00	-
Economic Development	1.00	1.00	1.00	-
Community Development ²	6.00	7.00	7.00	-
Engineering	3.97	3.97	3.97	-
Streets ³	3.46	3.46	3.61	0.15
Stormwater ³	3.25	3.25	3.40	0.15
Buildings and Grounds	2.15	2.15	2.15	-
Court ⁴	1.725	2.10	2.10	-
Finance	5.00	5.00	5.00	-
Communications ¹	-	2.00	2.00	-
Prosecuting Attorney	-	-	-	-
Police ⁵	43.30	43.50	43.50	-
Emergency Management ⁵	1.20	1.00	1.00	-
Total All Positions				
General Fund	81.055	82.43	82.73	0.30
Parks	5.82	5.82	5.82	-
Recreation	3.68	3.68	3.68	-
Total All Positions				
Park Fund **	9.500	9.50	9.50	-
Water ³	6.09	6.09	6.44	0.35
Sewer ³	6.09	6.09	6.44	0.35
Total All Positions				
Enterprise Fund	12.180	12.18	12.88	0.70
Total All Positions	102.735	104.11	105.11	1.00

See department section for full department roster

¹ During FY17 the Assistant City Manger resigned. The City Manager created a revised organizational chart that included 2 Assistants to the City Manager, the Chief of Police and the Community Development Director, both of which remain funded within their departments. The Amendment also removed the Communication Division, 1 Communications Manager and 0.5 Graphic Design Assistant, from the Administrations Department and created the Communications Department with a Communications Director and a Communications Specialist. Also during FY17, the 0.50 FTE Administrative Assistant was eliminated and a 1.0 FTE Office Assistant was created.

² During FY17 the Associate Planner was added back due to the increased building activity throughout the City.

³ FY18 Expansion request to add an additional FTE to be split with: Streets (.15), Storm Water (.15), Water (.35), and Sewer (.35)

⁴ FY17 increased FTE to include 1 full-time clerk and a part time clerk to assist during court

⁵ FY17 reorganization eliminated the Chief of Police as the Director and promoted the Coordinator

City of Raymore

Fiscal Year 2017-18 Adopted Salary Range Chart

Range	Minimum	Midpoint	Maximum		Title
1	\$13.22	\$16.10	\$19.62	Hourly	Office Assistant***
2	\$13.93	\$16.97	\$20.67	Hourly	Meter Reader
3	\$14.64	\$17.83	\$21.32	Hourly	Building Maintenance Technician Municipal Court Clerk Parks Maintenance Worker I Police Records Clerk Public Works Maintenance Worker I
4	\$15.35	\$18.70	\$22.78	Hourly	Permit Technician Accounting Technician
5	\$16.06	\$19.56	\$23.84	Hourly	Parks Maintenance Worker II Public Works Maintenance Worker II
6	\$16.78	\$20.44	\$24.91	Hourly	Utility Billing Technician
7	\$17.48	\$21.30	\$25.95	Hourly	Administrative Assistant Animal Control Officer Communications Officer** Property & Evidence Technician
8	\$18.19	\$22.16	\$27.00	Hourly	Code Enforcement Officer Crew Leader, Parks Maintenance Crew Leader, Public Works
9	\$18.90	\$23.03	\$28.06	Hourly	Crew Supervisor Deputy City Clerk
10	\$19.62	\$23.91	\$29.13	Hourly	Payroll & Purchasing Specialist
11	\$20.32	\$24.76	\$30.92	Hourly	Building Inspector Engineering Technician Storm Water Specialist Network Technician Recreation Coordinator Athletic Coordinator Graphic Design Assistant*** Police Officer

Range	Minimum	Midpoint	Maximum		Title
12	\$21.04	\$25.64	\$32.02	Hourly	Police Detective Public Works Field Supervisor Master Police Officer*
13	\$21.76	\$26.51	\$33.11	Hourly	GIS Coordinator Chief Communications Officer
14	\$1,860.80	\$2,267.20	\$2,831.43	Bi-Weekly	City Clerk Emergency Management Director Municipal Court Administrator Communications Specialist Associate Planner
15	\$24.24	\$29.53	\$36.88	Hourly	Police Sergeant *
16	\$2,052.90	\$2,501.26	\$3,123.73	Bi-Weekly	Building Official
17	\$2,166.68	\$2,639.89	\$3,296.86	Bi-Weekly	Police Lieutenant Superintendent, Parks Operations Recreation Superintendent Assistant Director, Finance
18	\$2,394.16	\$2,917.05	\$3,643.00	Bi-Weekly	Assistant Director, PW - Operations Manager, Human Resources Manager, Information Systems Manager, Communications
19	\$2,507.94	\$3,055.69	\$3,816.13	Bi-Weekly	Assistant Director, PW - Engineering Economic Development Director Police Captain
20	\$2,906.09	\$3,629.30	\$4,532.50	Bi-Weekly	Director, Communications Director, Community Development Director, Finance Director, Parks & Recreation
21	\$3,133.57	\$4,011.23	\$4,887.30	Bi-Weekly	Chief of Police Director, Public Works & Engineering
22	\$3,361.09	\$4,197.54	\$5,242.16	Bi-Weekly	Assistant City Manager
Notes					
Annual salaries are based on 2080 per year at straight time unless otherwise noted.					
*Position works 2184 hours per year at straight time.					
***Part-Time position					

City of Raymore
Fiscal Year 2017-18 Adopted Step Chart

Range	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
1	\$13.22	\$13.55	\$13.88	\$14.23	\$14.59	\$14.95	\$15.33	\$15.71	\$16.10	\$16.50	\$16.92	\$17.34	\$17.77	\$18.22	\$18.67	\$19.14	\$19.62		
2	\$13.93	\$14.27	\$14.63	\$15.00	\$15.37	\$15.76	\$16.15	\$16.55	\$16.97	\$17.39	\$17.83	\$18.27	\$18.73	\$19.20	\$19.68	\$20.17	\$20.67		
3	\$14.64	\$15.00	\$15.38	\$15.76	\$16.16	\$16.56	\$16.97	\$17.40	\$17.83	\$18.28	\$18.74	\$19.20	\$19.68	\$20.18	\$20.68	\$21.20	\$21.73		
4	\$15.35	\$15.73	\$16.12	\$16.53	\$16.94	\$17.36	\$17.80	\$18.24	\$18.70	\$19.17	\$19.65	\$20.14	\$20.64	\$21.16	\$21.68	\$22.23	\$22.78		
5	\$16.06	\$16.46	\$16.87	\$17.29	\$17.72	\$18.17	\$18.62	\$19.09	\$19.56	\$20.05	\$20.55	\$21.07	\$21.60	\$22.14	\$22.69	\$23.26	\$23.84		
6	\$16.78	\$17.20	\$17.63	\$18.07	\$18.52	\$18.98	\$19.46	\$19.94	\$20.44	\$20.95	\$21.48	\$22.01	\$22.56	\$23.13	\$23.71	\$24.30	\$24.91		
7	\$17.48	\$17.92	\$18.36	\$18.82	\$19.29	\$19.78	\$20.27	\$20.78	\$21.30	\$21.83	\$22.37	\$22.93	\$23.51	\$24.09	\$24.70	\$25.31	\$25.95		
8	\$18.19	\$18.64	\$19.11	\$19.59	\$20.08	\$20.58	\$21.09	\$21.62	\$22.16	\$22.72	\$23.28	\$23.87	\$24.46	\$25.07	\$25.70	\$26.34	\$27.00		
9	\$18.90	\$19.37	\$19.86	\$20.35	\$20.86	\$21.38	\$21.92	\$22.47	\$23.03	\$23.60	\$24.19	\$24.80	\$25.42	\$26.05	\$26.70	\$27.37	\$28.06		
10	\$19.62	\$20.11	\$20.61	\$21.13	\$21.66	\$22.20	\$22.75	\$23.32	\$23.91	\$24.50	\$25.12	\$25.74	\$26.39	\$27.05	\$27.72	\$28.42	\$29.13		
11	\$20.32	\$20.83	\$21.35	\$21.88	\$22.43	\$22.99	\$23.57	\$24.15	\$24.76	\$25.38	\$26.01	\$26.66	\$27.33	\$28.01	\$28.71	\$29.43	\$30.17	\$30.92	
12	\$21.04	\$21.57	\$22.11	\$22.66	\$23.23	\$23.81	\$24.40	\$25.01	\$25.64	\$26.28	\$26.93	\$27.61	\$28.30	\$29.01	\$29.73	\$30.47	\$31.24	\$32.02	
13	\$21.76	\$22.31	\$22.86	\$23.43	\$24.02	\$24.62	\$25.24	\$25.87	\$26.51	\$27.18	\$27.86	\$28.55	\$29.27	\$30.00	\$30.75	\$31.52	\$32.31	\$33.11	
14	\$1,860.80	\$1,907.32	\$1,955.00	\$2,003.88	\$2,053.97	\$2,105.32	\$2,157.96	\$2,211.91	\$2,267.20	\$2,323.88	\$2,381.98	\$2,441.53	\$2,502.57	\$2,565.13	\$2,629.26	\$2,694.99	\$2,762.37	\$2,831.43	
15	\$24.24	\$24.84	\$25.47	\$26.10	\$26.75	\$27.42	\$28.11	\$28.81	\$29.53	\$30.27	\$31.03	\$31.80	\$32.60	\$33.41	\$34.25	\$35.10	\$35.98	\$36.88	
16	\$2,052.90	\$2,104.22	\$2,156.83	\$2,210.75	\$2,266.02	\$2,322.67	\$2,380.73	\$2,440.25	\$2,501.26	\$2,563.79	\$2,627.88	\$2,693.58	\$2,760.92	\$2,829.94	\$2,900.69	\$2,973.21	\$3,047.54	\$3,123.73	
17	\$2,166.68	\$2,220.85	\$2,276.37	\$2,333.28	\$2,391.61	\$2,451.40	\$2,512.68	\$2,575.50	\$2,639.89	\$2,705.89	\$2,773.53	\$2,842.87	\$2,913.94	\$2,986.79	\$3,061.46	\$3,138.00	\$3,216.45	\$3,296.86	
18	\$2,394.16	\$2,454.02	\$2,515.37	\$2,578.25	\$2,642.71	\$2,708.77	\$2,776.49	\$2,845.91	\$2,917.05	\$2,989.98	\$3,064.73	\$3,141.35	\$3,219.88	\$3,300.38	\$3,382.89	\$3,467.46	\$3,554.15	\$3,643.00	
19	\$2,507.94	\$2,570.64	\$2,634.91	\$2,700.78	\$2,768.30	\$2,837.51	\$2,908.45	\$2,981.16	\$3,055.69	\$3,132.08	\$3,210.38	\$3,290.64	\$3,372.90	\$3,457.23	\$3,543.66	\$3,632.25	\$3,723.06	\$3,816.13	
20	\$2,906.09	\$2,978.74	\$3,053.21	\$3,129.54	\$3,207.78	\$3,287.97	\$3,370.17	\$3,454.42	\$3,540.78	\$3,629.30	\$3,720.04	\$3,813.04	\$3,908.36	\$4,006.07	\$4,106.22	\$4,208.88	\$4,314.10	\$4,421.96	\$4,532.50
21	\$3,133.57	\$3,211.91	\$3,292.21	\$3,374.51	\$3,458.87	\$3,545.35	\$3,633.98	\$3,724.83	\$3,817.95	\$3,913.40	\$4,011.23	\$4,111.51	\$4,214.30	\$4,319.66	\$4,427.65	\$4,538.34	\$4,651.80	\$4,768.10	\$4,887.30
22	\$3,361.09	\$3,445.12	\$3,531.25	\$3,619.53	\$3,710.02	\$3,802.77	\$3,897.84	\$3,995.28	\$4,095.16	\$4,197.54	\$4,302.48	\$4,410.04	\$4,520.29	\$4,633.30	\$4,749.13	\$4,867.86	\$4,989.56	\$5,114.30	\$5,242.16

“AN ORDINANCE OF THE CITY OF RAYMORE, MISSOURI, APPROVING THE FISCAL YEAR 2018 BUDGET.”

