



# 2012 Operating and Capital Improvement Budget



City of Lawrence



*City of Lawrence*

# **CITY OF LAWRENCE KANSAS MISSION STATEMENT**

## **Our Mission**

We are committed to providing excellent city services that enhance the quality of life for the Lawrence community.

## **Our Principles**

We are committed to these basic values:

**Integrity  
Courtesy  
Fairness  
Honesty**

How we get the job done is as important as getting the job done.

Our interaction with the community will be professional, responsive, direct, personal, caring and appropriate.

We will promote teamwork, employee satisfaction, and professional development in order to provide innovative, cost effective, efficient service.

## **Our Vision**

We will provide leadership in preparing for the future.

We want our citizens, clients and customers to have high expectations of City services; we will do our best to meet and exceed those expectations.



GOVERNMENT FINANCE OFFICERS ASSOCIATION



*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lawrence  
Kansas**

For the Fiscal Year Beginning

**January 1, 2011**



President

Executive Director

# TABLE OF CONTENTS

## **INTRODUCTION**

Organizational Chart	9
Elected Officials and Executive Staff	10
Lawrence at a Glance	11
Budget Development Policies and Procedures	14
Budget Calendar	15

## **OVERVIEW**

### **Section A. BUDGET MESSAGE AND OVERVIEW**

Budget Message	23
Fund Overview	37
Overview of All Budgeted Funds – Revenues and Expenditures	38
Three Year Summary of Resources by Classification and Expenditures by Category – All Budgeted Funds	41
Summary of Resources by Classification and Expenditures by Category By Fund	42
Budget Resources by Classification – Chart	44
Budget Expenditures by Category – Chart	45
Budget Expenditures by Fund – Chart	46
Personnel Summary - Three Year	47
Computation of 2011 Ad Valorem Tax Requirements and Mill Levy	48
Fund Expenditure Summary	49
Value of Your City of Lawrence Tax Dollars	50
Comparison of Local Mill Levies	51
Significant Changes in Fund Balance	52
Projection of Financial Condition	53
Summary of Social Service Agency Funding Allocations	54
Summary of Vendor Services and Economic Development Agency Funding Allocations	55

## **GENERAL OPERATING FUND**

### **Section B. GENERAL OPERATING FUND – 001**

General Operating Fund Resources by Classification (Chart)	58
General Operating Fund Resources (Table)	59
Major Revenue Sources - Descriptions, Projection Assumptions and Trends	60
General Operating Fund Expenditures By Category (Chart)	63

## TABLE OF CONTENTS

General Operating Fund Expenditures By Department (Chart)	64
General Operating Fund Expenditures By Department (Table)	65
Budget Detail by Division	
City Commission	66
City Auditor	68
Office of the City Manager	70
Planning and Development Services	74
Code Enforcement	76
Building Safety / Plan Review	78
City Clerk	80
Human Resources	82
Risk Management	84
Financial Administration	86
General Overhead	88
Transfers	89
Information Technology	90
City Attorney's Office	92
Human Relations	94
Municipal Court	96
Police	98
Fire Medical	100
Street Maintenance	102
Engineering	104
Traffic Engineering	106
Airport Maintenance	108
Building Maintenance	110
Street Lights	112
Levee Maintenance	114
Parks / Facility Maintenance	116
Health Department / Health Building Maintenance	118
<b><u>SPECIAL REVENUE FUNDS</u></b>	
<b>Section C. GUEST TAX FUND – 206</b>	121
Fund Resources and Receipts	122
Fund Expenditures	123

## TABLE OF CONTENTS

<b>Section D. LIBRARY FUND – 209</b>	125
Fund Resources and Receipts	126
Fund Expenditures	127
Other Fund Information	128
<b>Section E. TRANSPORTATION FUND – 210</b>	131
Fund Resources and Receipts	132
Fund Expenditures	133
Other Fund Information	134
<b>Section F. RECREATION FUND – 211</b>	137
Fund Resources and Receipts	138
Fund Expenditures	139
Other Fund Information	140
<b>Section G. SPECIAL ALCHOHOL FUND - 213</b>	143
Fund Resources and Receipts	144
Fund Expenditures	145
<b>Section H. SPECIAL GAS TAX FUND – 214</b>	147
Fund Resources and Receipts	148
Fund Expenditures	150
Other Fund Information	151
<b>Section I. SPECIAL RECREATION FUND - 216</b>	153
Fund Resources and Receipts	154
Fund Expenditures	155
Other Fund Information	156
<b><u>DEBT SERVICE FUND</u></b>	
<b>Section J. BOND AND INTEREST FUND - 301</b>	157
Fund Resources and Receipts	158
Fund Expenditures	159



## TABLE OF CONTENTS

Other Fund Information	160
Computation of Legal Debt Margin	160
Statement of Outstanding Indebtedness	161
Total City Debt (Graph)	161
Current and Planned Debt Issues	162
Current Debt Service Schedule (Chart)	163
General Obligation Debt Service (Graph)	164
 <b><u>ENTERPRISE FUNDS</u></b>	
<b>Section K. WATER AND WASTEWATER FUND - 501</b>	165
Fund Resources and Receipts	166
Fund Expenditures by Category	167
Fund Expenditures by Division	168
Division Budget Information	
Utility Billing and Collection	170
Administration	172
Engineering	174
Clinton Water Treatment Plant	176
Kaw Water Treatment Plant	178
Wastewater Treatment Plant	180
Sanitary Sewer Collection System	182
Quality Control	184
Water Distribution System	186
Debt Service	188
Non-Bonded Construction	188
 <b>Section L. SOLID WASTE FUND - 502</b>	189
Fund Resources and Receipts	190
Fund Expenditures	191
Division Budget Information	
Solid Waste Operations	192
Solid Waste Reduction / Recycling	194
 <b>Section M. PUBLIC PARKING SYSTEM FUND - 503</b>	197
Fund Resources and Receipts	198



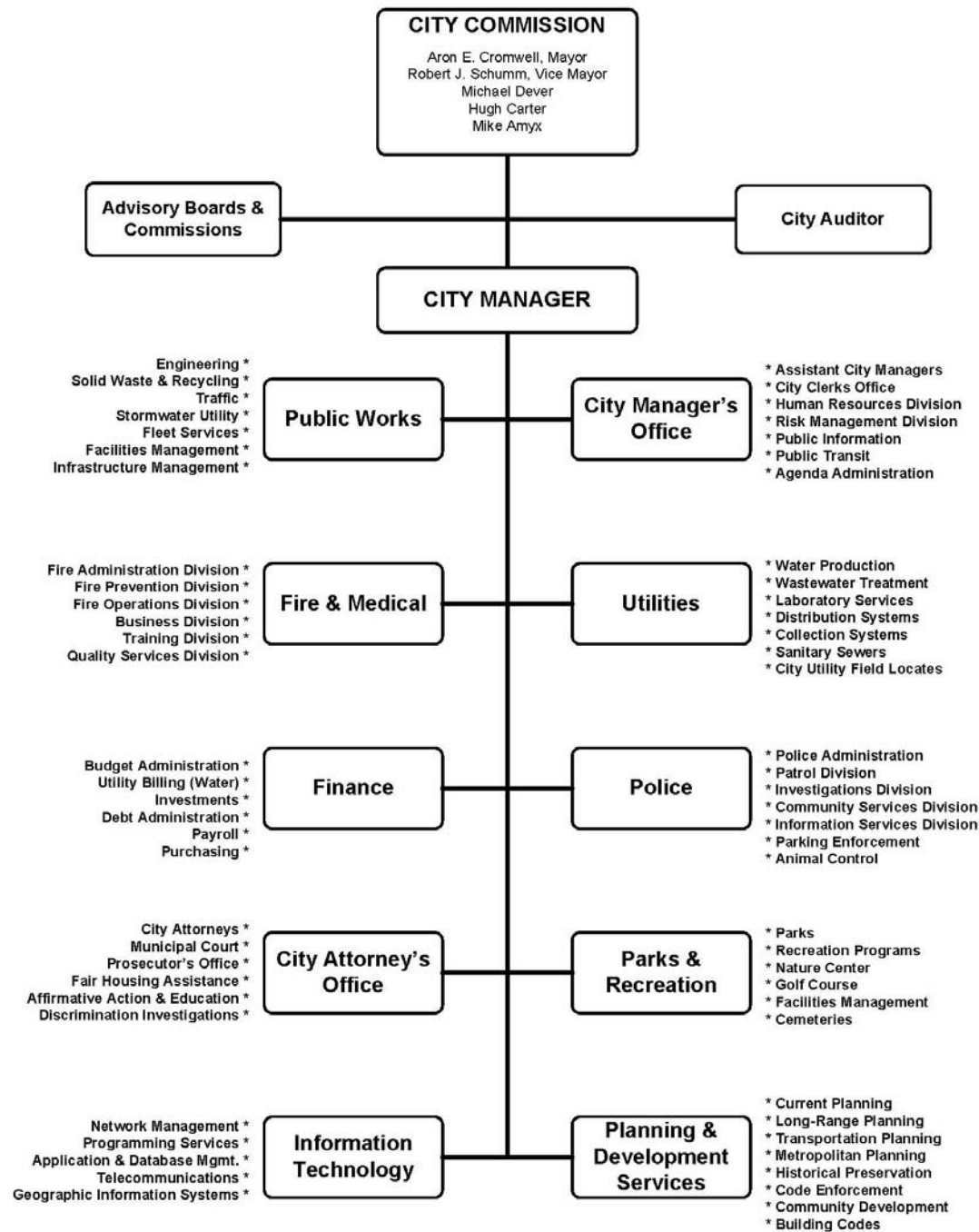
## TABLE OF CONTENTS

Fund Expenditures	199
Other Fund Information	200
<b>Section N. STORM WATER UTILITY FUND - 505</b>	<b>203</b>
Fund Resources and Receipts	204
Fund Expenditures	205
Other Fund Information	206
<b>Section O. PUBLIC GOLF COURSE FUND - 506</b>	<b>209</b>
Fund Resources and Receipts	210
Fund Expenditures	211
Other Fund Information	212
<b><u>CAPITAL IMPROVEMENT BUDGET</u></b>	
<b>Section P. CAPITAL IMPROVEMENT BUDGET</b>	<b>215</b>
Capital Improvement Budget Summary	216
Capital Improvement Budget Scoring Matrix	217
Capital Improvement Budget	218
Impact of Capital Budget on Operating Budget	220
Projection of Available Debt Service Funds	226
<b><u>APPENDIX</u></b>	<b>227</b>
List of Acronyms	228
Glossary of Terms	229
Budget Policies	239
Investment and Cash Management Policy	240
Governmental Accounting Policy	244
Mid-year Funding Request Policy	246
Debt Management Policy	247
Debt Issuance Guidelines	255
General Fund Balance Policy	256



*City of* Lawrence

# CITY OF LAWRENCE, KANSAS



## **City of Lawrence Elected Officials**

ARON E. CROMWELL, Mayor

ROBERT J. SCHUMM, Vice Mayor

MICHAEL DEVER, Commissioner

HUGH CARTER, Commissioner

MIKE AMYX, Commissioner

## **City of Lawrence Executive Staff**

DAVID CORLISS, City Manager

DIANE STODDARD, Assistant City Manager

CYNTHIA WAGNER, Assistant City Manager

JONATHAN DOUGLASS, Assistant to the City Manager/City Clerk

MARK BRADFORD, Fire Medical Chief

TARIK KHATIB, Chief of Police

SCOTT MCCULLOUGH, Planning and Development Services Director

ED MULLINS, Finance Director

ERNIE SHAW, Interim Parks and Recreation Director

CHUCK SOULES, Public Works Director

DAVE WAGNER, Utilities Director

TONI WHEELER, City Attorney

JAMES WISDOM, Information Technology Director

# LAWRENCE AT A GLANCE\*

## Demographics

\*Information from Lawrence Chamber of Commerce, 2008 ACS U.S. Census, Kansas Dept. of Labor, and U.S. Dept. of Labor

### Population

1970	45,698
1980	52,738
1990	65,657
2000	80,098
2010	87,643

### Ethnic Composition

African American	4.7%
American Indian	3.1%
Asian	4.5%
Hispanic or Latino	5.7%
Other	1.6%
Two or more races	4.1%
White	82.0%

### Educational Attainment (over age 25)

9-12, No Diploma	5.2%
High School Diploma	13.8%
Some College	17.8%
Associates Degree	7%
Bachelor's Degree	29.8%
Graduate Degree	24.7%

### Population by Gender

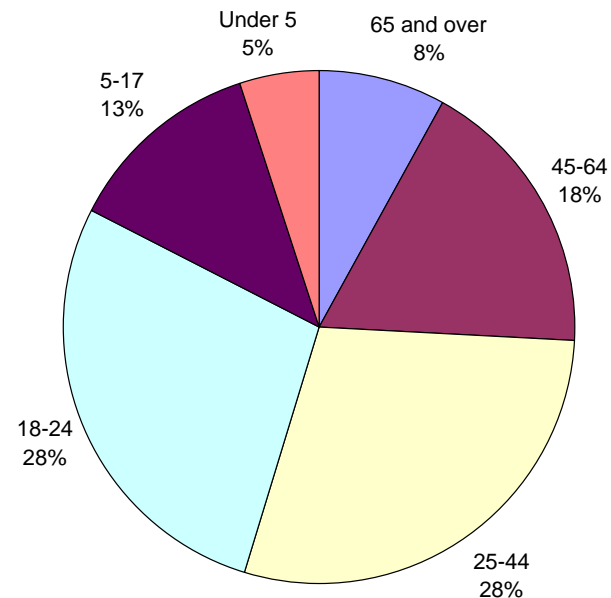
Male	50.2%
Female	49.8%

<u>Median Age</u>	26.7
-------------------	------

### Population Distribution

65 and over	8.0%
45-64	18.5%
25-44	27.4%
20-24	21.4%
6-19	19.3%
Under 5	5.5%

### Population Distribution



# LAWRENCE AT A GLANCE

## Form of Government

The City of Lawrence, established in 1854, is governed by a Commission-Manager form of government in which five Commissioners are elected at large. The City Manager is appointed by the Commission.

## Tax Information

### 2010 Mill Levies

City of Lawrence	26.697
Douglas County	35.748
School District	59.646
State of Kansas	1.5
<b>Total</b>	<b>123.591</b>

### Tax Assessment Rates

Industrial/Commercial	25.00%
Machinery & Equipment	25.00%
Residential Property	11.50%

### 2010 Assessed Valuation

City of Lawrence	\$852,586,917
------------------	---------------

### Sales Tax

State of Kansas	6.30%
City of Lawrence	1.55%
Douglas County	1.00%
<b>Total</b>	<b>8.85%</b>

## City Services

### Building Permits

Single Family	146
Duplex	10
Multi-Family	6

## Fire / Medical

Stations	5
Numbers of Calls	9,903
Staff	145
Number of Inspections	4,643
Fire Insurance Rating	2

## Water System

Plants	2
Miles of water mains	452.4
Service connections	32,940
City owned Fire hydrants	3,198

## Parks & Recreation

Recreation Centers	6
Parks	54
Park Acreage	3,501
Public Pools	4
Public Tennis Courts	10
Trails (miles)	70

## Sanitary Sewer

Plants	1
Miles of sewers	429.7
Service connections	32,940
Average daily treatment	10.5 MGD
Pump stations	34

## Police

Stations	2
Police Officers	142
Patrol Units	30
Calls for Service	105,689

## Crime

### Crime Indices (per 1,000)

Violent Crime Index	3.6
Property Crime Index	43.7
<b>Total Crime Index</b>	<b>47.3</b>

## Services Provided By Other Governmental Units

### Education

Unified School District #497  
University of Kansas  
Haskell Indian Nations University

### Hospital

Lawrence Memorial Hospital

### Library Services

Lawrence Public Library

### Public Employment Agency

Kansas Job Service Center

### Public Housing

Lawrence-Douglas County  
Housing Authority

## Transportation

### Location

Lawrence is located 37 miles west of Kansas City, Missouri, and 25 miles east of Topeka. It enjoys access to Interstate 70 and Hwy 10, and is located a short distance from Hwy 435, Hwy 635 and Interstate 35.

### Mean Travel Time to Work

18.5 minutes

# LAWRENCE AT A GLANCE

## Income Statistics (2009 American Community Survey, US Census Bureau)

### Personal Income per Capita

\$32,070

### Median Household Income

\$39,689

### Median Family Income

\$64,161

## Employment Statistics (Kansas Department of Labor and U.S. Bureau of Labor Statistics )

<u>Unemployment Rate</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
City of Lawrence	4.2%	4.0%	3.8%	3.7%	3.9%	5.4%	6.2%
State of Kansas	5.5%	5.1%	4.3%	4.1%	4.4%	6.7%	7.0%
United States	5.55	5.1%	4.6%	4.6%	5.8%	9.3%	9.6%

## Top Ten Largest Employers (Source: Lawrence Chamber of Commerce)

<u>Employers</u>	<u>Number of Employees</u>	<u>Employers</u>	<u>Number of Employees</u>
The University of Kansas	9,870	DCCCA Center	475
Lawrence Public Schools	1,830	Berry Plastics	775
Vangent	1,500	The World Company	680
City of Lawrence	1,425	Hallmark Cards, Inc.	580
Lawrence Memorial Hospital	1,250	Amarr Garage Doors	490



# Budgetary Policies and Procedures

## THE BUDGET DEVELOPMENT PROCESS

Early each year, each department submits a budget request including payroll projections, capital outlay requests, and program improvement decision packages.

A number of study sessions are held throughout the year with city staff and the City Commissioners to discuss various elements of the budget. A goal setting session is held, giving the Commissioners an opportunity to determine priorities for the budget year. Staff in the various departments can then work toward accomplishment of those goals through their daily operations. The City Commission goals can be found beginning on page 15 of this document.

Other sessions are held to discuss the multi-year Capital Improvement Plan, to review Debt, and to provide the City Manager and staff with direction for allocation to contractual agencies.

The first opportunity for public comment on the budget is in June. The City Manager then prepares a recommended budget that is reviewed and revised by the Commissioners. A summary is published in the Lawrence Journal World and the recommended budget is available on the City's website.

A second opportunity for public comment is held in early August. A final budget is then adopted by the City Commission and filed per state statute with the County Clerk in late August.

The budget is then formatted into this printed document, reproduced and made available for the public. In addition to dollar amounts, this document contains narrative information on the purpose and mission, the accomplishments, goals and objectives, and performance indicators of each department and division.

## STATE STATUTES RELATED TO THE BUDGET

Kansas law prescribes the policies and procedures by which the City prepares its annual budget. The City maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City's governing body. The annual budget contains an itemized estimate of the anticipated revenue and the proposed expenditures necessary to meet the City's financial needs, detailed by program and object of expenditures. The annual budget must be balanced so that total resources equal obligations. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the fund level. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts not disbursed are carried over as a designation of fund balance for the following year.

## ANNUAL OPERATING BUDGETS REQUIRED FOR CERTAIN FUNDS

Kansas Statutes (K.S.A. § 79-2927 et seq.) require that an annual operating budget be legally adopted for the General Fund, Special Revenue Funds (unless specifically exempted by statute), Debt Service Funds, and certain Enterprise Funds.

A legal annual operating budget is not required for the Capital Projects Fund or Trust Funds and the following Special Revenue Funds:

Airport Improvement Fund  
Outside Agency Fund  
Capital Improvement Reserve Fund  
Wee Folks Scholarship Fund  
Equipment Reserve Fund

Fair Housing Assistance Fund  
Guest Tax Reserve Fund  
Community Development Fund  
Liability Reserve Fund  
Rehabilitation Escrow Fund

Sales Tax Reserve Fund  
Home Program Fund  
Law Enforcement Grant Fund  
Summer Youth Fund

Transportation Planning Fund  
Worker's Compensation Reserve Fund  
Law Enforcement Trust Fund

## **BUDGET CALENDAR**

The state statutes provide for the following sequence and timetable in the adoption of the legal annual operating budget:

- a) Preparation of budget for the succeeding calendar year on or before August 1 of each year.
- b) Publication of proposed budget and notice of public hearing on or before August 5 of each year.
- c) Public hearing on or before August 15 of each year, but at least ten days after public notice.
- d) Adoption of final budget on or before August 25 of each year.

In addition to state statutes, an annual budget calendar is developed according to an administrative policy. The 2012 budget process calendar can be found below

### **2012 Budget Process Calendar**

<u>Friday, January 29</u>	Meeting With Personnel Re: Compensation
<u>Tuesday, February 15</u>	County Treasurer annual report due
<u>Tuesday, March 1</u>	Letter mailed to outside agencies and application materials posted on the web
	Meeting with County
<u>Friday, March 18</u>	Run Baseline Payroll Projection
<u>Wednesday, March 30</u>	Budget Priorities/ Budget Kick off Memo distributed
<u>Friday, April 8</u>	Run Payroll Projections
<u>Thursday, April 14</u>	1 <sup>st</sup> Quarter 2011 Report
<u>Monday, April 25</u>	Department Budget Information Submitted to City Manager's Office
	County provides revenue estimates
<u>Friday, April 29</u>	Requests Due from Social Service Agencies and vendor services
<u>Monday, May 2</u>	Department Summary Pages updated in "Pages to Publish" folder on network
<u>Friday, May 6</u>	Budget Information provided to Douglas County for Fire Med and Planning
<u>Tuesday, May 17</u>	City Commission Study Session (3:00 to 6:00 p.m.) @ City Hall
	Goals Update/ Review Citizen Survey
	Provide direction on Operating Budget
	Motor, Recreational, and 16/20 vehicle tax estimates due from County
	Receive recommendations from social service funding advisory board
<u>Tuesday, June 14</u>	Public Comment on CC Regular Agenda

	State Assessed numbers released
<u>Tuesday, June 21</u>	City Commission study session (4:00-6:00 p.m.) @ City Hall Review of funds
<u>Thursday, June 30</u>	Budget Distributed to City Commission and posted on website
<u>Friday, July 1</u>	Budget information from County Clerk and Treasurer should be received
<u>Friday, July 8</u>	City Commission Study Session (3:00 – 5:00 p.m.) @ City Hall City Manager's Recommended Budget
<u>Tuesday, July 12</u>	City Commission authorizes publication of Budget
<u>Wednesday July 13 – Noon</u>	Budget material provided to Journal World for publication 07/16/11
<u>Tuesday, August 2</u>	Public Hearing on Budget – Budget Ordinance first reading
<u>Tuesday, August 9</u>	Budget adopted by City Commission – Budget Ordinance second reading
<u>Wednesday August 10 – Noon</u>	Budget ordinance provided to Journal World for publication 08/13/2011
<u>Monday, August 15</u>	Budget, along with certified copy of ordinance, filed with County Clerk
<u>Thursday, August 25</u>	Statutory deadline for budget submittal
<u>Friday, September 30</u>	Adopted Budget posted on the web
<u>Tuesday, November 1</u>	Budget submitted to GFOA for review (90 days following adoption)
<u>Thursday, December 1</u>	County Clerk submits all budgets to State A&R

### **MAKING CHANGES TO THE BUDGET**

The state statutes allow for the governing body to increase the originally adopted budget for previously unbudgeted increases in revenue other than ad valorem property taxes. To do this, a notice of public hearing to amend the budget must be published in the local newspaper. At least ten days after publication, the hearing may be held and the governing body may amend the budget at that time.

The statutes permit management to transfer budgeted amounts between line items within an individual fund. However, such statutes prohibit expenditures in excess of the total amount of the adopted budget of expenditures of individual funds (the legal level of budgetary control). Budget comparison statements are presented for each fund showing actual receipts and expenditures compared to legally budgeted receipts and expenditures.

### **BUDGET POLICIES**

The City has a number of budget related policies that help direct budget development. These policies can be found in their entirety in the Appendix of this document but include the following:

- Investment and Cash Management Policy
- Governmental Accounting Policy
- Mid-year Funding Request policy
- Debt Management Policy
- Debt Issuance Guidelines
- General Fund Balance Policy

## **BASIS OF ACCOUNTING**

All governmental and fiduciary funds are reported using the modified accrual basis of accounting. Revenues are recognized when they become both measurable and available to pay current liabilities in a particular period. Expenditures are recognized when the related liability is current (the encumbrance method of accounting.) Interest on unmatured general long-term debt is recognized when due.

The enterprise funds are reported on the accrual basis of accounting.

## **BASIS OF BUDGETING**

The City budgets for governmental funds, which include the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Fund, based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the period. Expenditures (expenses) are recorded when incurred with the exception of principal and interest on long term debt, which are recorded when due.

Exceptions to the modified accrual basis of accounting are as follows:

- encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.

The budgets for all proprietary funds, which include Enterprise Funds and Internal Service Funds, are prepared using the accrual basis of accounting, with exceptions listed below. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

- Capital outlay is budgeted as an expenditure in the year purchased.
- Depreciation is not budgeted.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.
- Grants obtained for the construction of assets are considered to be revenues, not capital contributions.
- Gains or losses on the early retirement of debt are considered to increase or decrease the funds available in the year in which they occur and are not capitalized and amortized over the life of the bonds.

Operating expenditures are controlled at the fund level and may not exceed appropriations at that level. Capital project expenditures are controlled at the fund, department and project levels and may not exceed appropriations at any of those levels. Budget transfers within a department may be made with administrative approval provided that the transfer is within the same fund. Increases in total appropriations require City Commission approval by ordinance.

Spending in funds which are not subject to the legal annual operating budget requirement is controlled by federal regulations, other statutes, or by the use of internal spending limits established by the City.

### *Administrative Policies and Department Policies*

The Administrative Policies of the City that guide the development of the budget are listed below. The policies in their entirety are provided in the appendix to this document.

- Investment and Cash Management
- Midyear Fund Request
- Governmental Accounting
- Debt Management
- General Fund Balance
- Debt Issuance Guidelines
- Allocation of Transient Guest Tax

In addition to written administrative policies, there are a number of departmental procedures and practices that impact the budget. For instance, there are unwritten policies for the replacement of city vehicles as well as computer hardware.

## **CITY COMMISSION GOALS, ADMINISTRATIVE POLICIES, DEPARTMENT POLICIES, AND OTHER PLANS USED TO DEVELOP THE BUDGET**

### *City Commission Goals*

The City Commission has established a set of strategic goals to guide the work of City Staff. The departments use these goals, as well as their own goals, to prepare the budget each year. The goals of the various departments can be found throughout this budget document. The City Commission Goals are provided below.

**ECONOMIC DEVELOPMENT:** Promoting the economic development of Lawrence to provide varied work and business opportunities.

#### Recent successes

- New Economic Development policy
- In house cost benefit model with analysis
- TIF and TDD successes including Oread and Bauer Farms
- Lawrence Douglas-County Bioscience Authority development of incubator

#### Next steps

- Staff to provide Commission with status briefing on former Farmland Industries property and city's efforts to facilitate industrial park development at the site; proceed with annexation of property.
- Proceed with providing water/sewer infrastructure at the Lawrence Municipal Airport and continue to promote the airport for economic development opportunities.
- Proceed with improvements to the development process to ensure adequate facilitation for quality development, including incentives for infill development
- Schedule Commission discussion on governance structure for economic development partnership
- In cooperation with our economic development partners, the city should focus efforts to:
  - make Lawrence among the most attractive for “green” jobs
  - enhance and market Lawrence as a retirement destination;
  - explore additional industrial park locations
  - promote additional research fields at the University of Kansas with economic development benefits
- Provide staff report on economic development successes in other communities and analysis of tools used.
- Provide staff report on economic development financing options used in other communities.

**PLANNED GROWTH:** Encouraging growth that protects our environment, neighborhoods, and cultural features while benefiting all of our citizens.

#### Recent successes

- Planning and Development Services, a merged department
- Adoption of International Codes
- Enactment of Traditional Neighborhood Design (TND) Code
- Adoption of sector plans

#### Next steps

- Continue efforts to improve the responsiveness and outcomes of the development process, including: participation with development stakeholders in recommending Development Code amendments which reflect community values and needs, appropriately encourage infill development, establish appropriate measurement tools for the development process, and reflect scale and cost reasonableness.
- Continue city's master planning efforts, including a review of the Urban Growth Area boundaries.
- Complete water and waste water master plans to ensure appropriate attention to maintenance, growth and regulatory needs.

**COMMUNITY BUILDING:** Creating social capital and celebrating our heritage.

#### Recent successes

- Formation and operation of Destination Management, Inc.
- Freedom's Frontier National Heritage Area designation and efforts to include a focus on Lawrence
- 2008 Get Downtown event
- Community efforts driving work to preserve Santa Fe Depot

#### Next steps

- Commission direction on planned rehabilitation of the former Carnegie Library.
- Staff report on options for increased cleaning efforts in Downtown areas.
- Review opportunities for enhancements at the Lawrence Public Library.
- Commission discussion on homeless shelter with focus on city's role.
- Staff report on efforts to enhance Lawrence community events, including review of efforts in other communities, opportunities for city signature event and city coordination and promotion.
- Staff report on community planning process to develop a recreation center located west of Kasold.
- Schedule Commission discussion to consider charging a body with completing an inventory of historical structures and recommended prioritization of the structures.
- Seek educational and publicity opportunities to encourage recreational activities including walking and biking downtown.

**ENVIRONMENT ISSUES:** Integrating the environment into our decisions as we work towards a sustainable city.

#### Recent successes

- Energy code adopted and first year of implementation in 2008
- Voter support of transit system
- Mayor's Task Force on Climate Protection
- Selection of alternative fuels for transit vehicles that included a community process for developing selection strategy
- Implemented city wide vehicle idling policy

#### Next steps

- Facilitate public discussion and review of possible city sponsored curbside recycling program, including explore feasibility of a pilot program and in-depth review of possible program costs and benefits.
- Continue to use stimulus funding to support transit system.
- Seek publicity opportunities to tell the city's story of green efforts including alternative fuel transit vehicles and energy saving projects.

- Hire Sustainability Coordinator (in cooperation with the county) and task the position with raising the sustainability message and substance for the community, including reducing city energy consumption and costs, green business enhancement and other sustainable initiatives.
- Schedule Commission receipt of report from Peak Oil Taskforce.
- Staff report on status of Chapter 16 (Environmental Chapter of Comprehensive Plan) including timeline for report to City Commission.
- Schedule Commission discussion of sensitive land language in development code and farmland preservation issue.
- Staff report on existing tools and possible enhanced tools that support infill development

**NEIGHBORHOOD QUALITY:** Improving the livability of all Lawrence neighborhoods.

Recent successes

- Additional resources dedicated to street maintenance program
- Sidewalk improvements in “gap” areas
- Additional resources dedicated to public safety with new fire trucks and full staffing in Police Department
- Approved TND Code

Next steps

- Schedule Commission discussion about approved and unfunded traffic calming plans to focus on funding options and timeline expectations.
- Staff report on number of school crossing locations that are absent crosswalks.
- Staff report on sidewalk gaps in areas surrounding schools.
- Staff report on options for enhancing City Code compliance regarding zoning (single-family residence), yard and blight maintenance, including development of useful performance measurements.
- Seek educational and publicity opportunities

**TRANSPORTATION:** Improving access for all citizens.

Recent successes

- Coordination with KU transit system
- Reconstituted the Metropolitan Planning Organization
- Delivered report on Intelligent Transportation System
- Working with federal legislators for requests for streets and road funding

Next steps

- Schedule Commission briefing on South Lawrence Trafficway and US 59 highway from state and/or federal transportation agency.
- Complete phase II of transit planning effort to coordinate routes with improvements launching in summer/fall 2010. Consider additional opportunities for KU coordination and other improvements to increase ridership.
- Staff report and briefing on past and current efforts to extend 31<sup>st</sup> Street east of Haskell Avenue.
- Staff report on existing tools that facilitate development supporting other modes of transportation.



**DOWNTOWN DEVELOPMENT:** Enhance the vitality of downtown while maintaining it as a unique community treasure.

Recent successes

- Resources dedicated to downtown infrastructure
- Community events focused on downtown

Next steps

- Staff report on options to increase foot patrol and cleanliness efforts in the downtown area.
- Engage merchants to help identify strategies to garner support for hosting events in downtown.
- Staff report on opportunities to encourage additional re-development in the downtown area, including newly enacted legislation for community improvement districts.
- Staff report on parking fees and fines for downtown parking system.
- Staff report on other communities' activities to be proactive with downtown development.
- Carnegie rehabilitation and active use
- Library improvements

**SERVICE DELIVERY:** Provide excellent city services consistent with resources available.

Recent successes

- Public safety successes with new fire trucks and full staffing in the Police Department
- Infrastructure investments
- Majority of city employees' time is spent on critically important activities included in service delivery

Next steps

- Staff report on improvements to performance measurement system, including engagement of citizens and stakeholders in selected metrics and measurements that better define "success" in city services.
- Staff report on employee cross training efforts.
- Staff report on quality assurance standards used when working with vendors.
- Conduct citizen survey in 2010.
- Staff report on current and past eGov initiatives including efforts with electronic utility bills and online payments.

*Other Plans*

Horizon 2020 is the City's Long Range Comprehensive Plan. It is used, along with other long range and strategic plans by the various city departments to forecast future staffing, equipment, and facility needs and the costs associated with them based on growth and population projections. This allows city staff to estimate the revenue that will be needed to meet these needs, to what amount the issuance of debt will be necessary, if fee and rate increases will be required, etc.

The water and wastewater master plans are used to determine how and when to make improvements to our water distribution and wastewater collections systems. These projects are used to determine the rates to charge customers for water and sewer services. The Stormwater Master Plan, which was completed in 1996, identified 41 capital projects needed to improve stormwater management throughout the City. It determined how much debt to issue as well as the monthly stormwater utility fee necessary to generate sufficient funding for the projects in the plan. As of 2010, only nineteen projects have been completed and an update is not anticipated until 2015 or 2016. Our Fire Medical Department prepared a Strategic Plan in 1997. This plan provides the goals that the department uses to decide how to allocate their resources each year.



*City of Lawrence*



# City of Lawrence

## CITY MANAGER'S OFFICE

DAVID L. CORLISS  
CITY MANAGER

City Offices  
PO Box 708 66044-0708  
[www.lawrenceks.org](http://www.lawrenceks.org)

6 East 6<sup>th</sup> St  
785-832-3000  
FAX 785-832-3405

### CITY COMMISSION

**MAYOR**  
ARON E. CROMWELL

**COMMISSIONERS**  
ROBERT J. SCHUMM  
MICHAEL DEVER  
HUGH CARTER  
MIKE AMYX

September 30, 2011

The Honorable Mayor and City Commission  
City of Lawrence, Kansas  
City Hall

Dear Mayor and City Commissioners:

Budgets reflect priorities. I am pleased to present the 2012 budget for the City of Lawrence, which continues to emphasize the city's commitment to quality city services, reflecting community needs and priorities and goals of the City Commission. The ongoing lethargic national economy overshadows any budget preparation – private or public. The City of Lawrence has successfully navigated the challenging waves of fiscal storms because we have done a number of things well:

- Focused on the core priorities of the community;
- Diplomatically but directly said no to spending opportunities which could not be balanced without additional taxes/revenues or permanent program cuts; and
- Expected more from our outstanding workforce and provided appropriate rewards for their continued hard work.

As an organization, we have remained cautiously optimistic because of our focus on priorities and our ability to set a strong foundation for the community's future.



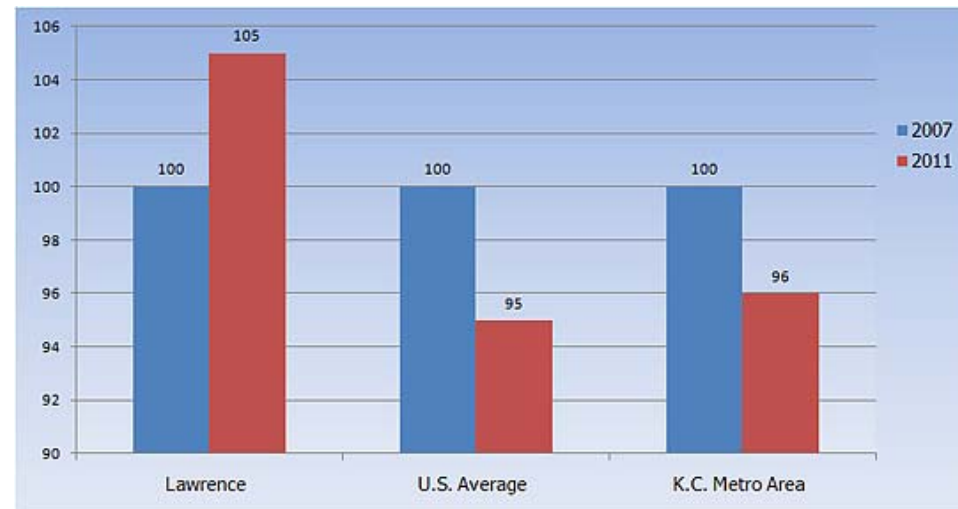
We are committed to providing excellent city services that enhance the quality of life for the Lawrence Community

Since I last wrote a budget message, I believe we have successfully continued to address our priorities and goals:

- We successfully acquired the former Farmland facility and have aggressively begun our recycling and demolition activities on the property. Planning for the transformation of the property into a modern industrial and business center will begin in the coming months.
- The Bioscience and Business Technology Center (BTBC) conducted a ribbon cutting last fall and is now approaching 60% to 75% occupancy with strong prospects for additional tenants. The success of the BTBC for business incubation is exceeding expectations and the 2012 budget includes a two-year plan for responding to our local Bioscience Authority request for \$1 million to participate in the planned second phase of the BTBC.
- The additional City waterline at our airport has been installed, and sanitary sewer improvements are under construction.
- The City has begun the first major road reconstruction project funded with the 2008 Infrastructure Sales tax – with Kasold south of Clinton Parkway undergoing complete reconstruction. Other major road work includes the reconstruction of Bob Billings Parkway and the construction engineering for the planned improvements to Iowa between Harvard and the Irving Hill Overpass.
- The Carnegie Building has been successfully renovated and the new Freedom's Frontier National Heritage Area exhibit has opened.
- Last November, Lawrence voters continued to demonstrate their support for City services by approving the \$18 million bond issuance for the Lawrence Public Library expansion and parking facility project.

Perhaps the best evidence for continued commitment to priorities is the recent 2011 Citizen Survey. While we should never rest in our desire to improve services to our community, it is probably acceptable to briefly pause to note (again) the overall findings from the survey.

Overall, the city received generally positive marks from citizens. According to an analysis of the composite satisfaction index, the City of Lawrence improved by five points from 2007 to 2011 in the 14 major categories of city services that were assessed in each citizen survey.

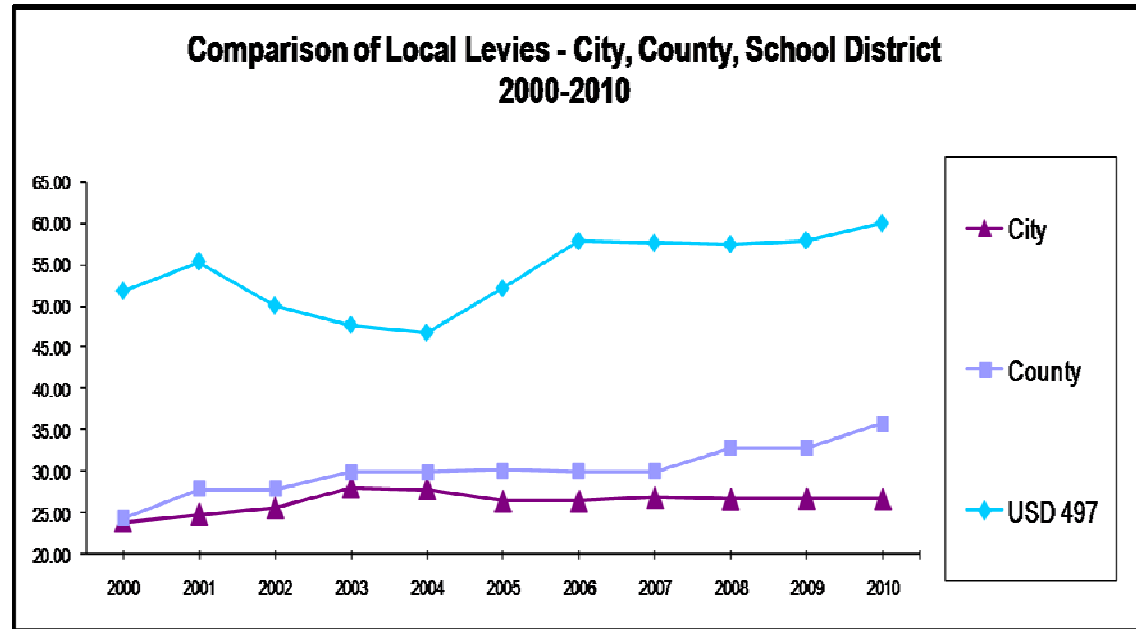


While Lawrence's Composite Customer Satisfaction Index improved, the U.S. average declined by 5 points, and the Kansas City average declined by 4 points. According to ETC, the professional survey firm conducting the survey, city leaders in Lawrence are to be commended for their efforts to sustain high levels of service during a period in which national and regional attitudes toward local government have generally become more negative.

When rating City services overall, residents rated several areas received very high.

- 93 percent satisfied with fire and emergency medical services (90 percent in 2007)
- 85 percent satisfied with trash and yard waste services (86 percent in 2007)
- 83 percent satisfied with quality of police services (79 percent in 2007)
- 81 percent satisfied with parks and recreation services (85 percent in 2007)
- 74 percent satisfied with water and wastewater services (73 percent in 2007)
- 88 percent of respondents who had contacted the city with a question, problem or complaint responded that employees were courteous and polite

We have continued to provide quality services in a fiscally responsible manner. The City has added \$1.66 million to our General Fund balance in the past four years. The City mill levy has remained at 26 mills since 2005, with the City mill levy between 23 mills and 28 mills since 1999.



We have accomplished this in a number of different ways. Since 2008, 26 non-public safety positions have been eliminated. This included three department consolidations and numerous other reductions while avoiding significant service disruptions. We have reduced energy costs, implemented new policies to reduce overtime and other costs, purchased cost-saving or technology-enhancing equipment, and reviewed contracts for consolidation in order to gain economies of scale. The City Commission has been well informed about these efforts which must continue.

It is with this background of responding to community priorities, continuing to provide high quality services, and meeting our fiscal obligations that we turn to the 2012 budget.

### ***Responding to the Federal Mandate for Radio Spectrum***

The City must respond to the federal-government mandated spectrum allocation changes and coming technology issues with a radio replacement plan with a total cost estimated to be \$2,083,908. A breakdown of the costs by department is provided below.

- *Police* has 106 hand held and 49 vehicle radios remaining to be replaced. The estimated cost for replacement of these units is \$655,900.
- *Fire Medical* currently has 100 portable emergency operations radios and 86 mobile vehicle radios. The estimated cost to replace these units is \$1,160,342;
- *Public Works* has 10 hand held and 64 mobile radios that need to be replaced. The estimated cost for these units, used in the streets, levee, airport, traffic, and storm water divisions, is \$267,666.

The funding plan, which is provided below, uses a combination of operating funds and reserve funds to provide the \$2,083,908 required in 2012.

<b><u>RESOURCES</u></b>	
<b>Operating Budgets</b>	
General Fund	
Police	\$155,900
Fire	30,342
Public Works	107,666
Storm Water Fund	100,000
Gas Tax Fund	60,000
Special Alcohol Fund	30,000
<b>Reserve Funds</b>	
Equipment Reserve Fund	600,000
Infrastructure Sales Tax	1,000,000
<b>Total Resources</b>	<b>\$2,083,908</b>



This plan requires spending approximately \$293,908 from the General Fund. Rather than increase the mill levy by the 0.4 mills required to generate sufficient resources to cover this expense in the general fund, fund balance will be used. Because some of the radios are used to support public works operations that are funded from the Storm Water Fund and Special Gas Tax Fund, resources from each of these funds will be used. The plan also spends down \$30,000 of fund balance in the Special Alcohol Fund, to fund radios and related equipment for school resource officers. The plan spends \$600,000 from the City's Equipment Reserve Fund and \$1 million of proceeds from the Infrastructure Sales Tax.

### ***Maintaining a Strong Quality of Life***

The assessed valuation as of January 1, 2011 increased approximately 0.5% over the assessed valuation used to build the 2011 budget. This means that one mill will generate \$4,833 more for the 2012 budget than it did for the 2011 budget. Keeping the General Fund mill levy flat would generate only \$78,260 more in property tax revenue in 2012. This does not provide sufficient revenues for our needs.

Therefore, the 2012 budget includes a property tax increase of 1.89 mills. As shown below, the bulk of the increase is for the construction and operation of the voter- approved Library expansion. The increase needed to support the increased general fund expenses is offset with elimination of the mill levy for the Recreation Fund.

<b>Mills</b>	<b>Fund</b>	<b>Description</b>
1.50	Bond and Interest	Debt for library
0.20	Library	Library operations
0.43	General Operating	Employee compensation and benefits, 1 detective, 4 additional police officers, equipment
(0.24)	Recreation Fund	Eliminated property tax mill levy
<b>1.89</b>	<b>Total Mill increase for 2012</b>	

### *Multi-year Plan for Police Department Resources*

The 2012 budget includes funding for five new police officers (including the detective currently funded by a federal grant which expires at the end of 2011, and four additional police officers) and associated equipment. Additionally, we will spend \$30,000 from our Capital Reserve funds to conduct a Police Department facility needs study which will focus on developing a long range plan for the critical needs of the department. This study will necessarily involve Commission participation and direction as several important policy issues will need resolution. A comprehensive review of the total community law enforcement needs should be part of this discussion – other communities have benefited from enhanced cooperation/consolidation of law enforcement resources and we should determine whether we can have a similar benefit. This should be viewed as a multi-year effort to improve the quality of our law enforcement services.

### *Public Library Expansion*

As noted earlier, voters approved an \$18 million bond issuance for library expansion and construction of a new parking facility in November 2010. As part of the campaign for the library project, voters were informed that an additional 0.5 mill in property taxes would also be needed to operate an expanded library facility. Plans for the expansion are underway with construction anticipated to begin in spring of next year. The 2012 budget includes a 1.5 mill levy increase to support the \$18 million of debt issued to construct the project. This 2012 budget also includes a 0.2 mill increase for operations of the library. This increase is necessary because the library has completely spent down reserve funds over the past two years.

### *Employee Compensation and Benefits*

City employees are the key to the successful delivery of city services. The 2012 budget includes funding for increases in employee compensation. Employees covered under Memorandums of Understanding will receive a one percent (1%) general wage adjustment for 2012 as well as step increases and competency adjustments for those who are eligible. The 2012 budget also includes funding for a 1.2% merit pool for employees not covered by Memorandums of Understanding. The budget also includes funding for discretionary longevity payments for eligible employees at the rate of \$48 per year of service.

Health care costs continue to be a dominant topic among employers and employees. We have a good employee health care system and this helps attract and retain quality employees serving our community. However, simply sticking with our existing health care design in 2012 would have required both a significant spend down of retained

earnings in the City's health care fund and a mill levy increase – with no improvements to our program and no movement toward account-based health plan which is viewed as a significant means of reducing future cost increases.

Instead, we will make a number of plan design changes in 2012. We will still be required to spend down the retained earnings in the City's health care fund by \$1,250,000. However, no mill levy increase will be necessary and we will accomplish a number of goals:

- Maintain current City funding (no mill levy increase required) at the 2011 level of \$7,691,464;
- Continue with our current network providers (CIGNA, MedTrak and Delta Dental);
- Move to the Health Reimbursement Account (HRA) which seeks to reduce future cost increases;
- Maintain existing employee contribution levels for employees using incentive programs;
- Make a commitment of \$250,000 for our OPEB (Other Post Employment Benefit) (i.e. retiree health care) liabilities; and
- Provide an opportunity for employees to use a health clinic when they are willing to participate in a health risk appraisal and attend follow up sessions.

### ***Special Alcohol Fund***

In July 2011, the State announced that in response to budget cuts, it would close the offices of the Department of Social and Rehabilitation Services (SRS) located in Lawrence. In order to avoid the loss of services the closure would mean to the Lawrence community, the City worked with Douglas County and the State to find a solution. As a result, the City and County will each provide \$112,500 in 2012 and 2013 to SRS in order for SRS to meet their State General Fund funding agreement. SRS has agreed to keep the Lawrence SRS open and operating at substantially the same level of current service through September, 2013.

### ***Guest Tax Fund***

Following adoption of the 2012 budget, the City Commission agreed to provide \$100,000 to Theatre Lawrence for construction of a new community theater and education facility. The funding will be provided over five years and will come from the City's Guest Tax fund. This pledge will help Theatre Lawrence secure \$1.5 million in out-of-state challenge grants for the facility that will create a new cultural destination within our community.