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF RAYMORE, MISSOURI, AS FOLLOWS:

Section 1. The annual budget of the City of Raymore, Missouri, for the Fiscal Year beginning on November 1, 2017, and ending October 31, 2018, is finally approved, adopted and appropriated by fund and the maximum amounts to be expended are as follows:

	FY 2017-2018
General Fund (01)	
Administration	1,003,942
Information Technology	473,750
Economic Development	224,235
Community Development	707,163
Engineering	419,021
Streets	913,920
Stormwater	289,053
Buildings & Grounds	311,021
Municipal Court	171,047
Finance	636,570
Communications	317,768
Prosecuting Attorney	20,140
Police	4,177,333
Emergency Management	129,581
Total Expenditures	\$9,794,544
Transfer to Park Fund	100,000
Transfer to Restricted Revenue Fund	100,000
Transfer to Cap. Imp. Sales Tax Fund	600,000
Transfer to Transportation Sales Fund	62,220
Transfer to Parks Sales Tax Fund	20,000
Total Transfers	882,220
Total General Fund	\$10,676,764
Park Fund (25)	\$1,396,199
General Obligation Debt (40)	\$2,426,783
Vehicle Replacement (03)	\$382,422
Restricted Revenue (04)	\$150,000
Enterprise Fund (50)	

Water & Sewer Departments	5,370,533
Debt Service	156,213
Total Expenditures	\$5,526,746
Transfer to General Fund	810,118
Transfer to VERP Fund	98,290
Transfer to Ent. Cap Maint Fund	540,099
Total Transfers	\$1,448,507
Total Enterprise Fund	\$6,975,253
Capital Funds (includes projects, debt operating service, and other expenditures)	
05 Building Equipment Replacement	474,250
36 Transportation	1,843,255
37 Excise Tax	125,000
45 Capital Sales Tax	1,752,075
46 Stormwater Sales Tax	577,758
47 Parks Sales Tax	781,000
47.38 GO Parks	629,573
53 Sewer Connection	94,500
54 Enterprise Capital Maintenance	397,250
Total Capital Funds	\$6,674,661

Section 2. The funds necessary for expenditure in the budget of the City of Raymore for the Fiscal Year beginning November 1, 2017, as summarized in Section 1, are hereby appropriated and set aside for the maintenance and operation of various departments of the government of the City of Raymore, Missouri, together with the various activities and improvements set forth in said budget.

Section 3. The amount apportioned for each department as shown in the budget shall not be increased except by motion of the City Council duly made and adopted, but the objects of the expense comprising the total appropriation for any department may be increased or decreased at the discretion of the City Manager, providing that said adjustment shall not increase the total appropriation for the department.

Section 4. All portions of the final Fiscal Year 2017-18 budget book document prepared and submitted to the Mayor and City Council for consideration, as amended by the City Council prior to adoption of this ordinance, are hereby adopted by reference, including all organizational charts, salary range charts, policies and procedures, and are made a part of this ordinance.

Section 5. All revenue of the City of Raymore not appropriated by this Ordinance and any amount appropriated by this Ordinance and not disbursed shall be expended or kept as directed by the City Council.

Section 6. Severability. If any section, subsection, sentence, clause, phrase, or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

DULY READ THE FIRST TIME THIS 9TH DAY OF OCTOBER, 2017.

BE IT REMEMBERED THAT THE ABOVE ORDINANCE WAS APPROVED AND ADOPTED THIS 23RD DAY OF OCTOBER, 2017 BY THE FOLLOWING VOTE:

Councilmember Abdelgawad	Absent
Councilmember Barber	Aye
Councilmember Berendzen	Aye
Councilmember Burke, III	Aye
Councilmember Holman	Aye
Councilmember Kellogg	Aye
Councilmember Moorhead	Aye
Councilmember Townsend	Aye

ATTEST:


Jean Woerner, City Clerk

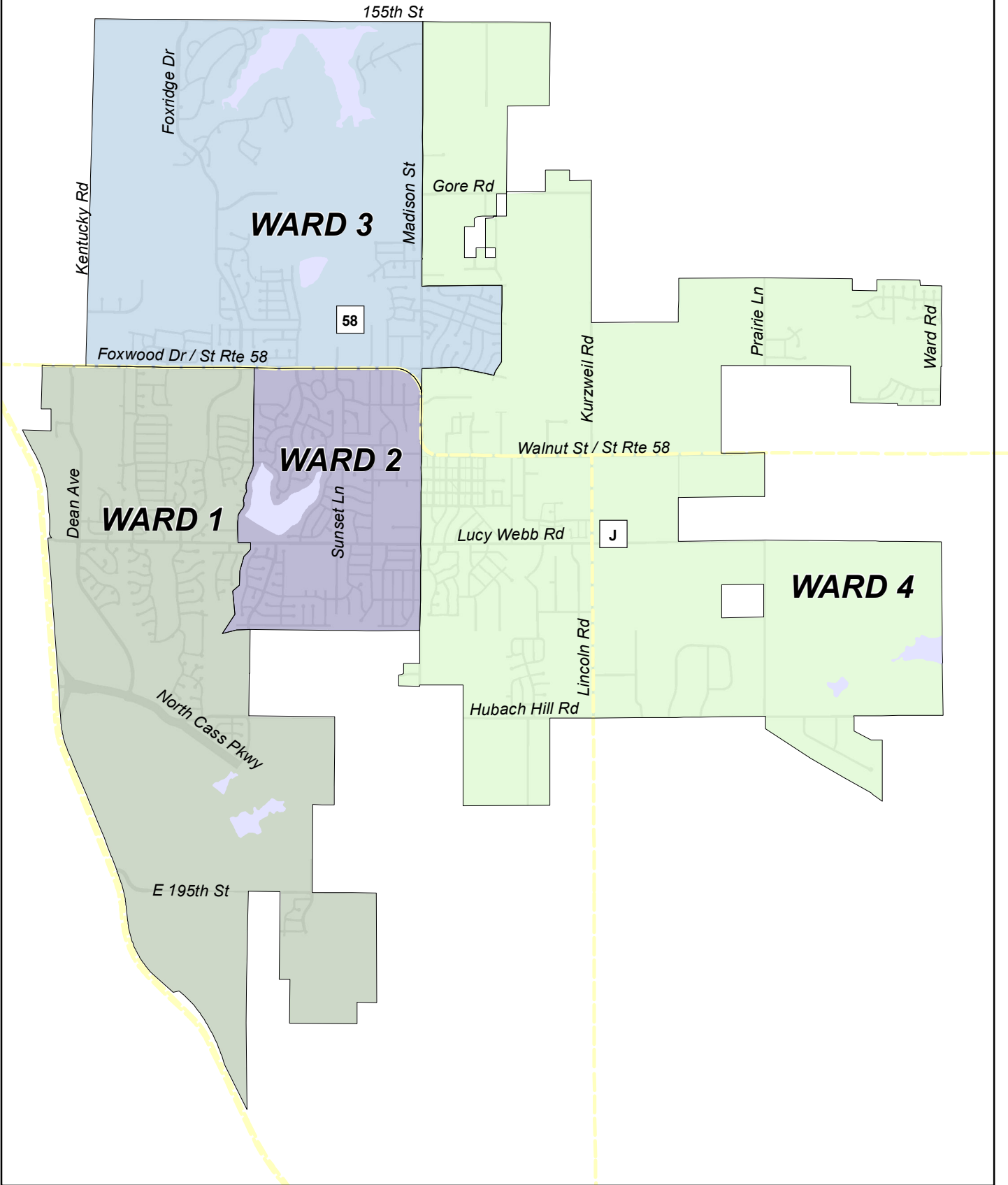
APPROVE:


Kristofer P. Turnbow, Mayor

10-24-2017
Date of Signature

Ward Boundary Map

Approved by Bill 2687
Effective July 25, 2011





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CITY OF RAYMORE, MISSOURI

STRATEGIC PLAN

[Redacted]

[Redacted]

A MESSAGE FROM THE CITY MANAGER

When our City was established in the late 1800s, there is no way our City's founders could have envisioned the kind of community we would have today. It was their careful planning — and the planning of the community leaders after them — that laid the foundation for our community.

Now, as community prepares to undertake more growth and expansion, it is time that we outline a plan to guide our City and ensure that we are meeting the needs and expectations of our residents.

This strategic plan serves as a blueprint for the growth of our community in the coming decade and is supported by input from our own residents.

As our staff worked to compile the data and developed the measurable objectives behind the overarching goals, we knew this plan still had to be a true, useful reflection of what we aspire to be as a community. That is why the voice of our residents can be heard throughout this document.

We did not undertake this multi-year process thinking this plan it would sit on a shelf. Raymore's strategic plan had to be something that anyone could follow and fully understand the vision mapped out in its pages.

Because it is a vision we all share for our community.



Jim Feuerborn, City Manager

VISION, MISSION & VALUES

VISION

The City of Raymore is dedicated to being a **QUALITY COMMUNITY** in which to:



LIVE



WORK



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

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.

RESPONSIBILITY - We manage our resources prudently and efficiently.

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.

STRATEGIC PLANNING PROCESS



In the summer of 2015, the Raymore City Council held a retreat intended get members thinking about broad council goals and the future of our community. Led by John Nalbandian, a highly regarded professor in the University of Kansas's School of Public Affairs and Administration, the council's discussion revealed that each member had a slightly different view of what would make our community a success in the coming years.

The conversation among Council members also revealed that there were a number of focus areas that only our residents could answer.

Those focus areas explored the future of our parks and public spaces; public safety; community identity; business development; and infrastructure. Although these are common topics for many cities, the direction our residents would help us chart for the next 5-10 years would be uniquely Raymore.

Rather than write a plan and wait for public comment, City leadership decided to put our residents first and invited them to a series of interactive Community Conversations where we asked residents to reimagine Raymore.

Partnering with the University of Kansas Public Management Center and CoVision, a company specializing in creating interactive meetings, we invited residents, not only to come up with new ideas and initiatives to include in the strategic plan, but also to vote on the ideas and focus areas they saw as a priority for Raymore.

Under the guidance of trained meeting facilitators, Raymore received an incredible number of ideas and input from more than 350 residents who helped build a foundation for a strategic plan that will guide the growth and prosperity of our community.

This input strengthened the strategic plan itself along with our bi-annual citizen survey. It created community-wide support and excitement in our planning process that is necessary to see the plan succeed in future years.

Using the data from those public meetings, as well as several other sources, staff began to refine the goals and created strategic initiatives and action steps to support the overall strategic plan. This year-long process developed the following plan and will serve as our City strategic plan for the coming years.