### ***Solid Waste Fund***

I am excited about the possibilities of dramatically increasing our environmental responsibilities and efficiencies through changes to our sanitation services. The ongoing work of the Solid Waste Task Force has not been completed, so the 2012 budget does not reflect any recommendations from this group or City Commission direction on this topic. However, the City Commission will have the authority to make changes (budget amendments, rate changes, etc.) if they so desire later in the year.

The 2012 budget for our sanitation division includes the addition of a glass recycling program and reflects increased fuel costs and landfill charges. These increases are greater than revenue that would be generated by the existing residential and commercial rate structure. Therefore, the 2012 budget includes a 2.7% increase in residential rates.

### ***Street Maintenance Emphasis***

We are continuing to work on improving the conditions of our streets. Whether we know from our travels around town or reviewing the citizen survey – maintaining our city streets must remain a top priority. We are continuing our emphasis on street maintenance in 2012.

Below is our street maintenance budget for 2012, with additional resources for larger street rehabilitation and repair projects coming from debt and our infrastructure sales tax. To avoid increasing the mill levy for 2012, we will spend less from the general fund, but more from the infrastructure sales tax.

<b>Street Maintenance Funding (excludes personnel, equipment costs, etc.)</b>			
	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>
<b>General Operating Fund</b>			
street maintenance (mill & overlay, chip & seal, curb repair)	2,040,919	2,040,919	1,740,919
Asphalt	135,000	133,172	119,172
Concrete	60,500	58,673	50,673
Contingency	-	-	-
<i>Sub-total</i>	<i>2,236,419</i>	<i>2,232,764</i>	<i>1,910,764</i>
<b>Gas Tax Fund</b>			
street maintenance (mill & overlay, chip & seal, curb repair)	715,000	715,000	725,205
Sidewalk	25,000	25,000	25,000
Asphalt	75,000	75,000	75,000
Concrete	65,000	65,000	65,000
<i>Sub-total</i>	<i>880,000</i>	<i>880,000</i>	<i>890,205</i>
<b>Stormwater Fund</b>			
Curb repair	140,000	140,000	140,000
Transfer to General Fund for curb/gutter	400,000	400,000	400,000
<i>Sub-total</i>	<i>540,000</i>	<i>540,000</i>	<i>540,000</i>
<b>Debt</b>			
KLINK (City's share)	350,000	1,000,000	1,000,000
KLINK (KDOT share)	200,000	200,000	200,000
<i>Sub-total</i>	<i>550,000</i>	<i>1,200,000</i>	<i>1,200,000</i>
<b>Reserve Funds</b>			
Sales Tax Reserve - County-wide	550,000	550,000	350,000
Capital Improvement Reserve	350,000	150,000	-
Capital Improvement Reserve - Infrastructure Sales Tax	500,000	500,000	800,000
<i>Sub-total</i>	<i>1,400,000</i>	<i>1,200,000</i>	<i>1,150,000</i>
<b>TOTAL</b>	<b>5,606,419</b>	<b>6,052,764</b>	<b>5,690,969</b>

### ***Water and Wastewater Fund***

Much like our streets, our water and wastewater infrastructure is critical to the daily provision of city services and our quality of life. We seldom see this infrastructure but we do know about the need for improvements. We are continuing with our work on the water and wastewater master plans and anticipate fall 2011 review of these important documents. We have immediate needs in both our water and wastewater systems which require additional

resources. Ignoring these maintenance responsibilities will not mean that the pipes and pumps heal themselves – it will only delay the day and likely increase the cost for eventual repairs.

Water and wastewater revenues each will be increased by 2% in 2012. The average residential utility bill for water and wastewater charges will increase by a total of approximately 3.5%. On an average monthly bill, this would be \$1.30. There will be no increase in system development charges for 2012, however, it is likely that this will result in even larger increases in these charges in the future.

A list of the major water/wastewater improvement projects included in the 2012 budget are provided below. Debt financing will fund the majority of the water and wastewater projects.

- Improvements to our Kansas River raw water intake, we only have one intake which is operational;
- Replacement of the Oread water tanks which date from the 1930s and 1950s;
- Replacing aged and problem watermains on a priority basis within the community;
- Replacing large valves in the water system, we have two large transmission valves that date from 1880s and 1950s;
- Assessment of concrete watermains, which are critical components of our Clinton Water Treatment Plant;
- Continuing with our successful cured-in-place-pipe program which allows us to cost-effectively extend the life of existing sanitary sewer pipes which might otherwise require costly replacement;
- Wakarusa Wastewater Treatment Plant, pump station and piping easement acquisition in anticipation of future plant construction in the coming years; and
- Other major maintenance projects outlined further in the capital project list.

### ***Capital Improvement General Obligation Budget***

The 2012 capital improvement budget continues our focus on community priorities. One of top priorities continues to be street maintenance. The 2012 capital improvement budget includes:

- City participation in KDOT's replacement of the 23<sup>rd</sup> Street Bridge;
- Mill/overlay of West 6<sup>th</sup> Street, west of Iowa (\$1 million);
- Reconstruction of Wakarusa limited to portions directly north and south of Bob Billings Parkway (\$1 million). Portions of Wakarusa are starting to see failure and need attention prior to our estimates contained in the multi-year plan for the Infrastructure Sales Tax.

The 2012 capital budget also includes funding for City participation of street/alley/parking improvements associated with the planned redevelopment of the Poehler building at 8<sup>th</sup> and Pennsylvania.

The 2012 capital improvement budget also includes a strong emphasis on "fixing what we got." This was a top priority of our management team when we discussed City goals and priorities earlier this year. The budget includes general obligation bond authority for improvements on several existing facilities in 2012:

- Riverfront and New Hampshire parking facility repairs totaling (\$450,000);
- City Hall roof and exterior repairs (\$180,000);
- Outdoor swimming pool concrete repairs, slide repairs, and painting (\$100,000);
- Deerfield Park repairs and rehabilitation (\$150,000); and
- Centennial Park skateboard park repairs (\$125,000).

Much like streets, city facilities require ongoing maintenance and continued deferral will likely increase costs. These "fix what we got" projects total \$1,005,000.

Also included is the acquisition of a new Quint for the Fire Medical Department. The total cost of this apparatus is \$1,000,000, with \$750,000 to be paid with debt and the remainder of the costs to be paid from the 2008 Infrastructure Sales Tax.

We continue our emphasis on economic development by including \$500,000 for participation in the expansion of the Bioscience and Technology Business Center on KU's West Campus. Another \$500,000 will be debt financed in 2013 for this important project.

Our adopted 2011 budget included both general obligation and special assessment debt authority for the planning and construction of necessary public improvements on the former Farmland nitrogen facility.

### ***Highlights from Other City Departments and Programs***

Our Parks and Recreation Department continues to provide outstanding programs, activities and parks with reduced resources. Our interest in proceeding with a new Westside recreation facility, which focuses on indoor fieldhouse space, has continued although we are not recommending construction in 2012. Instead, we are recommending that we seek to formalize our relationships with possible non-City donors, including fundraising activities and some limited architect services to assist with creating a solid financial plan for such a facility. With a strong financial plan for a facility in place, we continue to believe that the use of City proceeds from the County-wide Sales Tax is an appropriate funding source for this project. This issue will be discussed by the City Commission in the coming weeks.

Our Stormwater Utility will include in its 2012 work plan the retention of engineering consulting services for the multi-year Maple Street Stormwater Project, funded by 2008 Infrastructure Sales Tax proceeds.

Our public transit system recently celebrated its 10 year anniversary, continues to see ridership growth, and benefits from a strong financial footing.

Other city programs and activities are mentioned elsewhere in this document with a strong emphasis on continued quality service delivery.

\*\*\*\*\*

August 21, 1863. The massacre of Lawrence citizens and community destruction at the hands of Quantrill's raiders – and the subsequent rebuilding of our community – is a major event in Lawrence's history. It dramatically stands for so many important values including courage, determination, respect for the worth of individuals in the opposition to the horror of slavery, and sacrifice for principle. In 2013, the 150<sup>th</sup> anniversary of the raid will be observed. It will be important to note this occasion and all that it stands for. A budget message is not the appropriate place for the full articulation of either these values or their appropriate recognition. I am proposing that the City Commission assemble a group of interested Lawrence residents to assist the City Commission in determining an appropriate recognition.



There is no decision whether that recognition should be a work of art, historical markers, exhibit, event, etc. This group can recommend and the City Commission can decide any appropriate recognition. The 2012 Guest Tax Fund can be a source for some funding for this recognition. If we are to do something, it would be appropriate to begin in the coming months to ensure timely decisions and execution of any plan.

In closing, it is necessary to thank the tremendous efforts of Casey Toomay, Cynthia Wagner, and others on our budget team. Much credit for our recent successes in managing difficult budget times goes to their work.

I look forward to implementing the priorities of the City Commission and community as outlined in this budget throughout 2012.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David L. Corliss". The signature is fluid and cursive, with a large initial "D" and "C".

David L. Corliss  
City Manager

# FUND OVERVIEW

---

## OVERVIEW OF ALL BUDGETED FUNDS – REVENUES AND EXPENDITURES

### PROPERTY TAX SUPPORTED FUNDS

#### **General Fund**

Assessed valuation is projected to increase slightly for the 2012 budget, however revenue growth is still expected to be insufficient to keep up with growth in expenditures. Revenues from all sales taxes are projected to increase by 2% in 2012, however, revenues overall are expected to be just \$126,788 more than the 2011 budget. The budget includes a mill levy increase of 0.43 mills. Expenditures budgeted for 2012 represent an increase of less than one half of one percent, or \$262,857, over the 2011 budget. The increase can be attributed primarily to the addition of four new police officer positions and funding for a detective position previously funded through a grant. The budget also includes opportunities for upward compensation for most city employees as well as full funding for the longevity program. Other increases include employee retirement benefits, fuel costs and costs related to the purchase of public safety radio equipment to comply with federal mandates. These costs are offset by a reduction in the amount budgeted for transfers out of the general fund.

#### **Library**

The City will provide a total of \$3,136,000 in resources to the Lawrence Public Library for operations in 2012. The library fund for the last two years has depended upon utilization of reserves to balance the budget. As with the General Fund, revenue growth generated by a slight increase in assessed valuation is not sufficient to cover necessary costs. As part of the campaign for the successful library election in 2010, voters were informed that an additional 0.5 mill increase in property taxes would be necessary to fund operations of an expanded library. The 2012 budget includes a 0.2 mill increase in the mill levy to begin to address operational needs of an expanded facility.

#### **Recreation**

In order to keep the total mill levy rate stable, the property tax mill levy for the Recreation Fund has been eliminated for 2012. This revenue has been replaced with an increase in the amount of the City's share of the county-wide sales tax transferred into this fund. The budget assumes increases from charges for recreation classes, events, and activities for 2012 as well. Expenditures are budgeted to be relatively flat in 2012 despite the recreation budget taking on more maintenance and equipment purchases when possible to help support the General Fund.

#### **Bond and Interest**

A 1.5 mill increase is budgeted for 2012 to fund construction of the \$18 million expansion of the Lawrence Public Library. The increased mill levy and slight increase in assessed valuation mean revenues budgeted for 2012 exceed those budgeted in 2011. Due to the timing of debt issuances and the payment schedule for previous debt, budgeted expenditures are below levels budgeted for 2011.

### SPECIAL REVENUE FUNDS

#### **Guest Tax**

According to information provided by the Lawrence Convention and Visitors Bureau, continued growth in sleeping rooms as well as meeting facilities in competing markets continues to have an effect on the Lawrence market so revenue estimates show conservative growth. Changes in accounting standards mean that revenue from the transient guest tax are now directly deposited in the reserve fund. As a result, total budgeted revenues in this fund are less in 2012 than 2011. Likewise, because a transfer to the reserve fund is not budgeted for 2012, total expenditures are expected to be less. However, a 2.9% increase is budgeted in 2012 for operations of the Convention and Visitor's Bureau.

## OVERVIEW OF ALL BUDGETED FUNDS – REVENUES AND EXPENDITURES

### **Public Transportation**

In 2008, voters approved a 0.20% local sales tax to fund the operations of the existing level of transit service and an additional 0.05% sales tax for expanded transit service. According to State law, all proceeds from sales tax must be deposited in the City's General Operating Fund then transferred into other funds. The 2012 budget assumes 2% growth over 2011 projected sales tax receipts. Fare box receipts are budgeted at levels flat with 2010 actual receipts. Despite increased costs of the contract with MV Transportation for transit service, as well as rising costs of fuel and motor vehicle repairs, total budgeted expenditures are less in 2012 than in 2011.

### **Special Alcohol**

Historically, this fund has seen annual increases in the total receipts collected by the state via the liquor tax, however, a slight decrease is budgeted in 2012. Ordinance No. 8501, adopted in April 2010, established a Social Service Funding Board to review requests and make recommendations to the City Commission on the use of City resources for social service funding. The 2012 budget includes \$315,161 for funding social service agencies. This is an increase of \$9,000 over expenditures included in the 2011 budget. An additional allocation of \$250,000 is included for salary and benefits for three School Resource Officers, who provide drug and alcohol prevention training and law enforcement at Lawrence Public Schools.

### **Special Gas**

Historically, revenues have increased modestly for this fund, however, the tax rate per gallon (\$0.24/gallon gasoline, \$0.26/gallon diesel) has not increased since 2003. Based on economic, environmental, and technological trends, a slight decrease in motor fuels tax is planned in 2012. Revenue projections are based on projections from the Kansas League of Municipalities. Due to revenue constraints, a slight decrease in expenditures is budgeted in 2012 for this fund which provides resources for the City's street maintenance efforts.

### **Special Recreation**

Historically, this fund has seen annual increases in the total receipts collected by the state via the liquor tax, however, a slight decrease is budgeted in 2012. Therefore, budgeted expenditures in this fund, which is used primarily for operation and maintenance of the City's recreation facilities, are decreased for 2012.

## ENTERPRISE FUNDS

### **Water and Wastewater Fund**

Traditionally, the revenues for this fund increases in direct proportion to the amount of growth in the city as well as through the incremental rate increases dictated by the City Commissions approval of recommendations from the rate study. No increase in rates was implemented in 2011. The 2012 budget includes a 2% increase in revenue from charges for water and sewer service. No increase in system development charges is planned for 2012. Expenditures focus on capital and maintenance needs of an aging infrastructure and are budgeted to increase by almost 3% in 2012.

### **Solid Waste**

A Solid Waste Task Force continues to study this function and will make recommendations to the City Commission in 2012. The 2012 budget includes the addition of a glass recycling program and reflects increased fuel and landfill costs. These increases are greater than revenue that would be generated by the existing residential and commercial rate structure and a 2.7% increase in residential rates is included for 2012.

## OVERVIEW OF ALL BUDGETED FUNDS – REVENUES AND EXPENDITURES

### **Public Parking**

Revenue in this fund has experienced slowed growth in recent years despite increases in the cost of metered parking, as well as the fines for overtime parking implemented in 2010. Reductions were anticipated in revenue generated by the Riverfront parking garage due to renegotiation of an agreement with the owners of the Riverfront building in 2011. A slight increase in total revenues is anticipated for 2012. Revenue constraints still mean a reduction in expenditures budgeted for 2012 in this fund which provides for staff from four separate departments involved in public parking operations: police, parking control, municipal court and public works facilities maintenance.

### **Storm Water**

Following the master plan for this utility, and a previously approved rate plan, the rate charged for storm water fees will not increase in 2012 and will remain at \$4.00 per equivalent residential unit (ERU). As a result, revenues are expected to be flat in 2012. However, expenditures are expected to increase by 1.7%.

### **Public Golf**

As a weather-dependant entity, this fund sees fluctuations depending on the availability of good weather for golfers. Increases in fees were implemented for weekend rates in 2009. Staff continues to monitor play and pricing but no increases are recommended for 2012. Revenues are expected to be less in 2012 than in 2011. Revenue constraints mean expenditures budgeted for 2012 are also less than 2011 budget.

# RESOURCES BY CLASSIFICATION AND EXPENDITURES BY CATEGORY ALL BUDGETED FUNDS 2010-2012

**Resources by Classification for all Budgeted Funds 2010 - 2012**

<b>RESOURCES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Ad Valorem Taxes	\$ 24,689,288	\$ 24,354,334	\$ 24,354,334	\$ 26,039,661
Other Taxes	40,679,056	41,144,130	41,103,930	41,799,837
Licenses/Permits	880,852	869,039	869,039	900,000
Intergov. Revenue	909,755	775,000	775,000	821,647
Charges for Serv.	48,447,331	49,519,266	49,335,266	49,422,190
Fines /Forfeitures	2,957,151	2,950,000	2,950,000	3,010,000
Use of Money/Prop	339,692	716,000	715,500	423,500
Miscellaneous	4,538,010	5,078,553	5,078,553	4,997,280
Spec. Assessment	2,736,561	2,500,000	2,500,000	2,500,000
Transfers In	8,067,782	8,018,722	8,018,722	8,287,961
Fund Bal. Fwd.	42,858,583	39,011,684	44,130,827	36,409,970
<b>TOTAL RESOURCES</b>	<b>\$ 177,104,061</b>	<b>\$ 174,936,728</b>	<b>\$ 179,831,171</b>	<b>\$ 174,612,046</b>

**Expenditures by Category for all Budgeted Funds 2010 - 2012**

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	\$ 59,591,414	\$ 61,649,035	\$ 61,649,035	\$ 63,704,159
Contractual Services	24,521,144	25,686,241	25,686,241	26,270,972
Commodities	9,927,484	11,076,143	11,076,143	11,043,091
Capital Outlay	2,251,684	2,576,437	2,576,437	2,827,585
Debt Service	19,027,146	23,056,980	23,056,980	22,405,879
Transfers Out	17,656,295	41,392,933	18,038,933	39,421,421
Contingency	-	1,667,256	1,337,432	1,629,838
<b>TOTAL EXPENDITURES</b>	<b>132,975,167</b>	<b>167,105,025</b>	<b>143,421,201</b>	<b>167,302,945</b>

2012 Budget Fund Summary of Resources by Classification and Expenditures by Category

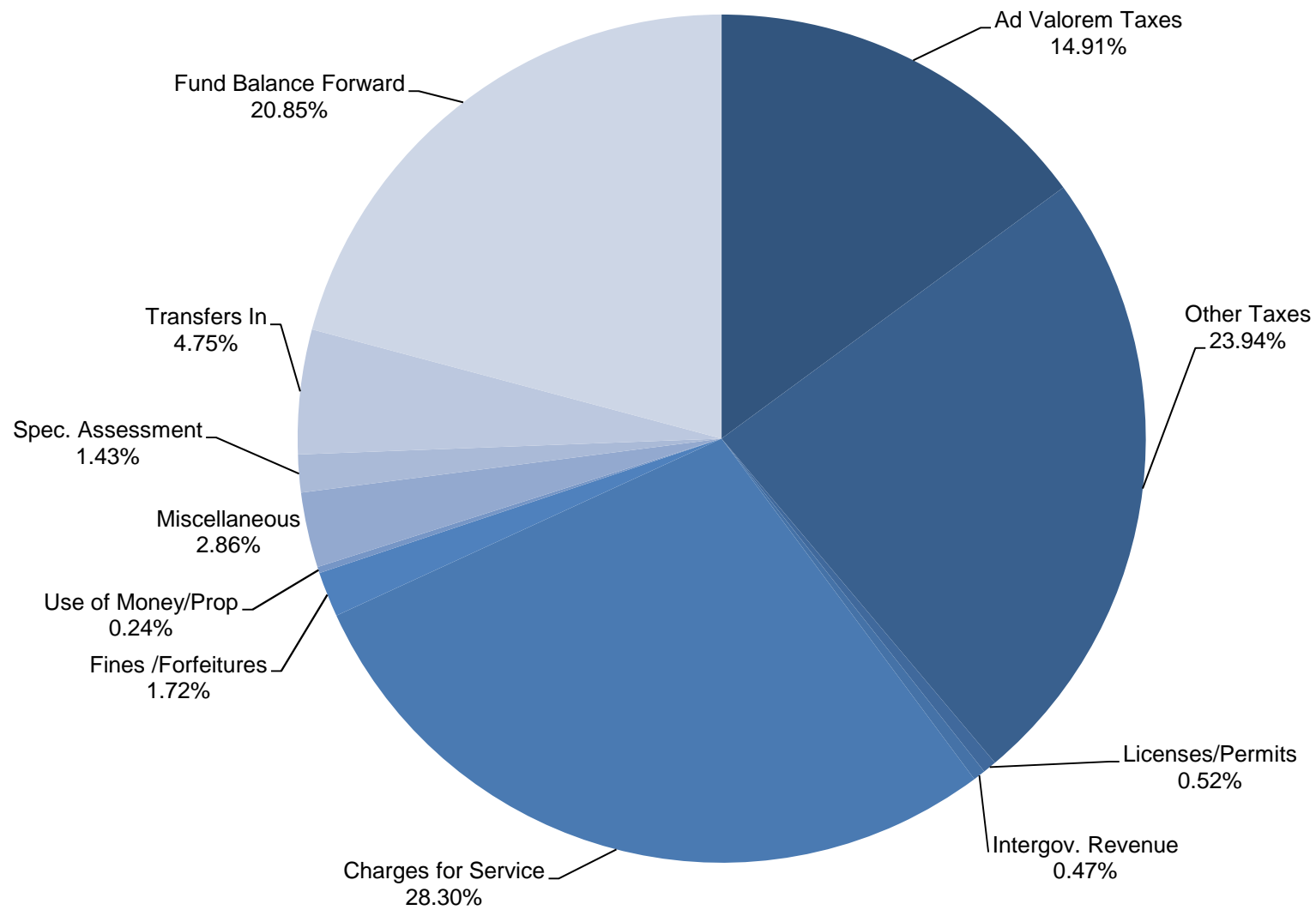
	Property Tax Supported Funds		Debt Service Fund	Special Revenue Funds			
	General Operating 001	Library 209	Bond & Interest 301	Guest Tax 206	Transportation 210	Recreation 211	Special Alcohol 213
<b>RESOURCES</b>							
Ad Valorem Taxes	15,260,091	3,142,040	7,615,036			22,494	
Other Taxes	36,955,463			880,000			636,647
Licenses/Permits	900,000						
Intergov. Revenue	821,647				-		
Charges for Service	675,000		120,000		255,000	1,686,000	
Fines /Forfeitures	3,010,000						
Use of Money/Prop	150,000		75,000		-	140,000	
Miscellaneous	4,535,780				-	10,000	
Spec. Assessment	-		2,500,000				
Transfers In	3,656,751	-	-		2,751,053	1,880,157	
Fund Balance Forward	11,413,663	118,460	3,081,964	205,873	338,015	604,996	327,219
<b>TOTAL RESOURCES</b>	<b>\$ 77,378,395</b>	<b>\$ 3,260,500</b>	<b>\$ 13,392,000</b>	<b>\$ 1,085,873</b>	<b>\$ 3,344,068</b>	<b>\$ 4,343,647</b>	<b>\$ 963,866</b>
<b>EXPENDITURES</b>							
Personal Services	40,417,392			50,000	73,823	3,223,145	250,662
Contractual Services	10,495,165	3,136,000		777,500	1,955,359	476,251	315,161
Commodities	4,171,253				704,620	303,290	-
Capital Outlay	673,585				-	25,000	30,000
Debt Service			12,831,280		-	-	-
Transfers Out	18,100,500		-	210,000	105,000	-	315,000
Contingency	25,000				350,000	160,000	9,838
<b>TOTAL EXPENDITURES</b>	<b>\$ 73,882,895</b>	<b>\$ 3,136,000</b>	<b>\$ 12,831,280</b>	<b>\$ 1,037,500</b>	<b>\$ 3,188,802</b>	<b>\$ 4,187,686</b>	<b>\$ 920,661</b>
<b>Fund Balance</b>	<b>\$ 3,495,500</b>	<b>\$ 124,500</b>	<b>\$ 560,720</b>	<b>\$ 48,373</b>	<b>\$ 155,266</b>	<b>\$ 155,961</b>	<b>\$ 43,205</b>

2012 Budget Fund Summary of Resources by Classification and Expenditures by Category (cont.)

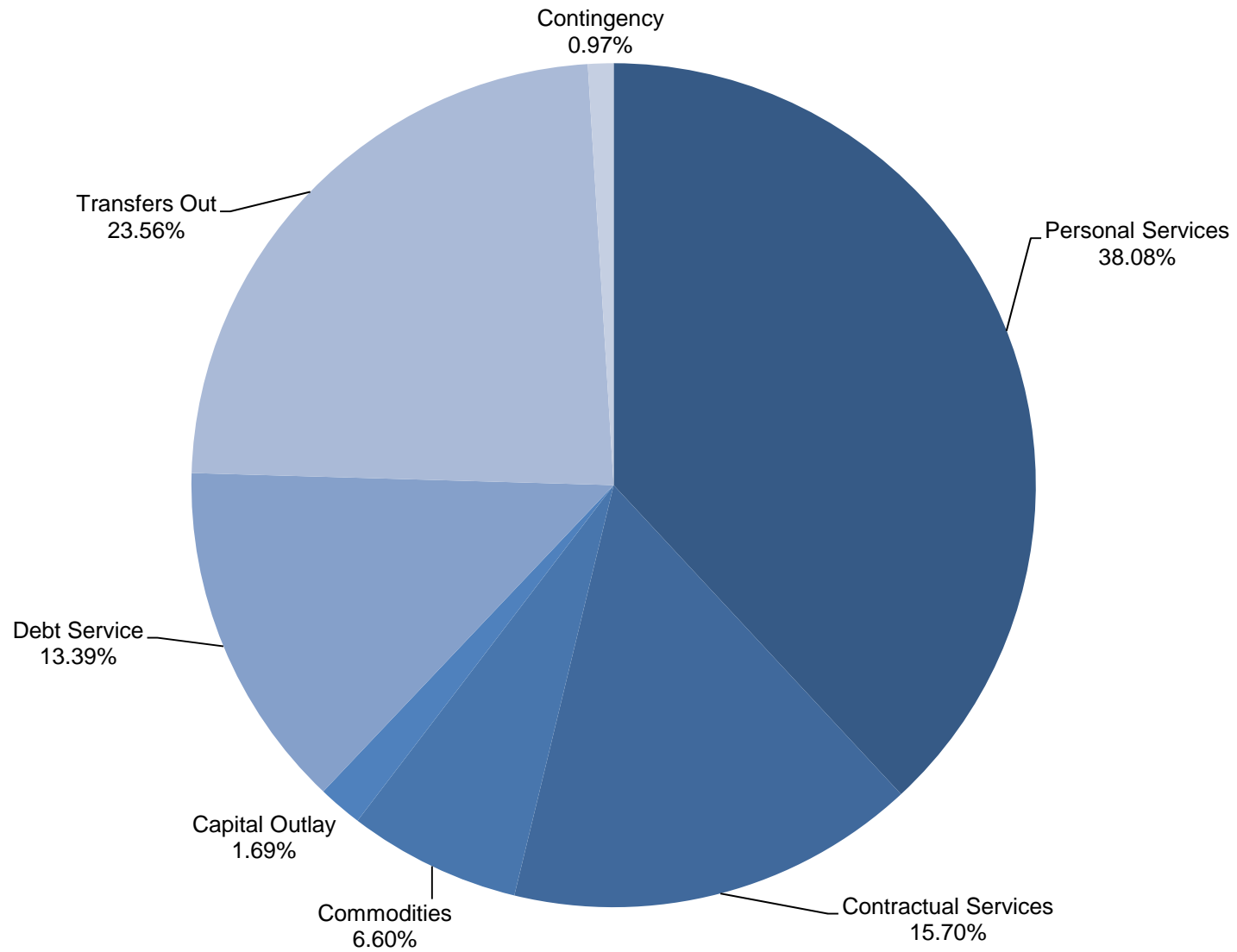
Special Revenue Funds (cont.)		Enterprise Funds					
Special Gas 214	Special Recreation 216	Water & Wastewater 501	Solid Waste 502	Public Parking 503	Storm Water 505	Public Golf 506	TOTAL ALL FUNDS
							26,039,661
							41,799,837
							900,000
							821,647
		30,715,300	10,950,890	1,170,000	2,950,000	900,000	49,422,190
							3,010,000
		50,000	5,000	500	2,500	500	423,500
0	0	450,000			-	1,500	4,997,280
						0	2,500,000
							8,287,961
329,588	93,430	16,110,539	2,504,927	75,913	890,459	314,924	36,409,970
\$ 3,020,668	\$ 730,077	\$ 47,325,839	\$ 13,460,817	\$ 1,246,413	\$ 3,842,959	\$ 1,216,924	\$ 174,612,046
1,831,485	48,578	9,294,523	6,246,096	993,955	779,767	494,733	63,704,159
500	315,500	5,383,827	3,009,469	145,410	139,400	121,430	26,270,972
931,485	76,000	3,405,325	927,710	62,939	296,169	164,300	11,043,091
165,000	147,000	555,000	550,000	15,000	607,000	60,000	2,827,585
-	-	8,815,000	-	-	759,599	-	22,405,879
-	10,000	17,834,896	2,236,025	-	610,000	-	39,421,421
40,000	100,000	120,000	5,000	-	490,000	330,000	1,629,838
\$ 2,968,470	\$ 697,078	\$ 45,408,571	\$ 12,974,300	\$ 1,217,304	\$ 3,681,935	\$ 1,170,463	\$ 167,302,945
\$ 52,198	\$ 32,999	\$ 1,917,268	\$ 486,517	\$ 29,109	\$ 161,024	\$ 46,461	\$ 7,309,101



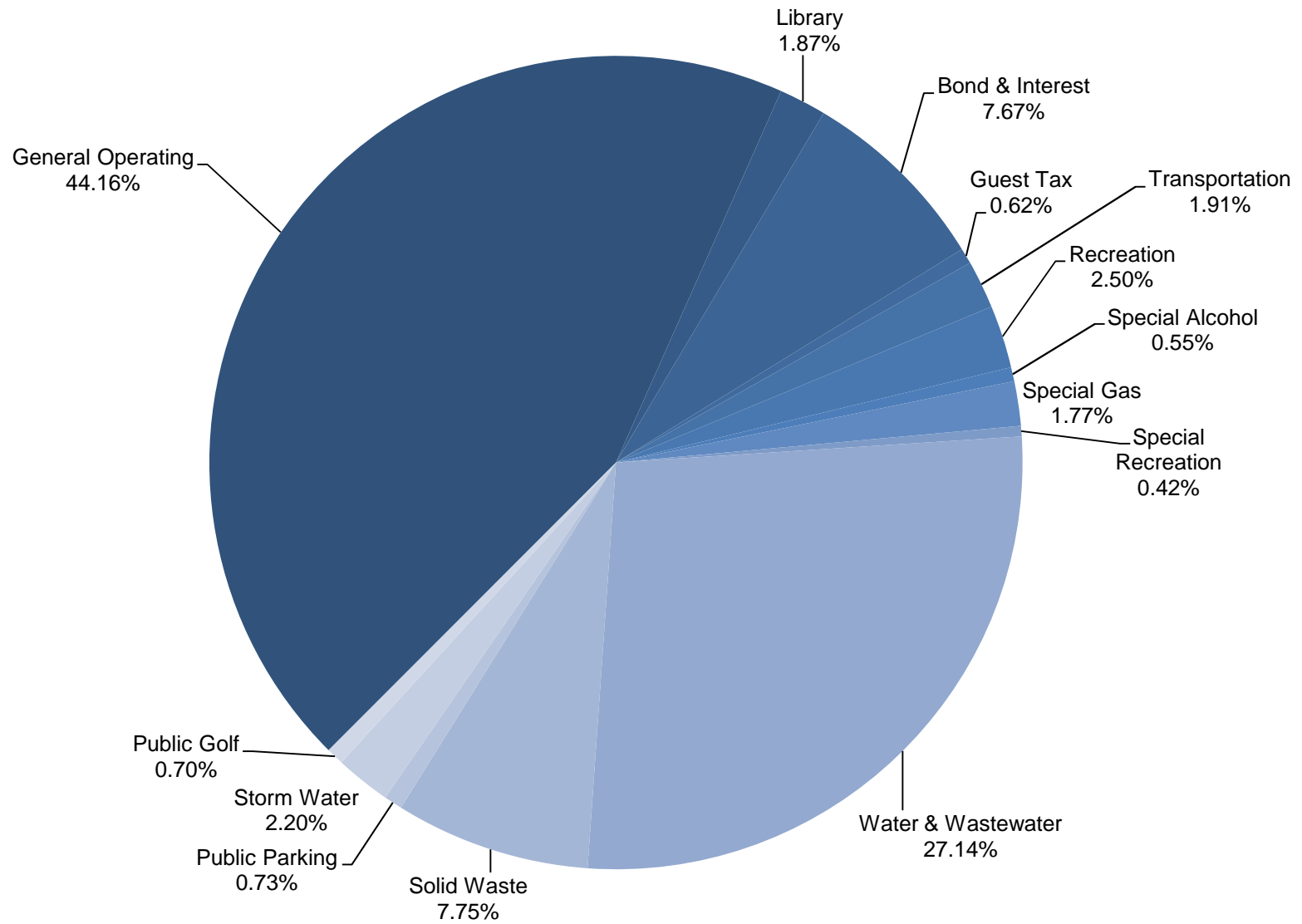
## 2012 Budgeted Resources by Classification: Total - \$174,612,046



## 2012 Budgeted Expenditures by Category: Total - \$167,302,945



## 2012 Budgeted Expenditures by Fund: Total - \$167,302,945

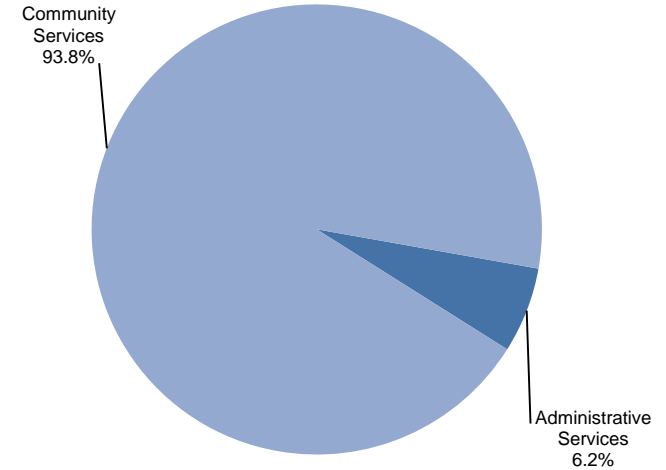


# CITY OF LAWRENCE PERSONNEL SUMMARY

## AUTHORIZED POSITIONS (FTEs)

<u>DEPARTMENT</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Change in FTEs from 2011</u>
City Commission	5.00	5.00	5.00	0.00
City Auditor	0.50	0.50	0.50	0.00
City Manager's Office	16.50	16.50	16.50	0.00
Planning and Development Services	24.45	24.45	24.45	0.00
Finance	4.13	4.13	4.13	0.00
Information Systems	7.00	6.00	6.00	0.00
Legal	19.40	19.40	19.40	0.00
Police	176.00	176.00	181.00	5.00
Fire and Medical	143.00	143.00	143.00	0.00
Health Dpt. / Health Bldg. Maint.	1.00	1.00	1.00	0.00
Public Works	172.75	165.75	165.75	0.00
Parks and Recreation	70.78	68.78	68.78	0.00
Public Transit	0.61	0.61	0.61	0.00
Utilities	128.26	128.26	128.26	0.00
<b>TOTAL</b>	<b>769.38</b>	<b>759.38</b>	<b>764.38</b>	<b>5.00</b>

## Authorized Positions by Category

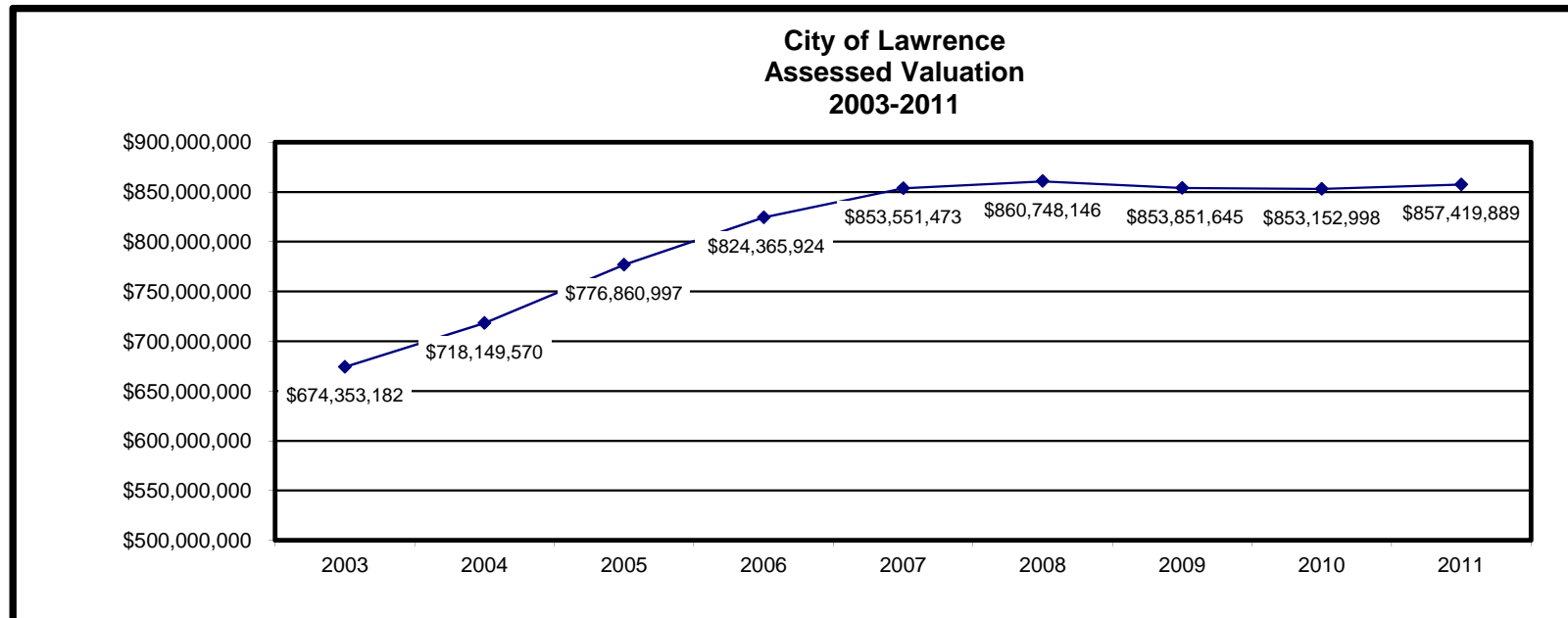


Administrative Services include positions in the City Manager's Office, City Auditor, Public Transit, Finance, Information Systems, and Legal Departments. Community Services include the City Commission and positions in the Planning and Development Services, Police, Fire Medical, Health, Public Works, Parks and Recreation, and Utilities Departments.

# COMPUTATION OF AD VALOREM TAX REQUIREMENTS AND MILL LEVY

2011 ESTIMATED ASSESSED VALUATION FOR 2012 BUDGET:       \$       857,419,889

FUND NUMBER	FUND	2012 REQUIREMENTS	3.3% DELIN- QUENT TAXES	AD VALOREM TAX REQUIREMENT	MILL RATE
<b>Property Tax Levy Funds</b>					
001	General Operating	13,797,539	455,319	14,252,858	16.623
209	Library	2,871,865	94,772	2,966,637	3.460
	<i>Sub Total Property Tax Levy Funds</i>	16,669,403	550,090	17,219,493	20.083
<b>Supplemental Tax Levy Funds</b>					
301	Bond and Interest	7,056,971	232,880	7,289,851	8.502
	<i>Sub Total Supplemental Tax Levy Funds</i>	7,056,971	232,880	7,289,851	8.502
	<b>GRAND TOTAL</b>	<b>23,726,370</b>	<b>782,970</b>	<b>24,509,344</b>	<b>28.585</b>



# FUND EXPENDITURE SUMMARY

## 2010-2012

Fund #	Fund Description	2009 Mill Levy*	Actual 2010 Expenditures	2010 Mill Levy*	Budget 2011 Expenditures	2011 Mill Levy	Budget 2012 Expenditures
<b>Property Tax Levy Funds</b>							
001	General Operating	16.190	\$ 64,023,128	16.193	\$ 73,620,038	16.623	\$ 73,882,895
209	Library	3.260	3,051,000	3.260	3,070,000	3.460	3,136,000
211	Recreation	0.242	3,600,097	0.242	4,190,772	-	4,187,686
	<i>Sub Total Property Tax Levy Funds</i>	19.692	<b>\$ 70,674,225</b>	19.695	<b>\$ 80,880,810</b>	20.083	<b>\$ 81,206,581</b>
<b>Supplemental Tax Levy Funds</b>							
301	Bond and Interest	7.001	\$ 10,180,035	7.002	\$ 13,927,334	8.502	\$ 12,831,280
	<i>Sub Total Supplemental Tax Levy Funds</i>	7.001	<b>\$ 10,180,035</b>	7.002	<b>\$ 13,927,334</b>	8.502	<b>\$ 12,831,280</b>
<b>Non-Property Tax Levy Funds</b>							
206	Guest Tax		\$ 948,310		\$ 1,157,500		\$ 1,037,500
210	Public Transportation		2,456,245		3,312,515		3,188,802
213	Special Alcohol		554,612		842,650		920,661
214	Special Gas Tax		2,621,399		3,201,129		2,968,470
216	Special Recreation		617,919		722,028		697,078
501	Water and Sewer		30,393,867		44,110,604		45,408,571
502	Solid Waste		10,060,799		12,539,440		12,974,300
503	Public Parking		1,190,192		1,295,000		1,217,304
505	Storm Water Utility		2,410,226		3,620,402		3,681,935
506	Public Golf Course		773,499		1,495,613		1,170,463
	<i>Sub Total Non-Property Tax Levy Funds</i>		<b>\$ 52,027,068</b>		<b>\$ 72,296,881</b>		<b>\$ 73,265,084</b>
	<b>GRAND TOTAL</b>	<b>26.693</b>	<b>\$ 132,881,328</b>	<b>26.697</b>	<b>\$ 167,105,025</b>	<b>28.585</b>	<b>\$ 167,302,945</b>
<b>City Taxes per \$1000 Assessed Valuation</b>		<b>\$ 26.693</b>		<b>\$ 26.697</b>		<b>\$ 28.585</b>	

\* Certified Mill Levy

## VALUE OF YOUR CITY OF LAWRENCE PROPERTY TAX DOLLARS

**To estimate your City Property Tax bill for 2012:**

First, determine the assessed valuation for your residential property by multiplying the market value of home by 11.5%:

$$\begin{array}{rcl}
 \text{Market value of home} & = & \$150,000 \\
 \times & & 11.50\% \\
 \hline
 \text{assessed valuation} & = & \$17,250
 \end{array}$$

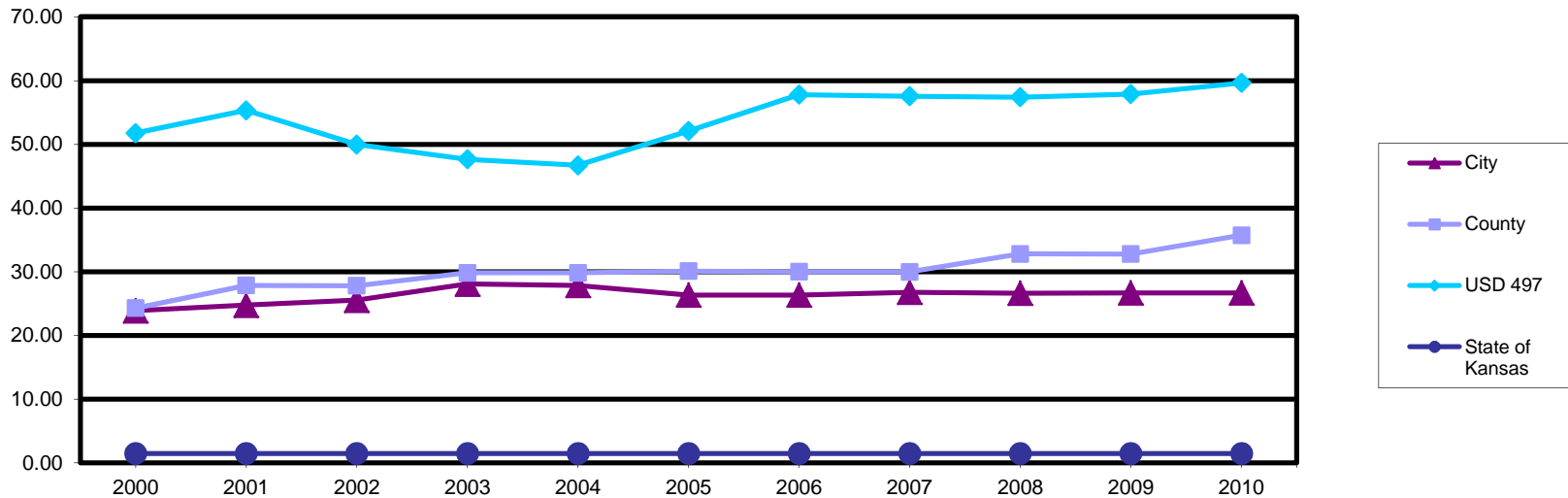
Second, multiple your assessed valuation by the 2012 mill rate levied by the City and divide by \$1,000:

$$\begin{array}{rcl}
 \text{assessed valuation} & \$ & 17,250 \\
 \times \text{City mill rate for 2012} & & 28.585 \\
 \hline
 & \$ & 493,091.25 / 1,000 = \\
 \\
 \text{Estimated 2012 City Tax liability} & = & \$ 493.09
 \end{array}$$

Fair Market Value of Home	Assessed Valuation	Approximate City Tax Bill Mill Rate = 28.585
100,000	\$ 11,500.00	\$ 328.73
125,000	\$ 14,375.00	\$ 410.91
150,000	\$ 17,250.00	\$ 493.09
175,000	\$ 20,125.00	\$ 575.27
200,000	\$ 23,000.00	\$ 657.46
225,000	\$ 25,875.00	\$ 739.64
250,000	\$ 28,750.00	\$ 821.82
275,000	\$ 31,625.00	\$ 904.00
300,000	\$ 34,500.00	\$ 986.18
350,000	\$ 40,250.00	\$ 1,150.55
400,000	\$ 46,000.00	\$ 1,314.91
450,000	\$ 51,750.00	\$ 1,479.27
500,000	\$ 57,500.00	\$ 1,643.64

For residential property, the City tax bill equates to approximately \$3.29 for each \$1,000 of the fair market value.

### Comparison of Local Levies - City, County, School District, and State: 2000-2010



Levy Year	City	County	USD 497	State of Kansas	Total
2000	23.90	24.32	51.78	1.50	101.50
2001	24.77	27.86	55.34	1.50	109.47
2002	25.56	27.82	49.98	1.50	104.86
2003	28.09	29.84	47.65	1.50	107.08
2004	27.86	29.85	46.71	1.50	105.92
2005	26.36	30.10	52.08	1.50	110.04
2006	26.36	30.01	57.80	1.50	115.67
2007	26.79	29.99	57.56	1.50	115.84
2008	26.65	32.82	57.40	1.50	118.37
2009	26.69	32.80	57.89	1.50	118.89
2010	26.69	35.75	59.65	1.50	123.59



## CITY OF LAWRENCE, KANSAS SIGNIFICANT CHANGES IN FUND BALANCE

According to State statutes, the fund balance for any budgeted fund cannot exceed 5% of the fund's total budgeted expenditures. As shown on the next page, the 2012 budget complies with this requirement. The budget also includes expenditure line items, which are not planned to be made to allow the City to project for a greater fund balance than what is required by State law. A brief explanation is provided below for each significant change in fund balance.

**General Operating Fund** –slowed growth in assessed valuation and sales tax revenues along with increased personal services costs and other expenditures, translates into a 4.73% projected fund balance at the end of 2012.

**Library** – Slowed growth in assessed valuation and increasing costs due to expansion of the Library result in a 3.97% projected fund balance at the end of 2012.

**Transportation** – Increased costs for contractual services, including MV Transportation, and commodities will result in a projected fund balance of 4.87% at the end of 2012.

**Recreation** – Increases in the costs associated with operating recreation facilities with little revenue growth will result in a projected fund balance of 3.70%.

**Bond/Interest** - The need for several City-at-large capital improvement projects will require spending some of the accumulated fund balance. However, the projected fund balance will be 4.37% of the budgeted expenditures.

**Guest Tax** – Additional revenue will be generated spent on the Convention and Visitor's Bureau and toward restoration of the Carnegie Library and heritage tourism, translating into a projected fund balance of 4.66%.

**Special Alcohol** – Revenues are only expected to decrease slightly, while expenditure levels, including a significant contingency, will increase, translating into a projected fund balance of 4.69%.

**Special Gas** – Revenues aren't expected to grow at the same pace as expenditures in 2012. The result is a projected fund balance of 1.76% in this fund.

**Special Recreation** - Revenues are only expected to be grow slightly, while expenditure levels, including a significant contingency, will increase, translating into a projected fund balance of 4.73%.

**Water and Wastewater** - A number of water and wastewater capital projects will be financed with cash, resulting in a decrease in projected fund balance from 2011, to 4.22% of budgeted expenditures.

**Solid Waste** – The projected fund balance of 3.75% of the budgeted expenditures in this fund can be attributed to growth in expenditures exceeding growth in revenues.

**Public Parking** –Revenues have not increased despite increased parking fines and fees. Combined with expenditure levels that have increased due to personnel costs, the result is a projected fund balance of 2.39%.

**Storm Water Utility** –Revenues are expected to remain flat while expenditures are expected to grow. This will result in a projected fund balance of 4.37%.

**Public Golf** – The weather dependent nature of golf operations means revenue projections remain conservative for 2011. Budgeted expenditures have increased due to a large contingency in order to achieve a projected fund balance of 3.97%.

# CITY OF LAWRENCE, KANSAS

## PROJECTION OF FINANCIAL CONDITION

FUND	1/1/11 Balance	2011 Revenue	2011 Expenditures	12/31/11 Balance	Percent Fund Balance
General	\$12,747,754	\$64,585,947	\$65,920,038	\$11,413,663	17.31%
Library	131,987	3,056,473	3,070,000	118,460	3.86%
Transportation	749,983	2,900,547	3,312,515	338,015	10.20%
Recreation	889,790	3,655,898	3,940,692	604,996	15.35%
Bond/Interest	7,907,864	9,101,434	13,927,334	3,081,964	22.13%
Guest Tax	228,373	935,000	957,500	205,873	21.50%
Special Alcohol	249,869	650,000	572,650	327,219	57.14%
Special Gas Tax	696,787	2,658,930	3,026,129	329,588	10.89%
Special Recreation	165,458	650,000	722,028	93,430	12.94%
Water / Wastewater	15,802,143	31,669,000	31,360,604	16,110,539	51.37%
Solid Waste	2,497,752	10,796,615	10,789,440	2,504,927	23.22%
Public Parking	209,913	1,161,000	1,295,000	75,913	5.86%
Storm Water Utility	1,555,861	2,955,000	3,620,402	890,459	24.60%
Public Golf	297,293	924,500	906,869	314,924	34.73%
TOTAL	\$44,130,827	\$135,700,344	\$143,421,201	\$36,409,970	25.39%

FUND	1/1/12 Balance	2012 Revenue	2012 Expenditures	12/31/12 Balance	Percent Fund Balance
General	\$11,413,663	\$65,964,732	\$73,882,895	\$3,495,500	4.73%
Library	118,460	3,142,040	3,136,000	124,500	3.97%
Transportation	338,015	3,006,053	3,188,802	155,266	4.87%
Recreation	604,996	3,738,651	4,187,686	155,961	3.72%
Bond/Interest	3,081,964	10,310,036	12,831,280	560,720	4.37%
Guest Tax	205,873	880,000	1,037,500	48,373	4.66%
Special Alcohol	327,219	636,647	920,661	43,205	4.69%
Special Gas Tax	329,588	2,691,080	2,968,470	52,198	1.76%
Special Recreation	93,430	636,647	697,078	32,999	4.73%
Water / Wastewater	16,110,539	31,215,300	45,408,571	1,917,268	4.22%
Solid Waste	2,504,927	10,955,890	12,974,300	486,517	3.75%
Public Parking	75,913	1,170,500	1,217,304	29,109	2.39%
Storm Water Utility	890,459	2,952,500	3,681,935	161,024	4.37%
Public Golf	314,924	902,000	1,170,463	46,461	3.97%
TOTAL	\$36,409,970	\$138,202,076	\$167,302,945	\$7,309,101	4.37%

The 2012 funds shown above comply with the State law requirement that fund balance not exceed five percent of budgeted expenditures. The budget also includes expenditure line items, which are not planned to be made to allow the City to project for a greater fund balance.

## 2012 SOCIAL SERVICE AGENCY FUNDING ALLOCATIONS

<b>GENERAL OPERATING FUND</b>	<b>Budget 2011</b>	<b>Request 2012</b>	<b>Req. vs. 11 Budget</b>	<b>Budget 2012</b>
Ballard Community Center	7,500	7,500	0.0%	7,500
Big Brothers / Big Sisters (Bigs in Schools)	0	29,500		0
Boys & Girls Club of Lawrence	143,722	148,722	3.5%	143,722
Douglas County CASA, Inc.	20,000	20,000	0.0%	20,000
Douglas County Special Olympics	0	250		250
TFI Family Services	6,750	6,750	0.0%	6,750
Ecumenical Minister's Fellowship	4,000	4,000	0.0%	2,000
Health Care Access-Pharmacy	26,000	23,000	-11.5%	23,000
Homeless Services				
Bert Nash City Homeless Outreach Team	164,000	164,000	0.0%	164,000
Lawrence Community Shelter	8,000	8,000	0.0%	8,000
Lawrence Community Shelter	49,000	49,000	0.0%	49,000
Salvation Army	9,000	9,000	0.0%	
<u>Salvation Army</u>	<u>15,000</u>	<u>15,000</u>	<u>0.0%</u>	<u>15,000</u>
<i>Homeless services subtotal</i>	<i>245,000</i>	<i>245,000</i>	<i>0.0%</i>	<i>236,000</i>
Housing & Credit Counseling	17,100	17,100	0.0%	17,100
Jayhawk Area Agency on Aging	7,400	7,520	1.6%	7,400
The Shelter, Inc.	32,000	32,000	0.0%	32,000
Van Go Mobile Arts	35,000	35,000	0.0%	35,000
Warm Hearts	6,000	6,000	0.0%	6,000
Willow Domestic Violence Center	6,000	6,000	0.0%	6,000
<b>Total</b>	<b>\$ 556,472</b>	<b>\$588,342</b>	<b>5.7%</b>	<b>\$ 542,722</b>

*The General Fund is supported by property tax, sales tax, franchise fees, user fees, fines and misc. sources.*

<b>SPECIAL ALCOHOL FUND</b>	<b>Budget 2011</b>	<b>Request 2012</b>	<b>Req. vs. 11 Budget</b>	<b>Budget 2012</b>
Big Brothers/Big Sisters CORE	27,000	29,500	9.26%	27,000
Boys & Girls Club of Lawrence	100,000	106,278	6.28%	100,000
DCCCA	41,000	43,264	5.52%	41,000
DCCCA d/b/a First Step House	27,661	27,661	0.00%	27,661
Headquarters, Inc - First Call	22,500	22,500	0.00%	22,500
Lawrence Alcoholic Recovery House (Hearthstone)	0	24,968		0
Lawrence Community Shelter	27,000	50,000	85.19%	36,000
Lawrence Police Department	250,000	250,000	0.00%	250,000
Van Go Mobile Arts, Inc.	44,000	44,000	0.00%	44,000
Willow Domestic Violence Center	17,000	17,000	0.00%	17,000
<b>Total</b>	<b>\$556,161</b>	<b>\$615,171</b>	<b>10.61%</b>	<b>\$ 565,161</b>

*The Special Alcohol Fund is supported by the Liquor Tax.*

**2012 VENDOR SERVICES AND ECONOMIC DEVELOPMENT  
AGENCY FUNDING ALLOCATIONS**

<b>GENERAL OPERATING FUND</b>	<b>Budget 2011</b>	<b>Request 2012</b>	<b>Req. vs. 11 Budget</b>	<b>Budget 2012</b>
<i>Vendor Provided City Services</i>				
Douglas County Legal Aid	\$ 40,000	\$ 40,000	0.0%	\$ 40,000
Lawrence Humane Society	\$ 256,320	\$ 332,000	29.5%	\$ 280,000
Lawrence Arts Center	90,000	90,000	0.0%	90,000
<i>Economic Development</i>				
Downtown Lawrence	42,500	47,500	11.8%	42,500
Lawrence Chamber of Commerce (includes KUSBDC)	219,500	219,500	0.0%	219,500
Lawrence Douglas County Bioscience Authority	200,000	200,000	0.0%	200,000
LDCBA Incubator	75,000	75,000	0.0%	75,000

<b>BOND AND INTEREST FUND</b>	<b>Budget 2011</b>	<b>Request 2012</b>	<b>Req. vs. 11 Budget</b>	<b>Budget 2012</b>
LDCBA Expansion Facility	66,540	66,540		66,540

*This represents the estimated City share of this project*

<b>SPECIAL RECREATION FUND</b>	<b>Budget 2011</b>	<b>Request 2012</b>	<b>Req. vs. 11 Budget</b>	<b>Budget 2012</b>
Lawrence Arts Center Scholarship	\$25,000	\$44,850	79.40%	\$25,000
Lawrence Cultural Arts Commission	23,000	81,500	254.35%	23,000

*The Special Recreation Fund is supported by the Liquor Tax.*



*City of Lawrence*

# GENERAL OPERATING FUND

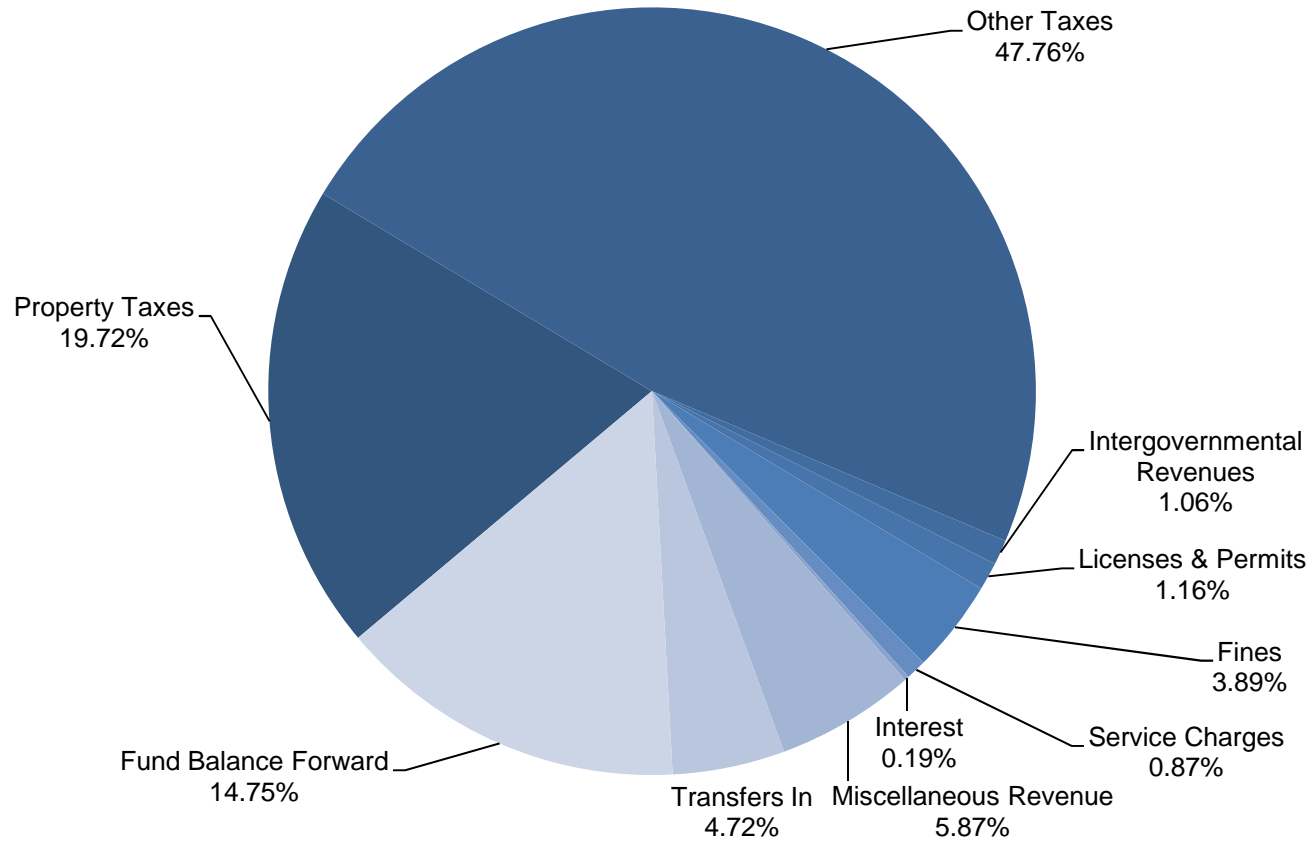
---



*City of Lawrence*

## Fund 001 - GENERAL OPERATING

### 2012 General Operating Fund Resources by Classification: Total - \$77,378,395



## Fund 001 - GENERAL OPERATING

<b>RECEIPTS</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Property Taxes	\$ 14,979,348	\$ 14,825,981	\$ 14,825,981	\$ 15,260,091
Franchise Fees	6,300,184	6,120,000	6,120,000	6,400,000
Sales / Use Taxes				
1% City	13,531,725	14,106,600	13,852,260	13,880,268
0.3% Infrastructure	3,999,349	4,018,800	4,155,675	4,164,079
0.2% transit	2,666,233	2,677,500	2,770,450	2,776,053
0.05% transit expanded	666,558	668,100	692,615	694,013
1% County wide	8,635,494	8,619,000	8,619,000	9,041,050
subtotal	29,499,359	30,090,000	30,090,000	30,555,463
Intergovernmental Revenue	829,366	775,000	775,000	821,647
Licenses & permits	880,852	869,039	869,039	900,000
Fines	2,957,151	2,950,000	2,950,000	3,010,000
Service Charges	789,043	657,500	657,500	675,000
Interest	109,899	250,000	250,000	150,000
Miscellaneous Revenue	4,185,605	4,458,553	4,458,553	4,539,000
Transfers In	3,675,128	3,589,874	3,589,874	3,653,531
<b>TOTAL REVENUES</b>	<b>64,205,935</b>	<b>64,585,947</b>	<b>64,585,947</b>	<b>65,964,732</b>
Balance, January 1	12,564,947	12,665,660	12,747,754	11,413,663
<b>TOTAL RESOURCES AVAILABLE</b>	<b>\$ 76,770,882</b>	<b>\$ 77,251,607</b>	<b>\$ 77,333,701</b>	<b>\$ 77,378,395</b>
<b>TOTAL EXPENDITURES</b>	<b>64,023,128</b>	<b>73,620,038</b>	<b>65,920,038</b>	<b>73,882,895</b>
<b>FUND BALANCE FORWARD</b>	<b>12,747,754</b>	<b>3,631,569</b>	<b>11,413,663</b>	<b>3,495,500</b>

## REVENUE SOURCES - DESCRIPTIONS AND TRENDS

Detailed information on revenue sources can be found on the following pages.

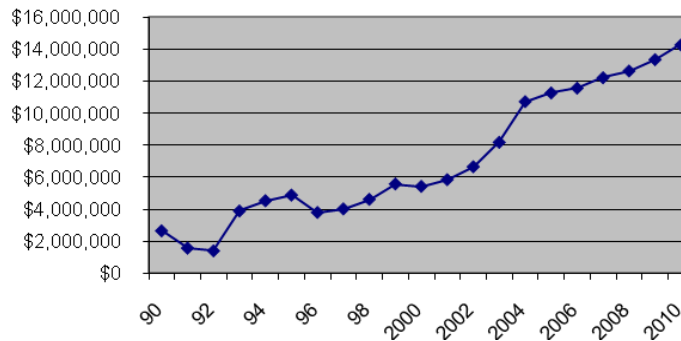


## Fund 001 – GENERAL OPERATING

### Major Revenue Source - Descriptions, Assumptions and Trends

The General Operating Fund (General Fund) relies on revenues from a variety of sources to provide for the operations of the twenty-six departments/divisions that are budgeted from this fund. Early in the budget process, revenues for the General Fund are analyzed based on the actual receipts from the previous year. Adjustments then might be made to the current year's revenue estimates, and projections are made for the next fiscal year. The following revenue descriptions, assumptions, and trends are provided for some of the most significant revenue sources for the General Fund.

General Fund  
Ad Valorem  
Property Tax Revenue  
1990-2010



#### Property Tax

Twenty percent (20%) of the 2012 General Fund resources are estimated to come from property taxes. This includes property taxes on real estate, personal property, and state assessed property. Motor vehicle taxes, vehicle excise tax, and payment in lieu of property taxes are also included in this amount.

Assessed valuation is expected to increase 0.5% to \$857,419,889. This slight increase follows two years of decreases in assessed valuation. A mill levy increase of 0.43 mills to support General Fund operations is also included and is projected to generate \$14,553,540 in property tax revenues in 2012.

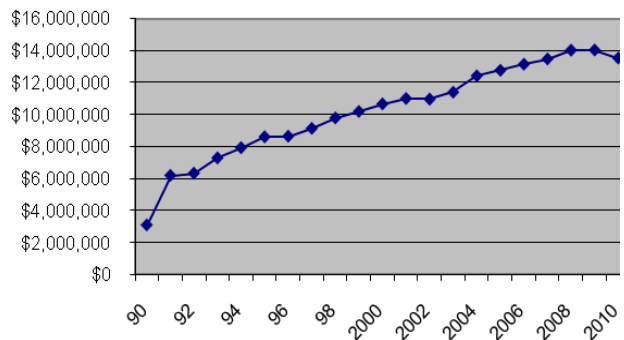
Revenue from other property taxes has been relatively flat in recent years. As shown on the graph however, the overall trend for this revenue category in recent years has been positive.

#### Sales Tax

The City of Lawrence General Fund will receive thirty-nine percent (39%) of total resources in 2012 from five different sales taxes.

A city retailer's sales tax of 0.5% was instituted July 1, 1971, followed by an additional 0.5% that went into effect October 1, 1990. As depicted on the chart, this one percent city retailer's sales experienced consistent growth throughout the 1990's and early 2000's. However, that annual growth has slowed and declined slightly for first time in 2010. The 2012 budget projects a slight turnaround in the economy and includes a 2% increase over projected 2011 receipts.

City 1% Sales Tax Revenue  
1990- 2010

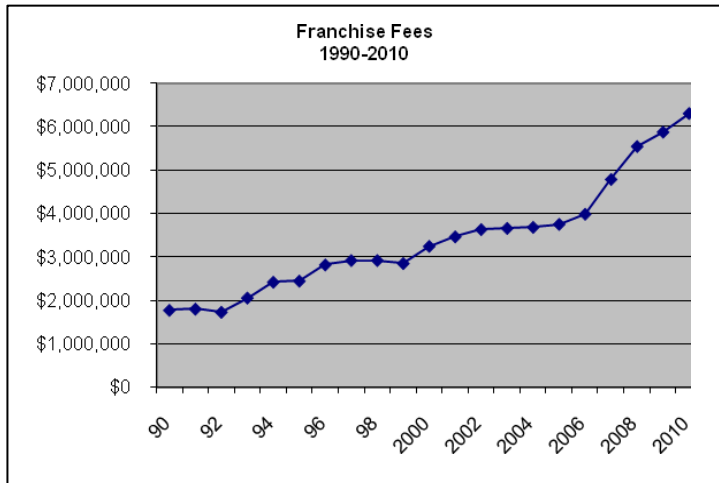


In 2008, voters approved three additional local sales tax initiatives: 0.2% for the operation of the City's transportation system as it currently exists, 0.05% for transit expanded, and 0.3% to fund improvements to the City's infrastructure. While these revenues must be deposited in the City's General Operating Fund, they will be transferred to the Transportation Fund, the Capital Improvement Reserve Fund, and the Equipment

## Fund 001 – GENERAL OPERATING

Reserve Fund. These sales taxes are expected to generate \$7,634,145 of revenue in 2012.

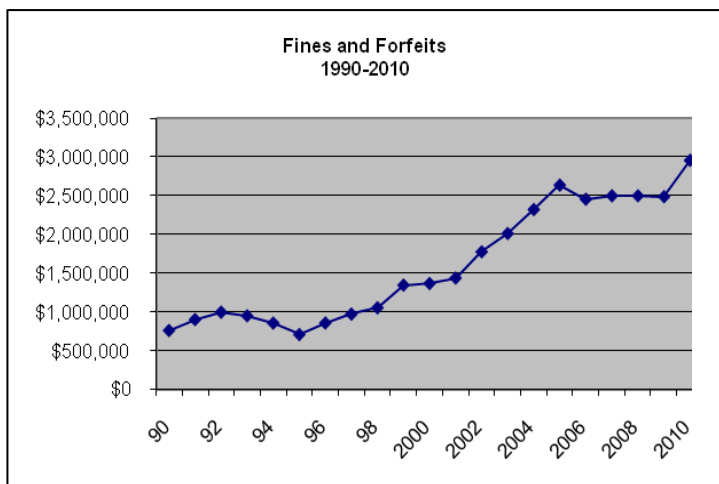
The county-wide sales tax of one percent was approved in a November 1994 election and became effective in 1995. \$9,041,050 is budgeted in 2012 from the City's share of the county-wide sales tax, which will represent a 2% increase over the projected 2011 receipts.



### **Franchise Fees**

These fees, which the City charges to allow utilities to provide services within the city and to locate within the public right-of-way, are expected to total 8% of General Fund resources in 2012. Franchise agreements with investor owned utilities are presently at a 5% level for electricity, cable, natural gas, and telecommunications.

Increases in utility rates have led to rapid growth in this revenue source in recent years. This trend is expected to continue in 2012. The 2012 budget includes a 4.6% increase over 2011 projected receipts.

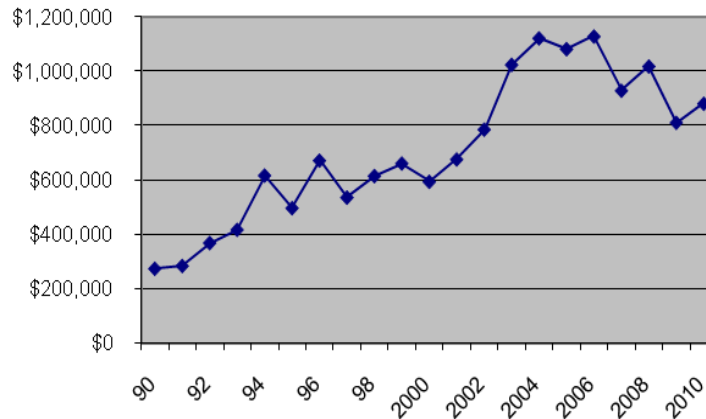


### **Fines and Forfeits**

Almost 4% of General Fund resources come from traffic fines and municipal court fees. Fines and fees were increased in 2011 and as a result the 2012 budget assumes receipts will increase 2% over the amount budgeted for 2011.

## Fund 001 – GENERAL OPERATING

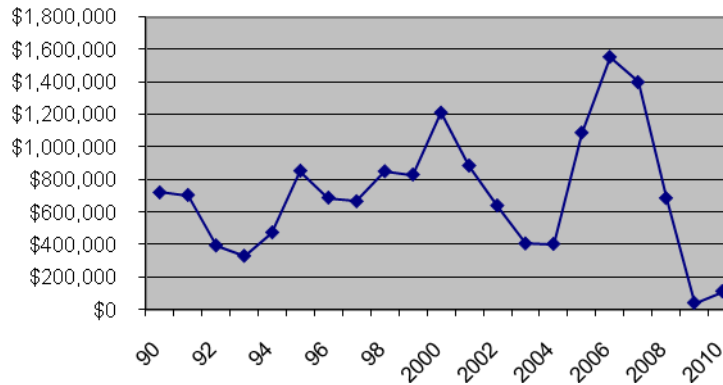
License and Permit Revenue  
1990-2010



### Licenses and Permits / Inspections Revenue

Revenues from licenses for businesses, registration of rental properties, and for occupations such as plumbers, electricians, and contractors, along with revenues from building permits and property inspections make up slightly more than one percent (1%) of resources. The recent downturn in the economy has led to a slow-down in development and construction and, as a result, reduced revenue. This slowdown in growth is projected to continue in 2011, however, revenues are projected to increase 1.2% in 2012.

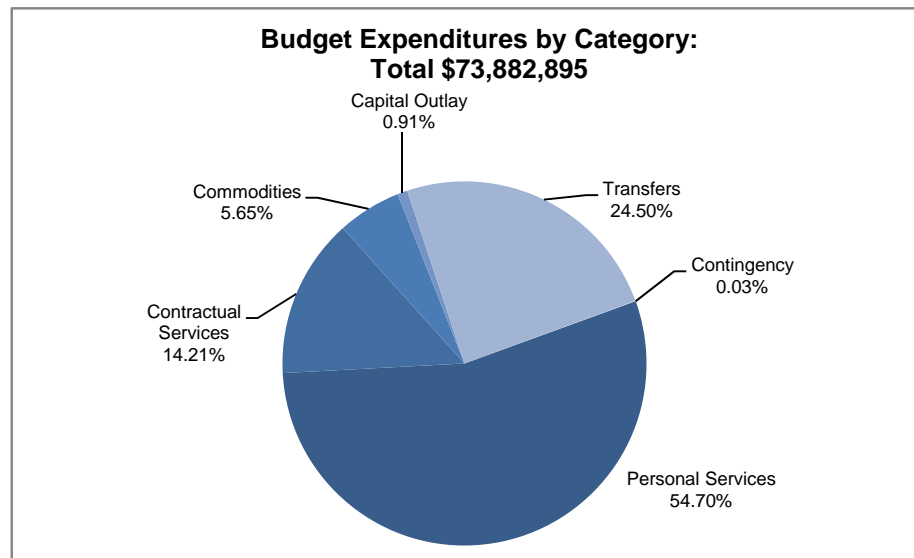
General Fund Interest on Investments  
1990-2010



### General Fund Interest on Investments

Interest earned on investments of City funds continues to be impacted by the continued sluggish economic environment. Interest rates have fallen, and so has revenue generated from the City's investments. The graph shows the relative volatility of this revenue source and illustrates the up and down trend for the past twenty years. Actual interest earning in 2009 totaled only \$38,545. Earnings in 2010 rebounded slightly to \$109,899. The 2012 budget projects a continued moderate increase in revenues to \$150,000.

# Fund 001 - GENERAL OPERATING



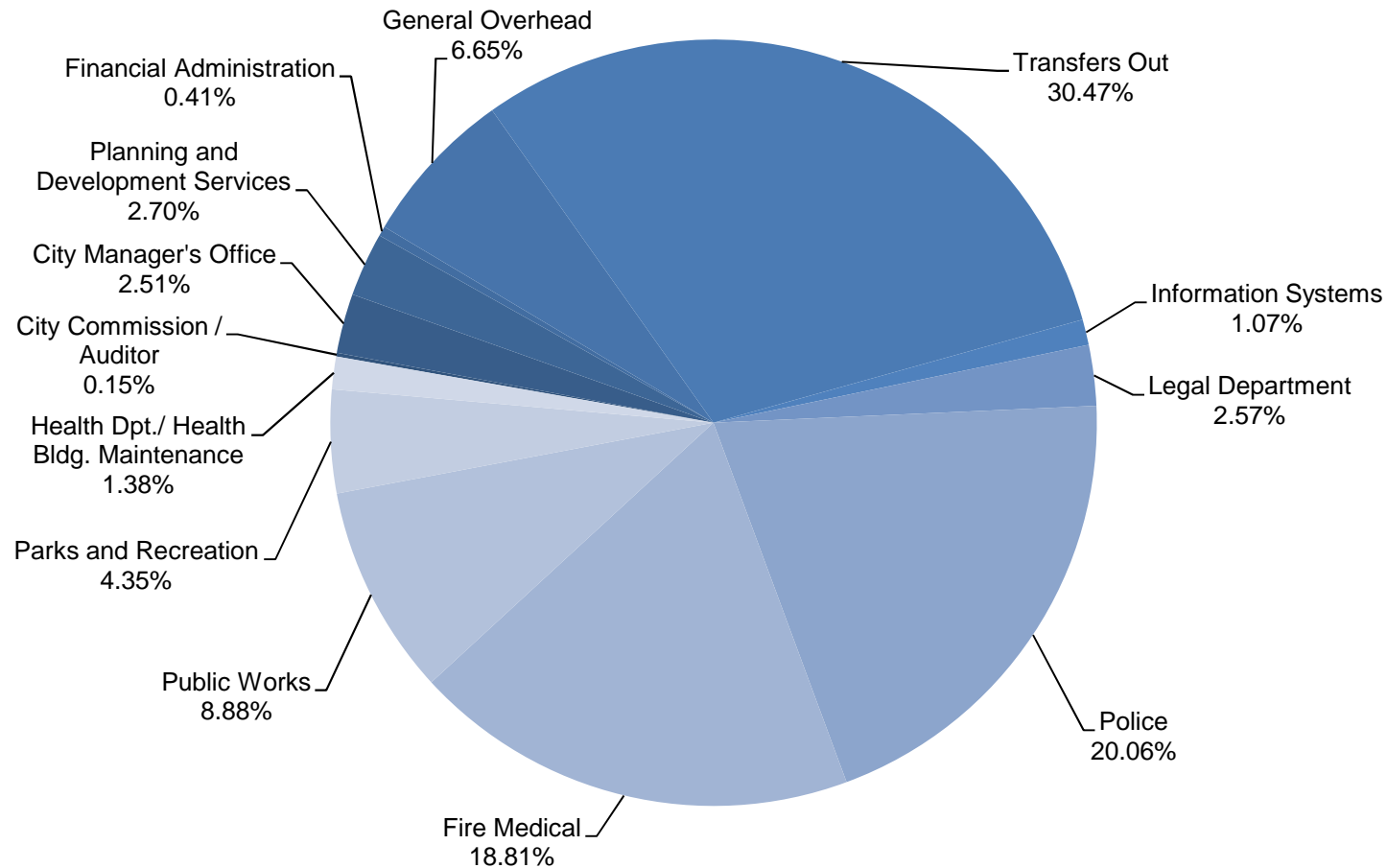
<b>Expenditures</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	\$ 37,889,361	\$ 38,861,595	\$ 38,861,595	\$ 40,417,392
Contractual Services	9,667,940	10,147,515	10,147,515	10,495,165
Commodities	4,249,616	4,357,382	4,357,382	4,171,253
Capital Outlay	333,340	406,237	406,237	673,585
Transfers	11,882,871	19,821,059	12,121,059	18,100,500
Contingency	-	26,250	26,250	25,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 64,023,128</b>	<b>\$ 73,620,038</b>	<b>\$ 65,920,038</b>	<b>\$ 73,882,895</b>
<b>FUND BALANCE FORWARD</b>	<b>\$ 12,747,754</b>	<b>\$ 3,631,569</b>	<b>\$ 11,413,663</b>	<b>\$ 3,495,500</b>

## EXPENDITURES - DESCRIPTIONS AND TRENDS

Detailed information by divisions can be found on the following pages.

## Fund 001 - GENERAL OPERATING

### 2012 General Operating Fund Expenditures by Department: Total \$73,882,895



## Fund 001 - GENERAL OPERATING

DIV.	EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
1010	City Commission	\$ 55,870	\$ 59,405	\$ 59,405	\$ 59,001
1015	City Auditor	\$ 52,499	\$ 53,948	\$ 53,948	54,173
1020	City Manager	534,110	519,581	519,581	523,223
1025	Public Information	140,192	144,603	144,603	149,208
1030	Planning and Development	937,022	1,007,282	1,007,282	993,199
1032	Code Enforcement	370,754	385,489	385,489	388,396
1034	Building Inspection / Plan Review	606,667	670,961	670,961	612,841
1050	City Clerk	174,644	287,825	287,825	257,824
1053	Human Resources	415,715	463,680	463,680	465,637
1054	Risk Management	432,340	453,239	453,239	455,574
1060	Financial Administration	294,301	297,634	297,634	299,691
1065	General Overhead	3,225,325	3,781,915	3,781,915	4,910,993
1068	Transfers				
	to Health Insurance Fund	4,233,243	4,405,706	4,405,706	4,408,825
	to Equip Reserve Fund		650,000	650,000	600,000
	to Cap Improv Reserve Fund	300,000	48,000	48,000	198,000
	to achieve 5% fund balance		7,700,000	-	5,909,696
	to Sales Tax Reserve	2,569,311	2,869,311	2,869,311	2,368,502
	to Recreation Fund	1,646,420	1,679,348	1,679,348	1,880,157
	0.20% sales tax to Transportation Fund	2,666,233	2,652,500	2,652,500	2,751,053
	0.05% sales tax to Equipment Reserve	1,166,558	668,100	668,100	694,013
	0.30% sales tax to Cap Improv Reserve	3,499,349	3,518,800	3,518,800	3,664,079
	to Liability and Workers Comp Reserves	35,000	35,000	35,000	35,000
1070	Information Systems	773,031	777,537	777,537	793,471
1080	Legal Department	818,179	836,111	836,111	830,771
1085	Human Relations	14,478	12,730	12,730	9,730
1090	Municipal Court / Prosecutor's Office	661,849	667,078	667,078	1,057,214
2100	Police	14,633,875	14,488,970	14,488,970	14,823,123
2200	Fire and Medical	13,176,380	13,422,605	13,422,605	13,894,619
3000	Street Maintenance	3,333,808	3,420,569	3,420,569	3,163,896
3010	Engineering	761,679	777,737	777,737	787,332
3020	Traffic Engineering	548,667	591,547	591,547	597,720
3030	Airport Maintenance	180,618	194,286	194,286	194,037
3040	Building Maintenance	811,145	912,438	912,438	907,920
3060	Street Lights	625,282	791,598	791,598	775,779
3070	Levee Maintenance	110,372	143,656	143,656	136,310
4500	Parks / Facility Maintenance	3,239,922	3,212,338	3,212,338	3,214,730
5100	Health Dept. / Health Bldg. Maintenance	978,290	1,018,511	1,018,511	1,017,158
	<b>TOTAL EXPENDITURES</b>	<b>\$ 64,023,128</b>	<b>\$ 73,620,038</b>	<b>\$ 65,920,038</b>	<b>\$ 73,882,895</b>
	<b>FUND BALANCE FORWARD</b>	<b>\$ 12,747,754</b>	<b>\$ 3,631,569</b>	<b>\$ 11,413,663</b>	<b>\$ 3,495,500</b>

# General Operating Fund

City Commission

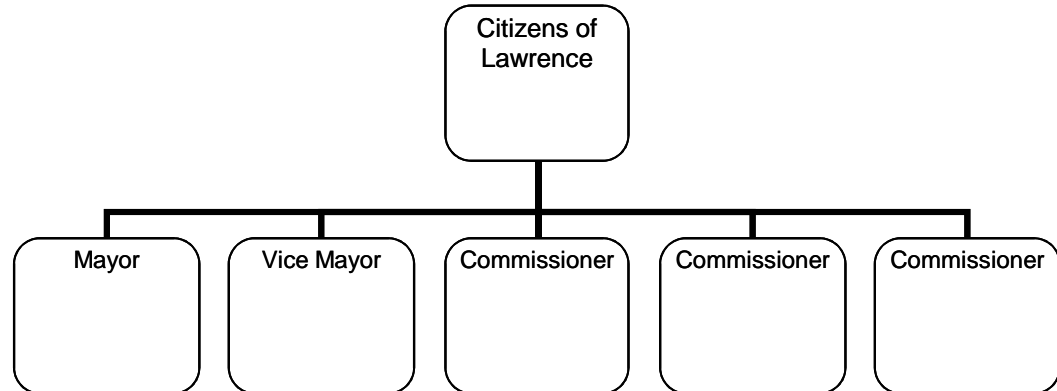
Division 1010

## PROFILE

The City Commission is a five-member body which performs the legislative and policy-making functions of the City. Every two years, three citizens are elected at-large. The two candidates receiving the largest number of votes are elected to four-year terms. The third place candidate receives a two-year term. The Commission then selects one of its members to serve as the Mayor, to preside over official meetings and act as the ceremonial head of the City. The mayor receives \$10,000 and each Commissioner receives \$9,000 per year as a salary for their service to the community.

Under the council-manager form of government, the City Commission, as representatives of the people, determine the goals and objectives of the City and policies that shall be followed in attaining those goals and objectives. The Commission appoints a City Manager who is responsible for carrying out their established policies as well as the efficient administration of City services and programs.

## ORGANIZATIONAL CHART



## CURRENT YEAR ACCOMPLISHMENTS

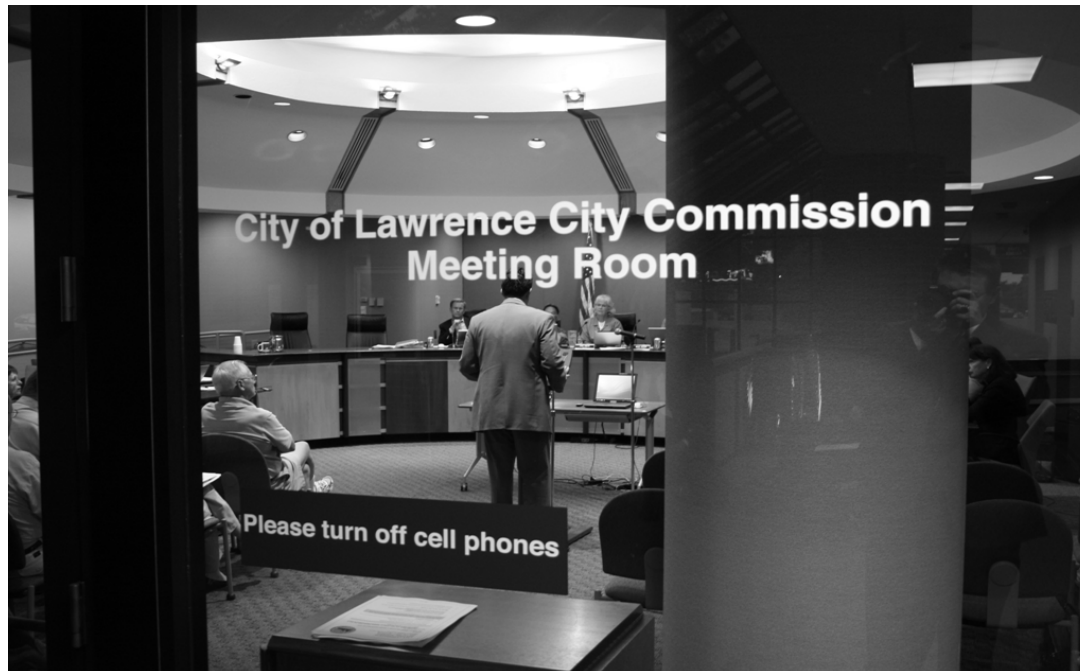
1. Provided strong direction to seek efficiency and effectiveness in City Services.
2. Appointed Solid Waste Task Force to review solid waste services, fees and options.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	5.00	5.00	5.00	5.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 50,444	\$ 50,305	\$ 50,305	\$ 50,401
Contractual Services	4,671	8,000	8,000	8,000
Commodities	755	1,100	1,100	600
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Contingency	-	-	-	-
<b>Total</b>	<b>\$ 55,870</b>	<b>\$ 59,405</b>	<b>\$ 59,405</b>	<b>\$ 59,001</b>



3. Executed job training incentive with Plastikon.
4. Approved Neighborhood Revitalization Area at 1040 Vermont.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Promote the economic development of Lawrence to provide varied work and business opportunities
2. Encourage growth that protects our environment, neighborhoods, and cultural features while benefiting all of our citizens.
3. Create social capital and celebrate our heritage.
4. Integrate the environment into our decisions as we work towards a sustainable city.
5. Improve the livability of all Lawrence neighborhoods.
6. Improve access for all citizens.
7. Protect the integrity of downtown while maintaining it as a unique community resource.
8. Provide excellent city services consistent with resources available.

## CITY COMMISSION



# General Operating Fund

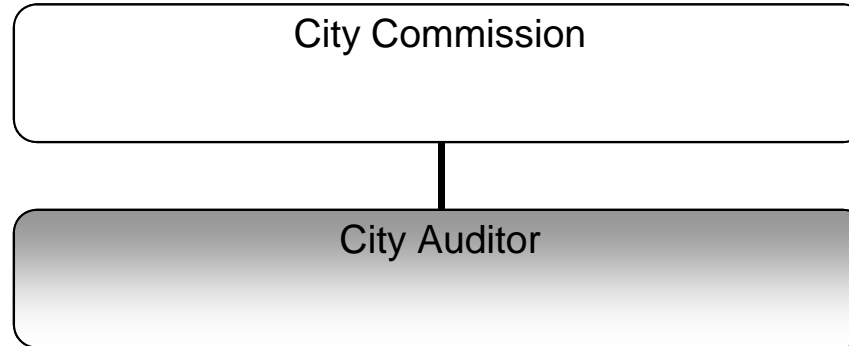
City Auditor

Division 1015

## PROFILE

The City Auditor is appointed by and reports directly to the City Commission. The City Auditor examines and evaluates the activities of the city to help the City Commissioners effectively discharge their duties. The City Auditor conducts performance audits following Government Auditing Standards, but does not prepare the annual audit of City finances.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	0.50	0.50	0.50	0.50

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 51,142	\$ 52,148	\$ 52,148	\$ 52,373
<b>Contractual Services</b>	1,357	1,800	1,800	1,800
<b>Commodities</b>	-	-	-	-
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 52,499	\$ 53,948	\$ 53,948	\$ 54,173

## MAJOR GOALS AND OBJECTIVES FOR 2012

To provide the City Commission with information to effectively discharge their duties, the City Auditor plans:

- Complete six audit products
- Implement any recommendations from the 2011 peer review of the City Auditor

## CURRENT YEAR ACCOMPLISHMENTS

The City Auditor presented the following audit products to the City Commission from January 2010 to May 2011:

Solid Waste  
 Purchase Card Transactions  
 Financial Indicators  
 Police Administrative Bureau  
 Preventing Cramming  
 Fees  
 Audit Recommendation Follow-Up Reports

Recommendation status	Percent of recommendations
Implemented	47
In-progress	35
Not implemented	6
Undetermined/Pending/Not Yet Followed-Up	12



City of Lawrence

CITY AUDITOR

# General Operating Fund

City Manager's Office

Division 1020

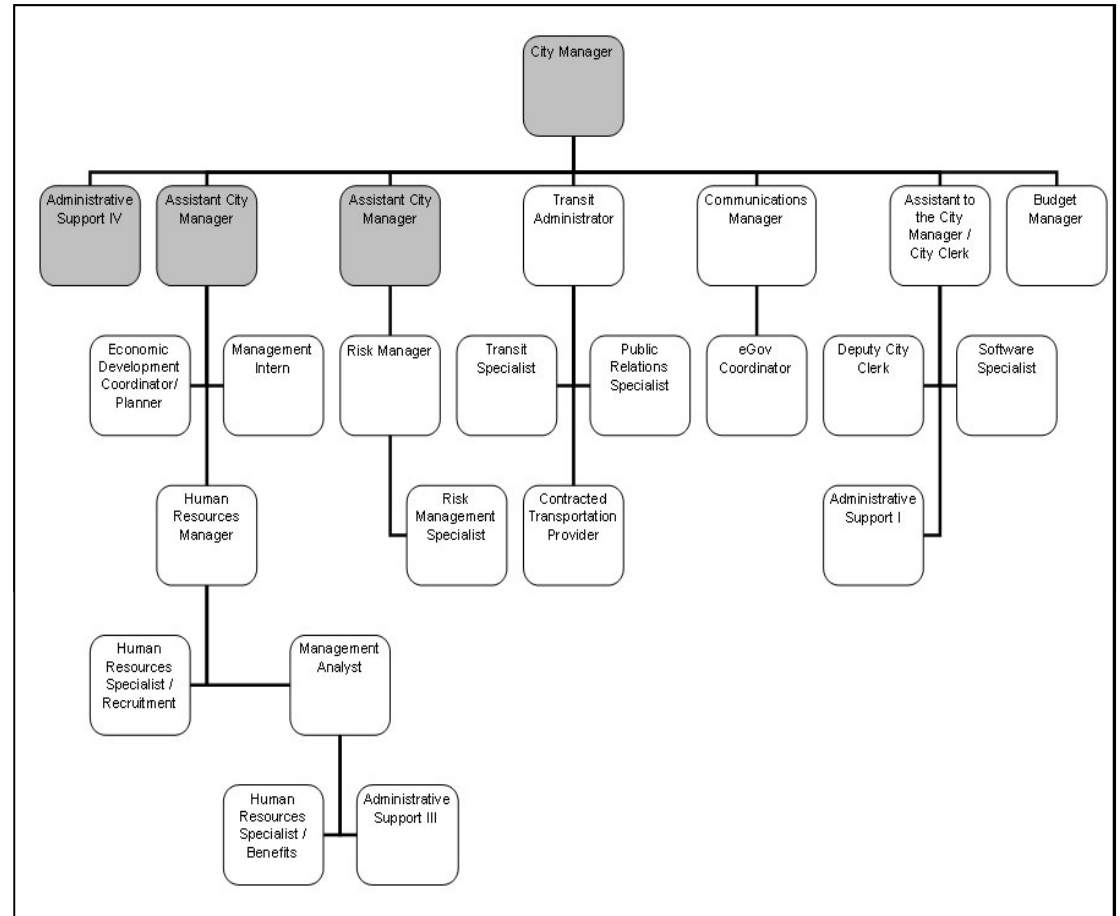
## PROFILE

The City Manager is the City's Chief Administrative Officer and is responsible for providing efficient, adequate and timely municipal services to the citizens of Lawrence. The City Manager is appointed by and serves at the pleasure of the City Commission. The Commission is responsible for establishing City policies, while the Manager is charged with implementing those policies. To accomplish this, the City Manager:

- (1) appoints all department heads and subordinate employees of the City based on merit and ability to do the job;
- (2) ensures that laws and ordinances are enforced;
- (3) advises the Commission on issues and policies as requested;
- (4) recommends measures and ordinances to be adopted by the Commission;
- (5) prepares and submits an annual budget and advises the City Commission on the financial condition of the City;
- (6) performs other duties prescribed by state or local laws.

Additionally, the City Manager must work in conjunction with many other governmental agencies to ensure efficient operation of the City through use of federal and state grants and through cooperation with the county, townships, special districts, and various boards and commissions. The City Commission's goals are used by the City Manager to set priorities and policy for the staff to achieve and follow. Maintaining service levels that meet the needs of the community and are within the budgetary guidelines set by the City Commission is one of the primary responsibilities of the City Manager.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	4.50	4.50	4.50	4.50

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 507,114	\$ 492,369	\$ 492,369	\$ 497,841
<b>Contractual Services</b>	20,139	20,930	20,930	19,100
<b>Commodities</b>	6,857	6,282	6,282	6,282
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 534,110	\$ 519,581	\$ 519,581	\$ 523,223

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Citizens satisfied with overall quality of City Services	N/A	76%	N/A
Citizens indicating that City employees were courteous and polite	N/A	88%	N/A

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide timely and relevant information to the City Commission as is required to assist the Commission in selecting and meeting policy goals and objectives.
2. To enhance the quality of managerial development and excellence.
3. To provide administrative direction and leadership necessary to assure implementation and coordination of all City policies.
4. To facilitate the objective of existing programs and policies in a customer-friendly manner.
5. Maintain quality City services despite economic conditions and diminished resources.

## CURRENT YEAR ACCOMPLISHMENTS

1. Completed Citizen Survey in March. Overall, City services and programs received high marks.
2. Balanced the 2010 budget and was awarded the GFOA Budget Award for 2011 budget document.
3. Worked with community partners on economic develop activities.
4. Obtained Federal Railroad Administration Grant for design of improvements to Santa Fe Station.
5. Worked with City and Library staff and other parties in design of library expansion.



City of Lawrence

CITY MANAGER'S OFFICE



## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 133,755	\$ 134,953	\$ 134,953	\$ 139,558
<b>Contractual Services</b>	5,533	5,800	5,800	5,800
<b>Commodities</b>	904	3,850	3,850	3,850
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 140,192	\$ 144,603	\$ 144,603	\$ 149,208

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Citizens satisfied with information available on City's web site	NA	54%	65%
Percent of managers rating PIO services as good or excellent	NA	NA	100%
Number of public outreach campaigns	113	125	120
Number of website visitors to lawrenceks.org	877,938	900,000	950,000

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Provide timely, relevant and informative material to the general public and media.
2. Inform the public about city services and programs with a focus on value of services and quality of services received.
3. Expand and enhance the web site, [www.lawrenceks.org](http://www.lawrenceks.org).
4. Work with departments to support development and expansion of web sites and online features. Consider the development of technology-based applications that enable increased interaction with city departments.
5. Expand and enhance the government access channel, Channel 25.