COMMUNITY IDENTITY & CONNECTIONS

STRATEGIC FOCUS AREA #1

GENERAL RATIONALE FOR STRATEGIC THEME:

The community in which someone chooses to live speaks volumes about both the city and the individual. Even the way we design our city should be a defined reflection of who we are as a community. We want to foster a relationship with all of our residents that says, unequivocally, we are a strong community with tangible goals and aspirations while respecting and valuing new ideas from all corners.

GOAL 1.1

DEVELOP A COMPELLING COMMUNITY IDENTITY AND BRAND.

The City's brand and identity is more than just a logo and colors. It is how we define our community in a single sentence. It is what our residents feel when we talk about our community to someone from another town. Tapping into what that brand and identity represents to our residents will guide our growth and give residents a sense of ownership of the community as a whole.

Strategies

- 1.1.1 Determine the desired image of Raymore
- 1.1.2 Implement and promote the Raymore brand
- 1.1.3 Create opportunities for residents to personally engage with the City's brand
- 1.1.4 Promote and develop signature events and amenities

GOAL 1.2

ENHANCE FIRST IMPRESSIONS OF THE COMMUNITY.

We must set the right tone for our community when being introduced, not only to future residents, but prospective businesses and visitors to our community. We want to make sure people feel welcome from the moment they arrive and offer ways for them to feel connected to the broader community. We also must ensure that people know where Raymore is, that they can identify when they have arrived and leave with a positive impression every time.

Strategies

- 1.2.1 Create a physical environment that inspires a sense of pride
- 1.2.2 Manage external impressions to position Raymore as a top community in the Kansas City metropolitan region
- 1.2.3 Provide exceptional service by implementing processes that allow those who contact us to receive the information they need on the first try.

GOAL 1.3

FOSTER OPPORTUNITIES FOR ALL CITIZENS TO FEEL VALUED AND CONNECTED WITHIN THE RAYMORE COMMUNITY.

Our greatest strength is the involvement of our residents. We should provide as many opportunities as possible for them to provide feedback and offer ideas to a wide variety of initiatives and projects. At the same time, City staff should be able to provide seamless customer service not just at City Hall, but anywhere in the community.

Strategies

- 1.3.1 Communicate with residents in a way that is purposeful and expected
- 1.3.2 Develop programs and amenities that meet the diverse needs of the present and future community
- 1.3.3 Provide opportunities for residents to regularly be involved in and provide input about City functions
- 1.3.4 Enhance internal communication and employee engagement

SAFE, WELL-DESIGNED & BEAUTIFUL PLACES

STRATEGIC FOCUS AREA #2

GENERAL RATIONALE FOR STRATEGIC THEME:

For our residents, their home should be more than just the four walls of a house. We should strive to make our residents feel welcome, safe and at home no matter where they are in the community.

GOAL 2.1

SET THE STANDARD FOR A SAFE AND SECURE COMMUNITY.

A safe and secure community is essential to the quality of life and economic success of Raymore. The City is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure city. We also recognize that our police force alone cannot be the only ones to protect our community and keep it safe. We must design community areas and other amenities that ensure safety and promote the general well being of all who use our public spaces.

Strategies

- 2.1.1 Maintain a high-caliber and community-oriented Police Department through citizen engagement and outreach
- 2.1.2 Enhance & strengthen emergency preparedness response and recovery plans across the organization in collaboration with other community & regional efforts
- 2.1.3 Engage in community involvement, education and regional partnerships that make our community safer and stronger
- 2.1.4 Review and expand strategies that promote and enforce building safety and code requirements

GOAL 2.2

CREATE A PHYSICAL ENVIRONMENT THAT INSPIRES A SENSE OF PRIDE IN PUBLIC SPACES.

From the moment a visitor comes to Raymore, they should unquestionably know where they have arrived. Our buildings, neighborhoods and public spaces should uniformly reflect the pride we take in our community. Our physical presence will make our visitors feel welcomed and wanting to return while also providing residents with a tangible feeling of being home.

Strategies

- 2.2.1 Develop plans and guidelines that communicate and encourage high standards
- 2.2.2 Create and maintain a well-connected transportation network
- 2.2.3 Value and protect natural resources and green spaces

GOAL 2.3

IMPROVE SAFETY FOR ALL MODES OF TRAVEL THROUGHOUT THE COMMUNITY.

Strategies

- 2.3.1 Incorporate new technology and practices to develop safer pedestrian walkways and trails
- 2.3.2 Increase community-wide participation in driving/ pedestrian safety programs
- 2.3.3 Strengthen development and maintenance of streets, trails and pedestrian pathways

ECONOMIC VITALITY

STRATEGIC FOCUS AREA #3

GENERAL RATIONALE FOR STRATEGIC THEME:

Our city has outgrown its status as a bedroom community. Our residents now demand the kinds of services and amenities that many other communities have and the ability to both live and work in Raymore. We want to foster a sense of pride and purpose when we encourage residents to shop local and have the needed retail, restaurant and services available to make that possible.

GOAL 3.1

CREATE A HEALTHY AND SUSTAINABLE ECONOMY.

Our ability to provide high-quality services and amenities depends on our local economy thriving year after year. We must be responsive and open to the changing needs of our residents when it comes to housing, retail and other private amenities.

Strategies

- 3.1.1 Expand the commercial tax base
- 3.1.2 Focus development strategies on opportunities that align with community priorities

GOAL 3.2

ENABLE RAYMORE RESIDENTS TO LIVE AND WORK IN THE COMMUNITY.

As our community continues to grow, our residents seek new opportunities to live and work in their own city. We need to ensure that we have a variety of workforce options and can provide educational tools to residents. We must also have the cultural amenities that make Raymore an attractive place to locate.

Strategies

- 3.2.1 Align workforce development efforts to match the skill needs of targeted industries and businesses
- 3.2.2 Pursue businesses and amenities that reinforce Raymore's positioning as a community for all ages
- 3.2.3 Create a culturally vibrant community
- 3.2.4 Provide quality, diverse housing options that meet the needs of our current and future community

GOAL 3.3

CULTIVATE A CLIMATE FOR PROSPEROUS BUSINESS GROWTH AND DEVELOPMENT.

It is important that our businesses feel as supported and connected as our residents do on a daily basis. As we begin to attract new development and commercial interest, we want to position Raymore as a community that is willing to be innovative and creative to ensure the needs of our residents and the business community are met.

Strategies

- 3.3.1 Market and promote Raymore as a community that is viable for development
- 3.3.2 Provide support to existing local businesses
- 3.3.3 Deliver streamlined customer service to the business community
- 3.3.4 Ensure capital improvements, City plans and City regulations support economic development priorities

HIGH-PERFORMING ORGANIZATION

STRATEGIC FOCUS AREA #4

GENERAL RATIONALE FOR STRATEGIC THEME:

To provide high-quality services and amenities to our residents, we must also provide the people working at City Hall with high-quality support and training to ensure they have the tools to do their jobs. We will prioritize quality customer service and strive to build a positive relationship with all residents who interact with our staff.

GOAL 4.1

PROVIDE EXCEPTIONAL SERVICE.

In order to uphold the trust and confidence placed in us by the citizens of Raymore, it is our responsibility to serve the interests of all people and provide the best service possible at all levels of our organization.

Strategies

- 4.1.1 Implement processes that allow those who contact the City to receive the information they need on the first try
- 4.1.2 Optimize the use of technology to improve services, efficiency and productivity
- 4.1.3 Continuously improve the City's governance processes

GOAL 4.2

DEVELOP A HIGH-QUALITY CITY WORKFORCE.

Retaining employees through training, recognition, and transparent career development will not be just a cost-effective strategy for maintaining a highly motivated city staff, but will also make people want to work for the City of Raymore.

Strategies

- 4.2.1 Position Raymore as an employer of choice in the region
- 4.2.2 Strengthen our environment of placing a priority on retaining employees
- 4.2.3 Enhance internal communication and employee engagement

GOAL 4.3

ENSURE FISCAL DISCIPLINE AND GOOD STEWARDSHIP OF PUBLIC RESOURCES.

It is important that we make the the right financial decisions to ensure that our budget is not just balanced each year - as it is - but that we are using taxpayer dollars responsibly and ethically. As part of this process we must do everything we can to demystify the budget and create a culture of open and transparent government.

Strategies

- 4.3.1 Develop and implement long-term funding strategies to support City operations and needs
- 4.3.2 Establish a strong connection between the budget and strategic plan
- 4.3.3 Demonstrate our dedication to ethical behavior and transparency to maintain the public trust

Continued on next page.

HIGH-PERFORMING ORGANIZATION (CONT.)

STRATEGIC FOCUS AREA #4 (CONT.)

GOAL 4.4

DEVELOP AND EXECUTE A COMMUNICATIONS PROGRAM FOR THE STRATEGIC PLAN.

The success of the Reimagine Raymore community conversations - and level of enthusiastic participation in the sessions - came from the fact that residents were able to provide input directly and were given instant feedback on their ideas. For the strategic plan to remain relevant to our residents, it will be important that we continue that spirit of open, honest and transparent community dialogue and communications.

Strategies

4.4.1 Establish regular, consistent venues of communications and community feedback on plan progress



FY18 WORK PLAN



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The following work plan is a comprehensive list created, by the Management Team, to work towards the goals of the Strategic Plan. The chart below will be updated annually and many of the items below are linked to the department goals. These action steps will be utilized in the future budget presentations to show performance measures as to how well each prior year goal was met and set goals for the following year. Each department looks to these action steps when creating their department requested budget.

The chart shows the strategic focus area, goals, proposed action steps, departments responsible, as well as the timeline identified.

Strategic Focus Area 1: Community Identity and Connections

Goal 1: Develop a compelling community identity and brand.

Strategy 1.1.1: Determine the desired image of Raymore		
Contract with a branding consultant to lead the City through the development of a comprehensive brand.	Communications Division	FY17-18
Commission and authorize an appropriate group of community stakeholders to work in coordination with the branding consultant.	Mayor and City Council	FY17-18
Strategy 1.1.2: Implement and promote the Raymore brand.		
Update visual brand elements throughout community, including on vehicles and signs	Communications Division	FY18
Strategy 1.1.3: Create opportunities for residents to personally engage with the City's brand		
Distribute City branded items to existing residents	Communications Division	FY18
Create a new resident packet with City branded items to all households.	Communications Division	FY18
Strategy 1.1.4: Promote and develop signature events and amenities		
Continue to provide financial and staff support for the initiatives proposed annually by the Arts Commission (tie to cultural vitality)	Mayor and City Council	Ongoing
Provide additional funding and staff support to enhance the existing special events presented by the Parks & Recreation Department	Mayor and City Council and Parks & Recreation Board	Ongoing

Goal 1.2: Enhance First Impressions of the Community.