## CURRENT YEAR ACCOMPLISHMENTS

1. Reformatted and released the 2010 City wide annual report, along with several other publications.
2. Produced "The Flame" – the City's monthly newsletter.
3. Managed public education campaigns including Census 2010, snow operations during inclement weather, and sidewalk snow ordinance/Safe Winter Walkways education.
4. All departments migrated to content management system to support non-technical updates to web pages.
5. Provided media with access to special events and programs and expanded media contact list.
6. Produced city services insert in Parks and Recreation Activities guide and provided guidance to departments on media.
7. Redesigned layout and format for Channel 25.
25. Created plan for upgrading Channel 25 over time.
8. Created city-wide social media policy and launched city accounts on Facebook and Twitter. Number of Facebook and Twitter followers topped 2,000 in 2010.
9. Updated content at [www.lawrenceks.org](http://www.lawrenceks.org).

## PUBLIC INFORMATION OFFICE

# General Operating Fund

## Planning and Development Services

Division 1030

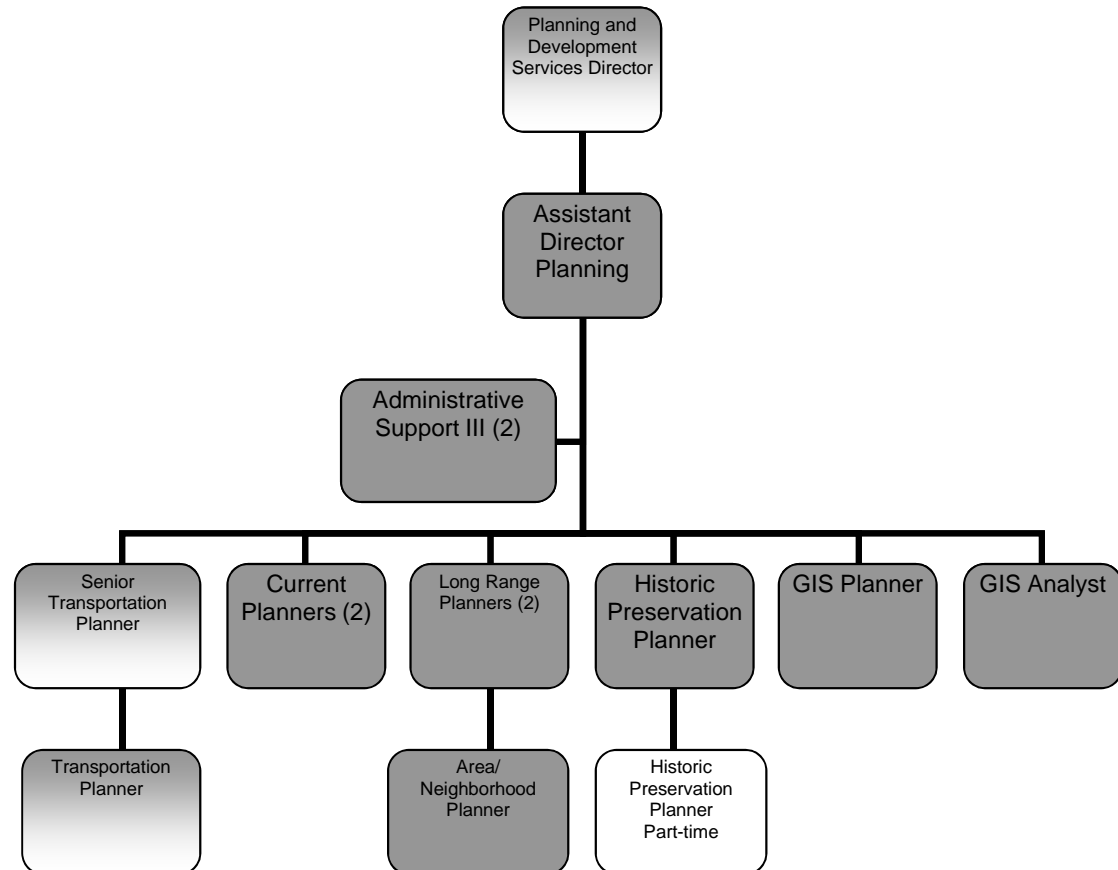
### PROFILE

The primary responsibility of the Planning Division of the Planning and Development Services Department is to implement the Comprehensive Land Use & Transportation Plans through development and administration of regulatory tools that include the City & County zoning codes, City/County subdivision regulations, Historic Resources code, Capital Improvements Plan, Long Range Transportation Plan, Transportation Improvement Program, special area plans, and City & County development policies. Although a division of a City department, the County funds 1/6 of the division's budget

The division's mission is the effective and efficient delivery of services to the community in a timely manner consistent with the adopted land use plans, which includes providing guidance on land use planning principles & practices. Planning staff provides support to: the City & County Commissions; four boards (Lawrence-Douglas County Planning Commission, Historic Resources Commission, Board of Zoning Appeals, Lawrence-Douglas County Bicycle Advisory Committee, and Metropolitan Planning Organization), and numerous ad hoc committees of these Boards and Commissions.

The Planning Division of the Planning & Development Services Department includes three work groups: Current Planning, Long Range Planning, and Transportation Planning. The Long Range Planning work group includes Long Range, Area/Neighborhood, Historic Resources and GIS/Web focuses

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	11.90	11.90	11.90	11.90

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 865,456	\$ 910,982	\$ 910,982	\$ 910,899
<b>Contractual Services</b>	49,838	51,950	51,950	51,950
<b>Commodities</b>	21,728	44,350	44,350	30,350
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 937,022	\$ 1,007,282	\$ 1,007,282	\$ 993,199

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent of completed site plan applications approved administratively within 40 days	55%	>75%	80%
Percent of respondents satisfied or very satisfied with how well the City is planning growth	22% per the 2007 Direction Finder Survey	27% per the 2011 Direction Finder Survey	50%
Percent of respondents satisfied with quality of planning & development services	32% per the 2007 Direction Finder Survey	39% per the 2011 Direction Finder Survey	75%

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Begin work on reviewing the Urban Growth Area for Lawrence.
2. Continue implementing the recommendations of the Matrix Report to move towards a One Stop Shop.
3. Complete census analysis and report significant findings to commissions.
4. Continue implementing action items of the various Horizon 2020 chapters, sector plans, and neighborhood plans.
5. Provide training and professional development for commissions and staff.

## CURRENT YEAR ACCOMPLISHMENTS

1. Processing the Northeast Sector Plan in Grant Township.
2. Processing a new Horizon 2020 Chapter - Environment.
3. Participating in the Mayor's Retail Task Force.
4. Continued participation in CRS rating program which results in reduced flood insurance rates for the community.
5. Processing comprehensive revisions to the joint subdivision regulations.
6. Drafting the Inverness Park District Plan.
7. Implementing the Innoprise software system.
8. Processing comprehensive revisions to the County zoning regulations.

## SIGNIFICANT ISSUES FOR 2012

1. Maintaining appropriate service levels as the economy recovers.
2. Prioritizing the many desired planning services given the resources provided.

## PLANNING AND DEVELOPMENT SERVICES



# General Operating Fund

## Code Enforcement Division 1032

### PROFILE

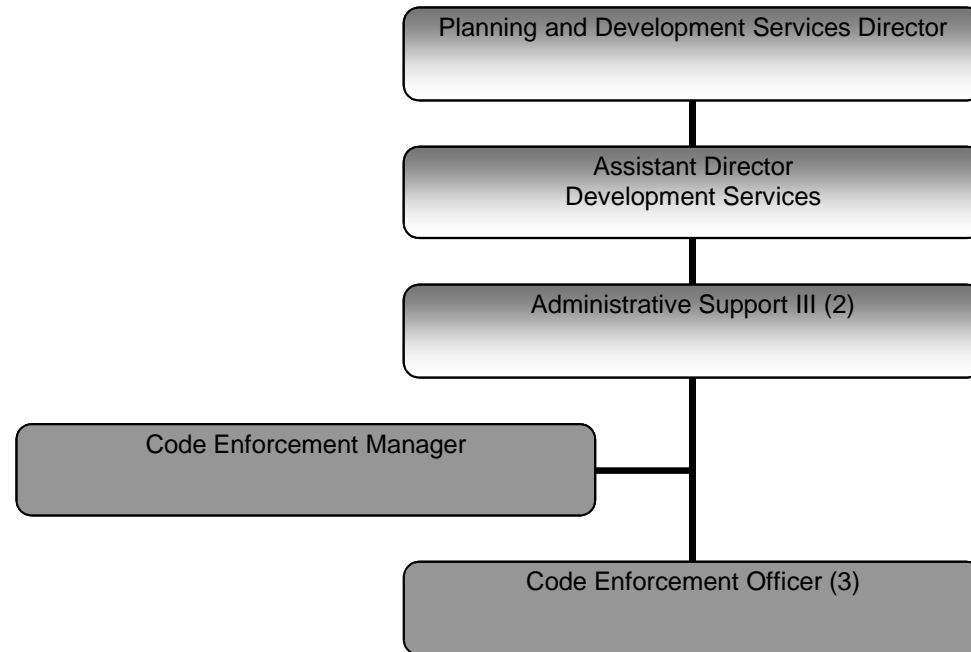
The primary responsibility of the Code Enforcement Division of the Planning and Development Services Department is to preserve the livability and integrity of residential and commercial districts and prevent deterioration and blighting influences within the community. The division oversees the rental inspection program, site plan inspections, environmental code, development code, property maintenance code, weed ordinance and the sign code.

The division consists of a professional staff with nationally recognized certifications that continuously strives to provide excellent customer service to the citizens of Lawrence. Our mission is to ensure a safe and stable environment through uniform and fair enforcement of all city codes as adopted by the City Commission.

### CURRENT YEAR ACCOMPLISHMENTS

1. Implemented the 2009 International Property Maintenance Code.
2. Created a review committee that incorporates staff from Fire & Medical, Planning, Plan Review and Code Enforcement to review change of use occupancy in multi-dwelling zoning districts.
3. Completed the monitoring of the egress plan for Magna Gro to exit the building at 600 E. 22nd Terrace.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	4.90	4.90	4.90	4.90

### EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 319,987	\$ 322,839	\$ 322,839	\$ 328,246
<b>Contractual Services</b>	45,038	49,100	49,100	48,700
<b>Commodities</b>	5,729	13,550	13,550	11,450
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 370,754	\$ 385,489	\$ 385,489	\$ 388,396

### PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Number of environmental blight inspections	542	600	600
Percent of residents surveyed who are satisfied with the livability of their neighborhood	84% per 2007 Direction Finder Survey	87% per 2011 Direction Finder Survey	90%
Number of structural blight cases	79	50	50
Number of weed violations	949	900	1,000
Number of Rental Inspections & re-inspections	743	600	600

### MAJOR GOALS AND OBJECTIVES FOR 2012

1. Implement the Innoprise software module to improve department to department communication and project tracking
2. Work with Information Systems Department to successfully transfer rental inspection case information to the Innoprise software module.
3. Install printers in inspector's vehicles to allow staff to serve written notices in the field.

### CURRENT YEAR ACCOMPLISHMENTS

4. Completed bid process for contract blight mowing which resulted in two mowing contractors being selected to provide the service.
5. Processed 652 sidewalk snow removal complaints which resulted in 246 citations being issued.

### SIGNIFICANT ISSUES FOR 2012

Continuing to provide appropriate customer responsiveness with the resources provided.



City of Lawrence

CODE ENFORCEMENT

# General Operating Fund

## Building Safety/Plan Review

Division 1034

### PROFILE

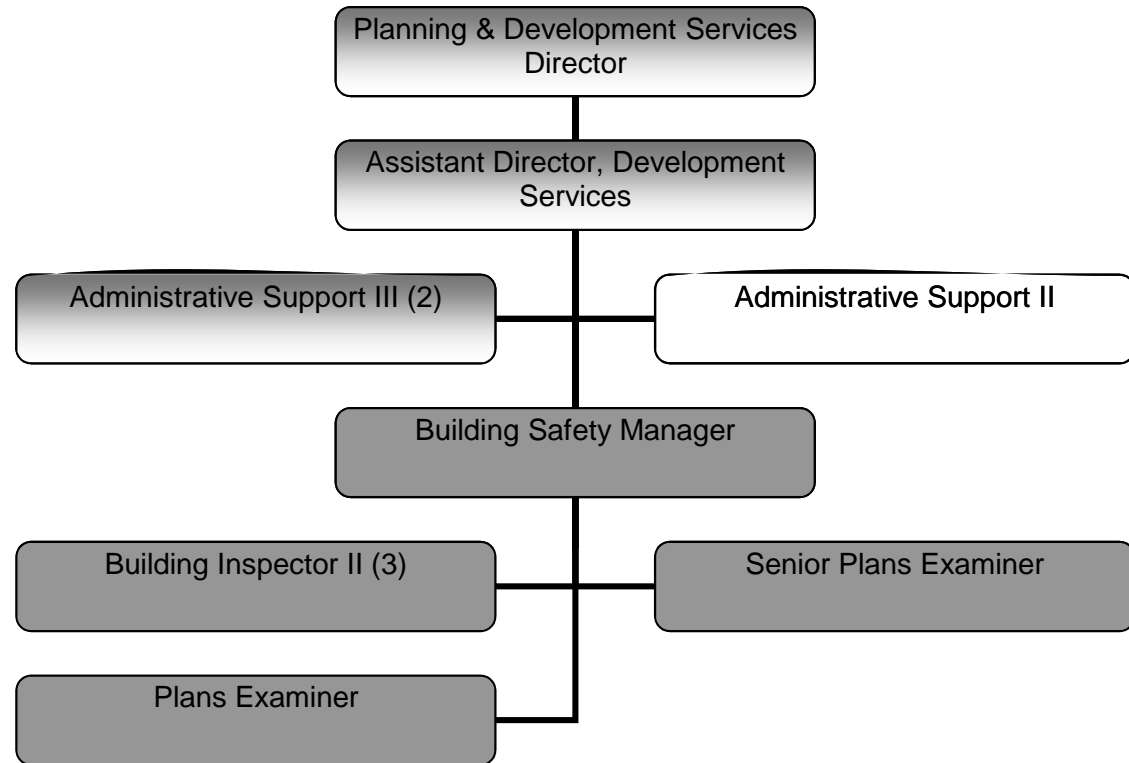
The Building Safety Division of the Planning and Development Services Department is responsible for enforcement of the City's adopted building codes. Major programs administered to accomplish the division's purpose include review of plans and applications, issuance of building permits, inspection of buildings and building systems during construction to verify compliance with applicable codes, issuance of Certificates of Occupancy upon completion of building projects, and administration of contractor and trades licensing regulations.

### CURRENT YEAR ACCOMPLISHMENTS

1. Implemented enforcement of 2009 International series of building codes, with effective date of January 1, 2011. Changes in the updated codes include increased energy conservation standards that are estimated to improve building performance by 8% to 10%; requirements for carbon monoxide detectors; and revised wall bracing and foundation anchorage requirements.

2. Staff participated in outreach initiatives to promote and educate the public about building code issues and upcoming changes associated with adoption of the 2009 codes. These efforts included presentations at Remodelers Council meetings and Lawrence Home Builders Association general membership meetings, and articles for monthly Lawrence Homebuilders Association newsletters.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	7.65	7.65	7.65	7.65

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 535,559	\$ 541,211	\$ 541,211	\$ 544,841
<b>Contractual Services</b>	59,141	107,250	107,250	44,500
<b>Commodities</b>	11,967	22,500	22,500	23,500
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 606,667	\$ 670,961	\$ 670,961	\$ 612,841

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of residential permit applications with plan review completed within 5 days	99%	98%	98%
% of commercial permit applications with plan review completed within 15 days	95%	97%	95%
% of inspections scheduled via Inspection Hotline (IH)	54%	53%	60%

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Implement the Innoprise software module to improve department to department communication and project tracking.
2. Continue to develop relationships with education providers and facilitate and promote education for contractors and trades workers.
3. Continue to update and expand offerings on the department website to better equip applicants to successfully navigate the permit process.
4. Continuous improvement of service delivery methods and systems.

3. Implemented changes in contractor licensing regulations to disassociate costs for contractor education from the license fee structure and discontinue the practice of paying for contractor education through the Johnson County Licensing Program. These changes reduce confusion concerning when the City would or would not pay for contractor continuing education, as well as fees due for license renewals. The changes also eliminate uncertainty in the annual budgeting process.

4. Worked with education vendors to provide and promote continuing education programs for licensed contractors and trades workers. Continuing education is a requirement for annual renewal of licenses, and enhances contractors and trades workers knowledge of building codes.

5. Completed initial review of 99% of all residential permit applications received within 5 business days. Completed initial review of 95% of all commercial permit applications within 15 business days.

## SIGNIFICANT ISSUES FOR 2012

1. Significant budget items include software license fees, fuel for vehicles, and replacement of aging vehicles.
2. The most significant operational issues will be facilitating and promoting education opportunities for contractors and improving outreach efforts.

## BUILDING SAFETY

# General Operating Fund

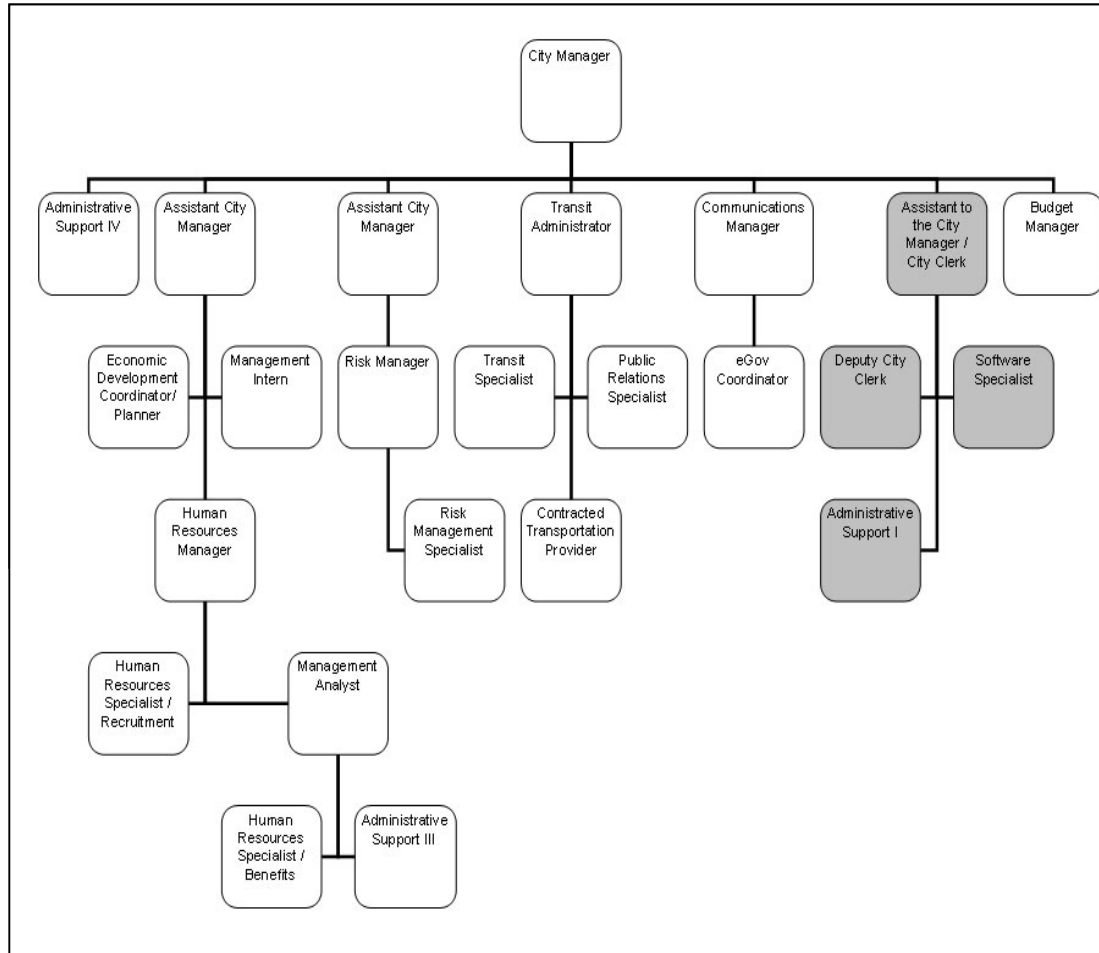
City Clerk  
Division 1050

## PROFILE

The City Clerk's Office provides for the retention, maintenance, and continuity of all official records of the City of Lawrence and provides basic record retrieval services to citizens and City staff. The City Clerk's Office is also responsible for recording all activities involved in City Commission meetings, including meeting minutes, ordinances and resolutions. This office also maintains other official records such as contracts, deeds, leases, bond related documents, special assessments, annexations, and records of City-owned cemeteries. Further, the Clerk's office administers the licensing and permit process for various City licenses and permits; coordinates public notices, legal publications, and bid notices; handles documents related to the special assessment financing of projects within the City as well as documents related to the sale and administration of bonds and temporary notes. Notices of elections, filing by candidates and other details of elections are also administered through the City Clerk and coordinated with the County Clerk-Election Officer.

The City Clerk's Office also handles general inquiries from the public. The effectiveness and efficiency of this division is demonstrated by the timely and accurate assistance provided to the general public and City staff.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	3.00	3.00	3.00	3.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 137,067	\$ 209,497	\$ 209,497	\$ 210,360
<b>Contractual Services</b>	32,033	67,400	67,400	39,400
<b>Commodities</b>	5,544	10,928	10,928	8,064
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 174,644	\$ 287,825	\$ 287,825	\$ 257,824

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent of minutes approved without correctional amendment	100	100	100
Average number of hours required to transcribe and distribute minutes	7.5	5	5
Total number of alcohol licenses (drinking establishment, retail liquor, CMB, temporary, etc.)	221	223	226
Total number of licenses/permits issued	803	882	959

## SIGNIFICANT ISSUES FOR 2012

Significant issues include continuing to improve the effectiveness and efficiency of document management program, enhancing public access to City records (ordinances, resolutions, City Commission meeting minutes), and streamlining various procedures in order to process increasing workload while providing excellent customer service.

## CURRENT YEAR ACCOMPLISHMENTS

1. Established city-wide records retention guidelines and procedures
2. Began use of new licensing software system.
3. Improved right-of-way management processes.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continuous improvement to the City Clerk's Office website.
2. Continue to scan and electronically store official City documents.
3. Continue to streamline licensing and permitting processes for the benefit of the applicants and staff.



**CITY CLERK**

# General Operating Fund

## Human Resources

Division 1053

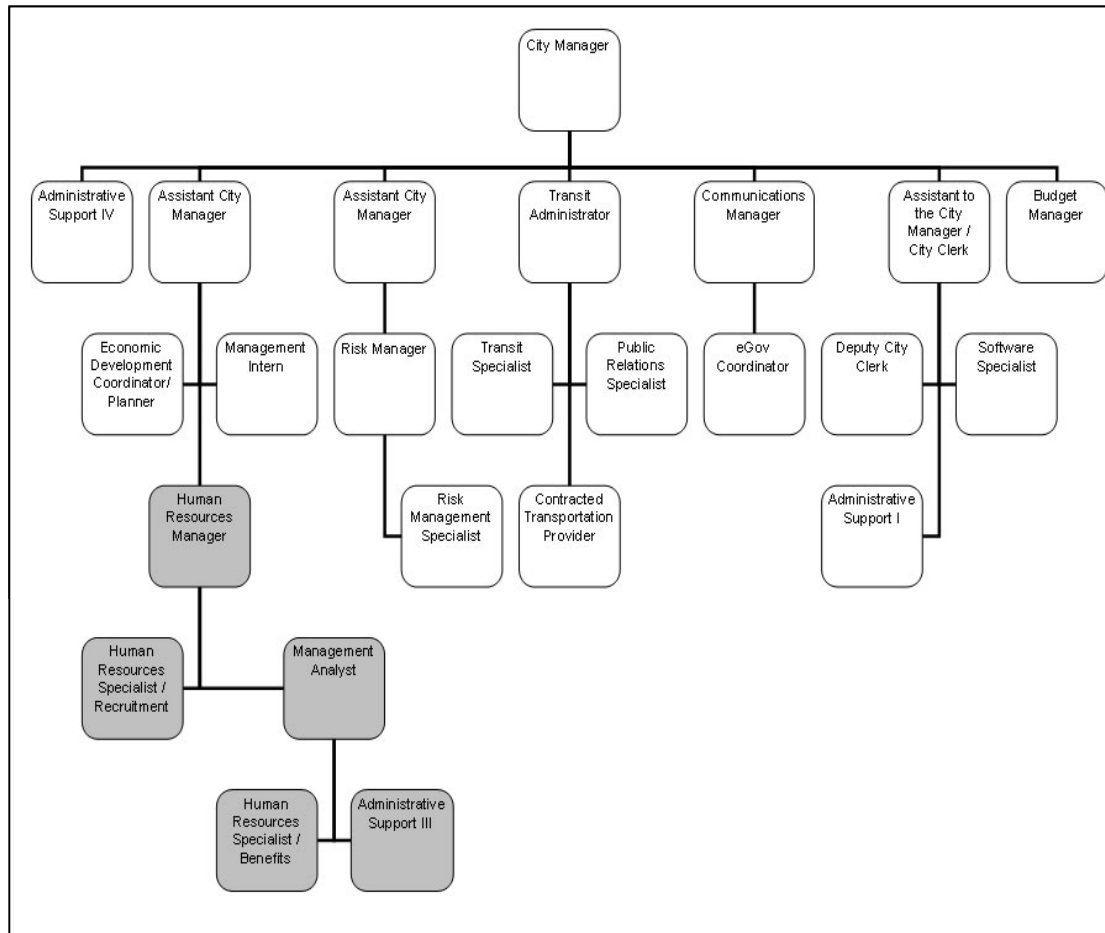
### PROFILE

The Human Resources Division fosters a high quality, progressive, innovative work environment by providing strategic leadership to anticipate, identify, analyze, and balance City organizational and employee needs. Human Resources serves as a strategic business partner with city management and staff in developing, implementing, and administering a centralized human resource management program for all City employees with emphasis in the following areas: benefits, classification / compensation, employment / retention, employee relations, employee recognition and leadership and employee professional development. The objective of the Human Resources Division is to create and maintain a work environment placing city employees in the best position to carry out City Commission goals.

### CURRENT YEAR ACCOMPLISHMENTS

1. Accepted for participation in the Health and Human Services Early Retirement Reimbursement Program (Patient Protection and Affordable Care Act).
2. Implemented Patient Protection Affordable Care Act provisions for dependent coverage to age 26.
3. Completed comprehensive update of the Market Employee Compensation and Benefit Study.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	5.00	5.00	5.00	5.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 337,986	\$ 350,831	\$ 350,831	\$ 354,020
<b>Contractual Services</b>	66,251	98,031	98,031	98,495
<b>Commodities</b>	11,478	14,818	14,818	13,122
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	<b>\$ 415,715</b>	<b>\$ 463,680</b>	<b>\$ 463,680</b>	<b>\$ 465,637</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent of residents surveyed who were satisfied with the professional City service they received	NA	87%	TBD
Percent of employee turnover (regular)	6.87%	7.00%	7.40%
Percent of pay grades 50 <sup>th</sup> percentile/better in market	39.00%	35.00%	100%
Percent of employees rating education activities meet/exceeds expectations	66.00%	70.00%	72.00%

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Implement Time and Attendance automated employee time keeping system. Implement new Job Application and Human Resources Information System modules.
2. Review health care program vendors for a request for proposal process in 2012 or 2013.
3. Continue Implementation the strategic plan for the city's wellness programs in order to enhance the ability for the program to reduce the rate of increase to health care costs for both the employee and
4. Conduct Fair Labor Standards Act (FLSA) compliance audit.
5. Add a comprehensive Workforce Trends and Analysis to the Compensation and Benefit Market

## CURRENT YEAR ACCOMPLISHMENTS (cont.)

4. Implemented a city-wide automated procedure for compensatory time recording.
5. Implemented new overtime policy.
6. Initiated an employee web portal in conjunction with web developer.
7. Drafting comprehensive compensation policy that incorporates citywide compensation

## SIGNIFICANT ISSUES FOR 2012

Adequate funding to maintain the employee health care program. Monitor implementation of health savings account. Monitoring market compensation trends as economic conditions change. Implementation of integrated Payroll, Job Application, Human Resource Information System and Time and Attendance Software.

## HUMAN RESOURCES



# General Operating Fund

## Risk Management

Division 1054

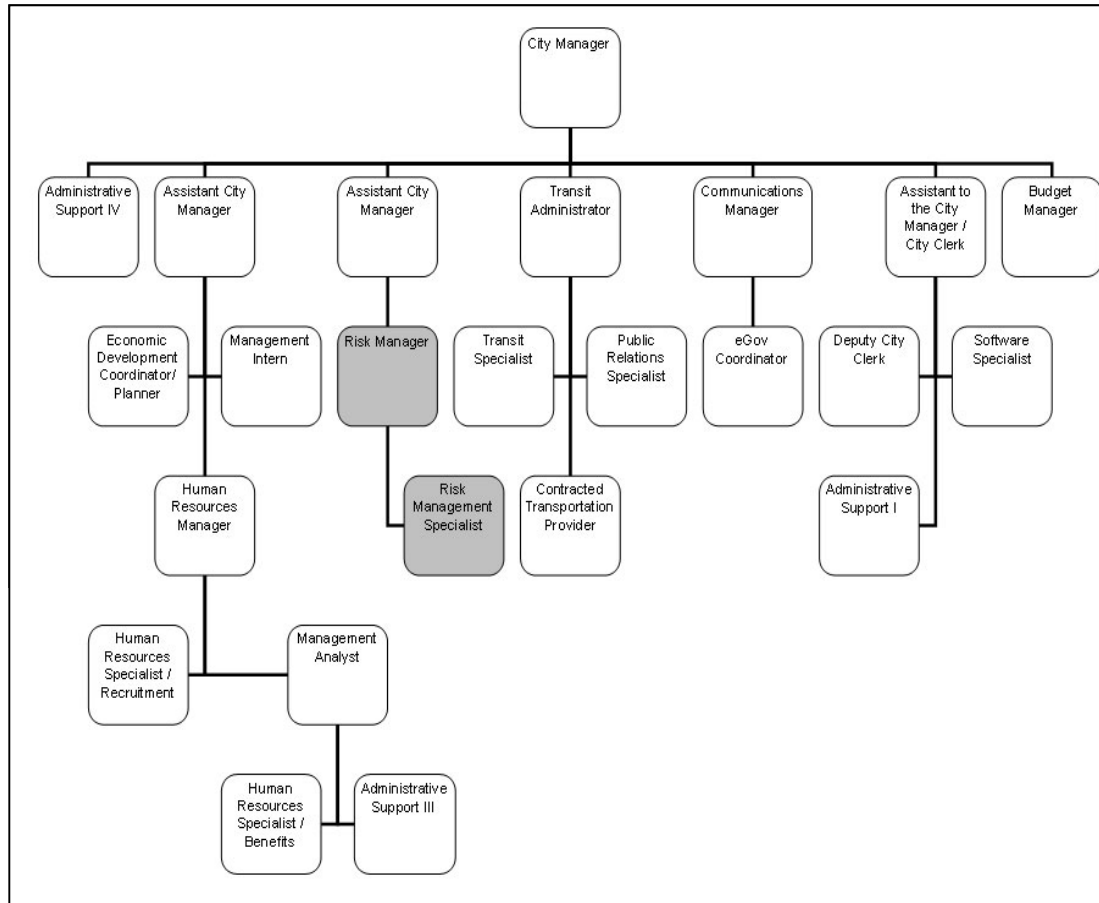
### PROFILE

The Risk Management Program is intended to identify, recommend, and implement actions that will minimize the adverse effects of accidental and business losses on the City of Lawrence. The Risk Management Division strives to responsibly and efficiently manage and administer the City's Risk Management Program utilizing industry best practices for public risk management. The Risk Management Division works hard to be a trusted resource for City Departments on issues of loss prevention and control. Risk Management administers the City's self-funded Workers' Compensation, General Liability, and Auto Liability programs and manages the City's portfolio of insurance coverage, including Property and Public Entity Liability.

### CURRENT YEAR ACCOMPLISHMENTS

1. Oversaw the change in Property and casualty Insurance carriers from Affiliated FM to The Hartford Company saving the City approximately \$9,000 in premium even though the City's portfolio increased by more than \$8 million.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	2.00	2.00	2.00	2.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 124,846	\$ 122,734	\$ 122,734	\$ 124,689
<b>Contractual Services</b>	303,509	321,605	321,605	324,885
<b>Commodities</b>	3,985	8,900	8,900	6,000
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 432,340	\$ 453,239	\$ 453,239	\$ 455,574

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent change in General Liability Claims against the City	41% but less than \$23K	-10%	-5%
Percent change in Auto Liability claims against the City	18% but less than \$35K	-10%	-5%
Percent change in Workers' Compensation claims	6%	-5%	-5%

## SIGNIFICANT ISSUES FOR 2012

Workers Compensation losses continue to be a substantial portion of the Risk Management program. The increase in the number of older workers in the workforce creates additional exposures for employers. The biggest challenge will be the purchase of new equipment and corresponding increase in training with limited budgets in order to reduce the risks of injuries.

## CURRENT YEAR ACCOMPLISHMENTS (cont.)

2. Successfully and efficiently handled 140 workers compensation, 18 automobile and 88 general liability claims.

3. Modified the safety presentation for newly hired employees including the creation of a CD that allows employees to self-train on five KDOL/OSHA identified topics.

4. Completely revamped Parks and Recreation Safety Policies and Safety Handbook to meet state requirements.

5. Completed Social Security Administration requirements to insure City is in compliance with the SCHIP act including the hiring of contractor to file required documents for less than \$1,500.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Oversee the understanding of and modifications to the amended workers compensation act including training for all levels of management.
2. Implement contact and tracking system to insure citizens with issues and/or complaints are responded to in a timely manner.
3. Implement training program for licensed drivers through Kansas Highway Patrol.

## RISK MANAGEMENT

# General Operating Fund

## Financial Administration

Division 1060

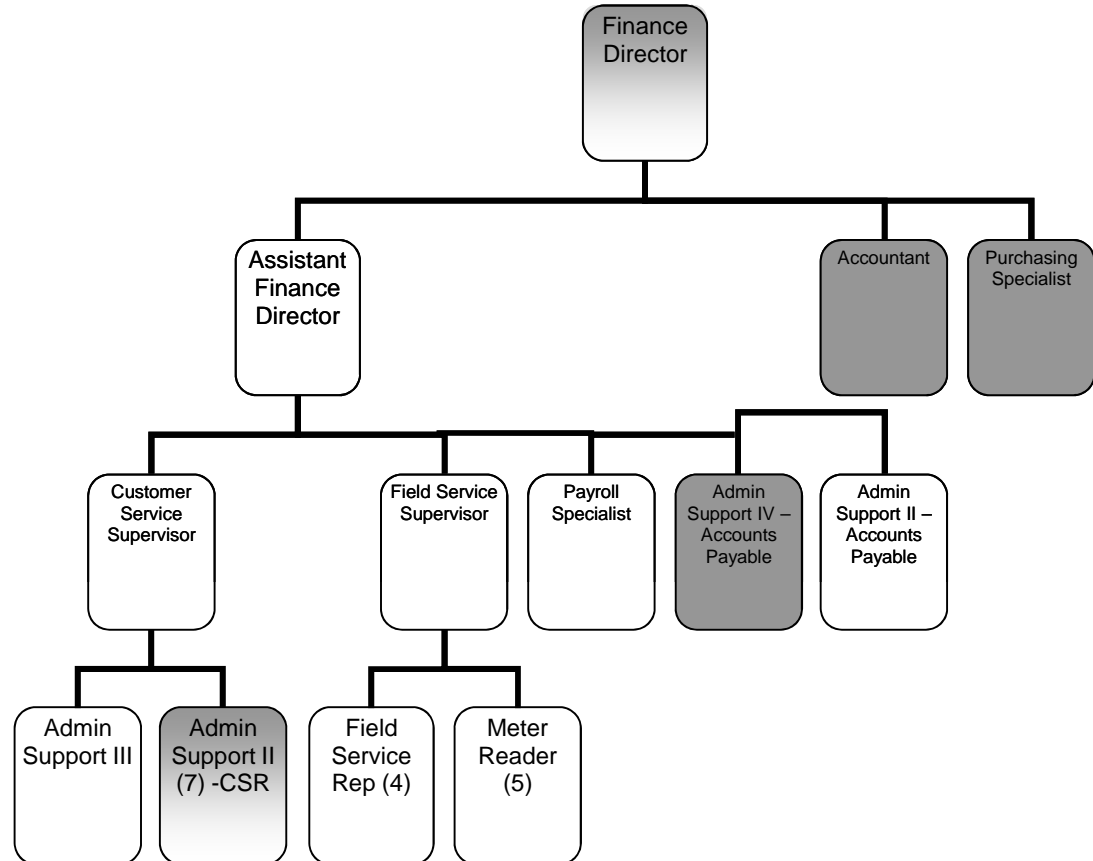
### PROFILE

The Administration Division of the Finance Department is responsible for the overall financial administration of the City. The financial operations of the City are guided by independent standards established for accounting and internal control functions. State statutes and internal policies also govern financial transactions.

Major responsibilities include accounting, investing, purchasing, accounts payable, and debt management. The division provides services to citizens, suppliers, and other city departments.



### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	4.13	4.13	4.13	4.13

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 280,136	\$ 277,822	\$ 277,822	\$ 280,879
Contractual Services	\$ 4,347	\$ 7,900	\$ 7,900	\$ 7,900
Commodities	9,818	11,912	11,912	10,912
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Contingency	-	-	-	-
<b>Total</b>	<b>\$ 294,301</b>	<b>\$ 297,634</b>	<b>\$ 297,634</b>	<b>\$ 299,691</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Average rate of return on investment	0.3	0.2	1 Yr T-bill
Percent of bank reconciliations completed in 10 days	100.0	100.0	100.0
Percent of invoices paid within 30 days	89.3	90.0	90.0
Percent of payrolls processed on time	100.0	100.0	100.0

## SIGNIFICANT ISSUES FOR 2012

Maintaining the current level of service our Division provides based on the City budget concerns.

## CURRENT YEAR ACCOMPLISHMENTS

1. Received a Certificate of Achievement from the GFOA for the 2009 Comprehensive Annual Financial Report.
2. Recommended processors to provide credit card processing services to the city.
3. Initiated a review of the city's post employment benefits obligation under GASB 45.
4. Initiated a review of the city's bond counsel.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Maintain the City's general obligation debt rating.
2. Complete transition to Innoprise
3. Integrate time and attendance software



City of Lawrence

FINANCIAL ADMINISTRATION

# General Operating Fund

General Overhead

Account 001-1065

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ -	\$ 586,000	\$ 586,000	\$ 945,639
<b>Contractual Services</b>	3,143,512	3,146,398	3,146,398	3,656,447
<b>Commodities</b>	81,411	23,267	23,267	29,999
<b>Capital Outlay</b>		-	-	253,908
<b>Refunds</b>	402	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>				-
<b>Contingency</b>		26,250	26,250	25,000
<b>Total</b>	\$ 3,225,325	\$ 3,781,915	\$ 3,781,915	\$ 4,910,993

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	NA	NA	NA	NA

## PROFILE

Personal Services – Like the 2011 budget, the 2012 budget in this division includes the total cost of compensation adjustments for all eligible employees in the General Fund. However, the 2012 budget also include the cost of longevity whereas longevity was included in department budgets in the 2011 budget. Actual 2010 expenditures do not include a similar amount as compensation adjustments are reflected in individual operating divisions.

Contractual Services - In addition to postage and overhead expenses such as auditing services, emergency dispatch service, and office leases, this division budget includes grants to outside agencies. The 2012 budget includes \$542,722 for social services agencies; \$410,000 for vendor provided services; and \$537,000 for economic development services. A detailed breakdown of these funds can be found on pages 54-55.

Capital Outlay - In order to comply with a federal mandate, the City must complete replacement of public safety radios in 2012. Part of the cost of the replacement is included in this division.

# General Operating Fund

## Transfers Account 001-1068

### EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 4,233,243	\$ 4,405,706	\$ 4,405,706	\$ 4,408,825
Contractual Services	-	-	-	-
Commodities	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	11,882,871	19,821,059	12,121,059	18,100,500
Contingency	-	-	-	-
<b>Total</b>	<b>\$ 16,116,114</b>	<b>\$ 24,226,765</b>	<b>\$ 16,526,765</b>	<b>\$ 22,509,325</b>

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	NA	NA	NA	NA

### PROFILE

The Transfer Division is used to account for employer contributions to the City health care program and transfers from the General Fund to a number of City funds. The following transfers are budgeted for 2011:

<u>Health Insurance Fund</u> - This fund is used for the city's contribution to annual health insurance costs for employees and their families.	\$4,408,825
<u>Equipment Reserve Fund</u> - This fund is reserved to cover the cost of repair and purchase of equipment as necessary. Also included in this fund is the transfer of funds for the 0.05% transportation sales tax and \$500,000 for fire apparatus from the 0.30% infrastructure sales tax approved in 2008.	\$1,294,013
<u>Capital Improvement Reserve Fund</u> - This fund is reserved for capital improvement projects throughout the year. Revenue from the City 0.30% infrastructure sales tax is also transferred to this fund. A transfer of \$5,909,696 is budgeted in order to meet the state fund balance requirement but will only occur if revenues meet or exceed projections in 2012.	\$9,771,775
<u>Sales Tax Reserve Fund</u> - This fund is historically reserved for capital projects related to Parks and Recreation throughout the year.	\$2,368,502
<u>Recreation Fund</u> - Part of the sales tax collected each year is transferred into the Recreation Fund to pay for recreation projects and operations.	\$1,880,157
<u>Liability Reserve Fund</u> - This fund is reserved for liability claims that may occur throughout the year.	\$10,000
<u>Worker's Comp Fund</u> - This fund is reserved for worker's compensation claims that may occur throughout the year.	\$25,000
<u>Transportation Fund</u> - Revenue from the new 0.20% City transportation sales tax will be transferred to this fund.	\$2,751,053

# General Operating Fund

Information Systems

Division 1070

## PROFILE

The Information Systems Department has the responsibility to promote and optimize the delivery of information technology services to all city departments in support of Lawrence citizens.

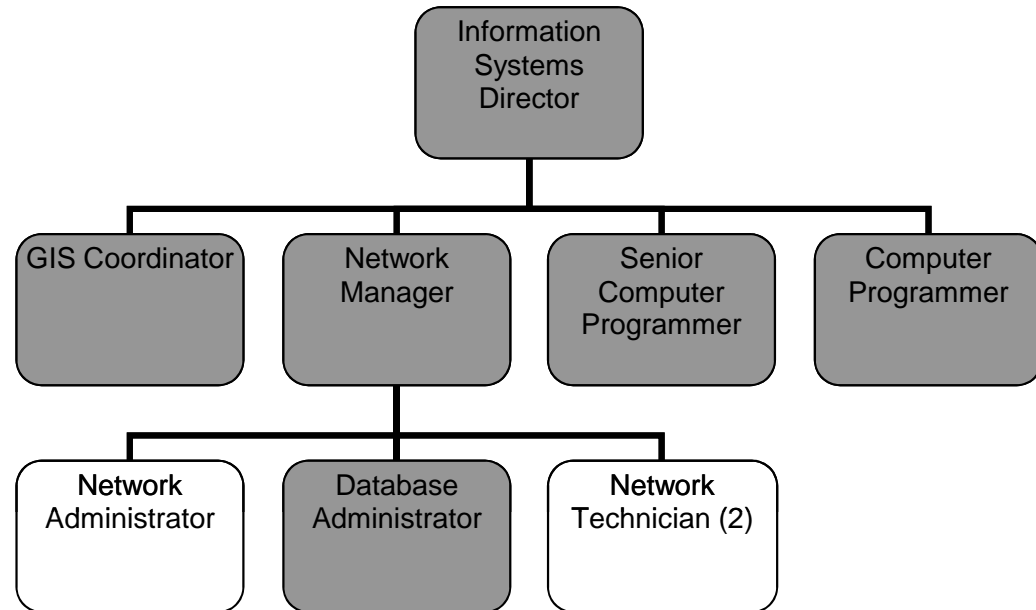
The department's employees provide technology support in these primary areas: network management, security, desktop and server management, database management, geographic information systems (GIS), midrange (AS/400) application programming, document imaging, telecommunications, and eGovernment services.

Much of the department's efforts are geared to maintaining a technology infrastructure extending to 47 City facilities located throughout the city.

## CURRENT YEAR ACCOMPLISHMENTS

1. Implemented new Financial System with Innoprise Financials, replacing a legacy system.
2. Began implementation of Time and Attendance System.
3. Replaced core network infrastructure to 10GB network backbone.
4. Replaced backup hardware, primary router, email system, web monitoring system, and improved firewall and virtual private network system.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	7.00	6.00	6.00	6.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$478,334	\$486,157	\$486,157	\$502,591
<b>Contractual Services</b>	242,770	233,953	233,953	232,880
<b>Commodities</b>	41,112	49,427	49,427	50,000
<b>Capital Outlay</b>	10,815	8,000	8,000	8,000
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	<b>\$ 773,031</b>	<b>\$ 777,537</b>	<b>\$ 777,537</b>	<b>\$ 793,471</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent of scheduled time systems are fully operational:			
Email	100	100	100
Network	100	100	100
Internet	100	100	100
E-Gov systems	100	100	100
Number of PCs supported per FTE	113	130	130
Percent of time telco system is fully operational	99.999	99.999	100

## SIGNIFICANT ISSUES FOR 2012

1. The City's primary phone and voice mail systems that are 18 years old need to be replaced.
2. The City's personal computer assets are behind on the replacement schedule.
3. The need to replace the current VMWare virtual server environment.
4. Loss of a two technical staff positions since 2009 budget has affected the performance capabilities of the Information Systems department.

## CURRENT YEAR ACCOMPLISHMENTS (cont.)

5. Improved Geographic Information System.
6. Joint effort with Public Works Traffic Division to design and install new Intelligent Transportation System (ITS) Project.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue implementing Innoprise Enterprise Resource Planning Software solutions for all departments.
2. Continue implementing Time and Attendance System to improve payroll processes.
3. Replace existing VMWare environment servers that support critical business operations of the City.
4. Continue fiber projects and network connectivity improvements.



## INFORMATION SYSTEMS



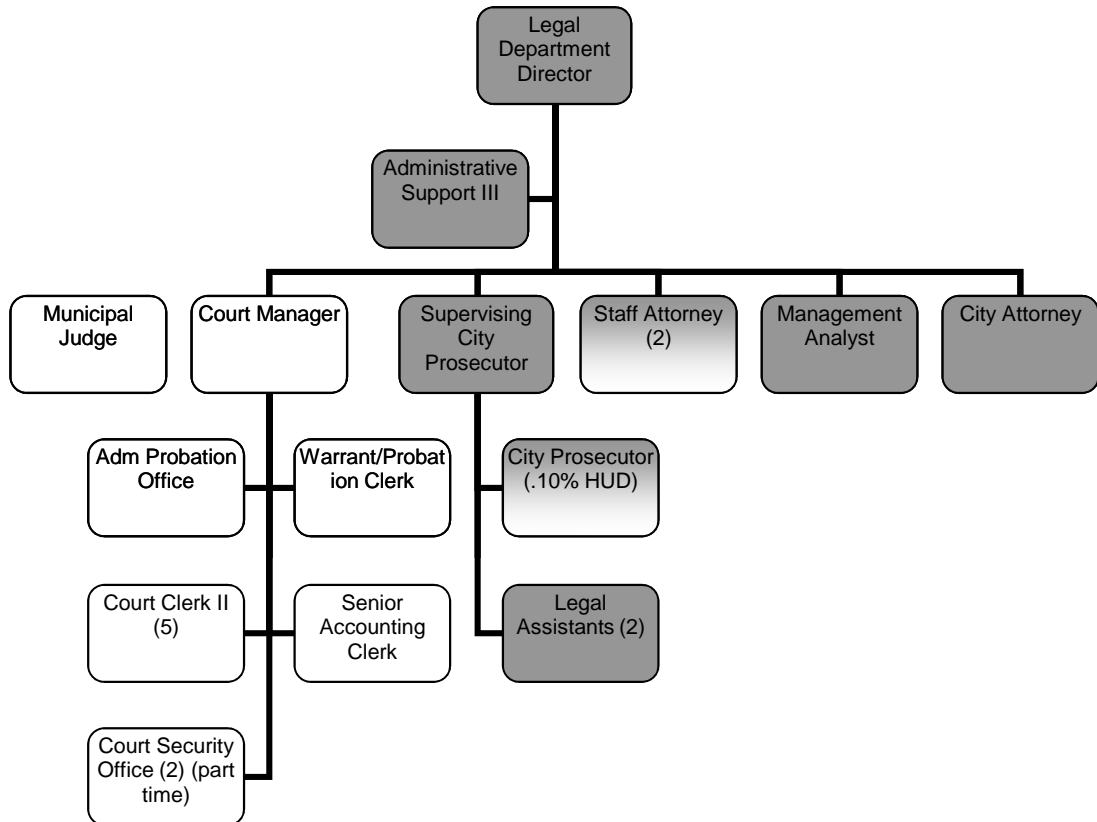
# General Operating Fund

Legal Department  
Division 1080

## PROFILE

The Legal Department provides legal advice and support to the City Commission, City staff and City advisory boards, including the Planning Commission and the Board of Zoning Appeals. Staff prepares and reviews city ordinances and resolutions, negotiates contracts, leases, and other agreements, acquires real property interests for city projects, monitors state legislation, and represents the City in civil litigation. The City Prosecutors prosecute municipal misdemeanor offenses including traffic infractions, public offenses, animal offenses, and building code violations. The Legal Department investigates allegations of unlawful discrimination under Chapter 10 of the City Code and provides outreach and education on the Human Relations code.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	8.90	8.90	8.90	8.90



## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 628,558	\$ 606,401	\$ 606,401	\$ 624,061
<b>Contractual Services</b>	176,894	215,460	215,460	193,460
<b>Commodities</b>	12,727	14,250	14,250	13,250
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 818,179	\$ 836,111	\$ 836,111	\$ 830,771

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Number of training sessions provided	37	35	35
Real property interests acquired for City projects	60	70	45
Number of ordinances prepared/reviewed	108	100	100

## SIGNIFICANT ISSUES FOR 2012

To maintain experienced litigation services for complex cases that may arise in the future.

## CURRENT YEAR ACCOMPLISHMENTS

1. Assisted with economic development activities including the acquisition of the former Farmland property, the Bowersock Power hydroelectric plant expansion, and the acquisition of the Bioscience & Technology Business Center expansion facility.
2. Provided legal support for the annexation of 51 acres along Farmer's Turnpike and defended the City's annexation and rezoning of 155 acres in a legal challenge in Douglas County District Court.
3. Assisted efforts to improve the responsiveness of the development process by providing legal support for amendments to the Development Code.
4. Provided instruction for the Lawrence Police Department's 30th Basic Recruit Academy and the 2010 Mini-Academy.
5. Investigated allegations of unlawful discrimination under Chapter 10 of the City Code.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide City staff and elected officials sound legal advice and counsel so they may effectively discharge their duties.
2. To provide training on relevant legal issues to City staff.
3. To effectively and efficiently handle additional litigation matters in house to achieve cost savings for the City.

## LEGAL DEPARTMENT

# General Operating Fund

Human Relations  
Account 001-1085-541

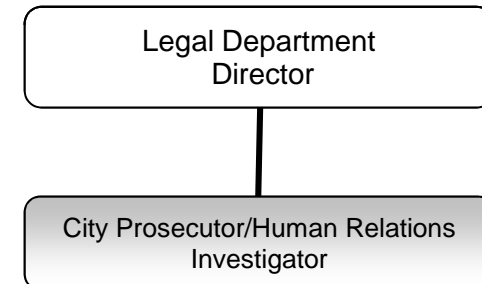
## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$10,826	\$ -	-	
Contractual Services	1,033	4,450	4,450	4,450
Commodities	2,619	8,280	8,280	5,280
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Contingency	-	-	-	-
<b>Total</b>	<b>\$ 14,478</b>	<b>\$ 12,730</b>	<b>\$ 12,730</b>	<b>\$ 9,730</b>

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Authorized Positions	0.00	0.00	0.00	0.00

## ORGANIZATIONAL CHART



City Prosecutor/Human Relations Investigator is partially funded through a federal grant.

## PROFILE / SIGNIFICANT ISSUES FOR 2012

Responsibility for enforcement and training related to Chapter 10 of the City Code which prohibits discrimination in housing, employment and public accommodations on the basis of a person's race, sex, religion, color, national origin, age, ancestry, sexual orientation, disability or familial status was reassigned to other legal department staff. An attorney in the prosecutors' office is primarily responsible for investigations, along with the Legal Department Director. Outreach efforts are coordinated primarily by staff in the Legal Department.



*City of Lawrence*

# General Operating Fund

Municipal Court

Division 1090

## PROFILE

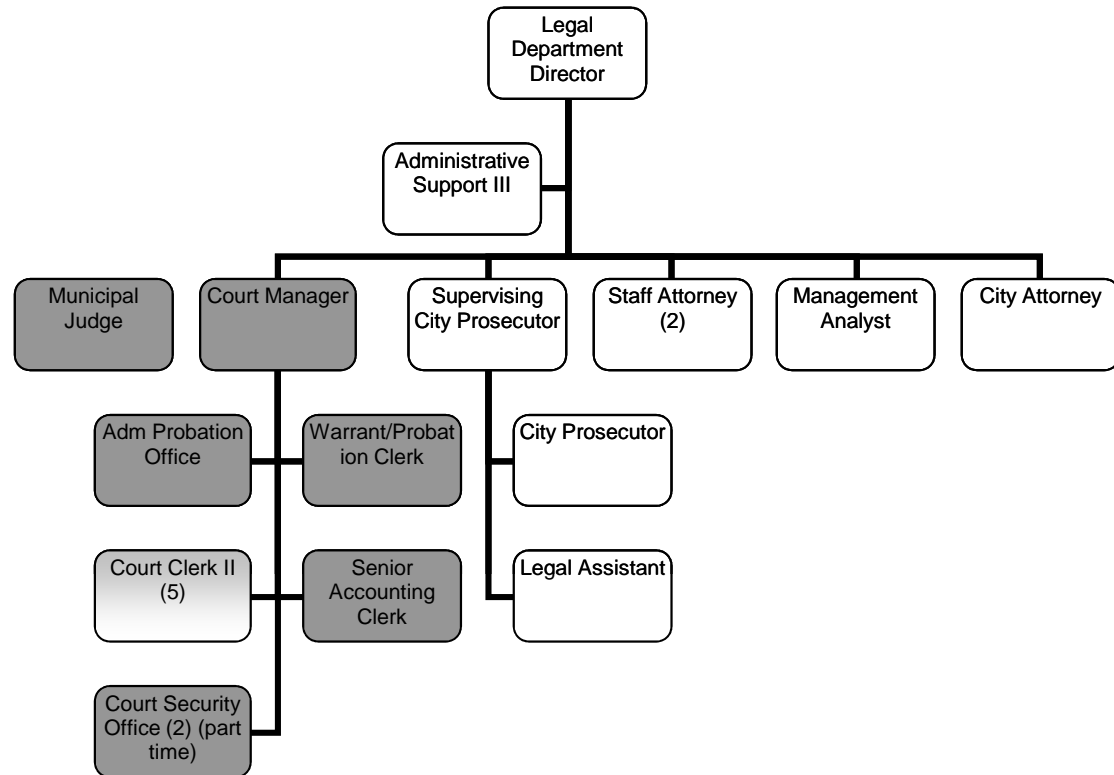
The purpose of the City of Lawrence Municipal Court is to file, manage and adjudicate alleged violations of City ordinances in a timely and professional manner. The division is dedicated to providing impartial customer service to attorneys, defendants and citizens while utilizing available resources to continually improve service quality and professional integrity.

The Municipal Court of the City of Lawrence adjudicates alleged violations of the City Code. The City Prosecutor's office represents the City in all cases brought by the City and University Police Departments.

## CURRENT YEAR ACCOMPLISHMENTS

1. Maintained a high level of accuracy and professional integrity amid the steady increase in citations, court appearances and diversions.
2. Transitioned to a new credit card processing service. This new service will reduce the processing fee charged to citizens and increase efficiency in payment processing.
3. Created an online form on the Legal Department website for attorneys to enter an appearance on court cases and request a continuance.
4. Improved storage methods for closed cases to increase the efficiency of case retrieval for records requests.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	7.50	7.50	7.50	7.50

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 466,963	\$ 467,478	\$ 467,478	\$ 471,209
<b>Contractual Services</b>	179,247	181,395	181,395	569,500
<b>Commodities</b>	15,639	18,205	18,205	16,505
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 661,849	\$ 667,078	\$ 667,078	\$ 1,057,214

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent of failure to appear notices mailed within 1 day of non-compliance	83%	99%	100%
Percent of warrants issued within 2 days of non-compliance	81%	98%	99%
Percent of drivers license suspensions issued within 35 calendar days of failure to appear notice	46%	92%	95%
Percent of case files retrieved within 15 minutes	85%	95%	100%

## SIGNIFICANT ISSUES FOR 2012

Improvements to existing levels of collections, tickets processed, court fines and notices mailed will be a continuing challenge with current staffing levels. Beginning in 2012, prisoner care expenses are budgeted in this division. Previously, prisoner care expenses were included in the police department budget.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue to develop and improve court procedures, staff training, records management and fines collection methods.
2. Ensure an appropriate and timely disposition on all cases.
3. Dispose of all traffic and parking citations through payment, issuance of warrants or assignment to collections within 90 days of issue date.
4. Evaluate court's technology resources to ensure court is realizing maximum efficiency



**MUNICIPAL COURT / PROSECUTOR**

# General Operating Fund

## Police Division 2100

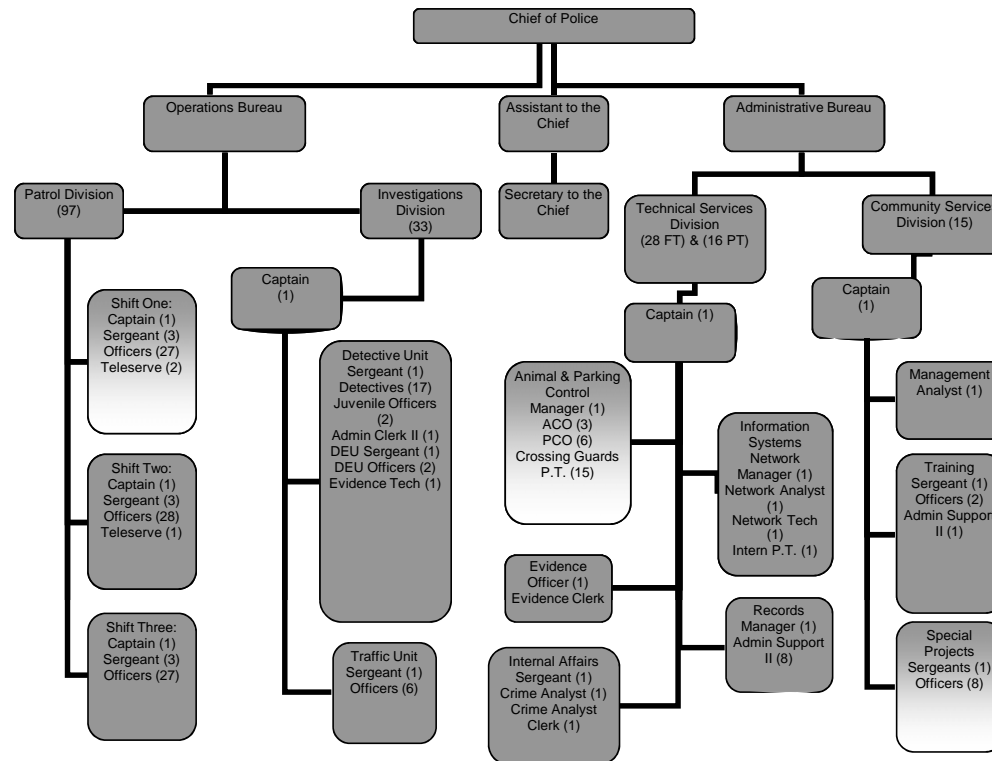
### PROFILE

The Lawrence Police Department currently operates with an authorized strength of 143 commissioned police officers and a 34 member civilian support staff. The department has three separate facilities; the Law Enforcement Center, 111 East 11th Street, where patrol, records, evidence and other services are located on the second floor; the Investigations and Training Center, 4820 Bob Billings Parkway; and Animal Control and Parking Control located on the lower level of the City Parking Garage at 935 New Hampshire. The patrol and investigations divisions are directly responsible for 24/7 service delivery on the city's 314 miles of streets and protect a population of approximately 90,000 residents, including various primary, secondary and higher educational institutions, retail and industrial businesses

### CURRENT YEAR ACCOMPLISHMENTS

1. Researched, developed and launched a new department website with technological advances that allows the community to see the current activity level of calls for service. The site also provides citizens with regular and timely updates on law enforcement related safety news, crime prevention tips, police and accident report access, and other police department information.
2. Conducted two recruit hiring processes, bringing 12 new officers to patrol deployment.
3. Held the 19th Citizens' Academy with an updated curriculum that emphasized expanding public relations and engagement. To date, approximately 375 Lawrence residents have graduated the academy since it was established in 1992.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. 3 Officers in Patrol Division, 1 Parking Control Officer and 3 School Resources Officers in the Community Services Division are funded through different acco

### PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	164.00	164.00	164.00	169.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 12,524,261	\$ 12,688,347	\$ 12,688,347	\$ 13,362,044
Contractual Services	1,340,621	1,059,884	1,059,884	692,948
Commodities	556,246	523,687	523,687	516,079
Capital Outlay	212,747	217,052	217,052	252,052
Debt Service	-	-	-	-
Transfers	-	-	-	-
Contingency	-	-	-	-
<b>Total</b>	<b>\$ 14,633,875</b>	<b>\$ 14,488,970</b>	<b>\$ 14,488,970</b>	<b>\$ 14,823,123</b>

4. Technological advances included installation of a new / expanded data software case management system for Investigations; purchased critical Mapping Instrumentation for major accident and homicide investigation; was awarded a Homeland Security Grant / Post-Blast Response Vehicle for local use at crime scene investigations and that can be requested by other law enforcement agencies for similar responses throughout northeast Kansas.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Establish and maintain proper staffing levels of patrol officers, detectives and civilian support personnel.

2. Continue to upgrade and improve the department's public engagement initiatives through website additions and by expanding positive interactions at and participation in community events, civic presentations and meetings and increased officer presence in neighborhoods.

3. Begin development of parameters for short and long term Police Department Strategic Planning. The goal will be to provide for systematic increases in staffing, consolidation of facilities, expansion of technology and associated hardware and software, and set time tables for equipment and capital improvement routine/scheduled replacement.

4. Establish priorities related to increased Training opportunities for all employees and provide additional resources and funding.

## SIGNIFICANT ISSUES FOR 2012

1. Adding one detective and four police officer positions.
2. Focusing on the totality of quality law enforcement services through public engagement and community outreach.
3. Providing excellent leadership and direction of police personnel to maximize our effectiveness within the range of our existing resources.
4. Establishing well researched, planned, documented and reasonable long range goals to improve service delivery.

**POLICE**



# General Operating Fund

## Fire Medical Division 2200

### PROFILE

"WE ARE COMMITTED TO SAVING AND PROTECTING LIVES AND PROPERTY." The Fire Medical Department is equipped and staffed at a level that currently meets the minimum level required to protect the community in fire, EMS, hazardous materials, special rescue, disaster preparedness and terrorism responses.

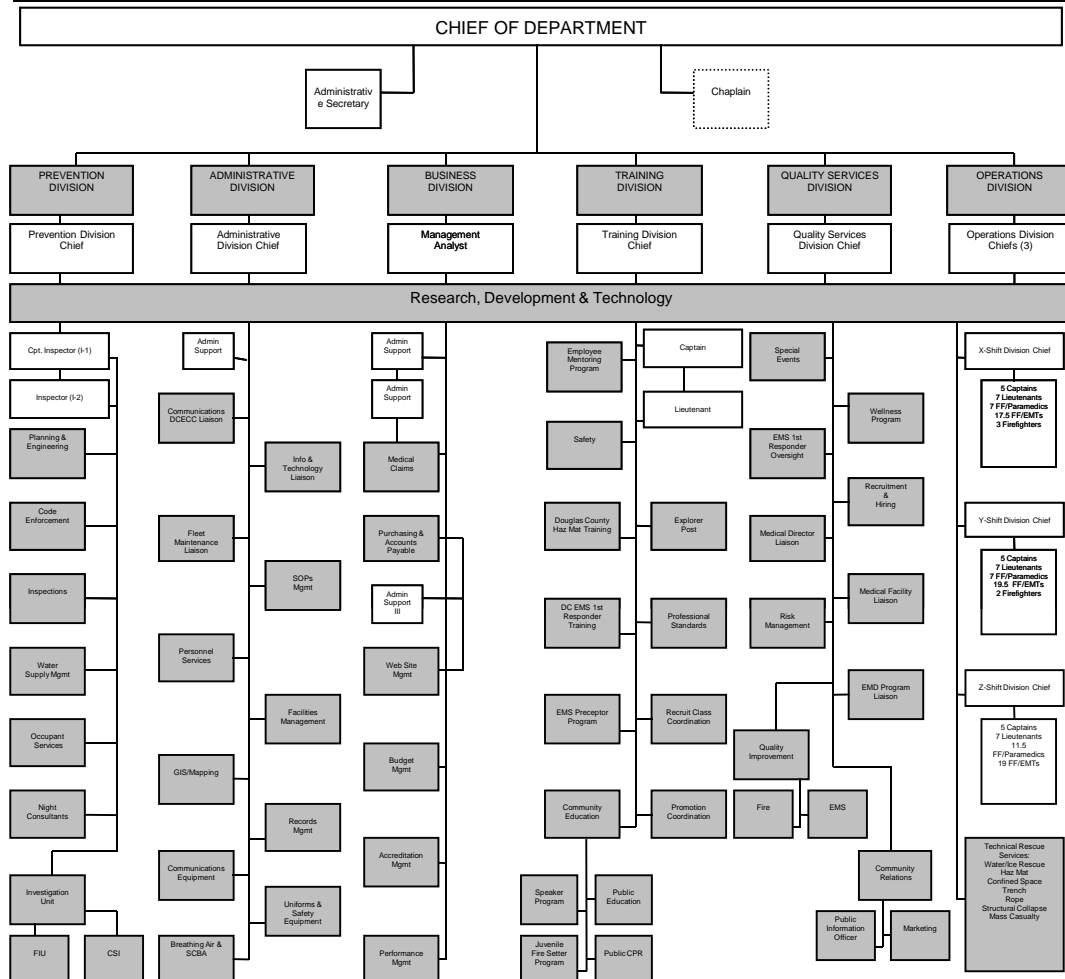
The City of Lawrence and Douglas County jointly fund the department, with the City funding 74.36% and the County funding 25.64% according to an agreement. The City funds 75% of the shared costs. Fire services are only provided within the City of Lawrence while emergency medical services and hazardous material responses are provide County-wide.

The Administrative Division is responsible for communications, fleet maintenance, personnel services, GIS/mapping, information and technology, Standard Operating Procedures, facilities, records, and uniform/safety equipment.

The Business Division is responsible for medical claims and billing, purchasing and accounts payable, web site management, budget management, accreditation, and performance management.

The Operations Division is comprised of firefighters and paramedics who work traditional 24-hour shifts and are on duty three shifts in each nine-day cycle. Operations equipment includes engines, quints, aerial ladders, medic units, squads, one tender and a hazardous materials

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. Also, 2 Network Technicians are funded through this account

### PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	143.00	143.00	143.00	143.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 11,958,094	\$ 11,893,941	\$ 11,893,941	\$ 12,390,955
<b>Contractual Services</b>	732,473	1,006,377	1,006,377	917,322
<b>Commodities</b>	440,860	473,122	473,122	519,842
<b>Capital Outlay</b>	32,917	49,165	49,165	66,500
<b>Refunds</b>	12,036	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 13,176,380	\$ 13,422,605	\$ 13,422,605	\$ 13,894,619

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent of time fire emergency response time is within 6 minutes within the city limits	96.1%	90.0%	90.0%
Percent of time EMS emergency response time is within 6 minutes within the city limits	95.1%	90.0%	90.0%
Percent of citizens indicating satisfied or very satisfied with department's professionalism	TBD	TBD	TBD
Percent of citizens indicating satisfied or very satisfied with department's quality of fire services	TBD	TBD	TBD

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Provide necessary continuing education of current staff, as well as additional training to increase the number of state-certified paramedics.
2. Continue public education and prevention efforts for community safety and awareness.
3. Continue strategic planning for the department including impact of urban growth areas.
4. Replace fire and medical apparatus as outlined in the department's Apparatus Replacement Plan.
5. Utilize new technology wherever possible to contribute to the effectiveness and safety of our service delivery efforts.
6. Maintain agency accredited status through submittal of annual performance reports.

## PROFILE (cont.)

vehicle and a rescue vehicle distributed among five stations located throughout Lawrence and one medic station in Baldwin.

Prevention is responsible for planning and engineering, enforcement of the Uniform Fire Code and Life Safety Code, water supply management, investigations, and night consultants.

Quality Services provides oversight for special events, the EMS First Responder Program, the Wellness Program, recruitment and hiring, risk management, and community relations.

Training is responsible for all training and education of department and community members, the Explorer Program, professional standards, recruit class training and the EMS Preceptor Program.

## CURRENT YEAR ACCOMPLISHMENTS

Responded to 9,903 incidents, 78.4% EMS.



City of Lawrence

FIRE MEDICAL

# General Operating Fund

## Street Maintenance

Division 3000

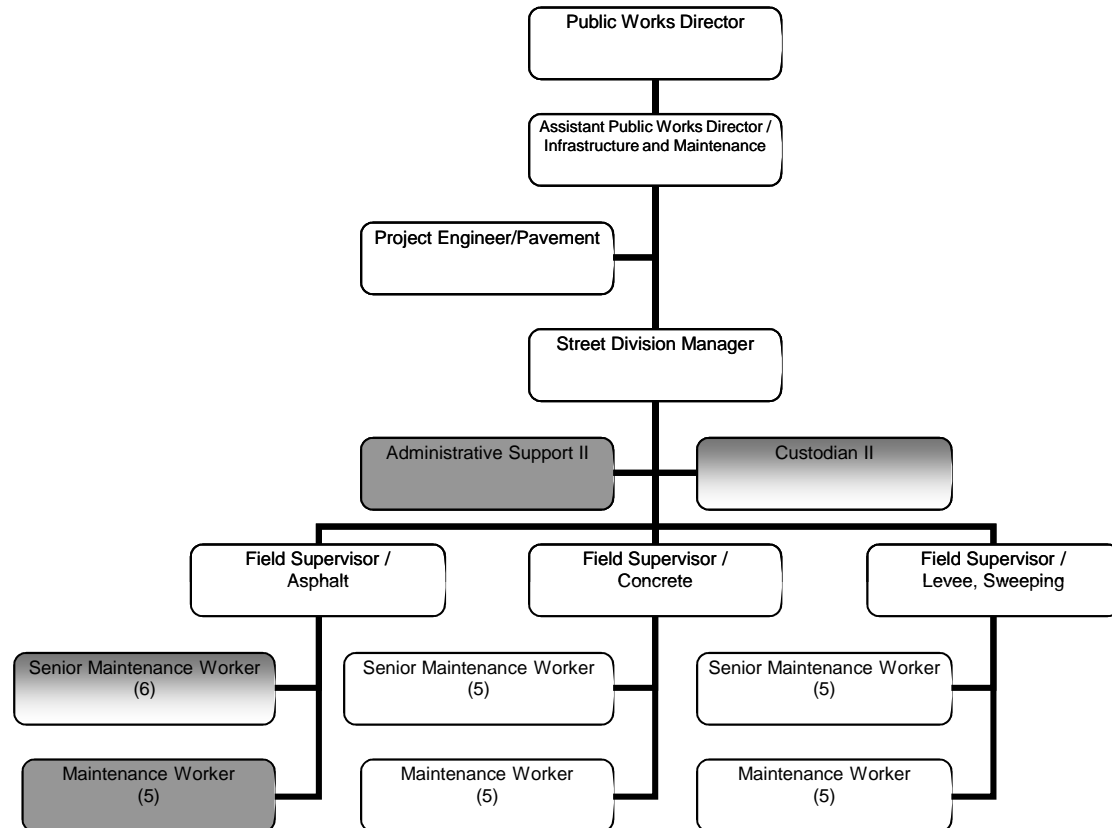
### PROFILE

The Street Maintenance Division is responsible for the routine maintenance of the City's streets, alleys, curbs, and gutters. The budget provides funds for concrete, asphalt, sand and rock for street repairs, and salt for snow and ice control. Additional funds are budgeted for outside firms to assist in removing snow. The work crews require the use of a variety of equipment and vehicles. The cost of equipment maintenance and fuel is included in this budget.

The City maintains slightly over 319 centerline miles of streets. Core street maintenance services continue to be a priority focus. The department provides comprehensive planning for pavement rehabilitation and maintenance.

The Street Maintenance budget funds significant rehabilitation projects that are contracted, as well as staffing for routine maintenance completed in-house. Minor maintenance projects are completed in house. Major maintenance is contracted. The City uses mill and overlay, crack-sealing, and microsurfacing as treatments to maintain infrastructure.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. Only 0.25 of the Custodian II position is funded through this account. Also, only 2 Senior Maintenance Worker's are funded through this account.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	8.25	8.25	8.25	8.25

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 415,973	\$ 408,860	\$ 408,860	\$ 399,618
<b>Contractual Services</b>	431,141	395,405	395,405	460,405
<b>Commodities</b>	2,486,694	2,580,304	2,580,304	2,303,873
<b>Capital Outlay</b>	-	36,000	36,000	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 3,333,808	\$ 3,420,569	\$ 3,420,569	\$ 3,163,896

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of pavement rated as acceptable or			
Arterials	55.70%	57%	60%
Collectors	74.70%	75%	80%
Residential	76.10%	76%	80%
% of potholes on arterials filled within 24 hours (arterial streets)	53%	65%	80%
% of residents satisfied with streets	39.4%	39.4%	39.4%
% of residents satisfied with snow removal on arterials streets	73.7%	73.7%	73.7%

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide timely and preventive maintenance for street and related infrastructure by applying the most cost-effective maintenance treatments based on specific condition assessments.
2. To provide curb, gutter, and concrete repair and maintenance.
3. To provide asphalt maintenance through patching and replacement.
4. To maximize pavement life through an aggressive crack-sealing program.
5. To provide effective snow and ice control for public roadways.
6. To provide support, personnel, and equipment during emergency response and disaster recovery operations.

## CURRENT YEAR ACCOMPLISHMENTS

1. Concrete and asphalt maintenance projects including resurfacing, base failure repairs, valley gutters and intersections, curb repairs and replacement, pedestrian and sidewalk issues, and special projects.
2. Provided excellent snow and ice control during winter operations. Snowfall totaled more than 34 inches in 11 events.
3. Major crack-sealing and microsurfacing projects were completed.
4. Special projects include Peterson Road and 9<sup>th</sup> and Sunset installation of HAWK beacon, sidewalks, and ramps, initiate reconstruction on portions of Bluffs Drive, and a reconstruction of the Rhode Island entrance to the Riverfront Parking Garage.
5. Street sweeping for approximately 7,500 lane miles.

## SIGNIFICANT ISSUES FOR 2012

Achieving appropriate levels of funding for major rehabilitation and routine maintenance and equipment replacement despite limited resources.

## STREET MAINTENANCE

# General Operating Fund

Engineering

Division 3010

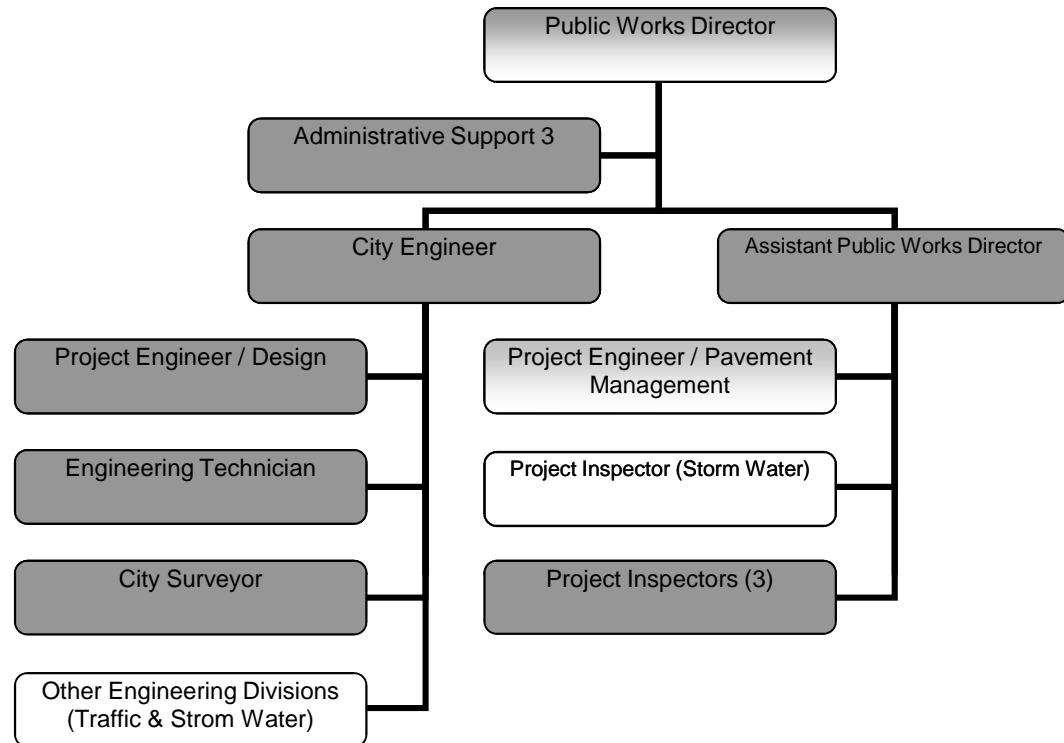
## PROFILE

The Engineering Division is responsible for the review and approval of all plans for streets, sidewalks, and storm sewers. The division administers projects and inspects project construction, evaluates pavement condition and contracts for major pavement restoration and replacement. The Engineering Division solicits grants and other funding for major reconstruction or new construction projects. The City Engineer provides supervision for the traffic and storm water engineering programs. The number and complexity of projects designed in-house has been increasing.

The Engineering staff offers technical assistance to other departments and PW workgroups regarding the needs and issues related to development projects and proposals. The office of the City Engineer is the custodian of "as built" plans as well as various maps and aerial photography information used extensively by builders, developers, and consultant engineers working in the City. Some of the GIS functions of the City were supported through this division, but the position has not been budgeted since 2010.

The Engineering Division works diligently with State and Federal programs to secure grant funding to assist with infrastructure development needs wherever possible.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.  
0.25 of the Public Works Director is funded through this account.

## PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	10.66	8.66	8.66	8.66

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 672,722	\$ 669,449	\$ 669,449	\$ 681,544
<b>Contractual Services</b>	48,807	45,033	45,033	45,033
<b>Commodities</b>	40,150	55,775	55,775	55,630
<b>Capital Outlay</b>	-	7,480	7,480	5,125
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	<b>\$ 761,679</b>	<b>\$ 777,737</b>	<b>\$ 777,737</b>	<b>\$ 787,332</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of pavement rated as acceptable or better (PCI)			
Arterials	55.70%	57%	60%
Collectors	74.70%	75%	80%
Residential	76.10%	76%	80%
% of engineering plans reviews completed within 10 business days	57.5%	75%	100%
% of residents satisfied with street maintenance	39.4%	39.4%	39.4%
Total lane miles of street resurfacing completed			
Overlay	27.4	25	25
Micro-surfacing	19.1	36	35

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue limited in-house engineering design services.
2. Complete second phase of re-inventory for the pavement maintenance inventory.
3. Provide comprehensive pavement management and implement a multi-year program.
4. Implement the public works portions of the comprehensive GIS system.
5. Provide thorough and timely inspection of all public improvements.

## CURRENT YEAR ACCOMPLISHMENTS

1. Widening and reconstruction of Kasold, Clinton Parkway to 31st Street.
2. Widening of 6th Street from Monterey Way to Folks Road.
3. Reconstruction of Bob Billings Parkway, Crestline to Kasold.
4. Completed conceptual design of Iowa Street reconstruction and worked with neighborhoods.
5. KLINK project -- 6th Street, Massachusetts to Iowa, with turn lanes at Maine and Michigan.

## SIGNIFICANT ISSUES FOR 2012

1. Limited resources have resulted in decreased engineering support of mapping services through GIS system.
2. Pavement maintenance / management continue to be on-going critical issue.



City of Lawrence

ENGINEERING

# General Operating Fund

Traffic Engineering

Division 3020

## PROFILE

The Traffic Engineering Division reviews plats and site plans, street plans, analyzes traffic data, and provides professional and technical data to the Traffic Safety Commission. Field crews are responsible for signal maintenance, signal timing, street signs, and pavement markings. Crews also maintain school beacons, conduct electronic and manual traffic counts and school crossing counts. Traffic division crews are responsible for overhead decorative lighting in the central business district.

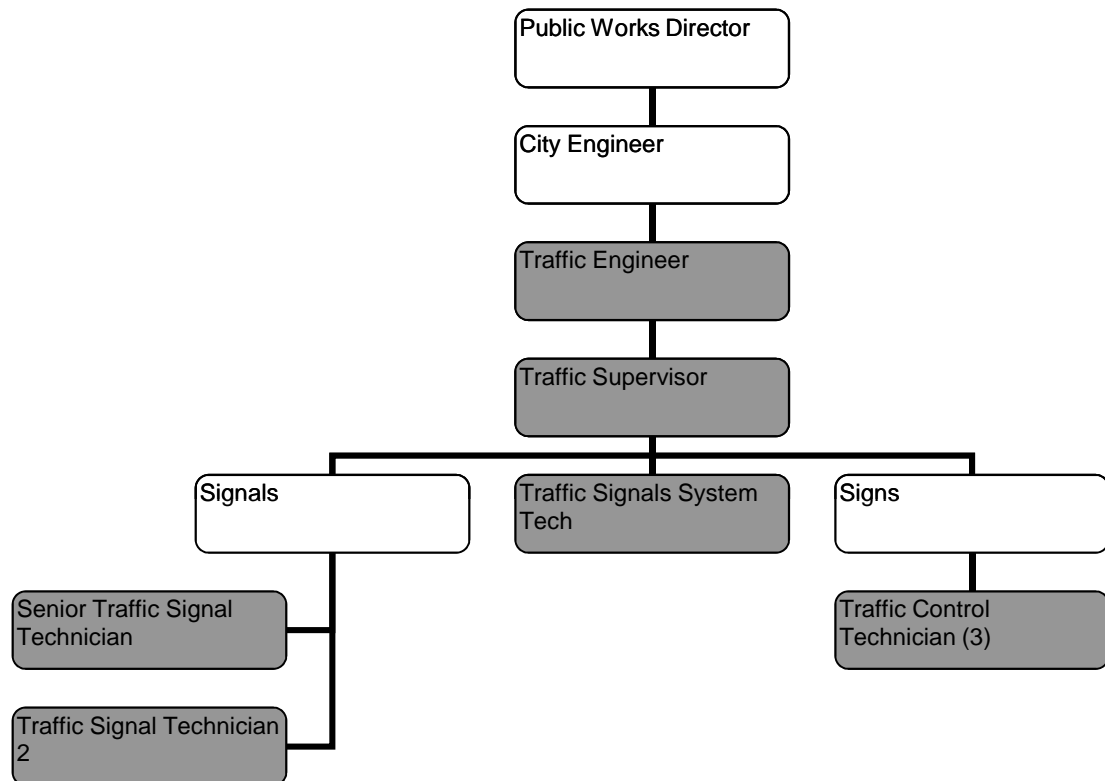
The Traffic Engineering Division works with community and neighborhood groups to address specific concerns. The Traffic Engineer provides professional staffing and recommendations to the Traffic Safety Commission.

The Traffic Engineering Division is currently located at 445 Mississippi. The long-term operational goal is to move this work unit to the Wakarusa Service Center with other street maintenance operations.

## CURRENT YEAR ACCOMPLISHMENTS

1. Worked with neighborhoods and localized areas on traffic calming plans.
2. Optimized traffic signal coordination plans throughout the city.
3. Continued installation of battery back-up systems at major signalized intersections.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	8.00	8.00	8.00	8.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 452,665	\$ 468,679	\$ 468,679	\$ 475,852
<b>Contractual Services</b>	36,215	37,550	37,550	38,550
<b>Commodities</b>	59,787	85,318	85,318	83,318
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	<b>\$ 548,667</b>	<b>\$ 591,547</b>	<b>\$ 591,547</b>	<b>\$ 597,720</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of downed signs reinstalled within 3 days of completed locates	100%	100%	100%
% of traffic signal heads converted to LED	78%	85%	100%
% of arterial and collector pavement markings in good condition, as rated by staff	N/A	60%	75%

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide traffic signal, traffic signing, and pavement marking public services at the current level without an increase in funding.
2. Develop comprehensive Intelligent Transportation Systems (ITS) Plan.
3. To inventory approximately 20% of traffic control signs in place.
4. To complete installation of LED's in all pedestrian signals.
5. To continue working with neighborhood organizations to provide solutions to traffic problems that can improve the quality of life within the neighborhood.

## CURRENT YEAR ACCOMPLISHMENTS (cont.)

4. Continued program installing countdown timers at signalized pedestrian crossings.

5. Continued LED upgrade program for pedestrian signals.

6. Began the installation of the first phase of an Intelligent Transportation System (ITS) by connecting traffic signals along portions of 6th Street and Iowa Street, utilizing fiber optic cable to the traffic offices at 445 Mississippi.

## SIGNIFICANT ISSUES FOR 2012

The provision of adequate equipment for safe, effective, and efficient traffic engineering operations is a significant issue.



City of Lawrence

TRAFFIC ENGINEERING



# General Operating Fund

## Airport Maintenance

Division 3030

### PROFILE

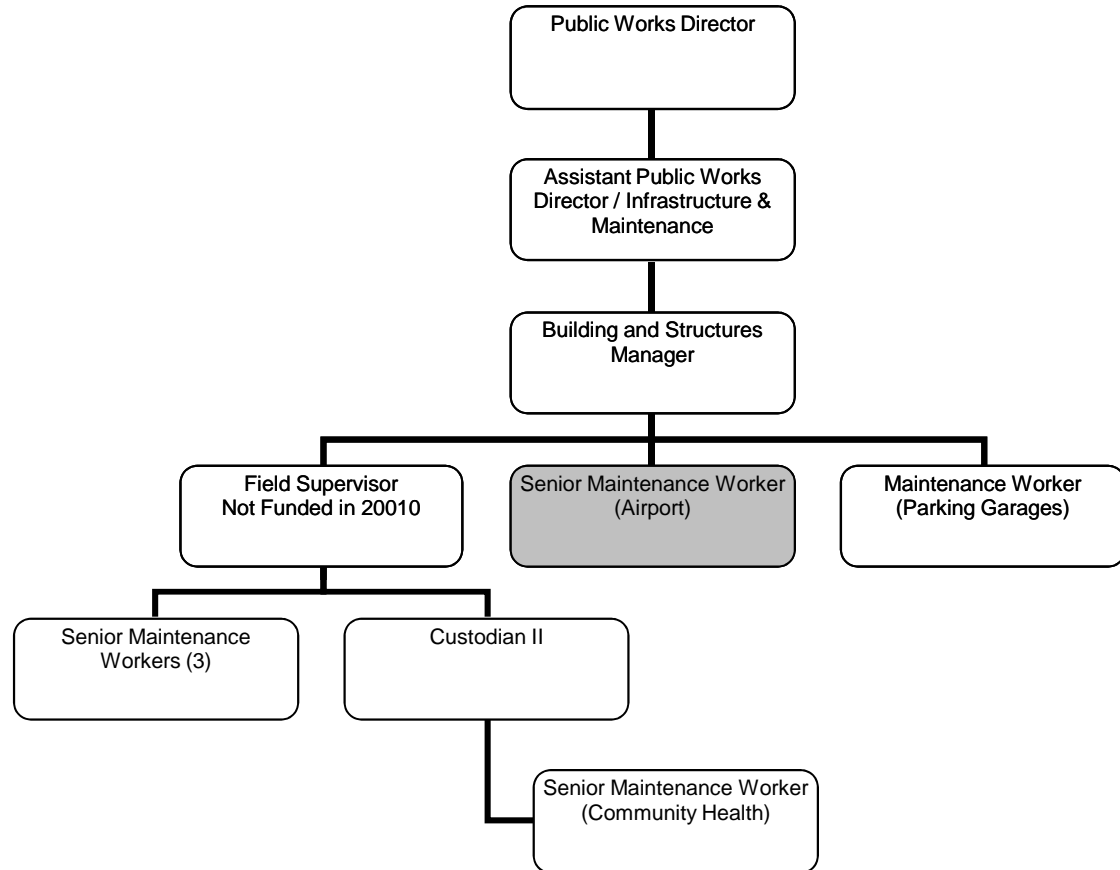
The Lawrence Municipal Airport is operated by a fixed base operator under agreement with the City. A public works employee serves as Airport Manager and serves as the primary staff liaison for the Airport Advisory Board.

Maintenance that is not assigned to the fixed based operator is the responsibility of the Public Works Department. Operational functions were reorganized in 2007 to the Building and Structures Division. A Senior Maintenance Worker position is assigned primary responsibilities at the airport, including mowing, snow removal, and other operational support. Assistance is provided to this operation from the Street Division and other building maintenance staff.

Contractual agreements such as insurance and electricity are budgeted in this division as well as capital expenditures for maintenance and improvements.



### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	1.00	1.00	1.00	1.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 62,283	\$ 62,981	\$ 62,981	\$ 62,732
<b>Contractual Services</b>	47,173	67,945	67,945	66,945
<b>Commodities</b>	14,816	6,820	6,820	8,360
<b>Capital Outlay</b>	56,346	56,540	56,540	56,000
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 180,618	\$ 194,286	\$ 194,286	\$ 194,037

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% occupancy of t-hangar space	100%	100%	100%
% of construction inspection services provided in-house	NA	100%	100%
% of safety inspections completed on time	100%	100%	100%
Waiting list for t-hangar space	Yes	Yes (37)	Yes

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To continue maintenance of primary runways and taxiways.
2. To provide routine inspections for regulatory compliance.
3. To provide facility and grounds maintenance at the airport terminal and hangars, per agreements.
4. To replace concrete apron on the west side of FBO Hangar.
5. City staff to provide inspection on construction projects.
6. Evaluate alternative snow removal and ice control methodologies for runways.

## CURRENT YEAR ACCOMPLISHMENTS

1. Lowered apron lighting to allow for service by City equipment.
2. Constructed pad from recycled materials for equipment storage.
3. Coordination of the public events to increase awareness and familiarity with the municipal airport.

## SIGNIFICANT ISSUES FOR 2012

The provision of adequate equipment for safe, effective, and efficient operations at the airport is a significant issue



City of Lawrence

## AIRPORT MAINTENANCE

# General Operating Fund

## Building Maintenance

Division 3040

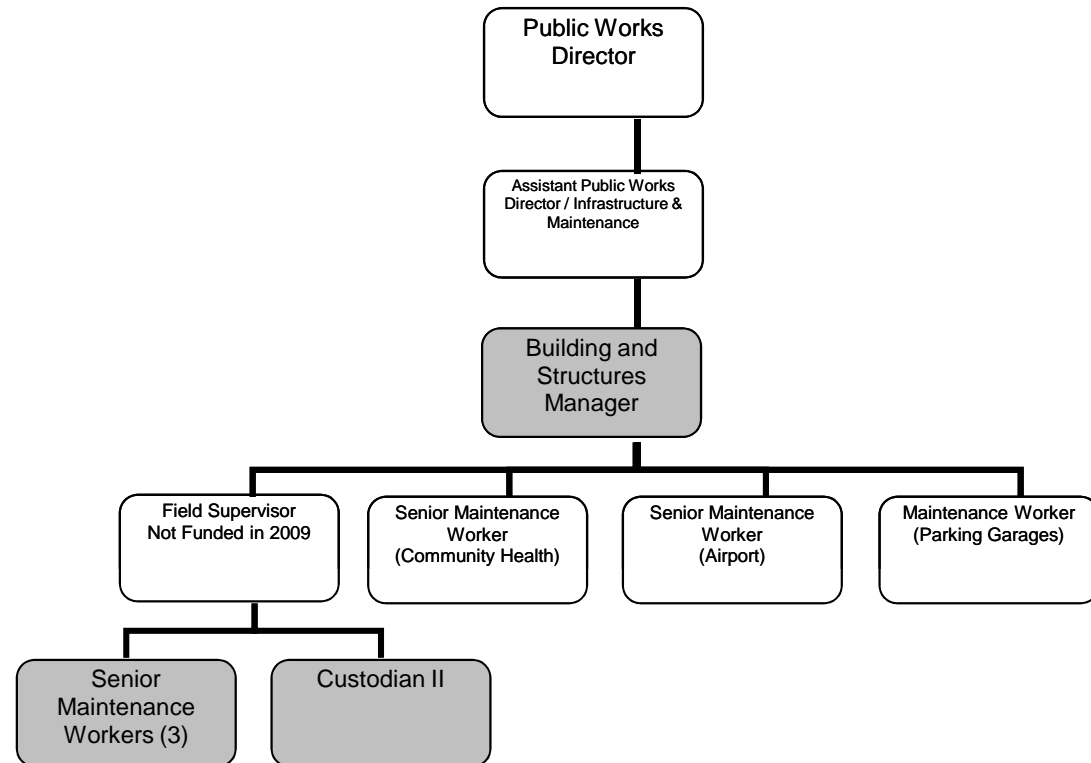
### PROFILE

This division is responsible for building maintenance for municipal buildings except where such services are provided contractually. In addition to maintenance costs, utility costs for some buildings are paid out of this division's budget. The costs of operation of the Law Enforcement Center, which are shared with the County, are budgeted in this section. The division provides maintenance services and/or technical support for approximately 30 facilities: City Hall; Court Services; five Public Works facilities; Fire/Medical facilities; six buildings at the Lawrence Municipal Airport; the Public Library; the Police annex facility; the Riverfront Parking Garage; New Hampshire Parking Garage and four city owned buildings occupied by community service agencies – the Arts Center, Lawrence/Douglas County Senior Center, and the Community Health facility. The division also provides assistance with downtown lighting, canopies, and various buildings at the cemeteries.

### CURRENT YEAR ACCOMPLISHMENTS

1. Riverfront Parking Garage lighting updated with energy efficient T-5 fixtures.
2. Fire/Med #4 upgraded from pulse metal halide to T-5 fixtures with occupancy sensors.
3. City Hall improvements included window replacements, occupancy sensors, Commission Chamber lighting upgrades.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	5.00	5.00	5.00	5.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 307,355	\$ 307,010	\$ 307,010	\$ 312,593
<b>Contractual Services</b>	463,668	568,628	568,628	553,027
<b>Commodities</b>	40,122	36,800	36,800	42,300
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	<b>\$ 811,145</b>	<b>\$ 912,438</b>	<b>\$ 912,438</b>	<b>\$ 907,920</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of scheduled repairs completed on time	89%	90%	90%
% of emergency requests responded to within 2 hours	87%	95%	95%
% of respondents rating cleanliness of facilities as good or excellent	Na	Na	Na
% of respondents rating timeliness of repairs as good or excellent	Na	Na	Na

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Refine work order system to provide comprehensive facilities maintenance information to allow for comprehensive planning.
2. Provide appropriate levels of support and responsiveness for customer departments within given budget constraints.
3. Provide core maintenance for municipal building services for all facilities assigned.
4. Provide custodial services by in-house personnel or contract where required.

4. Worked with Sustainability Coordinator on energy management tracking mechanism and data collection.

5. Completion of downtown projects including support of lighting and electrical improvements, such as pole replacement, including utilization of Energy and Efficiency Conservation Block Grant funds.

6. Continued to provide core maintenance functions for municipal building infrastructure.

## SIGNIFICANT ISSUES FOR 2012

1. Increasing fuel, energy, and materials costs are continuing issues.
2. Staffing and/or resources to provide custodial services at specified buildings to appropriate levels.
3. Limited resources mean a reduction in contractual services, including selective preventive maintenance and building repairs.



City of Lawrence

**BUILDING MAINTENANCE**

# General Operating Fund

## Street Lights

Account 001-3060

### EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ -	\$ -	\$ -	\$ -
Contractual Services	625,282	791,598	791,598	775,779
Commodities	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Contingency	-	-	-	-
<b>Total</b>	<b>\$ 625,282</b>	<b>\$ 791,598</b>	<b>\$ 791,598</b>	<b>\$ 775,779</b>

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	NA	NA	NA	NA

### PROFILE

The lighting of city streets is paid out of this account. The City does not own streetlights, with the exception of downtown lighting, roundabouts, and some specialty area lighting. Westar Energy owns and maintains the lights. Cost for lighting varies based on the wattage of the light used and the type of pole that the light is mounted on (steel, aluminum, or wood). This account also funds electricity fees for traffic signals.

### SIGNIFICANT ISSUES FOR 2012

Based on recommendations of the street light audit conducted by the City Auditor in May of 2009, staff continues to evaluating the feasibility of acquiring the street lights from the utility company.