Strategy 1.2.1: Create a physical environment that inspires a sense of pride		
Identify and prioritize high-impact public spaces and provide the resources to maintain them at a high standard	Building and Grounds, Public Works	FY17-18
Provide resources to continue to construct and maintain City amenities and infrastructure to the highest standards	Mayor and City Council	Ongoing
Strategy 1.2.2: Manage external impressions to position Raymore as a top community in the Kansas City metropolitan region.		
Develop and implement a compelling community brand that differentiates Raymore from other communities in the Metro (<i>See Goal 1</i>)	Communications Division	Ongoing
Make it a priority for City leaders and staff to be actively involved in state and regional committees and initiatives, serving in leadership positions when possible	Mayor and City Council & City Manager	Ongoing
Strategy 1.2.3: Provide exceptional service by implementing processes that allow those who contact us to receive the information they need on the first try.		
Develop a steering committee of first line customer service staff to identify opportunities for improvement and develop an action plan for addressing the identified needs	Administration	FY17-18
Provide extended customer service training to all city staff members	Human Resources	FY17-18 (annually)
Create an internal communications plan to keep city staff informed about city programs and initiatives beyond their base department (link)	Communications Division	Ongoing

Goal 1.3: Foster Opportunities for All Citizens to Feel Valued and Connected Within the Raymore Community.

Strategy 1.3.1: Communicate with residents in a way that is purposeful and expected		
Continue to provide residents with regular communication on a standard schedule through a variety of media	Communications Department	Ongoing
Provide information about City initiatives on a website that is intuitively designed	Communications Department	Ongoing
Improve the City's basic customer services processes to increase the opportunities for our customers to receive the information they need on the first try (<i>See Goal #2</i>)	Management Team	Ongoing

Strategy 1.3.2: Develop programs and amenities that meet the diverse needs of the present and future community		
Implement strategies established by the Community for All Ages Master Plan	Community Development	Ongoing
Implement strategies for designation as a Walk Friendly and Bike Friendly Community	Community Development	Ongoing
Accommodate all age groups through programs, facilities and infrastructure	Parks & Recreation, Public Works, Buildings & Grounds	Ongoing
Enhance community-oriented policing programs	Police Department	Ongoing
Strategy 1.3.3: Provide opportunities for residents to regularly be involved in and provide input about City functions		
Continue to conduct the ETC survey on a two-year cycle and utilize the results as part of the City's planning processes	Administration	Ongoing
Continue the Reimagine Raymore initiative by hosting an annual community conversation to seek feedback and inform	Administration	Ongoing
Make it a priority for City leaders and staff to be actively involved in city and regional organizations, and serve leadership positions as available (link)	Mayor and City Council & City Manager	Ongoing
Implement communication process to encourage public feedback across a variety of media	Communications Department	Ongoing
Strategy 1.3.4: Enhance internal communication and employee engagement		
Create an internal communications plan to keep city staff informed about city programs and initiatives beyond their department (link)	Communications Department	FY18
Continue to support the efforts of the Employee Relations Committee	Administration	Ongoing
Continue to conduct the employee satisfaction survey annually and utilize the results as part of the City's planning processes	Administration	Ongoing

Strategic Focus Area 2: Safe, Well-Designed and Beautiful Public Places

Goal 2.1: Set the standard for a safe and secure community.

Strategy 2.1.1: Maintain a high-caliber and community-oriented Police Department through citizen engagement and outreach		
Continue high visibility in residential areas, public and business spaces	Police Department	FY18
Cultivate more opportunities for outreach - police participation in neighborhood and community events	Police Department	FY18
Promote law enforcement educational programs	Police Department	FY18
Explore new and different possibilities for interaction in schools and with youth in the community	Police Department	FY 2018
Strategy 2.1.2: Enhance and strengthen emergency preparedness response and recovery plans across the organization in collaboration with other community and regional efforts.		
Expand citizen awareness regarding safety and emergency preparedness	Emergency Management, Police Department, Community Development	FY18
Strategy 2.1.3: Engage in education and regional partnerships that make our community safer and stronger.		
Actively participate in the risk management programs and committees provided by the City's insurance companies for City staff	All Departments	Ongoing
Explore new and enhance current MARC, MML, County & State opportunities	City Council, All Departments	Ongoing
Support professional training and development for staff	City Council, Management Team	Ongoing
Strategy 2.1.4: Review and expand strategies that promote and enforce building safety and code requirements		
Continue to perform an annual risk management inspection of City buildings and offices.	Community Development, Building & Grounds, Parks & Recreation, Risk Management Director	Ongoing
Create and maintain a transition plan for safety regulations and ADA standards.	Community Development, Building & Grounds, Parks & Recreation, Risk Management Director	FY18
Continue annual review of property maintenance and building codes	Community Development, Risk Management Director	Ongoing

Goal 2.2: Create a physical environment that inspires a sense of pride in public spaces.

Strategy 2.2.1: Develop plans and guidelines that communicate and encourage high standards		
Identify appropriate levels of service for maintenance of public buildings and grounds	Community Development, Building & Grounds, Parks & Recreation	FY18
Develop funding ideas for Council consideration for City facilities and park maintenance	Community Development, Building & Grounds, Parks & Recreation, Finance	FY18
Define department roles and staffing for maintenance of public facilities and parks	Community Development, Building & Grounds, Parks & Recreation	FY18
Strategy 2.2.2: Create and maintain a well-connected transportation network		
Implement strategies for designation as a Walk Friendly Community.	Community Development, Public Works, Parks & Recreation, Police	FY18
Explore alternative modes of transportation	Community Development, Public Works	FY18
Explore opportunities for bike lanes on existing roadways	Community Development, Public Works, Parks & Recreation	FY18
Strategy 2.2.3: Value and protect natural resources and green spaces		
Explore a tree preservation policy/ordinance	Tree Board, Parks & Recreation	FY18
Explore opportunities to expand and enhance water quality treatment requirements related to development and redevelopment.	Public Works, Community Development, Parks & Recreation	FY18
Enhance preservation and improvement efforts for greenways and linear parks	Parks & Recreation, Public Works	FY18
Develop outreach and education giving residents the tools to improve privately owned streams and waterways	Public Works, Community Development, Parks & Recreation	FY18

Goal 2.3: Improve safety for all modes of travel throughout the community.

Strategy 2.3.1: Incorporate new technology and practices to develop safer pedestrian walkways and trails		
Expand audible crossing signals at major intersection	Public Works,	FY18
Explore signalized pedestrian crossings along major roadways	Public Works	FY18
Enhance the use of best practices to improve safety on pedestrian walkways in the park system	Parks & Recreation	FY18
Increase enforcement activity and presence in areas of high pedestrian use	Police	FY18

Explore GIS mapping for all trails, parking lots and pedestrian walkways in the Parks system	Community Development, Parks & Recreation, Police	FY18
Strategy 2.3.2: Increase community-wide participation in driving/pedestrian safety programs		
Grow education initiatives aimed at the safe use of pedestrian system	Communications, Public Works	FY18
Grow useage of the Driver's' Education program for new and experienced drivers	Police	FY18
Develop regular public safety/emergency management updates for public education through multiple community outreach efforts	Police, Emergency Management, Communications	FY18
Strategy 2.3.3: Strengthen development and maintenance of streets, trails and pedestrian pathways		
Enhance the use of lighting of streets, trails, pedestrian paths and gathering spaces	Public Works, Parks & Recreation	FY18
Establish a wayfinding program to guide residents and visitors to City facilities/parks	Communications, Community Development	FY18
Develop a park trail and parking lot maintenance program	Parks & Recreation, Public Works	FY18
Update the pavement management program	Public Works	FY20

Strategic Focus Area 3: Economic Vitality

Goal 1: Create a healthy and sustainable economy.

Strategy 3.1.1: Expand the commercial tax base		
Identify and recruit a diverse array of commercial businesses	Economic Development Team	FY18
Cultivate relationships with commercial real estate developers, brokers and other design professionals.	Economic Development Team	FY18
Use and enhance features of the community that retailers find attractive	Economic Development Team	FY18
Strategy 3.1.2: Focus development strategies on opportunities that align with community priorities		
Use targeted retailers list from retail recruitment plan.	Economic Development Team	FY18
Target specific sites for real estate development and redevelopment	Economic Development Team	FY18
Prepare a marketing strategy for available sites and buildings	Economic Development Team	FY18

Explore opportunities for redevelopment of blighted (distressed) properties	Economic Development Team	FY18
Focus business recruitment strategies on opportunities that align with community priorities	Economic Development Team	FY18
Attract and cultivate a variety of new industries and businesses to the community	Economic Development Team	FY18

Goal 3.2: Enable Raymore residents to live and work in the community

Strategy 3.2.1: Align workforce development efforts to match the skill needs of targeted industries and businesses		
Understand the existing regional labor market	Economic Development Team	FY17-18
Create programming around the current workforce and targeted business sectors for improvement	Economic Development Team	FY18
Increase diversity in job types/sectors (not just minimum wage)	Economic Development Team	FY18
Partner with educational and workforce training institutions	Economic Development Department	FY18
Strategy 3.2.2: Pursue businesses and amenities that reinforce Raymore’s positioning as a community for all ages		
Align business attraction efforts to the dominant demographic sectors of the community	Economic Development Team	FY18
Build a relationship with new developers that can meet the needs of the dominant demographic sectors of the community	Economic Development Team	FY18
Strategy 3.2.3: Create a culturally vibrant community (linked to Focus Area 1.2)		
Explore the creation of town centers that meet a variety of needs	Economic Development	FY18-19
Explore how public art and other cultural amenities can be integrated into development/redevelopment	Economic Development, Community Development, Communications	FY18-19
Strategy 3.2.4: Provide quality, diverse housing options that meet the needs of our current and future community		
Fully assess the local housing market to identify gaps and opportunities	Economic Development, Community Development	FY18
Engage with residential developers that offer diverse housing options	Economic Development, Community Development	FY18

Goal 3.3: Cultivate a climate for prosperous business growth and development.

Strategy 3.3.1: Market and promote Raymore as a community that is viable for development		
Customize new local incentives that directly aid the City’s business recruitment strategies	Economic Development Team	Ongoing
Review current incentive policies regularly for market viability and competition.	Economic Development Team	Ongoing
Assess the business climate in Raymore	Economic Development, Community Development, City Clerk, Finance	FY18
Strategy 3.3.2: Provide support to existing local businesses		
Customize local incentives that directly aid the City’s business retention & expansion strategies	Economic Development Team,	Ongoing
Support a growing business retention and expansion (BRE) program	Economic Development, Communications, Mayor & Council	FY18
Increase collaboration within community business network	Economic Development Team	Ongoing
Identify and develop entrepreneurs that will locate business in Raymore	Economic Development Team	Ongoing
Identify and develop small business trainings for Raymore businesses	Economic Development, Community Development	Ongoing
Strategy 3.3.3: Deliver streamlined customer service to the business community		
Critically review the City’s processes/procedures related to business	Economic Development, Community Development, City Clerk, Communications	FY18
Implement and communicate the recommendations of the review	Economic Development Team, Communications	Ongoing
Strategy 3.3.4: Ensure capital improvements, City plans and City regulations support economic development priorities		
Develop recommendations to City Council, boards and commissions that consider economic development priorities	Management Team, Development Review Committee	Ongoing
Economic Development priorities are given consideration on all City project and plan reviews.	Management Team, Development Review Committee	Ongoing

Strategic Focus Area 4: High-Performing Organization

Goal 4.1: Provide exceptional service.