**STREET LIGHTS**



*City of Lawrence*

# General Operating Fund

Levee Maintenance

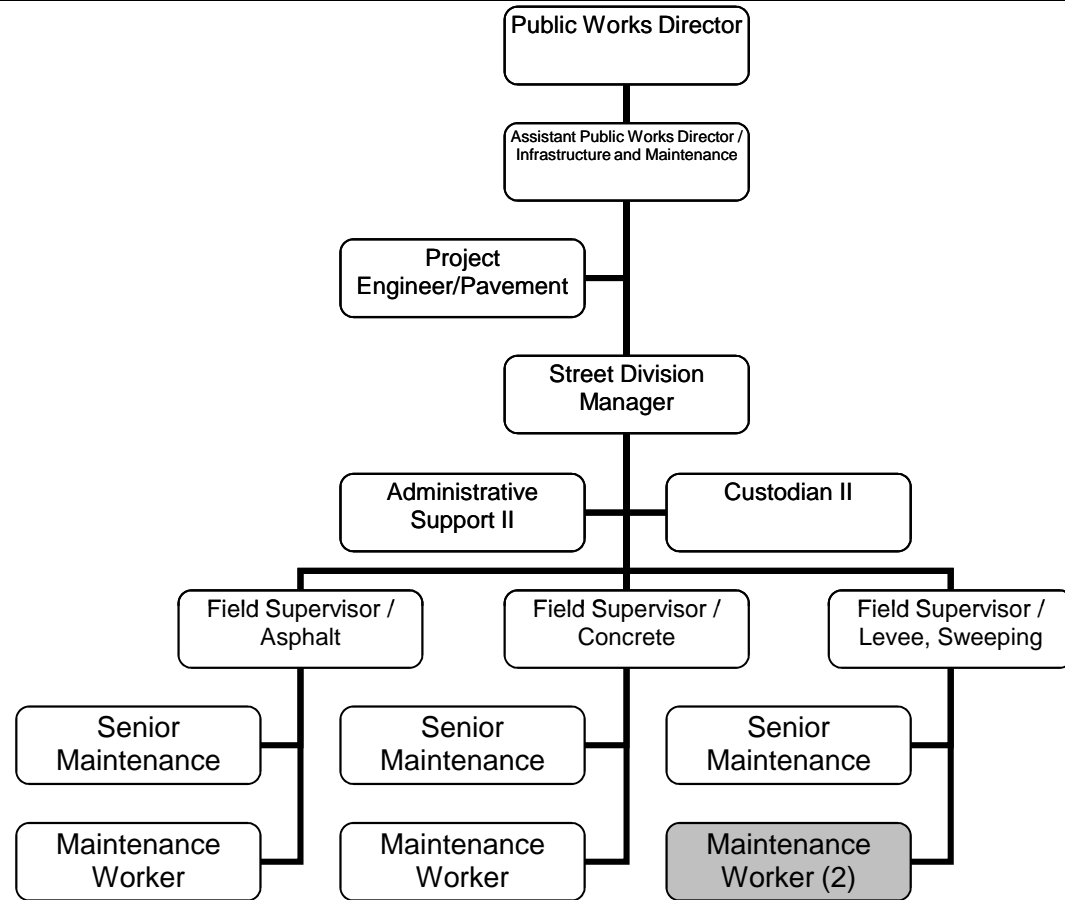
Division 3070

## PROFILE

The levee maintenance budget provides for personnel, equipment, and materials to maintain the flood control levee along the Kansas River and Mud Creek. Operations are partially funded by the KAW Drainage District. This budget provides for weed control, mowing, and slope repair along the length of the levee as well as maintenance of the flood control gates. Maintenance requirements for the levee are regulated by the U.S. Army Corps of Engineers and inspected annually.



## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.  
Only 2 Maintenance Worker positions are funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	2.00	2.00	2.00	2.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 64,660	\$ 90,276	\$ 90,276	\$ 82,930
Contractual Services	25,962	32,080	32,080	32,080
Commodities	19,750	21,300	21,300	21,300
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Contingency	-	-	-	-
<b>Total</b>	<b>\$ 110,372</b>	<b>\$ 143,656</b>	<b>\$ 143,656</b>	<b>\$ 136,310</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
# of events requiring flood gate closures	5	4	1
# of events requiring 24 hour flood patrol	3	2	1
% of 24-hour mandatory flood patrol completed on time	100%	100%	100%
# of major violations identified in USACE	0	0	0

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide continuous maintenance for levee system.
2. To meet all regulatory requirements as provided by the U.S. Army Corps of Engineers.
3. To protect North Lawrence from flooding from the Kansas River or Mud Creek.
4. To obtain policy direction on levee recertification requirements.

## CURRENT YEAR ACCOMPLISHMENTS

1. Provided mowing and weed control along the levee.
2. Provided maintenance of flood control gates.
3. Made modifications to access gates.

## SIGNIFICANT ISSUES FOR 2012

The provision of adequate equipment for safe, effective, and efficient operations on the levee is a significant issue.



City of Lawrence

LEVEE MAINTENANCE



# General Operating Fund

## Parks / Facility Maintenance

Division 4500

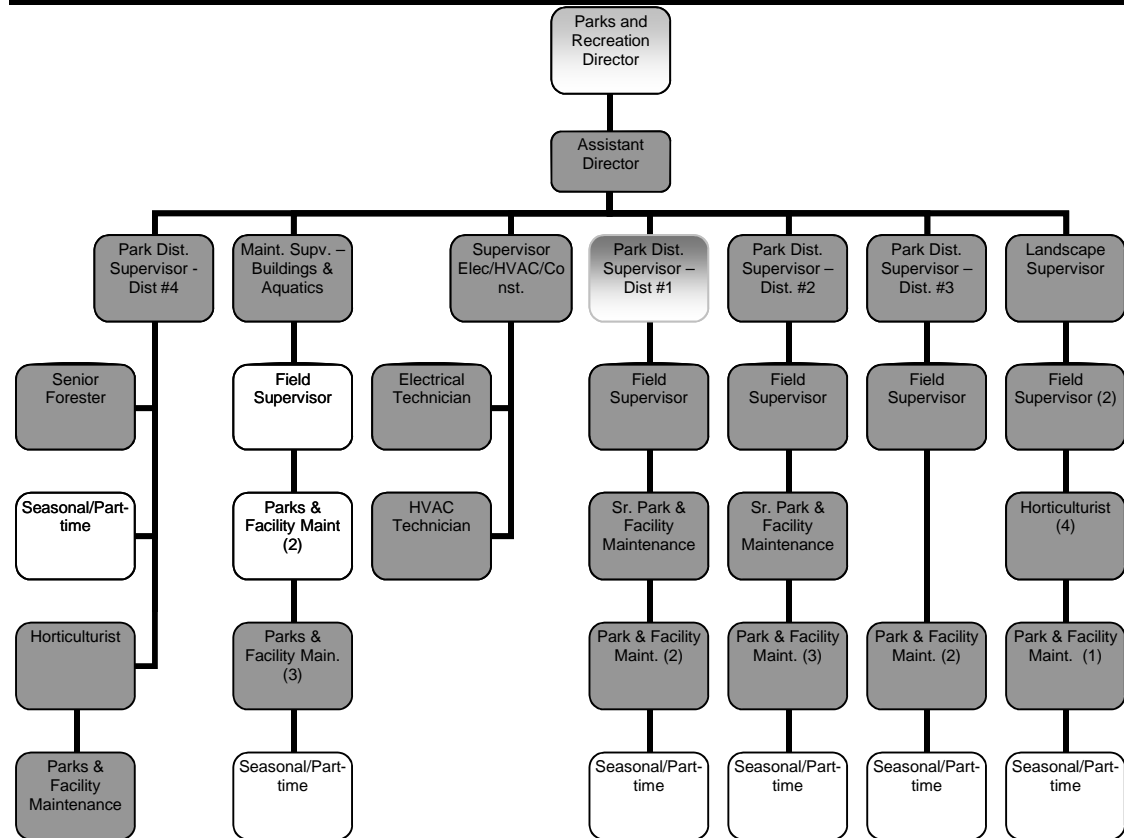
### PROFILE

This budget provides maintenance funding for Parks and Recreation facilities. Following are the divisions that operate within this budget:

1. Administration ( Includes funding for utilities, fuel, and equipment maintenance)
2. Park District #1 (Includes most athletic fields and all parks in the western part of the city),
3. Park District #2 (Includes many high use parks such as South Park, Centennial Park, Watson Park and all other parks in the central part of town),
4. Parks District #3 (cemetery operations and all parks in north and east Lawrence),
5. Facility Maintenance (maintenance of four recreation centers, depot, nature center, four pools and three fountains),
6. Horticulture (city-wide landscape/forestry maintenance and downtown streetscape),
7. Park District #4 (city-wide street management of right-of-way mowing contracts plus parks located on the north west side of town,
8. Construction (oversees park construction, electric & HVAC).

The mission of this division is to provide high quality maintenance and development of all City owned parks, trails, cemeteries, landscape areas, recreation buildings, pools, athletic fields, open spaces, city entrances, parkways, street trees and nature areas.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. 0.25 of the Director position and 0.5 of the Park District Supervisor – Dist. 1 position are funded through this account.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	34.75	31.75	31.75	31.75

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 2,205,587	\$ 2,191,734	\$ 2,191,734	\$ 2,139,960
<b>Contractual Services</b>	670,633	684,154	684,154	668,370
<b>Commodities</b>	343,187	304,450	304,450	374,400
<b>Capital Outlay</b>	20,515	32,000	32,000	32,000
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 3,239,922	\$ 3,212,338	\$ 3,212,338	\$ 3,214,730

## PERFORMANCE INDICATORS

Indicator	2010	2011	2012
	Actual	Estimated	Target
% of residents satisfied with appearance / cleanliness of city parks	88.30%	NA	TBD
% of residents satisfied with the condition of equipment at city parks	80.70%	NA	TBD

## SIGNIFICANT ISSUES FOR 2012

1. The submitted operating budget for the general fund is a source of concern for the department. Within these budget lines are located the funds for maintenance of all parks and most of the funding for maintaining recreation facilities and athletic fields in the community. The increasing cost of electric and gas utilities to operate these facilities make it difficult to maintain a minimal growth budget.

2. Looking forward, the main concern is the lack of flexibility remaining in the general fund operating budget. Over the past 3-4 years, we have increased fuel costs, utility costs and vehicle maintenance costs, which has resulted in the elimination of full-time staff in all areas of maintenance. This, combined with increasing facility and program demand, creates the real potential for maintenance needs not being able to keep up with programmed use of the facilities.

## CURRENT YEAR ACCOMPLISHMENTS

1. Completed multiple maintenance projects on the recreation centers and park facilities.
2. Completed multiple upgrades to ball diamonds and athletic fields.
3. Continued development of the Burroughs Creek Park & Trail.
4. Increased use of contractual labor to complete tasks previously performed by employees

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide quality and efficient maintenance of all Parks and Recreation facilities.
2. To provide quality and efficient maintenance of parkways and city entrances with-in the City's right-of-way
3. To continue to propose and oversee maintenance and construction projects funded by the General Fund & Sales Tax.
4. Continue to evaluate the benefits of contractual labor vs. in-house labor.

## PARKS/FACILITY MAINTENANCE

# General Operating Fund

Health Department

Division 5100

## PROFILE

The City makes an annual appropriation to the Lawrence/Douglas County Health Department (LDCHD), whose mission is to protect and promote the health of the people in Douglas County.

We work on the public behalf to:

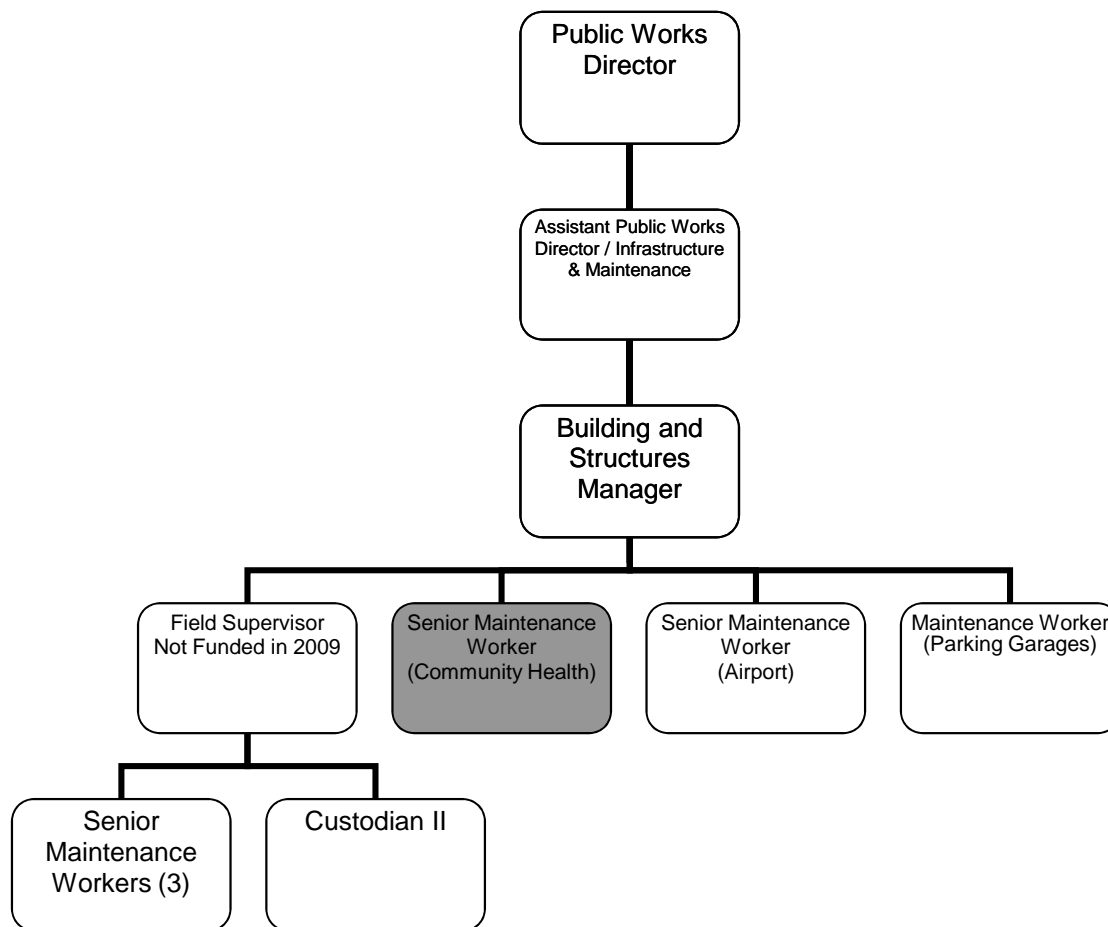
1. Safeguard community health through swift response to illness outbreaks.
2. Monitor the health of the community to recognize health trends and identify health problems.
3. Promote wellness by fostering community health initiatives.
4. Collaborate to protect health and control the costs associated with health problems.

The 2012 budget includes \$648,929 for the City's share (40%) of the LDCHD operating budget. The remaining 60% of the operations of the Health Department are paid by Douglas County .

## CURRENT YEAR ACCOMPLISHMENTS

1. As part of a community-wide process of assessing our local health needs, the Community Health Report was released in March.
2. Established a community health program to improve health behaviors within the community focusing on reducing tobacco use and obesity.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	1.00	1.00	1.00	1.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 64,343	\$ 62,885	\$ 62,885	\$ 62,732
<b>Contractual Services</b>	898,215	937,439	937,439	937,439
<b>Commodities</b>	15,732	18,187	18,187	16,987
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	-	-	-
<b>Contingency</b>	-	-	-	-
<b>Total</b>	\$ 978,290	\$ 1,018,511	\$ 1,018,511	\$ 1,017,158

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of WIC infants who breastfeed $\geq$ 6 months	32%	29%	$\geq$ 30%
WIC year-end caseload / % of infant population	1,462 / 39%	1,523 / 0.38%	1,600 / 40%
Rate of reportable accidents in licensed child care (# per 10,000 child care days)	0.01	0.02	$\leq$ 0.03
Swimming pool inspections / closure rate	609 / 3.6%	550 / 6%	550 / $\leq$ 3%
Comm. disease case investigations initiated $\leq$ 24 hrs.	99%	99%	100%
Percent of 2 year old clients completing the primary immunization series	79%	82%	$\geq$ 90%
% of senior clients receiving timely home visits	98%	99%	$\geq$ 90%



## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Prevent disease by protecting individuals of all ages against vaccine-preventable diseases.
2. Protect the health and safety of children by evaluating compliance with child care licensing regulations.
3. Protect the health of the community by enforcing local environmental health codes and regulations.
4. Provide communicable disease case investigation and follow-up in order to prevent or reduce the spread of disease.
5. Promote improved health outcomes for pregnant women and their infants by placing pregnant women into early prenatal medical care.
6. Promote health by helping teen parents become self-sufficient through goal setting and life skills development.
7. Promote health by helping mothers and pregnant women meet their nutritional needs and those of their children.
8. Expand community awareness of the functions and responsibilities of the Health Department.
9. Continue our quality improvement and strategic planning efforts in preparation for national accreditation.

## HEALTH DEPARTMENT



*City of Lawrence*

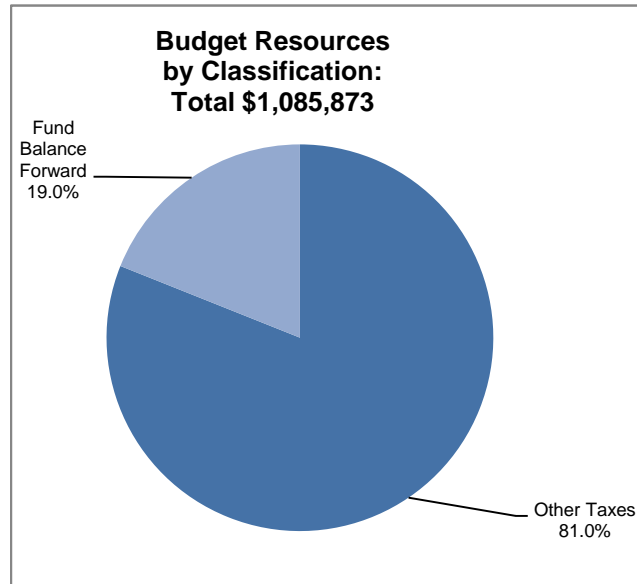
# GUEST TAX FUND

---



*City of Lawrence*

## Fund 206 - GUEST TAX



	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
<b>RECEIPTS</b>				
Guest Tax Income	941,099	935,000	935,000	880,000
TOTAL RECEIPTS	941,099	935,000	935,000	880,000
Balance, January 1	320,422	257,862	228,373	205,873
TOTAL RESOURCES AVAILABLE	1,261,521	1,192,862	1,163,373	1,085,873

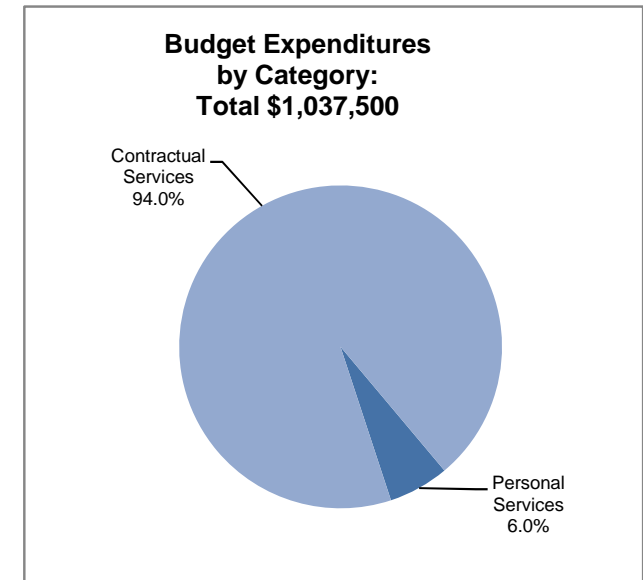
### REVENUE SOURCES - DESCRIPTIONS AND TRENDS

**Revenue Sources-** City Charter Ordinance No. 39, approved in 2009, provides that, in substitution of K.S.A. 12-1698(e), a transient guest tax of 6% shall be levied upon the gross receipts derived from or paid by transient guests for sleeping accommodations, exclusive of charges for incidental services or facilities, in any hotel, motel, or tourist court in the City.

**Trends-** The guest tax rate was increased from 5% to 6% in 2009 and additional revenue is anticipated. According to information provided by the Lawrence Convention and Visitors Bureau, continued growth in sleeping rooms as well as meeting facilities in competing markets continues to have an effect on the Lawrence market so revenue estimates show conservative growth.

## Fund 206 - GUEST TAX

EXPENDITURES	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
Special Events				50,000
DMI /CVB Contract	685,560	700,000	700,000	720,000
Sister Cities	7,500	7,500	7,500	7,500
Other	84,838	50,000	50,000	50,000
Transfers	255,250	400,000	200,000	210,000
<b>TOTAL EXPENDITURES</b>	<b>1,033,148</b>	<b>1,157,500</b>	<b>957,500</b>	<b>1,037,500</b>
<b>FUND BALANCE FORWARD</b>	<b>228,373</b>	<b>35,362</b>	<b>205,873</b>	<b>48,373</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services - Funds will be used in 2012 for City personnel costs related to special events such as parades, KU football games, marathons, and other events that bring visitors to town.

DMI/CVB Contract- Under a contract between the City and the Lawrence Destination Management, Inc. (DMI), transient guest tax funds are used principally to operate the Lawrence Convention and Visitors Bureau (CVB). The CVB seeks to attract visitors to Lawrence and promote Lawrence as a destination for tourism, convention, film and group tour industry. Expenditures are based on available revenues.

Sister Cities - The City has three sister cities: Eutin, Germany; Hiratsuka, Japan; and Iniades, Greece. Moneys from this fund are used to support programs that promote our relationships with these communities and to defray travel costs related to the student exchange program.

Other- Funds will be used to support heritage tourism efforts of the Freedoms Frontier National Heritage Area and the celebration of the Sesquicentennial of the US Civil War.

Transfers- A transfer is budgeted in 2012 to achieve the statutory limit on fund balance. In prior years, funds were transferred from the Guest Tax fund into a Guest Tax Reserve Fund. Due to recent changes to accounting standards, funds are no longer deposited into the Guest Tax first. Instead, they are deposited directly into the Guest Tax Reserve Fund.





*City of Lawrence*

# LIBRARY FUND

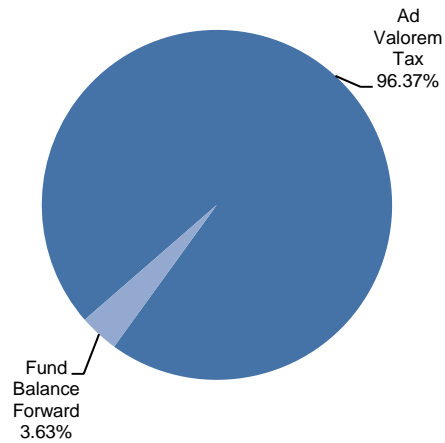
---



*City of Lawrence*

## Fund 209 - LIBRARY

**Budget Resources by Classification:**  
**Total \$3,260,500**



	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
<b>RECEIPTS</b>				
Taxes - Current	2,717,931	2,689,980	2,689,980	2,871,865
Taxes - Delinquent	49,130	29,520	29,520	34,000
Motor Vehicle Taxes	236,480	233,915	233,915	236,075
Payment in Lieu of Taxes	95	6,058	6,058	100
Miscellaneous		-	-	
Transfer In	80,000	97,000	97,000	
<b>TOTAL RECEIPTS</b>	<b>3,083,636</b>	<b>3,056,473</b>	<b>3,056,473</b>	<b>3,142,040</b>
Balance, January 1	108,351	84,505	131,987	118,460
<b>TOTAL RESOURCES AVAILABLE</b>	<b>3,191,987</b>	<b>3,140,978</b>	<b>3,188,460</b>	<b>3,260,500</b>

## REVENUE SOURCES - DESCRIPTIONS AND TRENDS

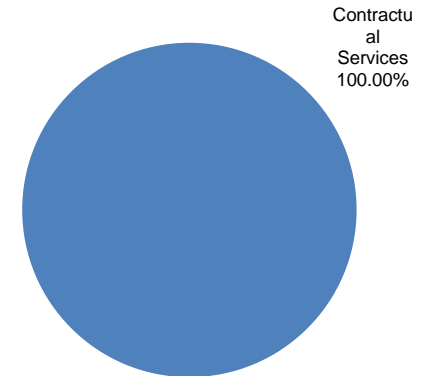
Revenue Sources - Under City Charter Ordinance No. 16, the Governing Body of the City of Lawrence shall annually levy Ad Valorem and motor vehicle property taxes for the equipping, operating and maintenance of the Free Public Library of the City of Lawrence. The tax is not to exceed 4.5 mills. The Lawrence Public Library anticipates receiving approximately 91% of its 2012 funding from the City of Lawrence Library Fund. The remaining sources of revenue for the Library operations include State aid, grants, and income from overdue fines and miscellaneous library services.

Trends – Assessed valuation is expected to increase slightly in 2012 after two years of decrease. However, the growth is insufficient to provide revenues necessary for operations given the up-coming library expansion. Therefore, the 2012 budget includes a 0.2 mill increase for library operations, bringing the Library mill levy to 3.460 mills.

## Fund 209 - LIBRARY

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services		-	-	-
Contractual Services	\$ 3,060,000	\$ 3,070,000	\$ 3,070,000	\$ 3,136,000
Commodities		-	-	-
Capital Outlay		-	-	-
Debt Service		-	-	-
Contingency		-	-	-
Transfer to Reserve		-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,060,000</b>	<b>\$ 3,070,000</b>	<b>\$ 3,070,000</b>	<b>\$ 3,136,000</b>
<b>FUND BALANCE FORWARD</b>	<b>\$ 131,987</b>	<b>\$ 70,978</b>	<b>\$ 118,460</b>	<b>\$ 124,500</b>

**Budget Expenditures  
by Category:  
Total \$3,136,000**



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Contractual Services - Under City Charter Ordinance No. 16, the Library provides salaries, wages, and benefits for library staff, purchases books, non-print materials, periodicals, and library supplies, and is responsible for the ongoing operations and maintenance of the library facility.

The library received modest increases in 2010 and 2011. A 2% increase in expenditures is budgeted for 2012 as the Library begins preparing for operations of an expanded facility.

# Fund 209 - LIBRARY

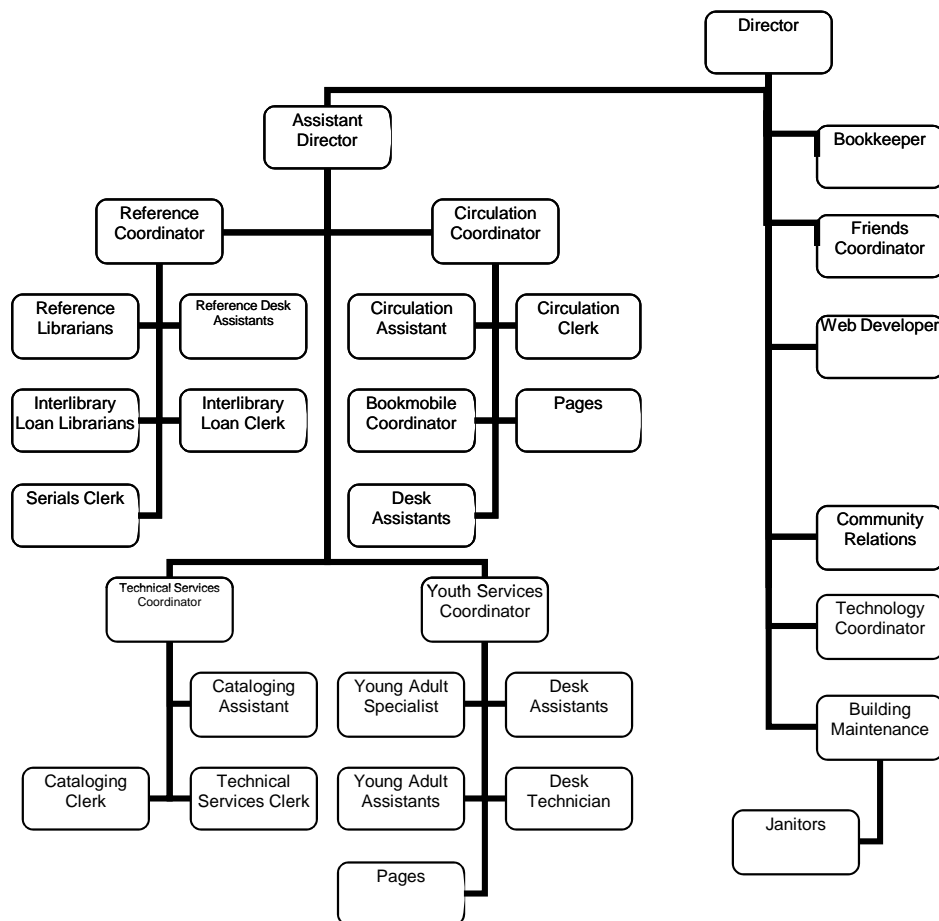
## PROFILE

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

## CURRENT YEAR ACCOMPLISHMENTS

1. Implementing building renovations and space reallocations to expand and remodel the young adult area of the library. No further remodeling and capital improvement projects are scheduled for 2011, in anticipation of \$18 million building remodeling/expansion project.
2. Extensive work with architects and city staff to design library addition and remodeling project. Frequent design development and public input meetings.
3. Reorganized staffing to develop adult programming librarian and marketing director positions. The person in the marketing position will implement the library's marketing plan in order to further increase library usage in the community. Broaden the scope of adult programming events and programs; implement policies and procedures relating to programming.
4. Upgraded library website to blog software-based platform to allow for more staff involvement in content creation and maintenance.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	22.26	22.26	22.26	22.26

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Personal Services	-	-	-	-
Contractual Services	3,060,000.00	3,070,000	3,070,000	3,136,000.00
Commodities	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Contingency	-	-	-	-
Transfer to Reserve	-	-	-	-
<b>Total</b>	<b>3,060,000</b>	<b>3,070,000</b>	<b>3,070,000</b>	<b>3,136,000</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Circulation	1,409,980	1,460,000	1,500,000
User Visits	510,069	510,000	500,000
Website Visits	244,331	260,000	280,000
Reference transactions	84,978	80,000	80,000

## SIGNIFICANT ISSUES FOR 2012

The most significant issue facing the library in 2012 is the implementation of construction for the expanded and renovated library facility, and providing continuous service during that time, despite parking and access issues caused by the construction process. The Library Board and staff are committed to providing the best possible service during this time of transition.

5. Upgraded library computer and data networks to provide for more security and robust operation. Implemented reliable, high-speed Wi Fi network for public access throughout the library facility.

6. Updated library multi-year strategic plan, with input from the Library Board and community members.

7. Further expand opportunities for small business development in the library through financial wellness workshops, an expanded computer lab training curriculum and additional collaborations with the Chamber of Commerce and other Lawrence business support organizations.

8. Further enhance the quality of library collections for persons of all ages and a wide variety of information needs.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Initial phases of construction of expanded and renovated library.
2. Enhanced marketing, advertising, signage and displays to engage the public in library activities and services.
3. Initial implementation of newly-developed long-range strategic plan.
4. Complete compensation study; creation of a pay structure. Additional continuing education opportunities for staff development.
5. Implementation of new library technology and online reference resources.



*City of Lawrence*

# **PUBLIC TRANSPORTATION FUND**

---

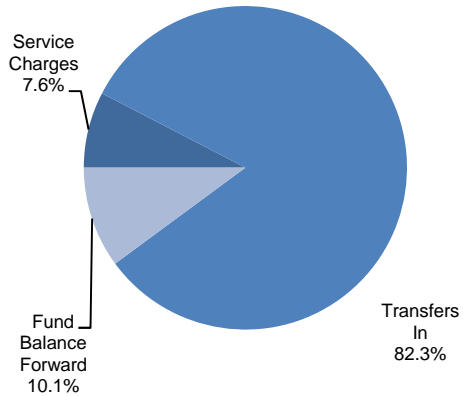


*City of Lawrence*



## Fund 210 - TRANSPORTATION

**Budget Resources  
by Classification:  
Total \$3,344,068**



RECEIPTS*	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Ad Valorem - Current Taxes	3,887	-	-	
Ad Valorem - Delinquent Taxes		-	-	
Motor Vehicle Taxes	495	-	-	
Payment in Lieu of Taxes		-	-	
Intergovernmental Revenues		-	-	
Fare Box Receipts	255,166	248,047	248,047	255,000
Interest on Investments		-	-	
Miscellaneous	40,382	-	-	
Transfers In	2,666,234	2,652,500	2,652,500	2,751,053
<b>TOTAL RECEIPTS</b>	<b>2,966,164</b>	<b>2,900,547</b>	<b>2,900,547</b>	<b>3,006,053</b>
Balance, January 1	240,064	572,272	749,983	338,015
<b>TOTAL RESOURCES AVAILABLE</b>	<b>3,206,228</b>	<b>3,472,819</b>	<b>3,650,530</b>	<b>3,344,068</b>

### REVENUE RESOURCES - DESCRIPTIONS AND TRENDS

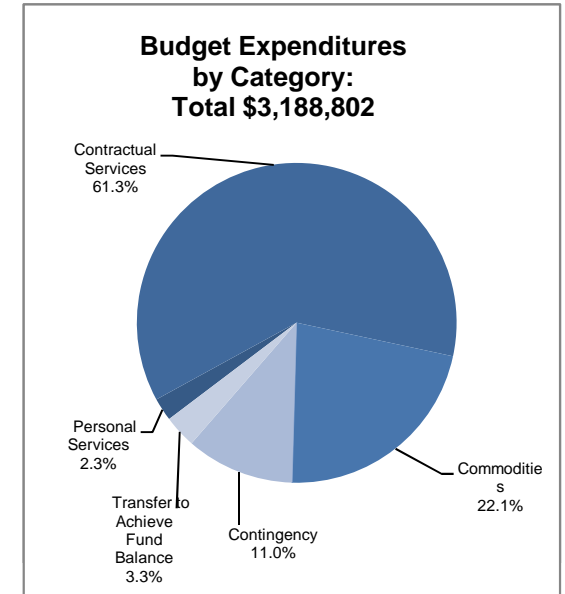
Transfer In – In 2008, voters approved a 0.20% local sales tax to fund the operations of the existing level of transit service and an additional 0.05% sales tax for expanded transit service. According to State law, all proceeds from sales tax must be deposited in the City's General Operating Fund then transferred into other funds. A slight increase in taxable sales was anticipated in 2011 and a 2% increase in taxable sales is anticipated for 2012.

Fare Box Receipts – Fares collected from passengers as well as proceeds from the sale of bus passes are accounted for here. An agreement allowing anyone with a KUID to ride the T for no additional charge resulted in a decrease in receipts in 2010. This trend is not expected to continue. As a result, the 2012 budget assumes revenues roughly equivalent to 2010 receipts.

\* Receipts expected from federal, state, and local grant funds are not reflected in this fund, but are tracked through a non-budgeted fund.

## Fund 210 - TRANSPORTATION

EXPENDITURES*	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Personal Services	\$ 64,574	71,881	71,881	73,823
Contractual Services	1,635,643	1,896,914	1,896,914	1,955,359
Commodities	357,256	568,720	568,720	704,620
Capital Outlay	398,772	-	-	-
Debt Service		-	-	-
Contingency		400,000	400,000	350,000
Transfer to Achieve Fund Balance		375,000	375,000	105,000
<b>TOTAL EXPENDITURES</b>	<b>2,456,245</b>	<b>3,312,515</b>	<b>3,312,515</b>	<b>3,188,802</b>
<b>FUND BALANCE FORWARD</b>	<b>749,983</b>	<b>160,304</b>	<b>338,015</b>	<b>155,266</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services - The cost of providing wages, salaries, retirement, and other fringe benefits for City employees, including a slight increase in 2012 for merit-based wage adjustments for eligible employees.

Contractual Services – MV Transportation, Inc. (MV) was selected by the City and University to provide transportation services in 2008. The cost of the fourth year of the five-year contract with MV will be greater in 2012.

Commodities – The cost of fuel and motor vehicles is accounted for here. Beginning in 2009, the City is paying for the fuel used by the transit system as well as the repair and replacement cost for major components. Prior to 2009, these costs were included in the contract payments to MV. Higher fuel prices are expected in 2012.

\* Expenditures expected to be reimbursed by state and local grant funds are not reflected in the expenditures for this fund, but are tracked through a non-budgeted fund.

# FUND 210 - TRANSPORTATION

## PROFILE

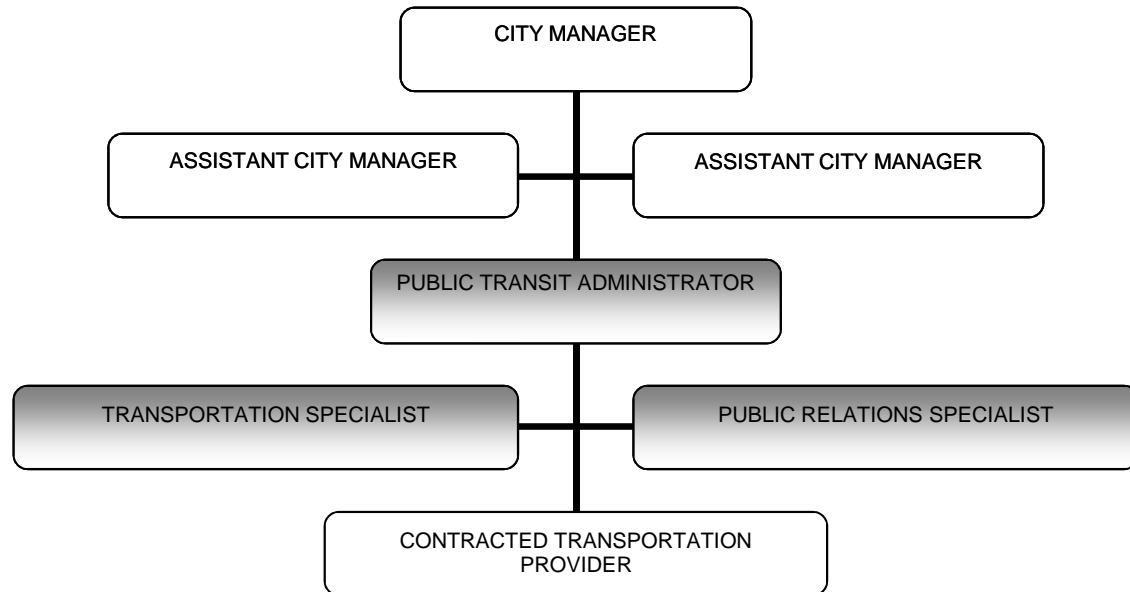
The Public Transit Department is responsible for all aspects of the City's transit program including providing safe, accessible and reliable transportation service in the community. The department primarily provides oversight activities of the public transit provider contract which operates our fixed route and Para-transit service and is charged with ADA eligibility certification. The department follows all federal, state and local regulations in relation to procurement, contract negotiation and oversight.

The department is responsible for fiscal management of federal, state and local funds. Additional responsibilities include the development of policies and procedures for the transit system; short and long-range planning and implementation of service improvements; public education/outreach, travel training, and marketing activities to increase public awareness about service availability and its benefits; and coordination of transit needs in the community.

## CURRENT YEAR ACCOMPLISHMENTS

1. Purchased five paratransit vehicles to replace five vehicles that met their life expectancy.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. 0.2 of the Director, 0.2 of the Transportation Specialist, and 0.21 of the Public Relations Specialist are funded through this account. Funding for these positions is also provided by federal and/or state grants.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	0.61	0.61	0.61	0.61

## EXPENDITURE SUMMARY

Expenditures	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 64,574	\$ 71,881	\$ 71,881	\$ 73,823
<b>Contractual Services</b>	1,635,643	1,896,914	1,896,914	1,955,359
<b>Commodities</b>	357,256	568,720	568,720	704,620
<b>Capital Outlay</b>	398,772	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	400,000	400,000	350,000
<b>Contingency</b>	-	375,000	375,000	105,000
<b>Total</b>	\$ 2,456,245	\$ 3,312,515	\$ 3,312,515	\$ 3,188,802

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Passengers per vehicle hour on			
Fixed Route	11.47	14.92	12
Paratransit	2.24	2.26	2.5
On-time performance of fixed-route	98.36%	99.50%	99.50%
Passenger complaints per 1,000 riders	0.02	0.05	0.05

## SIGNIFICANT ISSUES FOR 2012

The possibility of increasing fuel prices could adversely impact the transit budget. The continuation of coordinated efforts with KU may also be significant.

2. Replaced six 29 foot fixed route buses with 25 foot buses.

3. Placed order for three 40 foot low-floor hybrid buses that will be delivered in 2011. These buses will replace three 29 foot buses that have met their life expectancy.

4. Placed order for three medium-duty vehicles to replace three 29 foot fixed route buses that have reached their life expectancy.

6. Completed work to open a joint maintenance facility with the University of Kansas.

7. Conducted travel training with various school groups, employers, neighborhood associations, citizen organizations, as well as seniors, to educate them about transit services in the community and how the services can benefit them.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue to make changes to service to improve the coordination of transit services with the University of Kansas.

2. Continue to pursue sufficient Federal, state and local funding needed to replace the maintenance facility used by the contractor for both the City and University.

## PUBLIC TRANSPORTATION



*City of* Lawrence

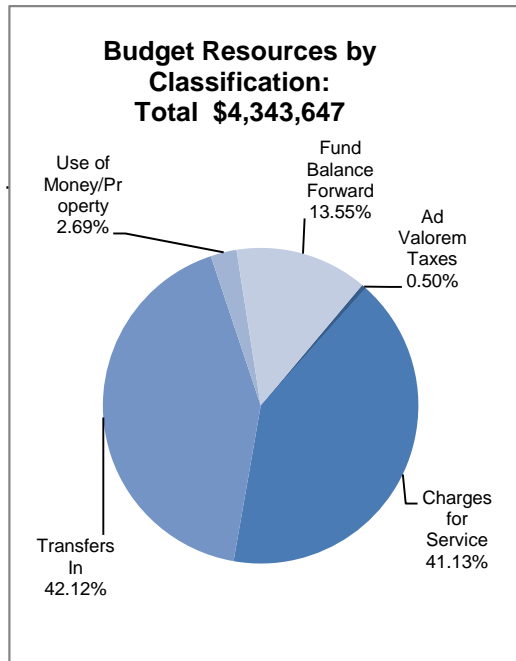
# RECREATION FUND

---



*City of Lawrence*

## Fund 211 - RECREATION



RECEIPTS	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Taxes - Current	201,719	199,335	199,335	-
Taxes -Delinquent	6,790	5,000	5,000	5,000
Motor Vehicle Taxes	34,874	17,334	17,334	17,494
Payment in Lieu of Taxes	7	777	777	-
Fees	632,062	624,500	624,500	630,000
Aquatic Programs	665,615	669,905	669,905	676,000
Building Rental	99,932	107,699	107,699	120,000
Concessions	3,293	4,000	4,000	4,000
Special Populations	62,744	58,000	58,000	60,000
Field Rent	21,260	18,000	18,000	20,000
Class Enrollment	293,939	262,000	262,000	316,000
Miscellaneous	16,740	10,000	10,000	10,000
Transfer from General Fund	1,646,420	1,679,348	1,679,348	1,880,157
<b>TOTAL RECEIPTS</b>	<b>3,685,395</b>	<b>3,655,898</b>	<b>3,655,898</b>	<b>3,738,651</b>
Balance, January 1	804,492	727,240	889,790	604,996
<b>TOTAL RESOURCES AVAILABLE</b>	<b>4,489,887</b>	<b>4,383,138</b>	<b>4,545,688</b>	<b>4,343,647</b>

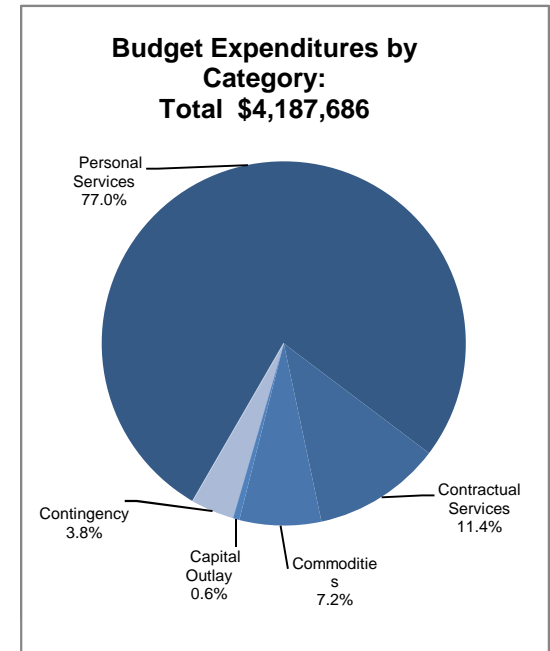
### REVENUE SOURCES - DESCRIPTIONS AND TRENDS

Revenue Sources- Sales tax, and user fees derived from recreational and cultural events are the major sources of revenue for the Recreation Fund. User fees include the programs and classes available at the City's community recreation centers, the aquatic centers, and other miscellaneous sites and venues. Revenue from the countywide sales tax is also transferred from the General Fund to the Recreation Fund in order to provide support for the Aquatic Center and the Nature Center. Prior to 2012, property taxes were also levied to support recreation activities.

Trends - Fee increases continue to be reviewed regularly for all programs and events. A policy decision was made to replace property tax revenue with revenue from the 1994 county-wide sales tax. Therefore, the property tax mill levy for recreation was eliminated beginning in 2012 and the transfer of sales tax from the General Fund was increased.

## Fund 211 - RECREATION

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	2,935,907	3,125,064	3,125,064	3,223,145
Contractual Services	379,792	492,386	492,386	476,251
Commodities	284,398	298,242	298,242	303,290
Capital Outlay	-	25,000	25,000	25,000
Debt Service	-	-	-	-
Contingency	-	150,080	-	160,000
Transfer to Other Funds	-	100,000	-	-
<b>TOTAL EXPENDITURES</b>	<b>3,600,097</b>	<b>4,190,772</b>	<b>3,940,692</b>	<b>4,187,686</b>
<b>FUND BALANCE FORWARD</b>	<b>889,790</b>	<b>192,366</b>	<b>604,996</b>	<b>155,152</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services - Cost of providing wages, salaries, retirement, and other fringe benefits for City employees and to some extent, part-time, seasonal staff. Increases in 2012 can be attributed to increases in the unemployment, healthcare and moderate merit increases for eligible employees.

Contractual Services - Services provided to the City by firms, individuals, or other City departments. Expenditures have fluctuated in order to stay within revenue constraints over the years.

Commodities- Expenditures have fluctuated in order to stay within revenue constraints over the years.

Capital Outlay - Expenditures have fluctuated with need and available revenue over the years.



# FUND 211 - RECREATION

## PROFILE

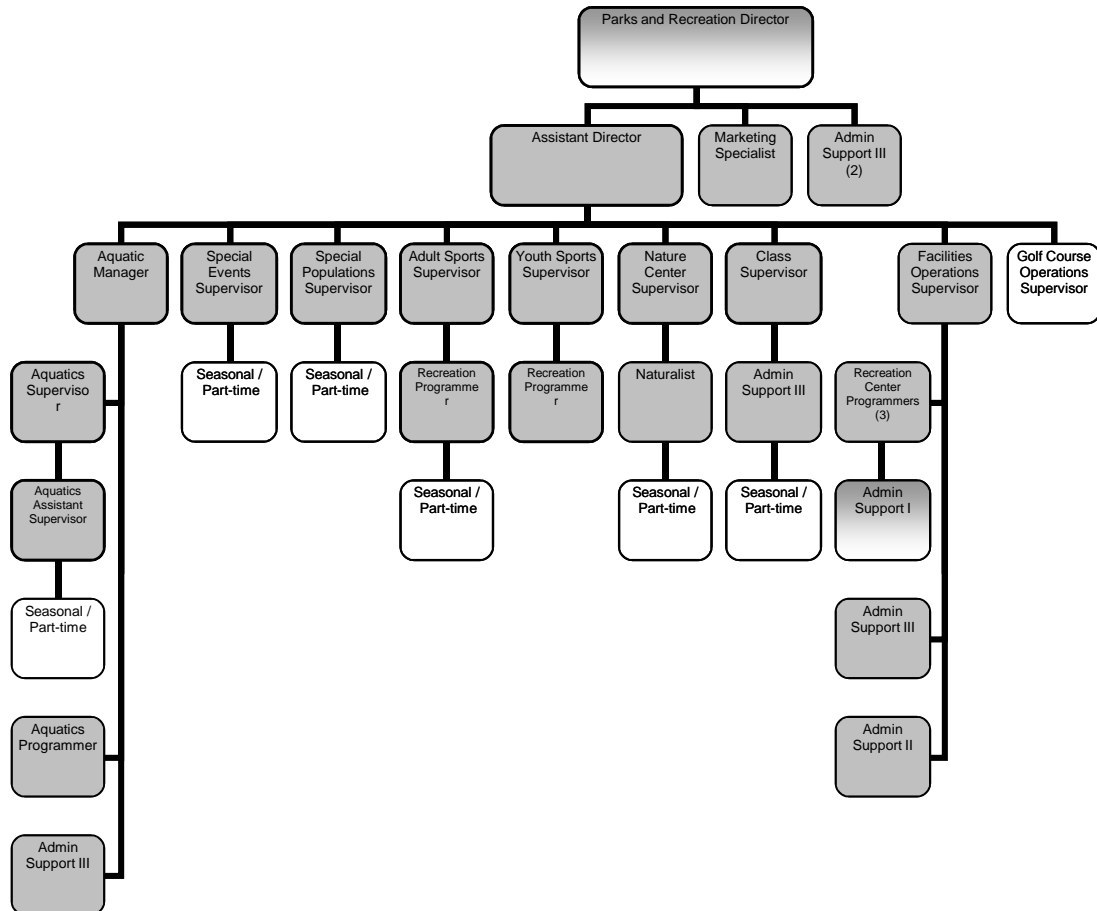
The recreation division of the Department of Parks and Recreation is responsible for providing a broad cross-section of recreation programs and services that meet the needs of the citizens of Lawrence. The division is directly responsible for staffing, scheduling, operating and programming of five recreation centers, four swimming facilities, nature center, softball, baseball, soccer, football complexes and a wide variety of multipurpose play areas.

This division provides programming to all populations including special needs that include: fitness, fine arts, crafts, dance, performance arts, sports, aquatics, special events, trips and leisure classes. The program's emphasis is to educate citizens on the effective use of leisure time and to provide a setting that will accommodate these needs. The division coordinates and co-sponsors many of its activities with other public, private and civic organizations. These cooperative efforts have fostered the development of cost effective community projects and facilities.

## CURRENT YEAR ACCOMPLISHMENTS

1. Teamwork within the organization has been paramount with the cut backs in budgets. Many staff have taken on additional responsibilities to ensure the division continues to offer the activities and excellence that the community has come to expect over the years.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	29.28	29.28	29.28	29.28

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
<b>Personal Services</b>	2,935,907	3,125,064	3,125,064	3,223,145
<b>Contractual Services</b>	379,792	492,386	492,386	476,251
<b>Commodities</b>	284,398	298,242	298,242	303,290
<b>Capital Outlay</b>	-	25,000	25,000	25,000
<b>Debt Service</b>	-	-	-	-
<b>Contingency</b>	-	150,080	-	160,000
<b>Transfer to Other Funds</b>	-	100,000	-	-
<b>TOTAL EXPENDITURES</b>	3,600,097	4,190,772	3,940,692	4,187,686

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% Leisure program as satisfied or very satisfied	97.00%	NA	TBD
% Facility reservation system as satisfied or very satisfied	NA	NA	TBD
% residents satisfied with City recreation facilities	NA	NA	TBD
% residents satisfied with the City's indoor aquatic facility	92.90%	NA	TBD
% residents satisfied with the City's outdoor aquatic facilities	89.30%	NA	TBD

## SIGNIFICANT ISSUES FOR 2012

1. Operational costs of aging facilities and equipment.
2. Increases in utility, chemical and gas prices that continue to decrease our ability to operate at the same level with fewer discretionary moneys.
3. Continuing enhancement of revenues by constantly reviewing fees and charges while trying to grow our sponsorships program.
4. Continuing efforts to partner with any and all organizations that can offer a cost-effective means for programs and facility usage.
5. Locating and renovating a facility for the Administration Offices to move to by July 2012.

2. Department-wide restructuring of youth scholarship program.

3. Continue promotion on sponsorships for banners at facilities, City Band, wading pool and donations boxes at designated facilities.

4. Ongoing development of whole life aquatic and fitness programs (expectant mothers, infants, child, teen, adult and seniors).

5. Continue to establish partners to compliment facilities and activities that the community expects and help balance a marginal budget.

6. Expansion of revenue potential through a new contract with concession vendor and addition of food/soda vending.

7. Opening and operation of the Carnegie Building with 165 reservations in the past two months.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue to plan and provide large space areas for activities such as gymnastics, sports and wellness through collaborations with USD 497, corporate partners and private/public partnerships.
2. Engage the public with more volunteer opportunities and assist in developing department strategies for additional facilities and program ideas.
3. Strong expense management-explore more energy efficiency efforts throughout all facilities.
4. Continue to enhance communication with staff and the public.

## RECREATION FUND



*City of Lawrence*

# **SPECIAL ALCOHOL FUND**

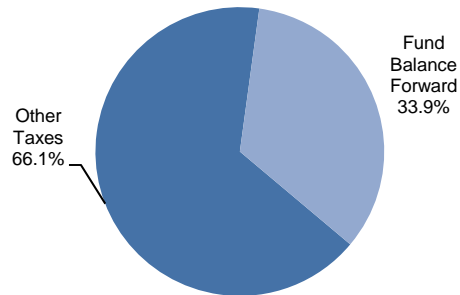
---



City of Lawrence

## Fund 213 - SPECIAL ALCOHOL

**Budget Resources by Classification:**  
**Total \$963,866**



<b>RECEIPTS</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Liquor Tax	638,929	650,000	650,000	636,647
Miscellaneous	-	-	-	-
<b>TOTAL RECEIPTS</b>	<b>638,929</b>	<b>650,000</b>	<b>650,000</b>	<b>636,647</b>
Balance, January 1	165,553	233,403	249,869	327,219
<b>TOTAL RESOURCES AVAILABLE</b>	<b>804,482</b>	<b>883,403</b>	<b>899,869</b>	<b>963,866</b>

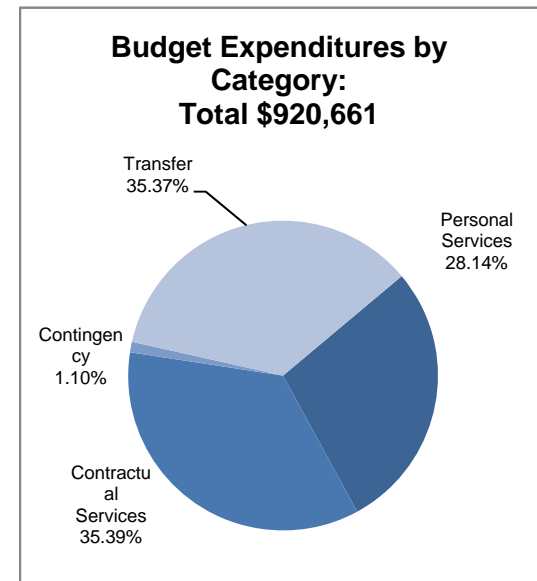
## REVENUE SOURCES - DESCRIPTIONS AND TRENDS

Revenue Sources- Under K.S.A. 79-41a04, cities receive 70% of the funds collected by the state from clubs or drinking establishments located within the city, from caterers whose principal places of business are in the city, or from temporary permit holders whose events are located in the city. These moneys are allocated evenly between the city's General Operating Fund, Special Recreation Fund, and Special Alcohol Fund. Moneys in this Special Alcohol Fund must be used for the "purchase, establishment, maintenance or expansion of services or programs whose principal purpose is alcoholism and drug abuse prevention and education, alcohol and drug detoxification, intervention in alcohol and drug abuse or treatment of persons who are alcoholics or drug abusers or are in danger of becoming alcoholics or drug abusers". Charter Ordinance No. 33 establishes these criteria for the disbursement of funds in the Special Alcohol Fund.

Trends- Historically, this fund has seen annual increases in the total receipts collected by the state via the liquor tax, however, a slight decrease is expected for 2012.

## Fund 213 - SPECIAL ALCOHOL

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	233,516	250,000	250,000	250,662
Contractual Services	316,800	312,150	312,150	315,161
Commodities	4,297		-	
Capital Outlay	-		-	30,000
Debt Service			-	
Contingency		10,500	10,500	9,838
Transfer to achieve 5% fund balance		270,000		315,000
<b>TOTAL EXPENDITURES</b>	<b>554,613</b>	<b>842,650</b>	<b>572,650</b>	<b>920,661</b>
<b>FUND BALANCE FORWARD</b>	<b>249,869</b>	<b>40,753</b>	<b>327,219</b>	<b>43,205</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services - Expenditures related to the salary and benefits for three of the City's School Resource Officers, who provide drug and alcohol prevention training at Lawrence Public Schools, will be funded out of the Special Alcohol Fund.

Contractual Services – The 2012 budget includes \$315,161 for funding social service agencies. This is an increase of \$9,000 over expenditures included in the 2011 budget. Ordinance No. 8501, adopted in April 2010, established a Social Service Funding Advisory Board to review requests and make recommendations to the City Commission on the use of City resources for social service funding. A detailed breakdown of these funds can be found on page 54.

Capital Outlay - The 2012 budget includes funding to replace radios and related equipment for the City's School Resources Officers funded through the Special Alcohol Fund, in order to comply with a federal mandate.



*City of Lawrence*

# **SPECIAL GAS TAX FUND**

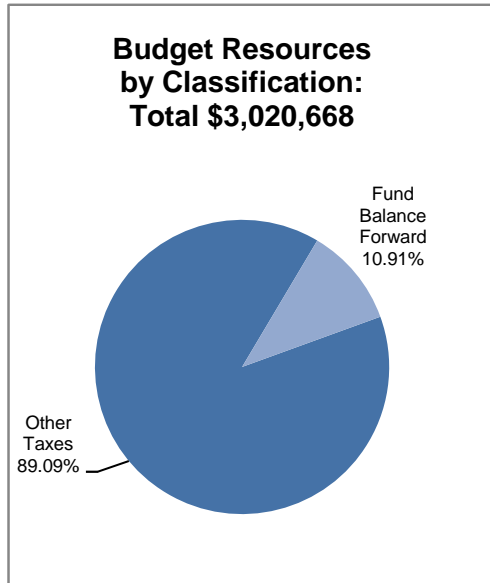
---



*City of Lawrence*



## Fund 214 - SPECIAL GAS TAX FUND



RECEIPTS	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Fuel Tax	2,660,556	2,699,130	2,658,930	2,691,080
Miscellaneous	1,933	-		
<b>TOTAL RECEIPTS</b>	<b>2,662,489</b>	<b>2,699,130</b>	<b>2,658,930</b>	<b>2,691,080</b>
Balance, January 1	655,697	655,697	696,787	329,588
<b>TOTAL RESOURCES AVAILABLE</b>	<b>3,318,186</b>	<b>3,354,827</b>	<b>3,355,717</b>	<b>3,020,668</b>

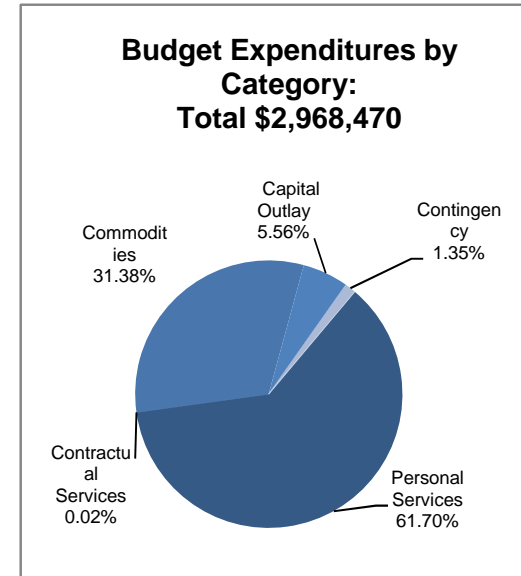
### REVENUE SOURCES - DESCRIPTIONS AND TRENDS

Revenue Sources- Fuel tax is a tax levied by the state, under K.S.A. 79-3401 et. seq., on motor vehicle fuel for the purpose of defraying in whole, or in part, the cost of constructing, widening, purchasing of right-of-way, reconstructing, maintaining, surfacing, resurfacing and repairing public highways and roads, including the payment of bonds issued for highways included in the state system. State law provides that the State apportion motor vehicle tax revenue to cities and counties in Kansas. Money is allocated to cities based on the population of each city in proportion to the total population of the state. State law also requires counties to give a portion of the fuel tax revenue they receive to cities. Douglas County credits 90% of the funds received from the State to its road and bridge fund and allocates the remainder among the several cities in the county. Revenues must be used for the construction, reconstruction, alteration, repair and maintenance of the streets and highways, and for the payment of bonds and interest thereon.

Trends- Historically, revenues have increased modestly for this fund, however, the tax rate per gallon (\$0.24/gallon gasoline, \$0.26/gallon diesel) has not increased since 2003. Revenue projections are based primarily on projections from the Kansas League of Municipalities and are expected to be relatively flat for 2012.

## Fund 214 - SPECIAL GAS TAX FUND

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	1,801,916	1,798,026	1,798,026	1,831,485
Contractual Services	48,080	500	500	500
Commodities	582,828	931,485	931,485	931,485
Capital Outlay	188,575	200,000	200,000	165,000
Debt Service			-	
Contingency	-	96,118	96,118	40,000
Transfer to Other Funds		175,000	-	
<b>TOTAL EXPENDITURES</b>	<b>2,621,399</b>	<b>3,201,129</b>	<b>3,026,129</b>	<b>2,968,470</b>
<b>FUND BALANCE FORWARD</b>	<b>696,787</b>	<b>153,698</b>	<b>329,588</b>	<b>52,198</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services- Cost of providing wages, salaries, retirement, and other fringe benefits for City employees and to some extent, part-time, seasonal staff. Increases continue due to projected merit increases for eligible employees.

Contractual Services – A very limited jean allowance program for field supervisors, in lieu of the uniform program for field employees. The level of funding is expected to remain stable.

Commodities - This includes expenditures for the chip and seal program, overlay program, and curb repair program. While the cost of these items has increased, funding is based on available resources.

Capital Outlay - Cost of equipment used to repair streets and remove snow and ice. Funding for Capital Outlay has fluctuated to stay within revenue constraints over the years. Equipment replacements are prioritized based on age, use, repair history, and function within operations, in collaboration with the Fleet Manager. The 2012 budget includes funding to replace radios and related equipment for street maintenance staff in order to comply with a federal mandate.

# Fund 214 - SPECIAL GAS TAX

## PROFILE

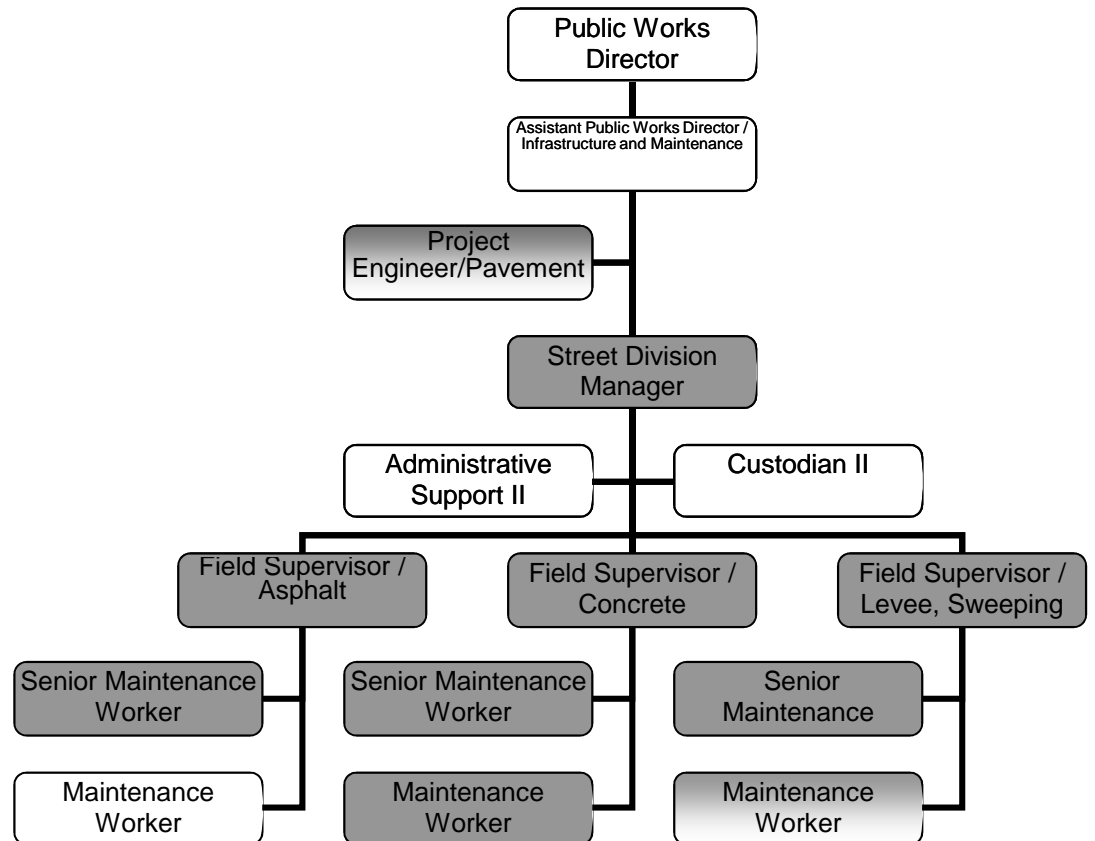
The City receives revenue generated by the state motor fuel tax and receives a share of Douglas County's receipts from property taxes collected on motor vehicles. These funds must be credited to a separate fund and used only for roadway maintenance. The activities are the same as those described in the street maintenance division budget including routine maintenance of the City's streets and snow and ice control. The Special Gas Tax fund is also a significant source of funding for the annual contracts for the Overlay and Curb Repair programs.

The Street Maintenance budget funds significant rehabilitation projects that are contracted, as well as staffing for routine maintenance completed in-house. Significant issues for the Street Division are ensuring adequate funding for infrastructure maintenance and adequate staffing to meet demands.

## CURRENT YEAR ACCOMPLISHMENTS

1. Concrete and asphalt maintenance projects including resurfacing, base failure repairs, valley gutters and intersections, curb repairs and replacement, pedestrian and sidewalk issues, and special projects.
2. Provided excellent snow and ice control during winter operations with snowfall totaling more than 34 inches in 11 winter events.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. 0.50 of the Project Engineer/Pavement position is funded through this account. Also, only 14 Senior Maintenance Worker positions and 7 Maintenance Worker positions are funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	25.50	25.50	25.50	25.50

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Personal Services	1,801,916	1,798,026	1,798,026	1,831,485
Contractual Services	48,080	500	500	500
Commodities	582,828	931,485	931,485	931,485
Capital Outlay	188,575	200,000	200,000	165,000
Debt Service	-	-	-	-
Contingency	-	96,118	96,118	40,000
Transfer to Other Funds	-	175,000	-	-
<b>Total</b>	<b>2,621,399</b>	<b>3,201,129</b>	<b>3,026,129</b>	<b>2,968,470</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% residents satisfied with snow removal on major city streets	73.70%	73.70%	73.70%
% residents satisfied with the condition of major city streets	39.40%	39.40%	39.40%
% residents satisfied with the timeliness of street maintenance repairs	29.00%	29.00%	29.00%

## SIGNIFICANT ISSUES FOR 2012

Achieving appropriate levels of funding for major rehabilitation and routine maintenance and equipment replacement despite limited resources.

3. Significant crack-sealing and microsurfacing programs to maintain condition of existing roadways.

4. Street sweeping for approximately 7,500 lane miles.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide timely and preventive maintenance for street and related infrastructure by applying the most cost-effective maintenance treatments based on specific condition assessments.

2. To provide curb, gutter, and concrete repair and maintenance.

3. To provide asphalt maintenance through patching and replacement.

4. To maximize pavement life through an aggressive crack-sealing program.

5. To provide effective snow and ice control for public roadways.

6. To provide support, personnel, and equipment during emergency response and disaster recovery operations.



## SPECIAL GAS TAX



*City of Lawrence*

# **SPECIAL RECREATION FUND**

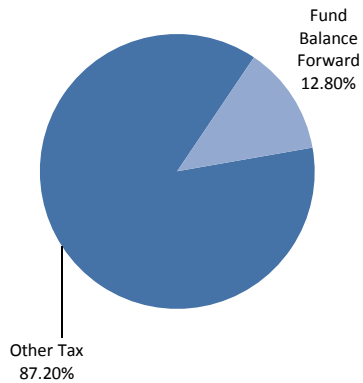
---



*City of Lawrence*

## Fund 216 - SPECIAL RECREATION FUND

**Budget Resources  
by Classification:  
Total \$730,077**



<b>RECEIPTS</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Liquor Tax	638,929	650,000	650,000	636,647
Miscellaneous	-	-	-	-
<b>TOTAL RECEIPTS</b>	<b>638,929</b>	<b>650,000</b>	<b>650,000</b>	<b>636,647</b>
Balance, January 1	144,448	103,531	165,458	93,430
<b>TOTAL RESOURCES AVAILABLE</b>	<b>783,377</b>	<b>753,531</b>	<b>815,458</b>	<b>730,077</b>

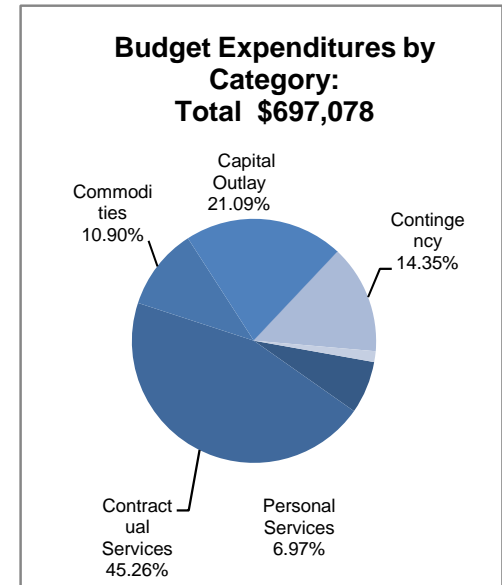
### REVENUE SOURCES - DESCRIPTIONS AND TRENDS

Revenue Sources- Under K.S.A. 79-41a04, cities receive 70% of the funds collected by the state from clubs or drinking establishments located within the city, from caterers whose principal places of business are in the city, or from temporary permit holders whose events are located in the city. These moneys are allocated evenly between the city's General Operating Fund, Special Recreation Fund, and Special Alcohol Fund. Moneys in this Special Recreation Fund must be used for "the purchase, establishment, maintenance or expansion of park and recreational services, programs and facilities." Charter Ordinance No. 33 establishes these criteria for the disbursement of funds in the Special Recreation Fund.

Trends- Historically, this fund has seen annual increases in the total receipts collected by the state via the liquor tax. However, a slight decrease is expected for 2012.

## Fund 216 - SPECIAL RECREATION FUND

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	46,180	48,528	48,528	48,578
Contractual Services	336,054	305,500	305,500	315,500
Commodities	114,527	76,000	76,000	76,000
Capital Outlay	121,158	157,000	157,000	147,000
Debt Service	-	-	-	-
Contingency	-	100,000	100,000	100,000
Transfer to achieve 5% fund balance	-	35,000	35,000	10,000
<b>TOTAL EXPENDITURES</b>	<b>617,919</b>	<b>722,028</b>	<b>722,028</b>	<b>697,078</b>
<b>FUND BALANCE FORWARD</b>	<b>165,458</b>	<b>31,503</b>	<b>93,430</b>	<b>32,999</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Contractual Services- Services provided to the City by firms, individuals, or other City departments. Also included are funds for the following outside agencies:

Lawrence Arts Center:	\$25,000
Arts Commission:	\$23,000
<b>Total:</b>	<b>\$48,000</b>

Commodities- Operating supplies utilized by department for operations including software, licenses, additional trees, seeds, and plants for recreation facilities, and computer and printer replacements.

Capital Outlay - The cost of equipment and materials used to make improvements to parks and recreation facilities including athletic fields, playgrounds, trails, etc. Funding for capital outlay fluctuates as needs change.



# Fund 216 - SPECIAL RECREATION FUND

## PROFILE

The purpose of the Special Recreation Fund is to provide diverse cultural and recreational opportunities for the community as it continues to grow. Some of the expenses reflected in this fund include the City's share of the operation of the Lawrence Arts Center, the Outdoor Downtown Sculpture Exhibition (sponsored by the Lawrence Cultural Arts Commission), concert performances of the Lawrence City Band, and the Bicycle Pedal Plan.

The fund also provides for improvements and upgrades to parks and recreation facilities, programs, athletic fields, and playgrounds.

## CURRENT YEAR ACCOMPLISHMENTS

1. Various recreation facility repairs and improvements.
2. Various paths, walks and fence repairs.



## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To maintain a variety of recreational facilities and programming throughout the community.
2. To support artistic exhibits and performances for the enjoyment of the community.

## SIGNIFICANT ISSUES FOR 2012

1. Continue to provide programs and services at the levels the public expects despite limited resources.

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of residents satisfied with the cleanliness of public areas	NA	88.6%	NA
% of residents satisfied with the number of walking and biking trails	NA	67.1%	NA

# BOND AND INTEREST FUND

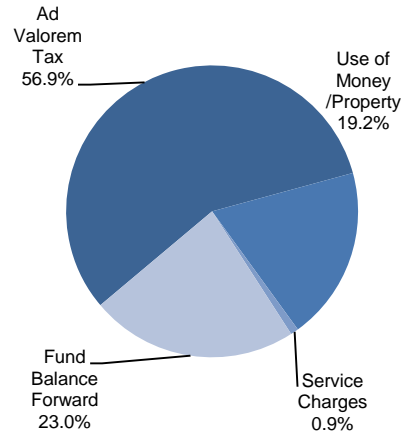
---



*City of Lawrence*

## Fund 301 - BOND AND INTEREST

**Budget Resources by Classification:**  
**Total \$13,392,000**



<b>RECEIPTS</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Taxes - Current	5,836,867	5,777,802	5,777,802	7,056,971
Taxes - Delinquent	106,424	53,200	53,200	51,000
Motor Vehicle Taxes	515,037	508,078	508,078	507,065
Payment In Lieu of Taxes	204	7,354	7,354	-
Special Assessments	2,736,561	2,500,000	2,500,000	2,500,000
Intergovernmental Revenues	78,131	-	-	-
Interest on Investments	195,715	150,000	150,000	75,000
Airport Charges	118,820	105,000	105,000	120,000
Miscellaneous	87,249	-	-	-
Other Transfers	-	-	-	-
<b>TOTAL RECEIPTS</b>	<b>9,675,008</b>	<b>9,101,434</b>	<b>9,101,434</b>	<b>10,310,036</b>
Balance, January 1	8,412,891	5,515,273	7,907,864	3,081,964
<b>TOTAL RESOURCES AVAILABLE</b>	<b>18,087,899</b>	<b>14,616,707</b>	<b>17,009,298</b>	<b>13,392,000</b>

## REVENUE SOURCES - DESCRIPTIONS AND TRENDS

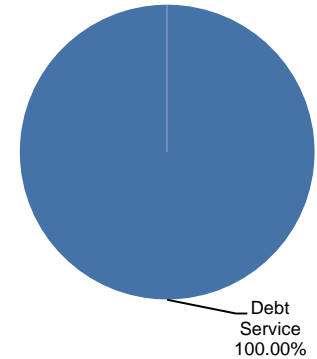
Revenue Sources- Property taxes are the major source of revenue for the Bond and Interest Fund, including special assessments and motor vehicle taxes. Interest on investments is another source of revenue. This fund is used to account for the accumulation of resources to pay general obligation bond principal and interest and bond principal and interest from special assessments. The City is obligated to pledge its full faith and credit for the payment of general obligation bonds.

Trends- Assessed valuation is projected to increase slightly in 2012. A 1.5 mill increase is included pursuant to the voter approved bond issue for the expansion of the Lawrence Public Library. As a result, an increase in property tax revenue is budgeted for 2012. Low interest rates continue to mean reduced interest earned on the City's investments. Rent for airport hangars is expected to increase in 2012.

## Fund 301 - BOND AND INTEREST

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
GO Bonds - Principal	7,797,896	9,409,010	9,409,010	9,572,625
GO Bonds - Interest	2,382,139	3,062,618	3,062,618	2,958,655
Commission / Postage	-	-	-	-
Cash Basis Reserve	-	1,455,706	1,455,706	300,000
Transfer to achieve 5% fund balance	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>10,180,035</b>	<b>13,927,334</b>	<b>13,927,334</b>	<b>12,831,280</b>
<b>FUND BALANCE FORWARD</b>	<b>7,907,864</b>	<b>689,373</b>	<b>3,081,964</b>	<b>560,720</b>

**Budget Expenditures by  
Category:  
Total \$12,831,280**



### EXPENDITURES - DESCRIPTIONS AND TRENDS

GO Bonds - Principal- The amount owed as long-term debt. It is payable from the full faith and credit of the City, and is the basis upon which interest payments are calculated. The expenditures reflect the capital improvement projects funded from general obligation (GO) bonds approved by previous City Commissions. These projects are related to expansion, growth, and maintenance of existing facilities.

GO Bonds - Interest- An expense associated with long term debt. It is payable from the full faith and credit of the City.

Cash Basis Reserve- An amount of funds set aside to insure that sufficient cash is available to pay principal and interest payments in the case there is a delay in receiving property taxes. The budgeted amount provides a safety net to fund unanticipated projects.

# Bond and Interest Fund

## Bond and Interest

Account 301 - 1066

### PROFILE

This fund is used to account for the resources dedicated to the payment of the principal and interest on the City's general obligation bonds. Revenues come from ad valorem property taxes, special assessments, interest earnings and transfers of surplus funds from capital projects.

As of June 30, 2011, the total general obligation debt for the city was \$85,145,000. The City is limited by State law in the amount of general obligation debt it can incur.\* This limit is set at 30% of the total assessed valuation, including motor vehicle assessments. The legal debt margin as of June 30, 2011 can be computed as follows:

Assessed Valuation - January 1, 2010	\$ 924,998,882	
Debt Limitation (30% of assessed valuation)		277,499,665
Total Bonded Debt (including notes)	145,635,000	
Less Revenue Bonds	<u>(53,025,000)</u>	
Total Debt applicable to limitation		<u>\$ 92,610,000</u>
Legal Debt Margin		<u>\$ 184,889,665</u>

\* For more information related to debt, see the Debt Management Policy and Debt Issuance Guidelines in the Introduction section of this document.

### EXPENDITURES

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Personal Services	\$ -	\$ -	\$ -	\$ -
Commodities	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	10,180,035	12,471,628	12,471,628	12,531,280
Transfers	-	-	-	-
Contingency	-	1,455,706	1,455,706	300,000
<b>TOTAL EXPENDITURES</b>	<b>10,180,035</b>	<b>13,927,334</b>	<b>13,927,334</b>	<b>12,831,280</b>

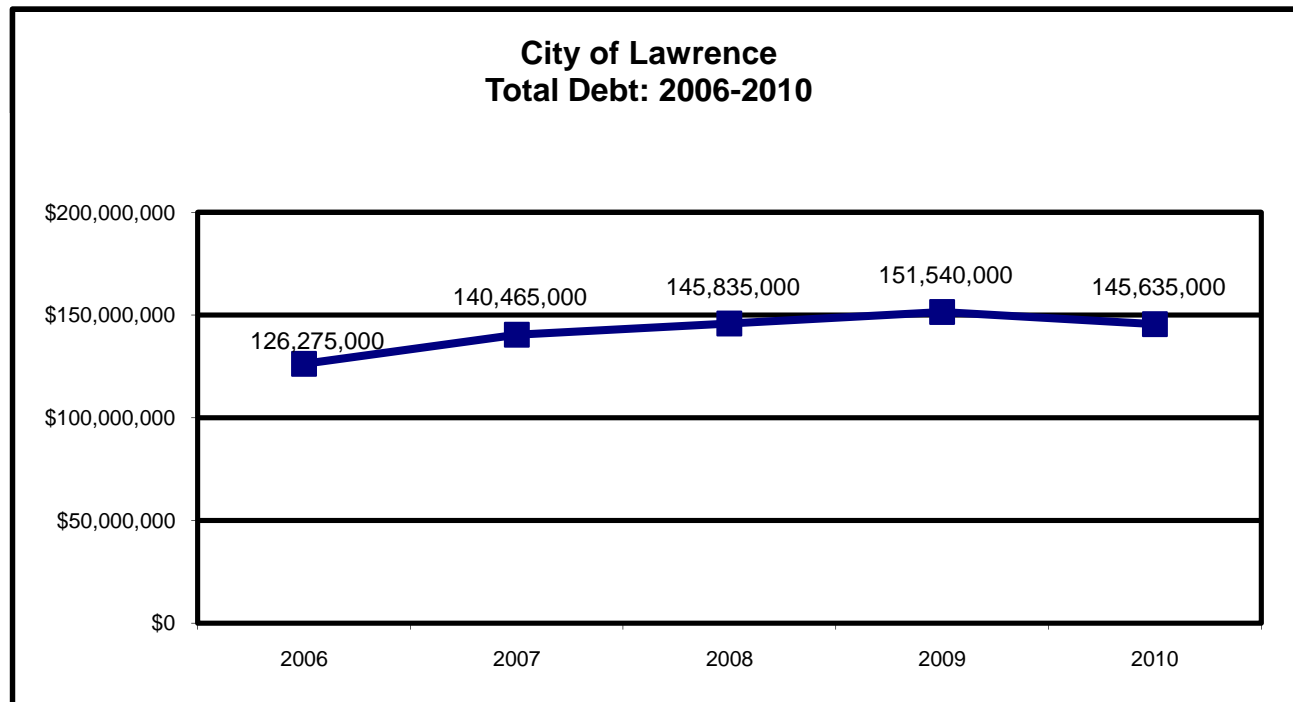
### CURRENT YEAR ACCOMPLISHMENTS

1. Maintained a G.O. Debt rating of Aa1.
2. Maintained a rating on the City's outstanding revenue bonds of Aa2.
3. Updated the capital financing and rate plan for the Water and Wastewater Fund.
4. Issued general obligation bonds for infrastructure improvements.

# Bond and Interest Fund

## Statement of Outstanding Indebtness

	Outstanding 01/01/2010	Retired in 2010	Issued in 2010	Outstanding 12/31/2010
General Obligation Bonds	\$ 82,430,000	17,485,000	\$ 20,200,000	85,145,000
Temporary Notes	14,120,000	14,120,000	7,465,000	7,465,000
<b>TOTAL</b>	<b>96,550,000</b>	<b>31,605,000</b>	<b>27,665,000</b>	<b>92,610,000</b>
Revenue Bonds	54,990,000	1,965,000	-	53,025,000
<b>TOTAL</b>	<b>54,990,000</b>	<b>1,965,000</b>	<b>-</b>	<b>53,025,000</b>
<b>TOTAL DEBT</b>	<b>\$ 151,540,000</b>	<b>\$ 33,570,000</b>	<b>\$ 27,665,000</b>	<b>\$ 145,635,000</b>



# Bond and Interest Fund

Current  
Debt Issue

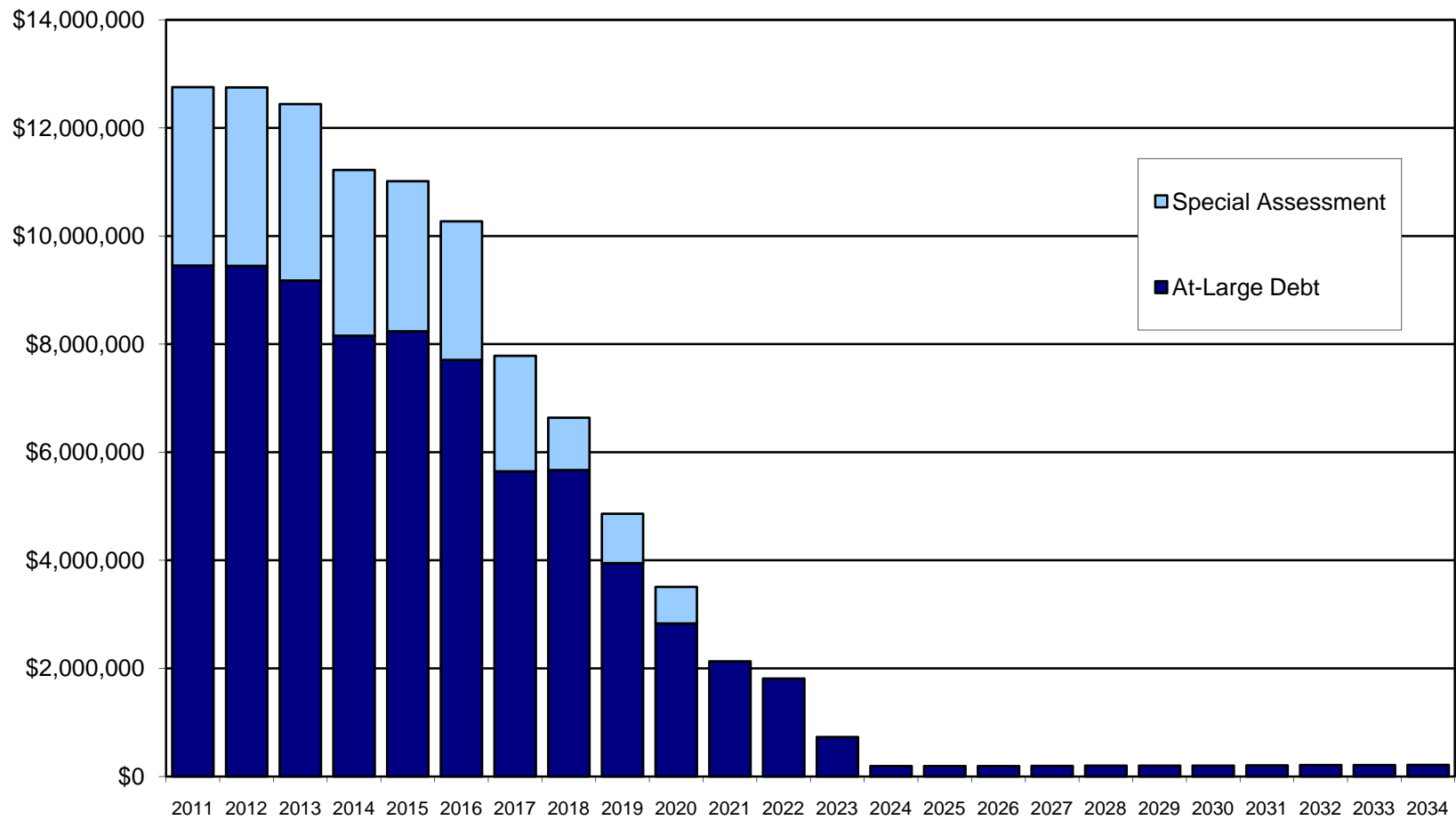
DESIGNATION	ORIGINAL AMOUNT	OUTSTANDING 1/1/2010	ISSUED AFTER 1/1/2010	RETIRED IN 2010	ESTIMATED OUTSTANDING 12/31/2010
<b>GENERAL OBLIGATION</b>					
Series 2000-B	2,455,000	305,000		305,000	0
Series 2000-C	560,000	60,000		60,000	0
Series 2000-D	4,280,000	2,105,000		2,105,000	0
Series 2000-E	4,990,000	935,000		935,000	0
Series 2000-F	8,645,000	6,405,000		6,405,000	0
Series 2001-A	2,840,000	840,000		265,000	575,000
Series 2001-B	1,420,000	555,000		130,000	425,000
Series 2002-A	9,070,000	3,480,000		805,000	2,675,000
Series 2002-B	2,115,000	1,460,000		140,000	1,320,000
Series 2002-C	920,000	450,000		80,000	370,000
Series 2003-A	4,270,000	1,735,000		225,000	1,510,000
Series 2003-B	10,190,000	5,815,000		730,000	5,085,000
Series 2003-C	2,905,000	1,320,000		245,000	1,075,000
Series 2003-D	3,145,000	1,785,000		260,000	1,525,000
Series 2004-A	3,520,000	1,845,000		290,000	1,555,000
Series 2004-B	10,600,000	6,545,000		850,000	5,695,000
Series 2004-C	1,600,000	990,000		130,000	860,000
Series 2005-A	11,095,000	7,770,000		875,000	6,895,000
Series 2006-A	17,130,000	13,415,000		1,305,000	12,110,000
Series 2007-A	11,345,000	9,750,000		830,000	8,920,000
Series 2008-A	11,890,000	11,615,000		270,000	11,345,000
Series 2009-A	3,250,000	3,250,000		245,000	3,005,000
Series 2010-A	2,975,000		2,975,000		2,975,000
Series 2010-B	8,920,000		8,920,000		8,920,000
Series 2010-C	8,305,000		8,305,000		8,305,000
Subtotal	\$ 148,435,000	\$ 82,430,000	\$ 20,200,000	\$ 17,485,000	\$ 85,145,000
<b>TEMPORARY NOTES</b>					
Temp Note 2009-I	14,120,000	14,120,000		14,120,000	0
Temp Note 2010-I	7,465,000	0	7,465,000	0	7,465,000
Subtotal	\$ 21,585,000	\$ 14,120,000	\$ 7,465,000	\$ 14,120,000	\$ 7,465,000
<b>REVENUE BONDS</b>					
Series 2005	25,910,000	20,890,000		1,550,000	19,340,000
Series 2007	19,800,000	19,585,000		115,000	19,470,000
Series 2008	4,270,000	4,130,000		160,000	3,970,000
Series 2009	10,385,000	10,385,000		140,000	10,245,000
Subtotal	\$ 60,365,000	\$ 54,990,000	\$ -	\$ 1,965,000	\$ 53,025,000

### Current Debt Service Schedule

163



## City Of Lawrence General Obligation Debt Service



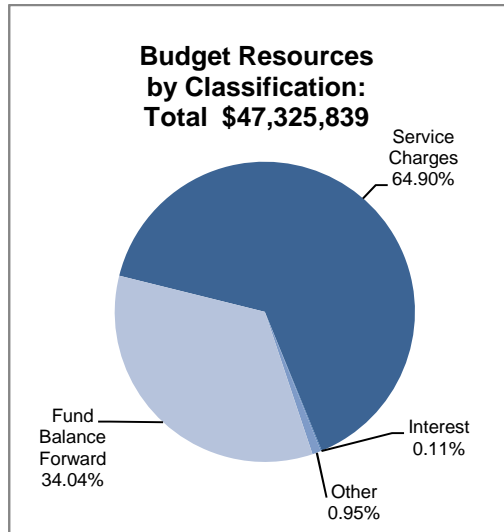
# **WATER AND WASTEWATER FUND**

---



*City of Lawrence*

## Fund 501 - WATER AND WASTEWATER



RECEIPTS	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Water and Sewer Charges	29,497,099	29,727,000	29,727,000	29,715,300
Interest on Investments	7,725	276,000	276,000	50,000
Development Charges	865,310	1,065,000	1,065,000	1,000,000
Miscellaneous & Other	209,668	601,000	601,000	450,000
<b>TOTAL RECEIPTS</b>	<b>30,579,802</b>	<b>31,669,000</b>	<b>31,669,000</b>	<b>31,215,300</b>
Balance, January 1	15,616,208	14,414,036	15,802,143	16,110,539
<b>TOTAL RESOURCES AVAILABLE</b>	<b>46,196,010</b>	<b>46,083,036</b>	<b>47,471,143</b>	<b>47,325,839</b>

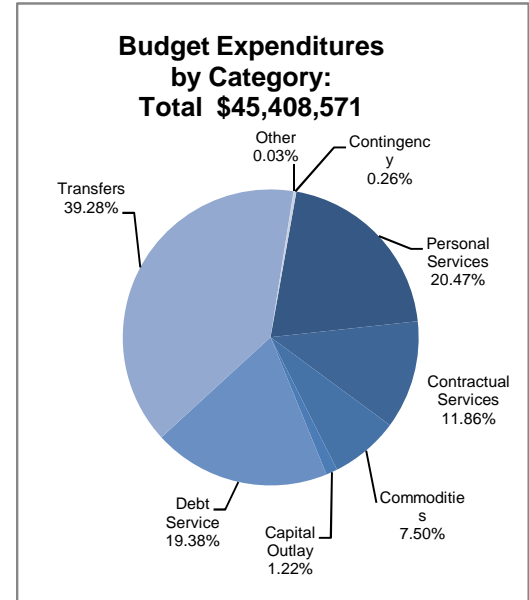
## REVENUE SOURCES - DESCRIPTIONS AND TRENDS

**Revenue Sources-** The Water and Wastewater Fund is an Enterprise Fund for the City and is used to account for the operations that are financed and operated in a manner similar to private business enterprises. The intent of the governing body is that the costs of providing services (water and sewer) to the general public on a continuing basis is financed or recovered primarily through user charges. The primary revenue source for this fund is the charges for water and sewer, which are determined via rate studies that are typically performed every five years. Interest on investments and development charges are two other major revenue sources for the fund. Development charges are levied at the time building permits are requested and help offset the costs for increased capacity in the water and/or wastewater systems to accommodate the growth of the system for the particular development.

**Trends-** Traditionally, the revenues for this fund increases in direct proportion to the amount of growth in the city as well as through the incremental rate increases dictated by the City Commission's approval of recommendations from the rate study. No increase in rates was implemented in 2011. The 2012 budget assumes a 2% increase in revenue from water and sewer charges. Low interest rates continue to mean less interest is earned on City investments. System development charges in 2012 are expected to be up slightly from 2010 actual levels, but less than what was budgeted for 2011.

# Fund 501 - WATER AND WASTEWATER

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Personal Services	8,748,306	9,124,645	9,124,645	9,294,523
Contractual Services	5,839,031	5,339,877	5,339,877	5,383,827
Commodities	3,095,877	3,521,342	3,521,342	3,405,325
Capital Outlay	463,178	595,000	595,000	555,000
Debt Service	8,115,372	8,341,791	8,341,791	8,800,000
Transfers to General Fund	2,882,103	3,021,849	3,021,849	3,084,896
Transfers to Reserve Funds	350,000	350,000	350,000	350,000
Transfers to Non Bonded Construction	900,000	1,000,000	1,000,000	900,000
Transfers to Achieve 5% Fund Balance	0	12,750,000	0	13,500,000
Other	0	26,000	26,000	15,000
Contingency	0	40,100	40,100	120,000
<b>TOTAL EXPENDITURES</b>	<b>30,393,867</b>	<b>44,110,604</b>	<b>31,360,604</b>	<b>45,408,571</b>
<b>FUND BALANCE FORWARD</b>	<b>15,802,143</b>	<b>1,972,432</b>	<b>16,110,539</b>	<b>1,917,268</b>



## EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services – Cost of providing wages, salaries, retirement, and other fringe benefits for City employees and to some degree, part-time, seasonal staff. Increases are due to merit increases for eligible employees in 2012.

Contractual Services – The cost of services provided to the City by firms, individuals, or other City departments have increased steadily over the years. An increase is budgeted for 2012 due to the increased cost for electricity and gas.

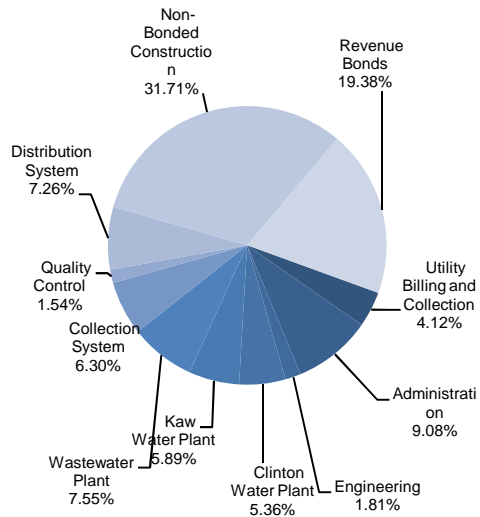
Commodities – Revenue constraints require a reduction in this category of expenditures, despite the increase in the cost of chemicals and other operating supplies.

Capital Outlay – Equipment valued at more than \$1,000 and having a useful life of more than one year. The budget for capital outlay has fluctuated over the years as equipment needs change.

Transfers - Budgeted transfers in 2012 include transfers from the divisions to the General Operating Fund totaling \$3,084,896 for overhead expenses, \$900,000 to the Capital Improvement Fund to fund construction of water and wastewater projects for which no debt will be issued, and \$350,000 to other reserve funds. A large transfer is also budgeted to achieve the statutory limit on fund balance.