Strategy 4.1.1: Implement processes that allow those who contact the City to receive the information they need on the first try		
Create new user-friendly phone and online systems	IT, Communications	FY18
Implement regular internal customer service training	Management Team	FY18
Establish an internal customer service advisory group from current staff	Administration, Human Resources	FY17-18
Strategy 4.1.2: Optimize the use of technology to improve services, efficiency and productivity		
Identify City processes that could benefit from the use of additional technology	Management Team	Ongoing
Create a plan for budgeting to implement the identified technology improvements	IT/City Council	Ongoing
Establish standards for regularly reviewing and improving the City's website	Communications	FY18
Strategy 4.1.3: Continuously improve the City's governance processes		
Create an organizational culture that places a high priority on exploring & providing innovative ideas	City Manager/City Council	Ongoing
Develop a schedule for annual elected/appointed member training to provide education on City processes, resources available, etc.	City Manager, Management Team	Ongoing
Host an annual brainstorming event to identify areas of "red tape" within City processes and solutions to address them	City Manager	Ongoing
Encourage and provide access for individual professional development opportunities for elected/appointed members	City Manager, Management Team	Ongoing

Goal 4.2: Develop a high-quality City workforce.

Strategy 4.2.1: Position Raymore as an employer of choice in the region		
Conduct Regular Salary Surveys	HR, Outside sources	Internal - Annually External - Every five to six years

Provide a competitive benefits package	Administration, HR	Review annually as part of the budget process
Develop specific and distinct recruiting strategies for each open position	HR, Communications	Ongoing as positions become open
Use ERC as a method to communicate and promote employee benefits within the organization	HR, Administration, Communications	Ongoing
Strategy 4.2.2: Strengthen our environment of placing a priority on retaining employees		
Continue to support the work of the Employee Relations Committee	City Manager/HR	Ongoing
Conduct an Annual Employee Survey	HR	Ongoing
Develop a campaign to communicate the values and employment opportunities with the City	Management Team	FY18
Develop a process that introduces new employees to the values of the organization	HR, ERC	FY18
Strategy 4.2.3: Enhance internal communication and employee engagement		
Ongoing employee outreach	ERC, HR, Communications	FY18

Goal 4.3: Ensure fiscal discipline and good stewardship of public resources

Strategy 4.3.1: Develop and implement long-term financial strategies to support City operations and needs		
Regularly review and revise as necessary the current financial policies and practices.	Finance, Management Team	Ongoing
Develop and implement a long-term financial plan that addresses expenses projected over a five year period.	Finance, Department Heads	Ongoing
Develop and implement a long-term financial plan that identifies existing and potential revenues necessary to support the long-term expenditure plan.	Finance/Administration	Ongoing
Strategy 4.3.2: Establish a strong connection between the budget and strategic plan		
Create the annual budget using the overall strategic plan as the base.	Finance, Department Heads	Ongoing
Promote and outline the departmental connections to the strategic plan and action steps.	Finance, Department Heads	Ongoing

Regularly review and implement suggested revisions of the budget to improve communications.	Finance/Administration, Communications	Ongoing
Create the annual budget using input from both internal and external stakeholders.	All Departments	Ongoing
Strategy 4.3.3: Demonstrate our dedication to ethical behavior and transparency to maintain the public trust		
Develop a comprehensive communications plan to better coordinate and focus the information currently contained in the Weekly Report, The Queue, and the department monthly reports	Communications	FY18
Develop a coordinated communications effort for reports from City Council, boards and commissions.	Communications, Parks & Rec, Community Development	FY18

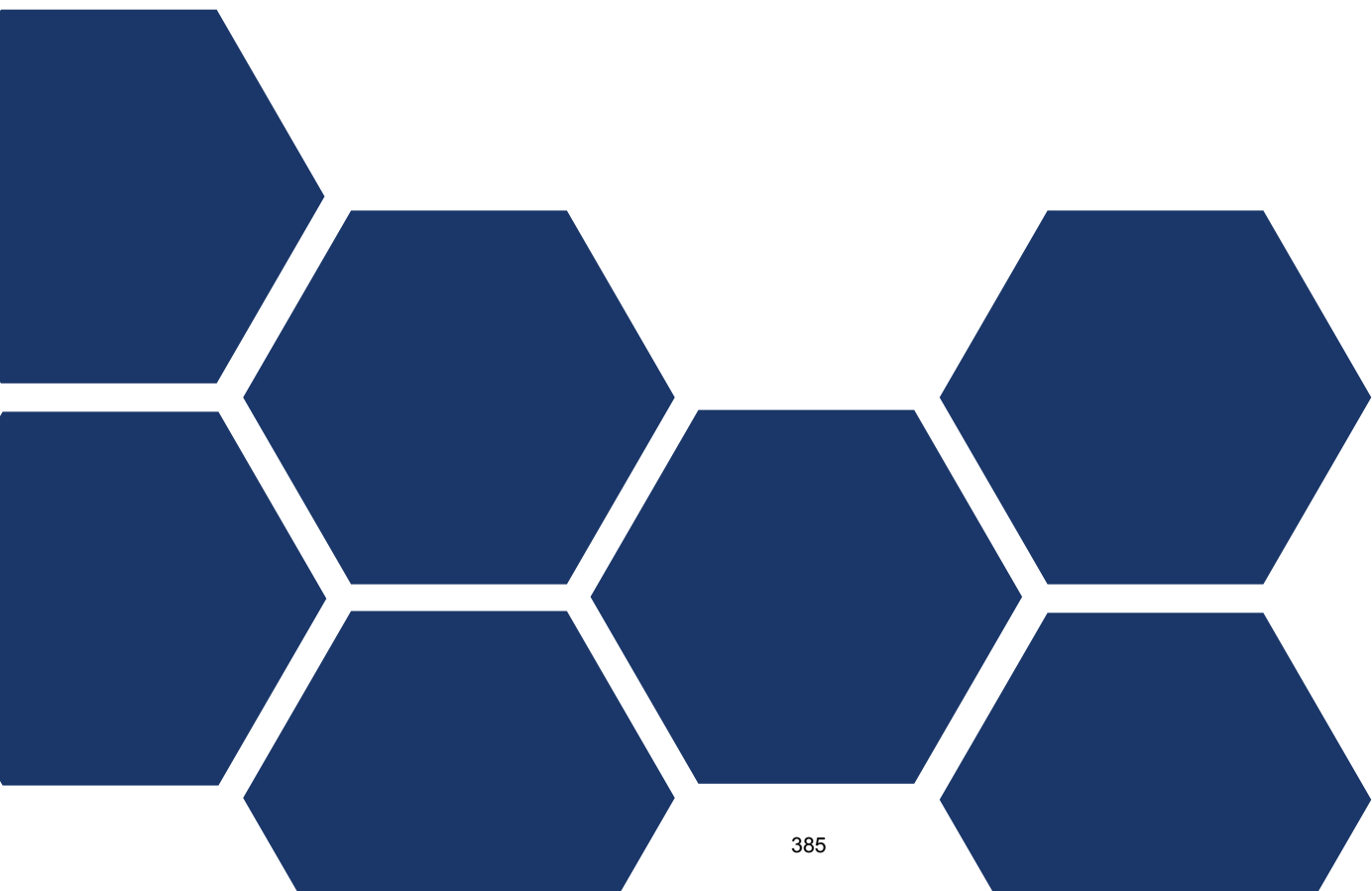
Goal 4.4: Develop & execute implementation and communications plan for the strategic plan

Strategy 4.4.1: Establish regular, consistent venues of communications and community feedback on plan progress		
Develop easy-to-understand annual report card on progress of strategic plan to be reviewed by Council and published to residents.	Communications	FY17-18
Develop web and email communications dedicated to strategic plan to provide constant updates on plan projects.	Communications	FY18
Develop internal communications procedures and controls to promote initiatives to staff	Communications	FY17-18



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BUDGET GLOSSARY





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ACCOUNT NUMBER - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required information.

ACCRUAL BASIS ACCOUNTING - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the accounting period in which they are incurred.

ACTIVITY - Departmental efforts that contribute to the achievement of a specific set of program objectives; this is the smallest unit of the program budget.

ADVANCED REFUNDING - A bond issuance used to pay off another outstanding bond. The new bond will often be issued at a lower rate than the older outstanding bond. A bond issuance in which new bonds are sold at a lower rate than outstanding ones. The proceeds are then invested, and when the older bonds become callable they are paid off with the invested proceeds. Advance refunding is most often used by governments seeking to postpone their debt payments to the future instead of having to pay off a large amount of debt in the present. Municipal bonds are traditionally exempt from federal tax, but if a municipal bond is issued in an advance refunding it is no longer tax exempt. This is because municipal bonds tend to have lower rates, and municipalities could potentially use advance refunding to issue unlimited amounts of debt at low rates and invest in higher rate investments.

ADVERSE OPINION – term used when an auditor

reports that the financial statements do not present fairly the financial position, results of operations, or changes in financial position or are not in conformity with GAAP. The auditor must provide the reasons for the adverse opinion in the audit report.

AD VALOREM - Latin term meaning “value of”. Refers to the tax assessed against real property (land and buildings) and personal property (equipment, vehicles, & furniture).

ALLOT - To divide an appropriation into specific line item amounts that can be encumbered or expended during a budget period.

AMORTIZATION OF DEBT - The annual reduction of principal through the use of serial bonds or term bonds with a sinking fund.

ANNUALIZE - Budget technique whereby expenditures for part of a year are projected forward for a full year for the purpose of preparing an annual budget.

APPRAISED VALUE - An estimate of the property value for the purposes of taxation. The Cass County Assessor establishes appraised values for all taxable property.

APPROPRIATION - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.

APWA – The American Public Works Association exists

to develop and support the people, agencies, and organizations that plan, build, maintain, and improve our communities. Working together, APWA and its membership contribute to a higher and sustainable quality of life.

ARCIMS – Arc Internet Map Server.

ARRA MONEY – American Recovery and Reinvestment Act Money – Stimulus funding for economic recovery passed February 13, 2009 and implemented during the Obama administration.

ARBITRAGE - The interest rate differential that exists when proceeds from a municipal bond - which is tax-free and carries a lower yield - are invested in taxable securities with a yield that is higher. The 1986 Tax Reform Act made this practice by municipalities illegal solely as a borrowing tactic, except under certain safe-harbor conditions..

ASSESSED VALUE - The value of property for tax levy purposes. The assessed value is set by the Cass County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

ASSESSMENT RATIO - The ratio at which the tax rate is applied to the tax base.

ASSET - Resources held or owned by a government which have on-going value - that is, they benefit more than one accounting period.

AUTHORIZED POSITIONS - The number of employee positions authorized in the budget, some of which may be filled during the course of the budget year.

AVAILABLE (UNDESIGNATED) FUND BALANCES - The funds remaining from prior years activity that are available for appropriation in the current budget year.

BALANCED BUDGET – A budget in which the expenditures incurred during a given period are

matched by revenues. A budget is balanced when current expenditures are equal to receipts. The City of Raymore follows city code Section 11.3 The budget shall provide a complete financial plan of all City funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the Council may require. In no event shall the total proposed expenditures exceed the estimated revenues to be received plus any unencumbered cash reserves estimated to be on hand at the beginning of the ensuing fiscal year.

BASE BUDGET - The cost of continuing the existing level of services in the current budget year.

BASIS POINT - A unit that is equal to 1/100th of 1%, and is used to denote the change in a financial instrument. The basis point is commonly used for calculating changes in interest rates, equity indexes and the yield of a fixed-income security. The relationship between percentage changes and basis points can be summarized as follows: 1% change = 100 basis points, and 0.01% = 1 basis point.

BERP – Building and Equipment Replacement Program. A method by which monies are set aside in the budgetary process for the replacement of capital building and equipment replacement.

BOND - A written promise to pay a specified sum of money (the face or principal value of the bond), at a specified date or dates in the future (the maturity date), along with interest at a specified rate.

BOND COUNSEL - A lawyer who writes an opinion on the bond or note as to its tax exempt status and the authenticity of its issuance. In theory their opinion is meant to assure the bond investor, but they are paid by the issuer so it is not clear who their real client is.

BONDED DEBT - That portion of City debt represented by outstanding bonds.

BOND DISCOUNT – The amount below face value at which a bond is issued, generally when the interest rate on the bond is below the prevailing market

interest rate, and/or the bond has a long maturity period.

BOND PREMIUM – The amount in excess of face value (maturity value) at which a bond is issued, generally when the interest rate on the bond exceeds the market rate or has a short maturity period.

BOND RATING – The calculation of the probability that a bond issue will go into default, by measuring risk and therefore impacts the interest rate the bond is issued at.

BOND REFINANCING - The payoff of old bonds and the re-issuance of new bonds in order to obtain better interest rates and/or better bond conditions.

BUDGET – A financial plan, for a specified period of operations that matches all planned revenues and expenditures with the services to be provided by the City. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

BUDGET ADJUSTMENT - Changes to the current budget on a departmental level that will not change the overall fund budget. These changes do not require council approval

BUDGET AMENDMENT - Changes to the current budget on any level that will change the overall fund budget. These changes require council approval.

BUDGET BASIS - The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, cash, or modified accrual.

BUDGET CALENDAR - The schedule of key dates that the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT - The written instrument used by City to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE - The opening section of the budget presented by the City Administrator, Finance Director or Budget Director, which presents the City Council and the Citizens of Raymore with highlights of the most important aspects of the budget.

BUDGET ORDINANCE - The official enactment by the City Council to approve the budget as presented that authorizes staff to obligate and spend revenues.

BUDGETARY CONTROL - The control or management of the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

CAD – Computer Aided Design.

CAFR - Comprehensive Annual Financial Report. The official annual report of a government.

CAPITAL ASSETS - Assets of significant value and having a useful life of several years. Capital Assets are also called fixed assets.

CAPITAL BUDGET - The appropriation of resources for the acquisition and construction of capital assets. It is also a plan of proposed acquisitions and replacements of long-term assets and their financing and is generally developed using one of several techniques such as the payback method, net present value method or the internal rate of return method.

CAPITAL EXPENDITURE – An outlay charged to a long-term asset account that either adds a fixed asset unit or increases the value of an existing fixed asset.

CAPITAL IMPROVEMENTS - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; also referred to as infrastructure. Note: the City of Raymore generally uses this term to include real property, improvements to real property and infrastructure.

CAPITAL IMPROVEMENTS PROGRAM - A plan for capital improvements to be incurred each year over a set number of years to meet long term capital needs of the government.

CAPITAL OUTLAY – Expenditures for the acquisition of capital assets which have a value of more than \$5000 and have a useful economic life of more than one year. (see CAPITAL EXPENDITURE) Note: the City of Raymore generally uses this term to include tangible personal property such as vehicles and equipment.

CAPITAL PROJECTS FUND - A fund created to account for the financial resources to be used for the acquisition or construction of major capital facilities or equipment.

CASH BASIS ACCOUNTING – The method of accounting under which revenues are recorded when received and expenditures are recorded when paid.

CCA – Certified Court Administrator.

CERTIFICATE OF DEPOSIT (CD) – A negotiable or nonnegotiable receipt for moneys deposited in a bank or other financial institution for a specified period at a specified rate of interest.

CERTIFICATE OF PARTICIPATION (COPS) - A certificate showing participation through ownership of a “share” of lease payments or lease-purchase agreement. Usually made between a municipality and an equipment vendor. While these certificates are similar to bonds, they are secured solely by the lease or rental revenues accruing to the municipality/ agency issuing the certificates have maturities and are paid in a manner parallel to the process involved in the execution and administration of bonds.

CEU – Continuing Education Unit.

CFE – Certified Fraud Examiner.

CHARGES FOR SERVICES - Revenue derived by charging a fee only to the specific user of the service.

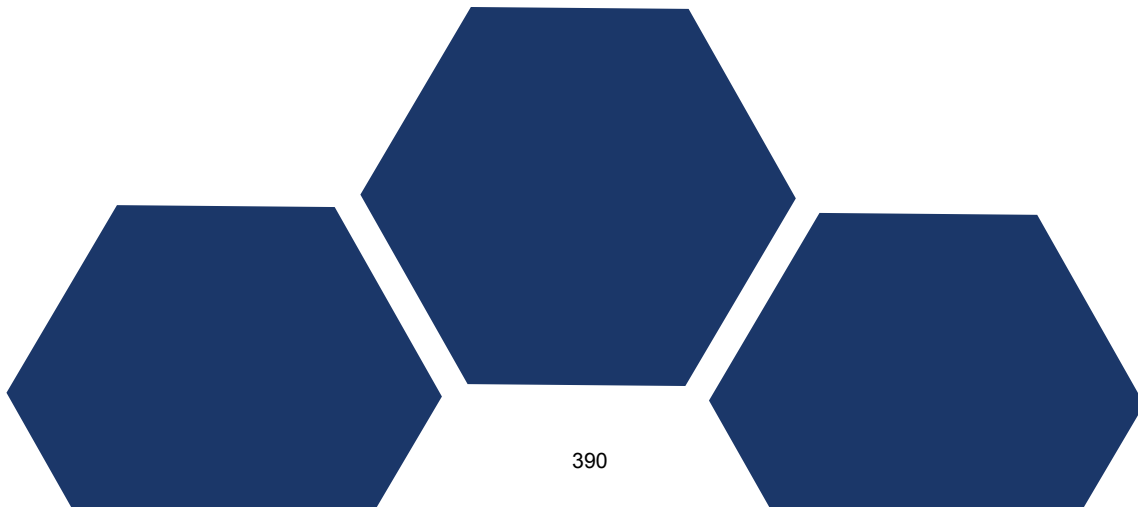
CID (COMMUNITY IMPROVEMENT DISTRICT)
- A Community Improvement District may be either a political subdivision or a not-for-profit corporation. CID's are organized for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the district.

CITY COUNCIL – The governing body elected by the citizens of a municipality to provide policy direction for the operations of the city. Currently, for the City of Raymore, this consists of a Mayor who is elected at large and 8 Council Members who are elected from four wards – two Council Members per wards.

COMMODITIES - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, and asphalt.

COMPETITIVE BID – The used of a sealed bid process where the bid contains the price and terms offered by the vendor for the good or service sought by the purchaser who awards the bid based on the best qualifications, price and terms.

CONSTANT (OR REAL) DOLLARS - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point of time in the past.



CONSUMER PRICE INDEX (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. This index is used as a measure of the increase in the cost of living (economic inflation).

CONTINGENCY RESERVE - A budgetary reserve set-aside for emergencies or unforeseen expenditures not included in the budget.

CONTRACTUAL SERVICES – Contractual services are professional fees for legal counsel, advertising, auditing, testing, service and equipment rentals, education, training and travel expenses.

COVENANT - A legally binding commitment by the issuer of municipal bonds to the bondholder. An impairment of a covenant can lead to a Technical Default. With respect to municipal bonds, covenants are generally stated in the bond contract.

CPA – Certified Public Accountant

CPE – Continuing Professional Education.

CSR – Code of State Regulations. The regulations derived from state statute used to operated the various departments and offices of state government. The State’s policy and procedures manual.

CURRENT TAXES - Taxes levied and due within a one-year period, in relation to real and personal property taxes.

DARE – Drug Abuse Resistance Education

DEBT RATIO - The ratio of the issuer’s general obligation debt to a measure of value, such as real property valuations, personal income, general fund resources, or population.

DEBT SERVICE - Required payments for principal and interest.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of long term debt principal and interest.

DEBT SERVICE RESERVE FUND - A bank trustee account established by the trust indenture and used as a backup security for an issuer’s bonds. It usually amounts to one year’s debt service, and can be drawn on by the Trustee in the event of an impairment of the Trust indenture.

DEDICATED TAX - Taxes that are levied to support a specific government program or purpose. For example, a 1% sales tax for park maintenance can only be used to cover the expenses to maintain an entity’s parks.

DEFEASANCE - Termination of the rights and interests of the bondholders and of their lien on the pledged revenues in accordance with the terms of the bond contract for the prior issue of bonds. Defeasance usually occurs in connection with the refunding of an outstanding issue before the final payment, or provision for future payment, of principal and interest on a prior issue.

DELINQUENT TAXES - Taxes that remain unpaid after the due date and which have penalty and interest attached. In Missouri, tax statements are mailed in November and are due by December 31.

DEMAND DEPOSIT – Accounts with financial institutions or cash management pools where cash may be deposited or withdrawn at any time without prior notice or penalty.

DEPARTMENT - A major administrative organization unit of the City that includes management responsibility for one or more operating divisions.

DEPRECIATION - The process of recognizing the physical deterioration of assets over a period of time. All assets are assigned an estimated life when purchased and a portion of the purchase price is charged off each year in recognition of wear and tear. Depreciation is recorded only in enterprise funds for the purpose of calculating net income for such funds.

DEVELOPMENT FEES - Those fees generated by building, development and growth in a community. Included are building permits, site plan review fees, zoning, planning, and subdivision fees.

DISCOUNT - The amount of dollars by which market value of a bond is less than par value or face value.

DISCOUNT BONDS - Bonds which sell at a dollar price below par in which case the yield would exceed the coupon rate. The difference between the discount price and the maturity price is subject to federal capital gains tax except in the case of Original Issue Discount Bonds, which are tax exempt.

DISCOUNT NOTE - Non-interest-bearing note sold at a discount and maturing at par. A U.S. Treasury Bill is a discount note.

DISBURSEMENT - The expenditures of money from an account.

DIVISION - An organization unit of the City that indicates management responsibility for a specific activity.

DOR - Department of Revenue. The department responsible for the collection, audit and distribution of taxes, titling and registering motor vehicles and licensing drivers.

DRC - Development Review Committee.

EATS - Economic Activity Taxes. The increase in economic activity taxes or sales taxes generated by the redeveloped within a TIF area. The difference between the original sales tax revenues of the area and the new sales tax revenues after redevelopment is EATS and is proportionately used to pay on the TIF Bonds used for the redevelopment of the area. Generally, in the State of Missouri, 50% of the difference is designated for repayment.

EMPLOYEE (OR FRINGE) BENEFITS - Contributions made by a government to meet commitments or obligations for employee benefits. Included is the government's share of Social Security

and various pension, life, and medical plans.

ENCUMBRANCE - The commitment of funds to purchase an item or service. To encumber funds means to set aside funds to pay future cash expenditures.

ENTERPRISE FUND ACCOUNTING - Accounting used for government operations that are financed and operated in a manner similar to business enterprises and for which preparation of an income statement is desirable.

ESCROW FUND - A fund that contains monies that only can be used to pay debt service.

EXPENDITURES - A decrease in the net financial resources of the City due to the acquisition of goods or services.

EXPENSE - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest and other charges.

FASB - Financial Accounting Standards Board. A nongovernmental body with the authority to promulgate Generally Accepted Accounting Principles (GAAP) and reporting practices. These are published in the form of FASB Statements. Practicing CPAs are required to follow the FASB pronouncements in the accounting and financial reporting functions. The FASB is independent of other companies and professional organizations.

FEASIBILITY STUDY - A report of the financial practicality of a proposed project and financing thereof, which may include estimates of revenues that will be generated and a revenue of the physical operating, economic or engineering aspects of the proposed project.

FEDERAL HOME LOAN MORTGAGE CORPORATION (FHLMC) - publicly chartered agency that buys qualifying residential mortgages from lenders, packages them into new securities backed by those pooled mortgages, provides certain guarantees, and then resells the securities on the open market. The corporation's stock is owned by savings institutions

across the U.S. and is held in trust by the Federal Home Loan Bank System. Nicknamed "Freddie Mac," it has created an enormous secondary market, which provides more funds for mortgage lending and allows investors to buy high yielding securities backed by federal guarantees.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA) - publicly owned, government-sponsored corporation chartered in 1938 to purchase mortgages from lenders and resell them to investors. Nicknamed "Fannie Mae," the corporation mostly packages mortgages backed by the Federal Housing Administration, but also sells some non-governmentally backed mortgages. These blocks are bought and sold by investors.

FEMA – Federal Emergency Management Agency

FIDUCIARY FUNDS – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds and agency funds. [SGAS 34]

FINANCIAL ADVISOR – A professional advisor offering financial counsel. The advisor can either earn commissions on the products they sell or they charge fees for their services and sell no products. Generally a bank, investment-banking company or independent consulting firm that advises the issuer on all financial matters pertaining to a proposed issue and is not part of the underwriting syndicate.

FINANCIAL ACCOUNTING FOUNDATION (FAF) – The institution that funds the FASB and appoints its members. Founded in 1972, the FAF is composed of nine trustees chosen by the board of directors of the American Institute of Certified Public Accountants(AICPA).

FISCAL AGENT - Also known as the Paying Agent, the bank, designated by the issuer, to pay interest and principal to the bondholder.

FINES & FORFEITURES - Revenues generated

from fines and penalties levied for commission of statutory offenses and violations of City Ordinances.

FISCAL POLICY - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FISCAL YEAR - A 12-month period to which the annual operating budget applies. The City of Raymore operates on a fiscal calendar year basis of November 1 through October 31.

FRANCHISE FEE - A fee paid by public service utilities for use of public right-of-way to deliver their services. The City currently has franchise agreements in place for Electric, Natural Gas, Telephone, and Cable services.

FULL FAITH AND CREDIT - A pledge of a government's taxing power to repay debt obligations.

The pledge of "the full faith and credit and taxing power without limitation as to rate or amount." A phrase used primarily in conjunction with General Obligation bonds to convey the pledge of utilizing all taxing powers and resources, if necessary, to pay the bondholders.

FULL-TIME EQUIVALENT POSITION (FTE) - A way to measure an employee's productivity or involvement in an activity or project. It is generally calculated as how a part-time position in an activity or project is converted to the decimal equivalent of a full-time position based on 2,080 hours of work per year. For example, a part-time clerk working 20 hours per week would be the equivalent to .5 of a full time position.

FUND - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government functions.

FUND BALANCES - The excess of assets over liabilities and reserves.

GAAP - Generally accepted accounting principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles. In the audit report, the CPA must indicate that the client has followed GAAP on a consistent basis.

GAAS – Generally Accepted Auditing Standards. Rules and guidelines promulgated by the AICPA's Auditing Standards Board which are followed by CPAs in the preparation and performances of financial statement audits. A CPA who does not conduct an examination in accordance with GAAS can be held in violation of the AICPA's Code of Professional Ethics and face legal action by affected parties.

GAO – General Accounting Office. An agency established to assist Congress in its oversight of the executive branch and to serve as the independent legislative auditor of the federal government.

GASB - Government Accounting Standards Board. The organization that formulates accounting standards for governmental units.

GASB 34 – The comprehensive changes in state and local government financial reporting issued by GASB in June, 1999. It required significant changes in an entity's reporting of Financial Statements and in Management's Discussion and Analysis for State and Local Governments. It requires that governmental entities present 1) government wide financial statements that are based on the accrual accounting basis and the flow of all economic resources and 2) governmental funds financial statements continue to be presented based on the modified accrual accounting basis and the flow of current financial resources.

GENERAL FUND - The fund used to account for all financial resources of the City except those required to be accounted for in a separate fund.

GENERAL OBLIGATION BOND – Municipal bonds backed by the full faith and credit (which includes the taxing and further borrowing power) of a municipality. It is repaid with the general revenue

of the municipality, such as property taxes and sales taxes.

GFOA - Government Finance Officers Association. Professional organization of governmental financial personnel and associated interested individuals that provide assistance, training and guidance to governments in the areas of accounting, audit, cash management, internal controls, debt management and general finance.

GIS – Geographic Information Systems. A technology that is used to view and analyze data from a geographic perspective and is considered a piece of an organization's overall information system framework. GIS links location to information (such as people to addresses, buildings to parcels, or streets within a network) and layers that information to give you a better understanding of how it all interrelates.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) – the organization that formulates accounting standards for governmental units. It is under the auspices of the Financial Accounting Foundation.

GOVERNMENTAL FUNDS– Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue fund, debt service fund, capital projects funds, and permanent funds.

GPS – The Global Positioning System (GPS) is a satellite-based navigation system made up of a network of 24 satellites placed into orbit by the U.S. Department of Defense.

GRANT - A contribution by a government or other organization to support a specific function or operation.

HVAC – (Heating, Ventilation, and Air Conditioning) refers to technology of

indoor or automotive environmental comfort. HVAC system design is a major subdiscipline of mechanical engineering, based on the principles of thermodynamics, fluid mechanics, and heat transfer.

INDUSTRIAL DEVELOPMENT BONDS - (IDBs) also called Industrial Revenue Bonds (IRBs). Used to finance facilities for private enterprises, water and air pollution control, ports, airports, resource-recovery plants, and housing, among others. The bonds are backed by the credit of the private corporation borrower rather than by the credit of the issuer. Also known as Conduit Bonds. Private purpose bonds are limited by federal law to \$50 times the state's population on an annual basis.

INTERFUND TRANSFERS - Transfer of resources between two funds of the same governmental unit.

INTEREST EARNINGS - Revenue derived from the investment of cash on hand during the year in securities as specified by the City investment policy.

INTERGOVERNMENTAL REVENUE - Revenue received from Federal, State or local government bodies. Includes payment from other taxing authorities such as a School District.

INTERNAL CONTROL – an integral component of an organization's management that provides reasonable assurance that the following objectives are being achieved: 1) effectiveness and efficiency of operations; 2) reliability of financial reporting and 3) compliance with the applicable laws and regulations.

ITS – Information Technology Services..

LAPSING APPROPRIATION - An appropriation that expires after a set period of time, generally for the term of the budget year. At the end of the specified period, any unencumbered or unexpended balance lapses.

LEGAL OPINION - A written opinion from bond counsel that an issue of bonds was duly authorized and issued. The opinion usually includes the statement, "interest received thereon is exempt from federal taxes and, in certain circumstances, from state and

local taxes."

LETTER OF CREDIT - A form of supplement or, in some cases, direct security for a municipal bond under which a commercial bank or private corporation guarantees payment on the bond under certain specified conditions.

LEVEL DEBT SERVICE - Principal and interest payments that, together, represent more or less equal annual payments over the life of the loan. Principal may be serial maturities or sinking fund installments.

LEVY - The imposition or collection of an assessment of a specified amount for the support of government activities. The Levy amount for the City of Raymore is \$0.4685 for the General Fund, \$0.1261 for the Park Fund and \$0.7170 for the Debt Service Fund.

LICENSES, PERMITS, & FEES - Revenues collected by the City from individuals or business concerns for rights or privileges granted by the City.

LINE ITEM BUDGET - Budget that is prepared on the basis of individual accounts of what is to be spent such as office supplies, paper supplies, or equipment maintenance.

LONG TERM DEBT - Debt that is repaid over a period of time longer than one year.

MAINTENANCE - All materials or contract expenditures used for repair and upkeep of City buildings, equipment, systems, or land.

MACA – Missouri Association of Court Administrators.

MARC – Mid-America Regional Council. Serves as the association of city and county governments and the metropolitan planning organization for the bi-state Kansas City region.

MARCIT - Mid-America Regional Council Insurance

Trust. Provides insurance and loss prevention services to members of MARC.

MATERIALS & SUPPLIES - Expendable operating supplies necessary to conduct daily departmental activity.

MERP - (MIS Equipment Replacement Program) A planning tool used to set aside funds to maintain and replace machinery and information system equipment.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recognized in the period in which they become both available and measurable. Expenditures are recognized in the period in which a liability is incurred.

MUNICIPAL BOND - Bonds issued by any of the 50 states, the territories and their subdivisions, counties, cities, towns, villages and school districts, agencies, such as authorities and special districts created by the states, and certain federally sponsored agencies such as local housing authorities. Historically, the interest paid on these bonds has been exempt from federal income taxes and is generally exempt from state and local taxes in the state of issuance. There are approximately \$1.3 trillion municipal bonds outstanding and they generate about \$50 billion tax-free interest income each year.

MUTCD - The Manual on Uniform Traffic Control Devices, or MUTCD defines the standards used by road managers nationwide to install and maintain traffic control devices on all public streets, highways, bikeways, and private roads open to public traffic. The MUTCD is published by the Federal Highway Administration (FHWA) under 23 Code of Federal Regulations (CFR), Part 655, Subpart F.

NACM - National Association of Court Management.

NPDES - National Pollutant Discharge Elimination System. Part of the EPA (Environmental Protection Agency) Act that requires state and federal permitting and oversight of the City's storm sewer system.

NET ASSET VALUE (NAV) - The market value of all the bonds in a mutual fund portfolio divided by all the outstanding shares.

NET BONDED DEBT - Gross general obligation debt less self-supporting general obligation debt, housing bonds, water revenue bonds, etc..

NET INTEREST COST (NIC) - Generally speaking, issuers award competitive bond sales to the underwriter bidding the lowest NIC. It represents the average coupon rate weighted to reflect the time until repayment of principal and adjusted for the premium or discount.

NET REVENUE AVAILABLE FOR DEBT SERVICE - Usually, gross operating revenues of an enterprise less operating and maintenance expenses but exclusive of depreciation and bond principal and interest. Net revenue as thus defined is used to determine coverage on revenue bond issues.

NID - Neighborhood Improvement District, A Neighborhood Improvement District (NID) may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID.

OFFICIAL STATEMENT (OS) - A document (prospectus) circulated for an issuer prior to a bond sale with salient facts regarding the proposed financing. There are two OSs, the first known as the preliminary, or "red herring" - so named not because it smells but because some of the type on its cover is printed in red - and it is supposed to be available to the investor before the sale. The final OS must be sent to the purchaser before delivery of the bonds.

OPERATING BUDGET - That portion of the annual budget that provides a financial plan for the daily operations of government. Excluded from the operating budget are capital project expenditures that are accounted for in the Capital Projects Budget portion of the annual budget.

OPERATING EXPENSES - The cost for personnel, materials and equipment required for a department to function,

OPERATING TRANSFER - A transfer of resources from one fund to another.

ORDINANCE - A formal legislative enactment by the governing body of a municipality. An ordinance has full force and effect of law within the boundaries of the municipality. All revenue raising measures such as the imposition of taxes, special assessments, or service charges require an ordinance.

ORIGINAL ISSUE DISCOUNT - Some maturities of a new bond issue that have an offering price substantially below par; the appreciation from the original price to par over the life of the bonds is treated as tax-exempt income and is not subject to capital gains tax. See also Zero Coupon Bond.

PAR VALUE - The face value or principal amount of a bond, usually \$5,000 due the holder at maturity. It has no relation to the market value. For pricing purposes it is considered 100.

PARITY BONDS - Revenue bonds that have an equal lien on the revenues of the issuer.

PAYING AGENT - Also Fiscal Agent. Generally a bank that performs the function of paying interest and principal for the issuing body.

PREMIUM - The amount, if any, by which the price exceeds the principal amount (par value) of a bond. Its current yield will be less than its coupon rate.

PRICE TO CALL - The yield of a bond priced to the first call date rather than maturity.

PRIMARY MARKET - The new issue market. Generally has the best yield rates for the issues available.

PRINCIPAL - The face value of a bond, exclusive of interest.

PROPRIETARY FUNDS - Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUT BOND - A bond that can be redeemed on a date or dates prior to the stated maturity date by the bondholder. Also known as an option tender bond.

PAY-AS-YOU-GO BASIS - A financial policy whereby capital outlays are funded from currently available resources rather than from debt.

PERSONAL SERVICES - The costs associated with compensating employees for their labor, including salaries and fringe benefits.

PERFORMANCE MEASUREMENT - The quantification of an entity's efficiency or effectiveness in conducting operations for the period in review. Measurement criteria can be qualitative or quantitative in nature.

PILOTS - Payments in Lieu of Taxes or the incremental property taxes generated by the redevelopment of an area under a TIF program. The difference between the original property tax of the area and the new property tax after redevelopment is PILOTS and is used to pay on the TIF Bonds used for the redevelopment of the area.

PRIOR YEAR ENCUMBRANCES - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriations is reserved. They cease to be encumbrances when the obligations are paid or are otherwise terminated.

PROGRAM - An organized set of activities directed toward a common purpose or goal that an entity undertakes or proposes, to carry out its responsibilities. It can be an activity or set of activities that provides a particular service to the Citizens.

PROGRAM BUDGET - A method of budgeting that allocates money to the functions or activities of a government rather than to specific line items of cost.

PROGRAM MEASUREMENTS - Specific quantitative measures of work performed within a program. Measures quantity the efficiency and effectiveness of a given program.

PROPERTY TAXES - Revenues derived from the levying of taxes on real and personal property located within the City limits. Property taxes are levied according to the property's assessed value.

PROPERTY TAX RATE - The amount per \$100 of value that will be levied against all property within the City limits. The tax rate must be adopted by the City Council annually and consists of two components: The General Operating Rate and the Parks Fund Rate and the Debt Service Rate. For 2008 the rates are \$.4647 for General Operating and \$.1251 for Parks Fund and .7170 for Debt Service, or a total rate of \$1.3068. The City's maximum tax rate for general operations is \$ 1.15 per hundred dollar of value. Any rate above this requires a vote of the Citizens of Raymore. This rate was set in 1985 as part of the statewide reassessment program.

PUBLIC HEARING - That portion of City Council meetings where the Citizens may present evidence and provide information on both sides of an issue.

QUALIFIED LEGAL OPINION - Conditional affirmation of the legal basis for the bond or note issue. The average investor should avoid any but the strongest opinion by the most recognized bond approving attorneys.

RATINGS - Various alphabetical and numerical designations used by institutional investors, Wall Street underwriters, and commercial rating companies to give relative indications of bond and note creditworthiness. Standard & Poor's and Fitch Investors Service Inc. use the same system, starting with their highest rating of AAA, AA, A, BBB, BB, B, CCC, CC, C, and D for default. Moody's Investors Services uses Aaa, Aa, A, Baa, Ba, B, Caa, Ca, C, and D . Each of the services use + or - or +1 to indicate half steps in between. The top four grades are

considered Investment Grade Ratings

RAYMAC - (Raymore Municipal Assistance Corporation) a corporation established to facilitate the purchase of land and facilities by the City.

REDEVELOPMENT AGENCY (REDEV.) - A legislatively established subdivision of government established to revitalize blighted and economically depressed areas of a community and to promote economic growth. Tax Allocation Bonds are issued to pay the cost of land and building acquisition and their redevelopment and are repaid by the incremental increase in tax revenues produced by the increased assessed value of the area after redevelopment. Redev. Agencies may also sell Housing Mortgage Revenue Bonds to finance housing units within the area, a fixed percentage of which must be for low-cost housing.

REFUNDING BOND - The issuance of a new bond for the purpose of retiring an already outstanding bond issue.

REGISTERED BOND - A non-negotiable instrument in the name of the holder either registered as to principal or as to principal and interest.

REPO - A financial transaction in which one party "purchases" securities (primarily U.S. Government bonds) for cash and simultaneously the other party agrees to "buy" them back at some future time according to specified terms. Municipal bond and note issuers have used repos to manage cash on a short term basis. (Known formally as repurchase agreements.)

RESERVE - An account used to indicate that a portion of a fund balance is restricted to a specific purpose.

RESOLUTION - Official action of the City Council directing a specific action be taken. Resolutions are less formal than an Ordinance and have less weight of law.

RESOURCES - Total amounts available for appropriations including estimated revenues, fund

transfers, and beginning fund balances.

REVENUE - Funds received by a government as a part of daily operations.

REVENUE BONDS - Bonds issued to finance public works projects, such as water and sewage systems that are paid from the revenues of the projects. These bonds do not have the full faith and credit of the municipality. A municipal bond whose debt service is payable solely from the revenues derived from operating the facilities acquired or constructed with the proceeds of the bonds.

RFB – Request for Bid.

RFP – Request for Proposal.

RFQ – Request for Qualifications.

ROW – Right of Way. The permitted right to pass over or through land owned by another. Generally, the strip of land in which facilities such as highways, railroads, utilities or other infrastructure are installed and maintained.

RSMO – Revised Statutes of the State of Missouri

SALES TAX - A tax placed on the value of goods sold within the City limits. The rate is set by a majority of the voters within the City. The tax is collected by the State of Missouri and remitted to the City each month.

SERIAL BOND - A bond of an issue that features maturities every year, annually or semiannually over a period of years, as opposed to a Term Bond, which is a large block of bonds maturing in a single year.

SECONDARY MARKET - The trading market for outstanding bonds and notes. This is an O.T.C. market, a free form negotiated method of buying and selling, usually conducted by telephone or computer. Traders buy and sell for their own inventory. As many as \$2 billion of issues trade each day.

SINKING FUND – money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities.

SINKING FUND SCHEDULE - A schedule of payments required under the original revenue bond resolutions to be placed each year into a special fund, called the sinking fund, and to be used for retiring a specified portion of a term bond issue prior to maturity.

SPECIAL ASSESSMENT BOND - A bond secured by a compulsory levy of special assessments, as opposed to property taxes, made by a local unit of government on certain properties to defray the cost of local improvements and/or services that represents the specific benefit to the property owner derived from the improvement. In California these are usually 1915 Act or 1911 Act Bonds.

SOURCE OF REVENUE - Classification system whereby revenues are recorded according to the source they came from - that is, taxes, permits, interest, or other.

SRF FUND - The Missouri SRF leveraged loan program is a revolving fund established pursuant to the federal Clean Water Act of 1987. It was developed by the EIARA and the Missouri Department of Natural Resources in cooperation with the Missouri Clean Water Commission, and provides subsidized low interest rate loans to qualifying applicants to issue General Obligation and/or Revenue Bonds to secure the debt used to acquire, by purchase or construction, the needed infrastructure.

SUPPLEMENTAL APPROPRIATION - An appropriation of resources made by the City Council after the budget has been formally adopted.

SWAP - The exchange of one bond for another. Generally, the act of selling a bond to establish an income tax loss and replacing the bond with a new item of comparable value.

TAX ANTICIPATION NOTE (TAN) - A short-term obligation of a state or municipal government

to finance current expenditures pending receipt of expected tax payments. TAN debt evens out the cash flow and is retired once tax revenues are received.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of all the people.

TAX BASE - The total value of all real and personal property within the City limits as of January 1 of each year. The assessed value of assets, investment or income streams that are subject to taxation.

TAX-EXEMPT BOND - Bonds exempt from federal income, state income, or state tax and local personal property taxes. This tax exemption results from the theory of reciprocal immunity: States do not tax instruments of the federal government and the federal government does not tax interest of securities of state and local governments.

T.I.F. (TAX INCREMENT FINANCING) - An economic tool used to finance real estate development costs within a specific area of the City. Additional property taxes generated by development within the T.I.F. area are used to finance the cost of real estate and infrastructure improvements.

TELECOMMUNICATIONS FRANCHISE TAX - A tax levied on telecommunications companies for the privilege of operating within the city limits. This tax is similar to a business license in purpose, but is calculated on the specified gross receipts of the company's activities.

TERM BOND - A large block of bonds of long maturity. They may be part of a serial Bond issue; there may be more than one term bond in an issue or a single maturity. Some are subject to a sinking fund redemption.

TDD (TRANSPORTATION DEVELOPMENT DISTRICT) - A Transportation Development District may be created to act as the entity responsible for developing, improving, maintaining, or operating one or more "projects" relative to the

transportation needs of the area in which the District is located. A TDD may be created by request petition filed in the circuit court of any county partially or totally within the proposed district. There are specific rules that provide filing procedures and content requirements of TDD creating petitions.

TRUSTEE - A bank designated as the custodian of funds and official representative of bondholders. Trustees are appointed to insure compliance with the trust indenture and represents bondholders to enforce their contract with the issuer.

UNDERLYING DEBT - The general obligation bonds of smaller units of local government within a given issuer's jurisdiction.

UNDERWRITER - An agreement to purchase an issuer's unsold securities at a set price, thereby guaranteeing the issuer proceeds and a fixed borrowing cost.

UNRESERVED FUND BALANCES - That portion of a fund's balance that is not restricted to be used for a specific purpose and that is available for appropriation.

UNQUALIFIED OPINION - term used when in the auditor's judgment, that they have no reservation as to the fairness of presentation of financial statements and their conformity with GAAP.

USER FEES - The payment of a charge or fee for direct receipt of a service by the party benefiting from the service.

UTILITIES - Utilities expenditures are those incurred for gas, electric, phone, water and sewer.

VARIABLE RATE BOND - A bond whose yield is not fixed but is adjusted periodically according to a prescribed formula.

VERP - Vehicle and Equipment Replacement Program. A method by which monies are set aside in the budgetary process for the replacement of capital equipment.

YELLOW BOOK – Publication issued by the United States General Accounting Office (GAO) on governmental auditing standards. It is revised periodically to ensure current GAAP, GASB, GAAS, FASB and SAS pronouncements and standards are included.

YIELD-TO-MATURITY (YTM) - Return available taking into account the interest rate, length of time to maturity, and price paid. It is assumed that the coupon reinvestment rate for the life of the bonds will be the same as the yield-to-maturity.

ZERO-COUPON BONDS - A deep discount municipal bond on which no current interest is paid. Instead, at bond maturity, the investor receives compounded interest at a specified rate. The difference between the discount price at purchase and the accreted value at maturity is not taxed as a capital gain but is considered tax-exempt interest. Widely used for college savings bonds.



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