# Fund 501 - WATER AND WASTEWATER

**Budget Expenditures by Division:**  
**Total \$45,408,571**



EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Utility Billing and Collection	1,801,438	1,905,283	1,905,283	1,870,692
Administration	4,107,288	4,179,218	4,179,218	4,121,384
Engineering	800,915	801,185	801,185	820,422
Clinton Water Plant	2,302,056	2,346,122	2,346,122	2,435,839
Kaw Water Plant	2,586,973	2,683,489	2,683,489	2,676,824
Wastewater Plant	3,382,850	3,605,247	3,605,247	3,427,929
Collection System	2,630,064	2,708,651	2,708,651	2,861,356
Quality Control	705,569	683,290	683,290	698,293
Distribution System	3,061,342	3,106,328	3,106,328	3,295,832
Non-Bonded Construction	900,000	13,750,000	1,000,000	14,400,000
<b>Debt Service</b>				
Temp Note Interest				
Revenue Bonds	8,115,372	8,341,791	8,341,791	8,800,000
<b>TOTAL EXPENDITURES</b>	<b>30,393,867</b>	<b>44,110,604</b>	<b>31,360,604</b>	<b>45,408,571</b>
<b>FUND BALANCE FORWARD</b>	<b>15,802,143</b>	<b>1,972,432</b>	<b>16,110,539</b>	<b>1,917,268</b>

## EXPENDITURES - DESCRIPTIONS AND TRENDS

More information on expenditures by division can be found on the following pages.



*City of* Lawrence

# Water and Wastewater Fund

Utility Billing

Division 1069

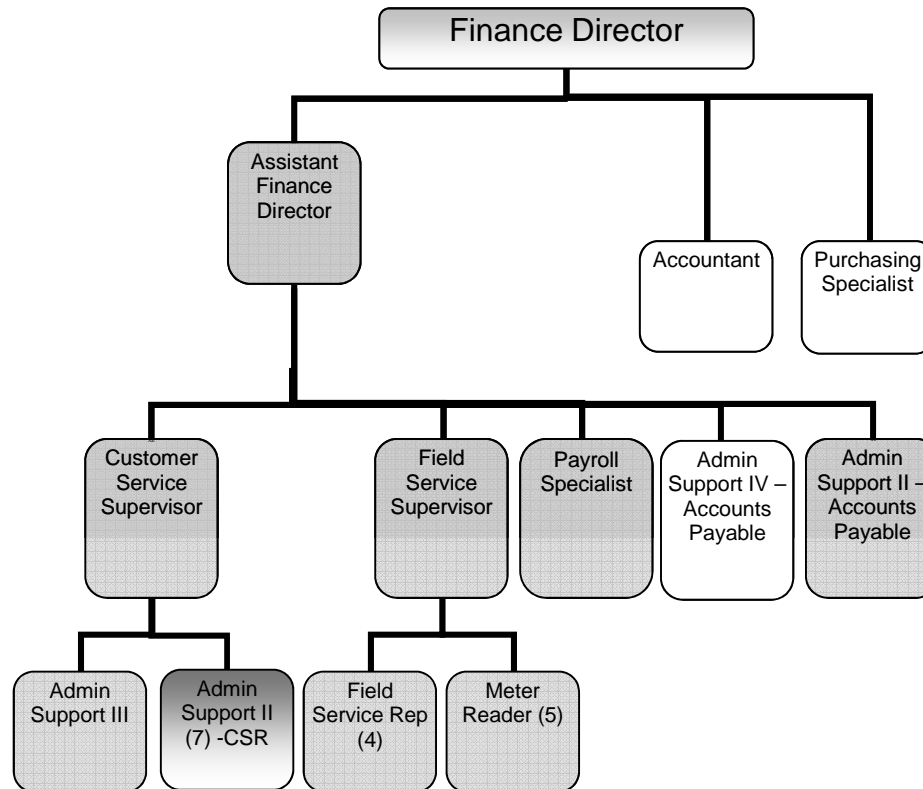
## PROFILE

The Utility Billing Division of the Finance Department is responsible for the billing and collecting of water, wastewater, sanitation, and storm sewer charges. Each week, utility bills are prepared for approximately one-fourth of the City's 33,000 customers. Customers can initiate, transfer, terminate, and pay for services on a 24/7 basis through the website.

## CURRENT YEAR ACCOMPLISHMENTS

1. Prepared a rate plan to provide adequate cash flow to fund operations and the proposed capital improvement plan.
2. Prepared for transition to Innoprise billing software.
3. Initiated review of vendor responsible for the printing and mailing of utility bills.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	22.26	22.26	22.26	22.26

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 1,291,020	\$ 1,338,591	\$ 1,338,591	\$ 1,297,015
Contractual Services	342,252	354,227	354,227	358,777
Commodities	81,068	79,367	79,367	88,450
Capital Outlay		20,000	20,000	20,000
Debt Service		-	-	
Transfers	87,098	87,098	87,098	91,450
Other		26,000	26,000	15,000
<b>Total</b>	<b>\$ 1,801,438</b>	<b>\$ 1,905,283</b>	<b>\$ 1,905,283</b>	<b>\$ 1,870,692</b>

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Maintain the City's revenue bond debt rating.
2. Improve the collection of past due utility accounts.
3. Increase productivity by implementing new service order software.

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
Percent of utility bills sent as scheduled	98.8	98.0	99.0
Percent of telephone calls abandoned	8.5	9.0	8.0
Percent of water meters needing reread	0.6	1.0	1.0
Percent of water meters read as scheduled	91.7	90.0	100.0

## SIGNIFICANT ISSUES FOR 2012

1. Maintaining the current level of service this Division provides based on the City budget concerns



UTILITY BILLING



# Water and Wastewater Fund

Administration

Division 7100

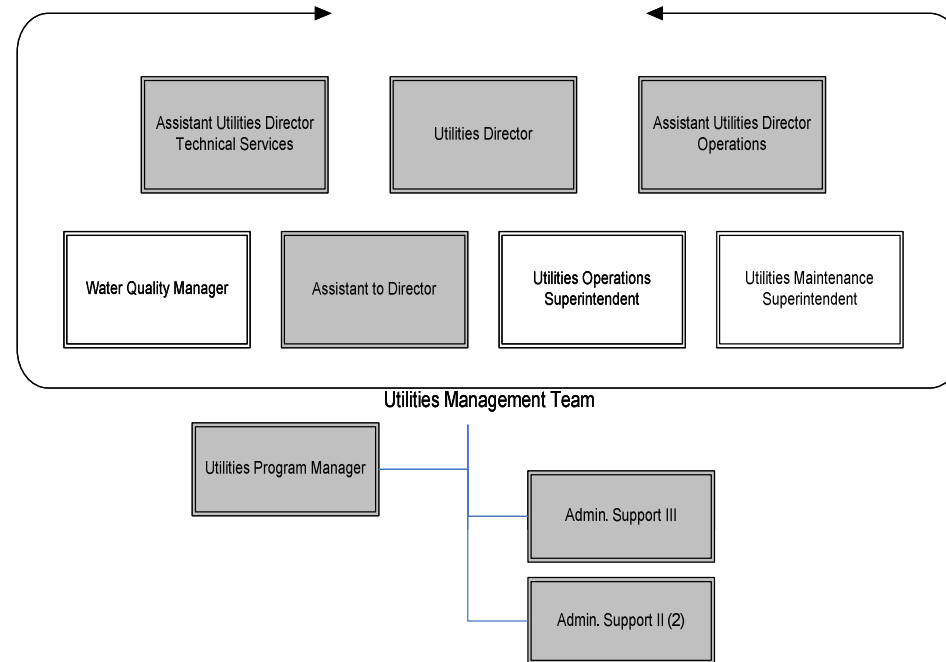
## PROFILE

The Administrative Division provides direction, analysis, and support services for all other divisions in such areas as budgeting, management system, policy development, employee development, business practices and public communications and programs.

## CURRENT YEAR ACCOMPLISHMENTS

1. Received recognition through the Capacity Development Achievement Award from the Kansas Department of Health and Environment.
2. Maintained certification of the Department's Management System for ISO 14001 Environmental Management, OHSAS 18001 Occupational Health & Safety Management, ISO 9001 Quality Management, and NPB EMS for Biosolids Management Systems.
3. Testified in the US Environmental Protection Agency listening session on the proposed wet weather and blending policy.
4. Conducted many public tours of Utilities treatment facilities, including a recent tour of the Kaw Water Treatment and Wastewater Treatment Plants for the Kansas Department of Labor representatives.
5. Increased use of automation and cross training to support cost reductions in on-call staffing with sustained customer service.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. Also, 4 additional FTEs, 1 Staff Attorney, 0.5 of the Budget Manager, 1 Assistant City Manager, 1 Network Technician and 0.5 of the City Auditor are funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	13.00	13.00	13.00	13.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 1,248,193	\$ 1,284,707	\$ 1,284,707	\$ 1,340,624
<b>Contractual Services</b>	436,854	324,600	324,600	267,000
<b>Commodities</b>	118,099	102,450	102,450	92,950
<b>Capital Outlay</b>	127,988	200,000	200,000	100,000
<b>Debt Service</b>				
<b>Transfers</b>	2,176,154	2,267,461	2,267,461	2,305,810
<b>Contingency</b>		-	-	15,000
<b>Total</b>	\$ 4,107,288	\$ 4,179,218	\$ 4,179,218	\$ 4,121,384

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
# GBA service request work orders entered	1,445	1,200	1,200
Lost time accidents	0	0	0

## SIGNIFICANT ISSUES FOR 2012

1. Ensuring sufficient funds to maintain an aging infrastructure.
2. Planning future CIP projects and water and wastewater rates based on accurate data regarding population growth, economic development and infrastructure needs and priorities.
3. Funding increased General Fund transfers, which impact user rates and reduce available revenues for water and wastewater costs of service.
4. Increasing regulatory requirements for water and wastewater operations.

6. Increased use of automation and cross training to support cost reductions in on-call staffing with sustained high levels of customer service.

7. 100% of all eligible employees have completed the required level of certification for their job position.

8. Received the 2009-2010 Preparedness Partner Award from the Douglas County Local Emergency Planning Committee.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Long-term planning, facilitation and implementation of water and wastewater capital improvement programs.
2. Increase energy efficiency across all operations, reduce fuel usage and substitute clean energy wherever possible.
3. Maintain ISO, OSHAS and NBP EMS certifications for Utilities operations through Lawrence Utilities Management System.
4. Strategically develop and use employee strengths to address department needs through cross-training, professional certifications and ongoing safety and competency training.
5. Improve business practices.

## ADMINISTRATION

# Water and Wastewater Fund

Engineering

Division 7110

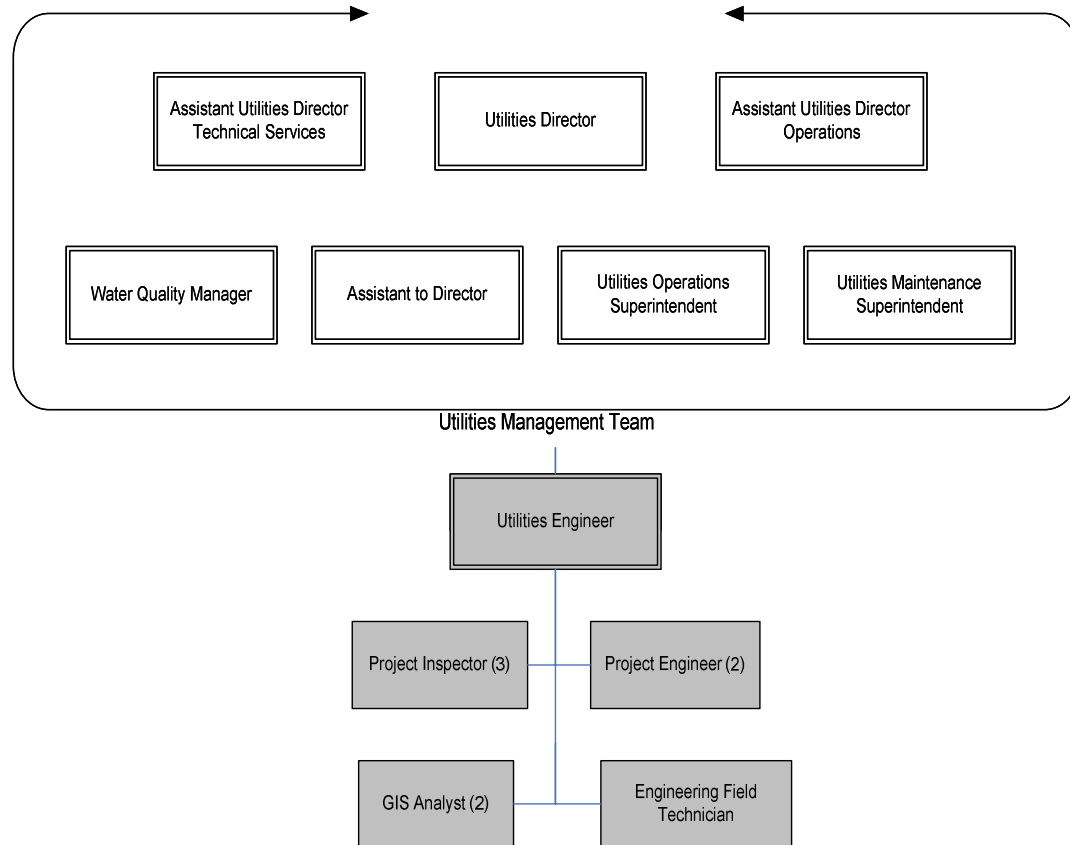
## PROFILE

The Engineering Division manages all Utilities capital improvements projects, design, contract administration and inspection services for internal and contracted projects. The Division maintains Utilities' GIS data and mapping; administers contracts for and inspects developer-designed and funded utility extensions; and provides technical support for electronic data initiatives.

## CURRENT YEAR ACCOMPLISHMENTS

1. Completion of CIP Projects: Pump Station PS25 Replacement and Pump Station PS09 Wet Weather Storage Expansion. Updated and online technical information related to fire hydrant flow testing.
2. Ongoing documentation of business practices via flow charts and standard operating procedures.
3. Implementation of Asset Management Program to include pipe, pumping, treatment, storage and other major systems.
4. Ongoing management of non-Master Plan projects, including utility relocations and utility improvements, e.g., Concrete Water Transimission Main Assessment, Kasold Drive Reconstruction water and sanitary sewer relocates, 23rd Street Bridge Replacement water and sanitary sewer relocations, Airport sanitary sewer extensions; sanitary sewer replacement at 15th & New Hampshire/11th & Delaware/8th & Michigan; WWTP North Final & Kaw WTP Well Field Electrical Rehabilitation.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	9.00	9.00	9.00	9.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 690,990	\$ 686,223	\$ 686,223	\$ 689,405
<b>Contractual Services</b>	22,732	25,850	25,850	27,150
<b>Commodities</b>	75,038	76,350	76,350	84,850
<b>Capital Outlay</b>	-	-	-	-
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	12,155	12,762	12,762	13,017
<b>Contingency</b>		-	-	6,000
<b>Total</b>	\$ 800,915	\$ 801,185	\$ 801,185	\$ 820,422

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% Water Distribution Inspection testing passing 1 <sup>st</sup> time	81.10%	90%	95%
% Sanitary Sewer Inspection testing passing 1st time	92.90%	90%	95%
Average number of projects in process (yearly average of each month's count)	15	8	12
Lost time accidents	0	0	0

## SIGNIFICANT ISSUES FOR 2012

1. Application of wireless technology to GIS for field staff real-time access.
2. Adequate funding of Capital Improvements Plan given continued forecast for depressed revenues.
3. Addressing demands on aged infrastructure as infill development trends increase.

5. Ongoing management of multiple projects from the 2003 Water and Wastewater Master Plans, e.g., Watermain Rehab Projects along Kentucky, Tennessee and 9th Streets, Sanitary Sewer Pump Station Replacements, Kaw WTP Transmission Main; and the Anaerobic Digester Improvements.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Complete Water and Wastewater Master Plans.
2. Timely completion of Build America Bonds funded projects.
3. Initiate all 2012 Capital Improvement Projects.
4. Continued verification of asset inventories, establishment of condition indices and forecast of future replacement requirements and funding.



City of Lawrence

ENGINEERING

# Water and Wastewater Fund

Clinton Water Treatment Plant

Division 7210

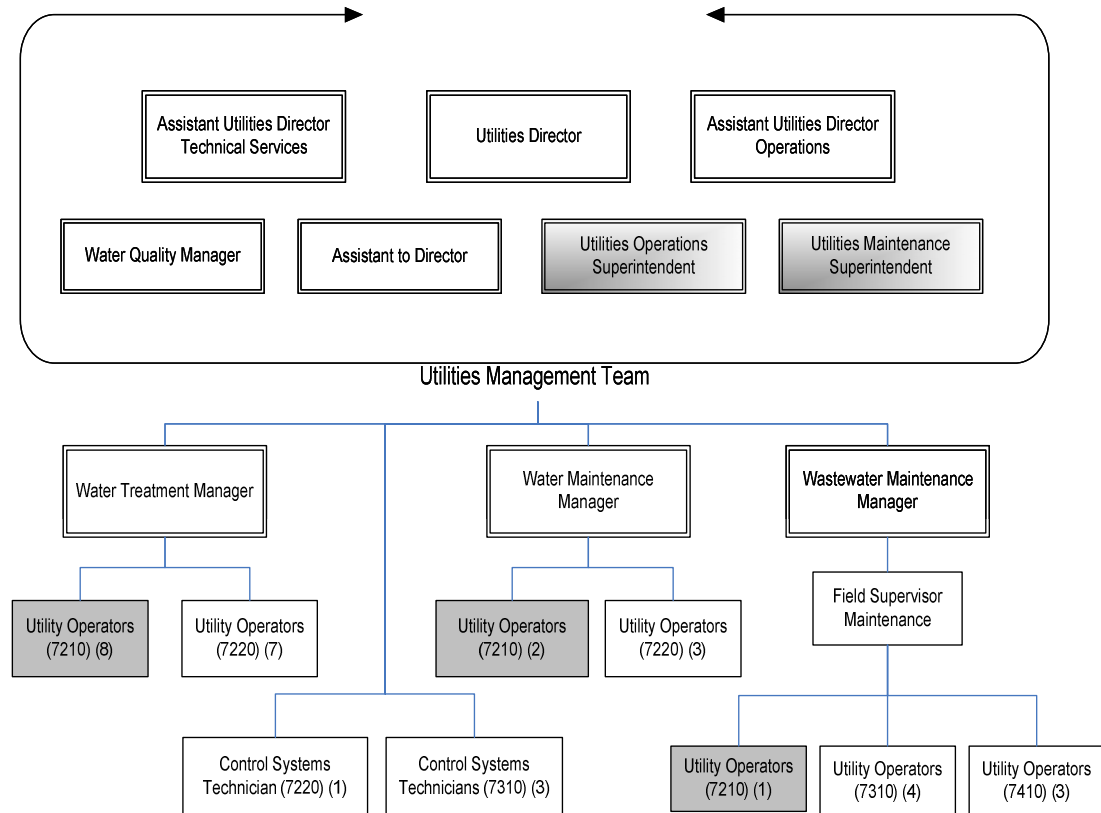
## PROFILE

The mission of the Clinton Water Treatment Division is to produce an adequate supply of potable water for public consumption and fire suppression in compliance with all regulatory requirements through operation and maintenance of a 25-million gallons per day capacity water treatment facility (subject to filter profiling).

## CURRENT YEAR ACCOMPLISHMENTS

1. Treated and pumped a combined total of 867 million gallons of water from January 1 through April 15, 2011 from Clinton and Kaw Treatment Plants.
2. Substantial progress on in-house Supervisory Control and Data Acquisition system up-grade, including a flow-paced feed system and filter controls.
3. Transfer pump rehabilitation completed.
4. Decreased safety hazards by installing kick plates around the basins.
5. Drained the west lime sludge lagoon and removed the lime sludge.
6. Connected operations computers to the emergency back-up generator for continued use during power outages.
7. Increased monitoring to assure continued compliance with all regulations regarding total organic carbon (TOC) removal.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. The Utilities Operations and Maintenance Superintendents are paid each at 0.2 FTE pro rata from 7210, 7220, 2310, 7410, and 7610.

## PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	11.00	11.00	11.00	11.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 704,162	\$ 723,375	\$ 723,375	\$ 778,385
<b>Contractual Services</b>	665,362	674,700	674,700	691,450
<b>Commodities</b>	819,799	900,250	900,250	933,750
<b>Capital Outlay</b>	92,888	25,000	25,000	
<b>Debt Service</b>		-	0	
<b>Transfers</b>	19,845	20,837	20,837	21,254
<b>Contingency</b>		1,960	1,960	11,000
<b>Total</b>	\$ 2,302,056	\$ 2,346,122	\$ 2,346,122	\$ 2,435,839

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% treated water accounted for	95%	95%	>95%
Lost time accidents	0	0	0
% Tests in compliance with regulations	100	100	100
NPDES violations	0	0	0

## SIGNIFICANT ISSUES FOR 2012

1. Maintaining recent improvements to department standards.
2. Increasing regulatory requirements for water operations.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue to address taste and odor concerns noted in 2007 Citizen Survey.
2. Replacement of dust collectors.
3. Improve early warning awareness of algae outbreaks in source water.
4. Filter profiling to expand the Clinton Plant capacity to 25-million gallons per day capacity.
5. In-house up-grade to on-line turbidity monitoring system.
6. Increased energy efficiency via lighting, vehicle use, equipment selection and operations.
7. Completion of instrumentation and control system upgrades, including a flow-paced feed system and filter controls.



City of Lawrence

CLINTON WATER TREATMENT PLANT

# Water and Wastewater Fund

Kaw Water Treatment Plant

Division 7220

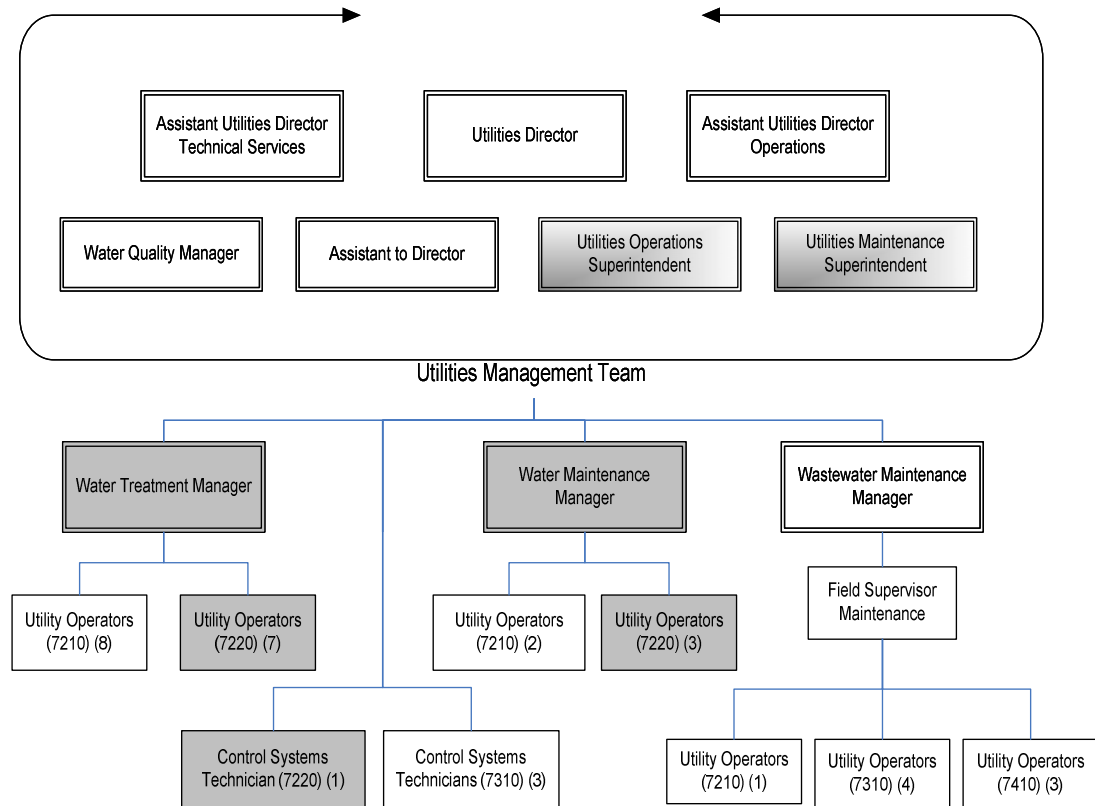
## PROFILE

The mission of the Kaw Water Treatment Division is to produce an adequate supply of potable water for public consumption and fire suppression in compliance with all regulatory requirements through operation and maintenance of a 16.5-million gallons per day capacity water treatment facility.

## CURRENT YEAR ACCOMPLISHMENTS

1. Treated and pumped a combined total of 876 million gallons of water from January 1 through to April 15, 2010 from Clinton and Kaw Plants.
2. Modification of chemical treatment process to reduce chemical costs while maintaining high quality services.
3. Analysis of chemical feed pumps to determine types best suited for our uses.
4. Substantial progress on in-house Supervisory Control and Data Acquisition system up-grade, including a flow-paced feed system and filter controls.
5. Partial completion of safety improvements and concrete repairs to handrails, walkways, and stairs.
6. Increased monitoring for continued compliance of total regulations for total organic carbon (TOC) removal.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. The Utilities Operations and Maintenance Superintendents are paid each at 0.2 FTE pro rata from 7210, 7220, 2310, 7410, and 7610.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	13.00	13.00	13.00	13.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 942,558	\$ 985,063	\$ 985,063	\$ 1,014,487
Contractual Services	1,072,326	875,500	875,500	991,250
Commodities	435,630	737,400	737,400	545,050
Capital Outlay	112,148	60,000	60,000	75,000
Debt Service	-	-	-	-
Transfers	24,311	25,526	25,526	26,037
Contingency		-	-	25,000
<b>Total</b>	<b>\$ 2,586,973</b>	<b>\$ 2,683,489</b>	<b>\$ 2,683,489</b>	<b>\$ 2,676,824</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% treated water accounted for	95%	95%	>95%
Lost time accidents	0	0	0
% Tests in compliance with regulations	100	100	100
NPDES violations	0	0	0

## SIGNIFICANT ISSUES FOR 2012

1. Addressing the infrastructure and equipment needs of an aging plant facility.
2. Increasing regulatory requirements for water operations.
3. Maintaining recent improvements to department standards.

7. East shop floor plate support and column pipe replacement project completed.

8. Electrical service rehabilitation of Wells #5 & #7.

9. Basin flush valve replacement.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue to address taste and odor concerns noted in 2007 Citizen Survey.
2. In-house up-grade to on-line turbidity monitoring system.
3. Completion of instrumentation and control system up-grades, including a flow-paced feed system and filter controls.
4. Update electrical service to the well field.
5. Monitor and control zebra mussels.
6. Increased energy efficiency via lighting, vehicle use, equipment selection, and operations.
7. Downstairs distribution pump rehabilitation and valve replacement.
8. Flush valve replacement.
9. Installation of electronic scales for aqua ammonia feed system to increase feed accuracy and operator safety.
10. Replacement of one basin clarifier drive.
11. Raw pumping station sand screen

## KAW WATER TREATMENT PLANT



# Water and Wastewater Fund

## Waste Water Treatment Plant

Division 7310

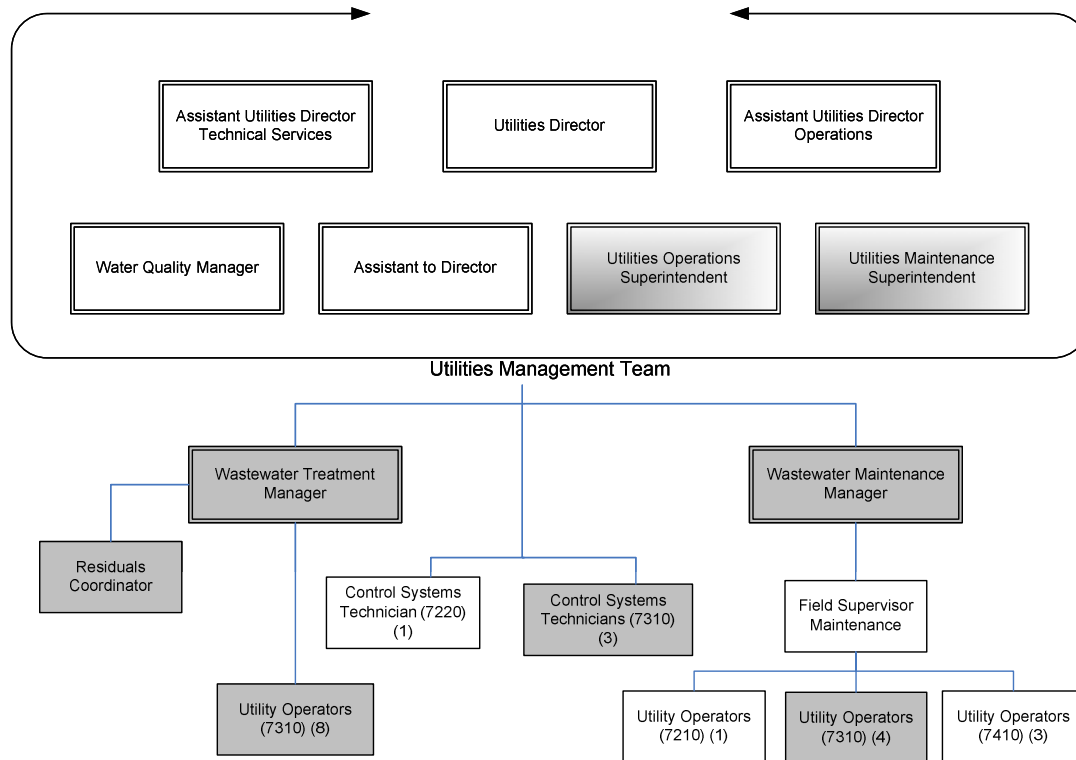
### PROFILE

The mission of the Wastewater Treatment Division is to treat wastewater and return treated water and biosolids to the environment through use of environmentally safe standards to operate and maintain the Wastewater Treatment Plant and Pump Stations.

### CURRENT YEAR ACCOMPLISHMENTS

1. Maintenance of in-house automation improvements.
2. Completed holding basin at Pump Station #9 to provide better wastewater storage in wet weather periods.
3. Completed rehabilitation of belt press #2. Belt press #1 rehabilitation is currently in progress.
4. Replacement and programming of Variable Frequency Drives for North Final equipment completed in-house.
5. Received the Kansas Water Environment Association Wastewater Plant Award and the Wastewater Safety Award.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. The Utilities Operations and Maintenance Superintendents are paid each at 0.2 FTE pro rata from 7210, 7220, 2310, 7410, and 7610.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	19.00	19.00	19.00	19.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 1,287,997	\$ 1,384,177	\$ 1,384,177	\$ 1,316,068
<b>Contractual Services</b>	1,619,328	1,483,500	1,483,500	1,499,900
<b>Commodities</b>	427,413	618,350	618,350	548,900
<b>Capital Outlay</b>	17,242	75,000	75,000	
<b>Debt Service</b>	-	-	-	
<b>Transfers</b>	30,870	32,413	32,413	33,061
<b>Contingency</b>		11,807	11,807	30,000
<b>Total</b>	\$ 3,382,850	\$ 3,605,247	\$ 3,605,247	\$ 3,427,929

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
NPDES Violations	0	0	0
Lost time accidents	1	0	0
Complaints received	1	0	0
% Biosolids beneficially reused	100%	100%	100%

## SIGNIFICANT ISSUES FOR 2012

1. Addressing the infrastructure and equipment needs of an aging plant facility.
2. New regulatory requirements for wastewater operations under the new NPDES permit for additional testing and monitoring as well as studies for assessing cost and feasibility for WWTP to meet effluent nutrient goals.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue 100% compliance with regulations, including removal of more than 97% of Biochemical Oxygen Demand and Total Suspended Solids from wastewater prior to discharge to the Kaw River.
2. Beneficially reuse 100% of biosolids through Class A Biosolids public distribution and Class B Agricultural land application.
3. Increase energy efficiency via lighting, vehicle use, equipment selection and operations.
4. Complete anaerobic digester rehabilitation project with 100% in-house SCADA design, development and implementation for continued cost savings.
5. North Final MCC replacement with SCADA changes implemented in-house.
6. Continued pump and motor rehabilitation and electrical maintenance programs.



City of Lawrence

WASTEWATER TREATMENT PLANT

# Water and Wastewater Fund

## Sanitary Sewer Collection Division 7410

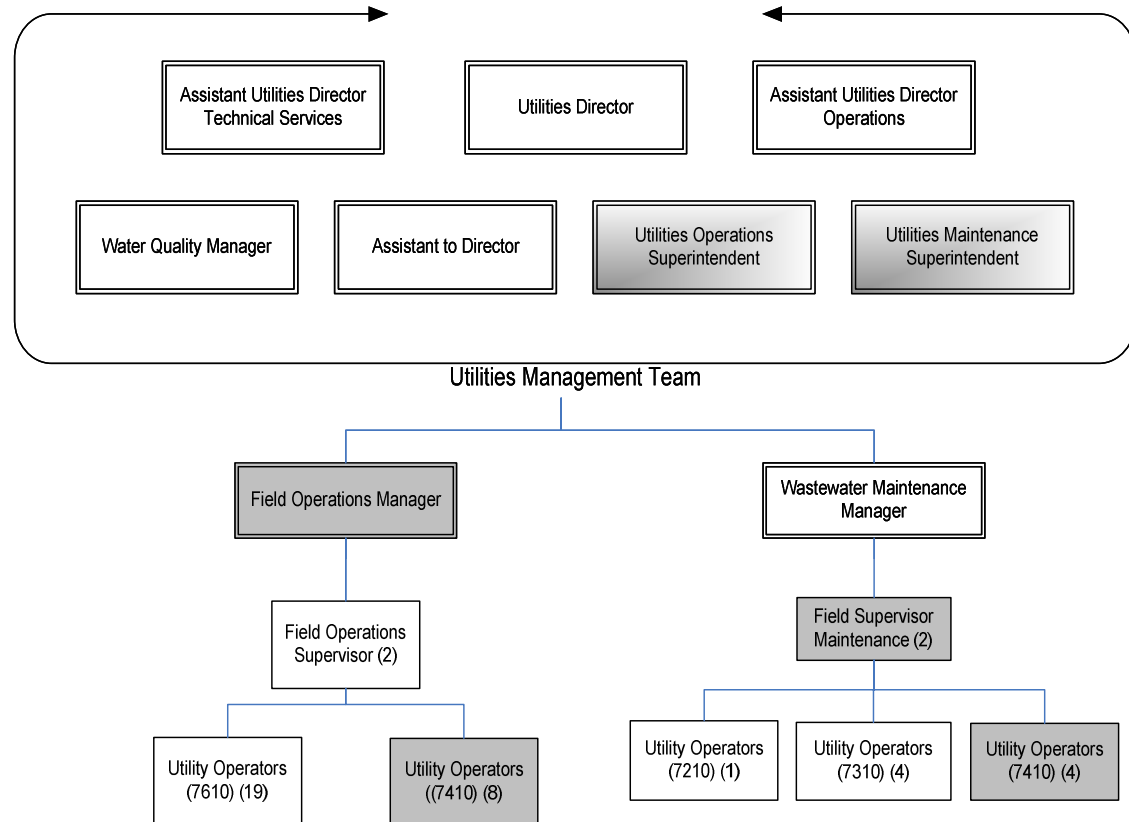
### PROFILE

The mission of the Sanitary Sewer Collection Division is to convey wastewater from customers to the Wastewater Treatment Plant, prevent sanitary sewer overflows and maintain the wastewater collection system by preventing significant health, safety and environmental impacts. Division responsibilities include maintenance of approximately 406 miles of sanitary sewer gravity main, 24 miles of sanitary sewer force main, 9,416 manholes, and 1,500 clean outs.

### CURRENT YEAR ACCOMPLISHMENTS

1. Inspection of 32 miles of sanitary sewer pipe via closed circuit television.
2. Cleaning of 25% of the gravity system through 4-Year Section Cleaning Program and scheduled preventive maintenance.
3. New Pump Station #25 placed into service, with 100% in-house SCADA design, development and implementation at significant cost savings.
4. Basin #3 added to Pump Station #9 for additional wet weather storage capacity. Supervisory Control and Data Acquisition implementation completed in-house.
5. Replace suction piping in PS#4 wet well.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. The Utilities Operations and Maintenance Superintendents are paid each at 0.2 FTE pro rata from 7210, 7220, 2310, 7410, and 7610.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	15.00	15.00	15.00	15.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 887,259	\$ 972,200	\$ 972,200	\$ 1,039,677
Contractual Services	1,281,217	1,163,000	1,163,000	1,165,500
Commodities	141,482	151,025	151,025	163,225
Capital Outlay	30,700	105,000	105,000	170,000
Debt Service	-	-	-	-
Transfers	289,406	303,876	303,876	309,954
Contingency	-	13,550	13,550	13,000
<b>Total</b>	<b>\$ 2,630,064</b>	<b>\$ 2,708,651</b>	<b>\$ 2,708,651</b>	<b>\$ 2,861,356</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
City Main Blockages	25	27	25
% Planned Maintenance Completed	96	100	100
% Planned TV Inspection Completed	87	100	100
Lift Station By-passes	2	0	0
Lost time accidents	2	0	0

## SIGNIFICANT ISSUES FOR 2012

1. Aging collection system components, including 178 miles of clay pipe sewer.
2. Private inflow and infiltration from home and building foundation drains, causing capacity and treatment challenges.
3. Implementation of a grease program.

6. Completion of scheduled pump and motor rehabilitation and electrical program maintenance.

7. The Department's fire hydrant flow program was showcased as a best practice in the AWWA national magazine, Opflow.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Construct new pump station #12, #22, and #27 with 100% in-house Supervisory Control and Data Acquisition design and implementation for continued cost savings.
2. Airport wet well with 100% in-house Supervisory Control and Data Acquisition design and implementation for continued cost savings.
3. Continue reduction of city main blockages through proactive maintenance programs; including cured in place pipe program, point repairs, chemical root control program, section cleaning, scheduled preventive maintenance, grease program and TV inspections.
4. Rehabilitate aging collection system infrastructure and replacement of aging equipment.
5. Continue pump rehabilitation and electrical maintenance programs.

## SANITARY SEWER COLLECTION

# Water and Wastewater Fund

Quality Control

Division 7510

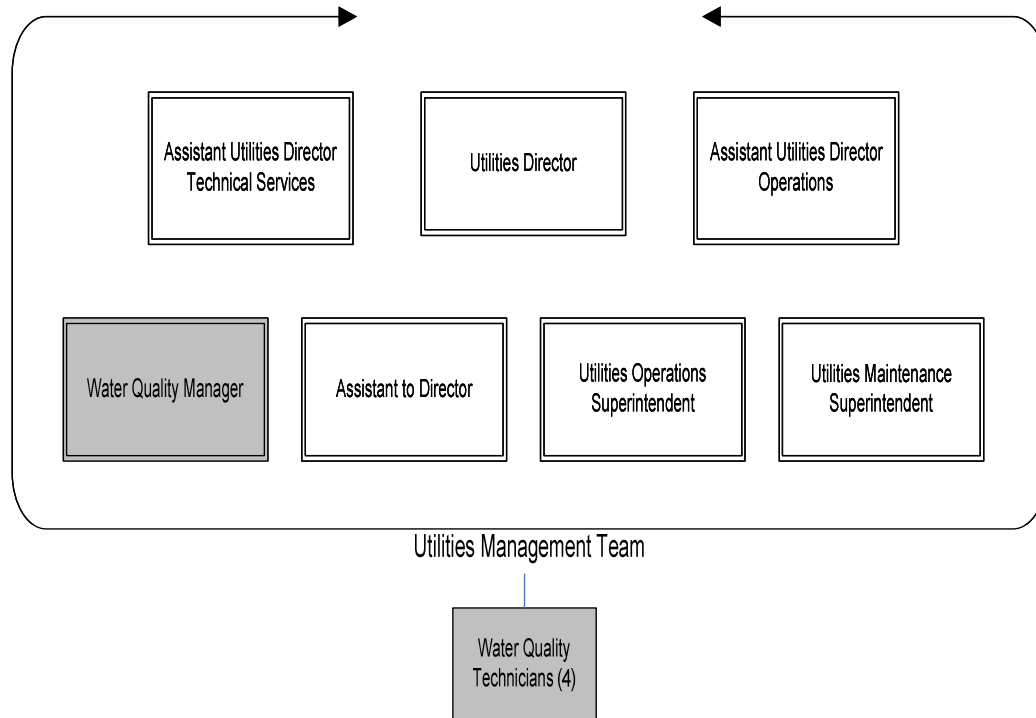
## PROFILE

The mission of the Quality Control Division is to ensure compliance with the Clean Water Act and the Safe Drinking Water Act. The Division operates three accredited laboratories and the industrial pretreatment program and supports the biosolids program. Division responsibilities include: implementation of requirements in federal and state environmental laws and regulations; monitoring, and reporting pursuant to those regulations; responding to water quality questions; management of the industrial pretreatment program; and technical support to plant operations and the Farmland site.

## CURRENT YEAR ACCOMPLISHMENTS

1. Annual Compliance Summary for Industrial Pretreatment Program was completed March 2010.
2. Industrial Pretreatment Permits and onsite inspections of industrial facilities completed as required by city ordinance.
3. Water and Wastewater Compliance Reports submitted within established deadlines.
4. 2010 Consumer Confidence Report completed and available to customers.
5. All laboratories received accreditation under the National Environmental Laboratory Accreditation Program for Year 2011/2012.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	4.00	4.00	4.00	4.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 318,502	\$ 311,117	\$ 311,117	\$ 378,388
<b>Contractual Services</b>	140,270	152,000	152,000	135,300
<b>Commodities</b>	151,134	151,050	151,050	165,200
<b>Capital Outlay</b>	82,212	55,000	55,000	-
<b>Debt Service</b>	13,451	-	-	-
<b>Transfers</b>		14,123	14,123	14,405
<b>Contingency</b>		-	-	5,000
<b>Total</b>	\$ 705,569	\$ 683,290	\$ 683,290	\$ 698,293

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
In-house Lab Analyses	6,622	6,674	6,686
Lab Analyses Outsourced	1591	1549	1537
Lost time accidents	0	0	0
inspections	6	6	6
Industrial Pretreatment Surcharge Billing	\$125,155	\$80,000	\$75,000

## SIGNIFICANT ISSUES FOR 2012

Increase monitoring of disinfection by-product compounds in drinking water in order to meet new drinking water regulations and to improve control over chemical feeds and for the overall improvement of water quality.

6. Worked with industries to reduce total phosphorous discharges and minimize impact in plant effluent discharges.

7. Worked with Public Works in the transition of the Farmland project.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Provide testing, reporting, technical support and other services to water and wastewater operations.
2. Respond and track customer taste and odor calls, locations and trend water quality problems.
3. Identify potential water quality issues through expanded data analyses.
4. Education and outreach to food preparation facilities for reduction of sanitary sewage overflows and wastewater maintenance costs due to fats, oils and grease.
5. Development of in-house laboratory procedure for screening of disinfection by-products compounds.
6. Expand laboratory accreditation for testing under the Resource Conservation and Recovery Act.

## QUALITY CONTROL

# Water and Wastewater Fund

## Water Distribution System

Division 7610

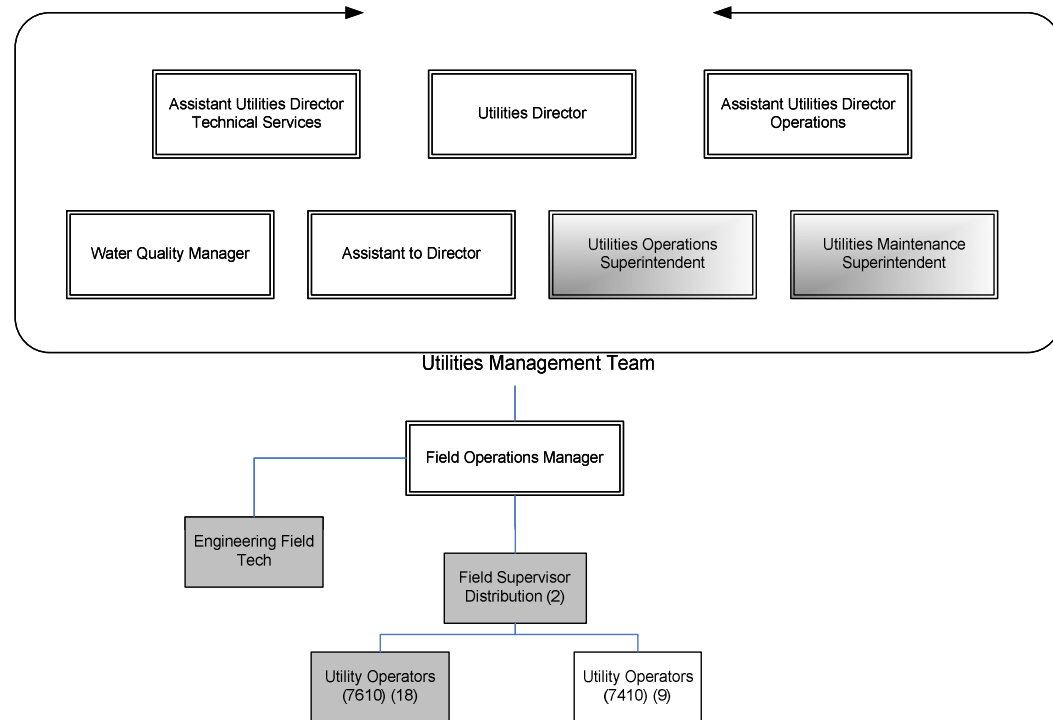
### PROFILE

The mission of the Water Distribution Division is to install, maintain and repair the water distribution system. The distribution system is the network of pipes conveying clean, safe, potable water for consumption to residences, businesses, industries and rural water districts. It consists of 431 miles of water main, 11,681 valves, 3,471 fire hydrants and approximately 32,525 service connections. The system also provides water for fire protection.

### CURRENT YEAR ACCOMPLISHMENTS

1. The distribution pipe crew replaced 11,985 feet of water main including a 12 inch ductile main from 3rd to 8th Street on Indiana.
2. Unifying Collections and Distribution into one group, Field Operations. Employees cross trained to work in both areas which have assisted in emergency leak repairs and sanitary sewer overflows.
3. Distribution system flow testing. Testing the distribution system to assure adequate fire protection.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account. The Utilities Operations and Maintenance Superintendents are paid each at 0.2 FTE pro rata from 7210, 7220, 2310, 7410, and 7610.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	22.00	22.00	22.00	22.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 1,377,625	\$ 1,439,192	\$ 1,439,192	\$ 1,440,474
<b>Contractual Services</b>	258,690	286,500	286,500	247,500
<b>Commodities</b>	846,214	705,100	705,100	782,950
<b>Capital Outlay</b>	-	55,000	55,000	190,000
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	578,813	607,753	607,753	619,908
<b>Contingency</b>	-	12,783	12,783	15,000
<b>Total</b>	\$ 3,061,342	\$ 3,106,328	\$ 3,106,328	\$ 3,295,832

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
# Hydrants painted, inspected, repaired	1,738	1,736	1,750
# Lost time accidents	1	0	0
# Water services installed	201	150	150
# Water main breaks	104	94	85
Water Main Installed (feet)	11,985	12,000	12,000
# Valves Exercised	1,933	3,040	3,040
# Hydrant Flow Test	906	868	868

## SIGNIFICANT ISSUES FOR 2012

1. Condition assessment of concrete pipe transmission main.
2. Corrosion with cast iron and ductile iron water pipe causing leaks.
3. Aging distribution infrastructure.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue pro-active maintenance programs guided by American Water Works Association standards to assure continuous distribution reliability and delivery of clean, safe water to customers.
2. Water Main Rehabilitation - Continue water main replacement program replacing 4-inch and smaller aged transmission pipe and deteriorating mains.
3. Valve Exercise Program - Continue exercising smaller distribution system valves (up to 14-inches) every 4 years and larger valves (16-inch and larger) annually.
4. Meter Replacement Program - Continue replacing water meters for sustained accuracy in water usage readings for accurate billing and prevention of water loss.



City of Lawrence

WATER DISTRIBUTION SYSTEM



## Water and Wastewater Fund

### Debt Service Account 501-7700

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ -	\$ -	\$ -	\$ -
Contractual Services		-	-	-
Commodities		-	-	-
Capital Outlay		-	-	-
Debt Service	8,115,372	8,341,791	8,341,791	8,800,000
Transfers		-	-	-
Contingency		-	-	-
<b>Total</b>	<b>\$ 8,115,372</b>	<b>\$ 8,341,791</b>	<b>\$ 8,341,791</b>	<b>\$ 8,800,000</b>

## Water and Wastewater Fund

### Non-Bonded Construction Account 501-7800

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ -	\$ -	\$ -	
Contractual Services		-	-	
Commodities	-	-	-	
Capital Outlay	-	-	-	
Debt Service		-	-	
Transfer to Non - Bonded Construction	900,000	1,000,000	1,000,000	900,000
Transfer to Achieve Fund Balance		12,750,000	-	13,500,000
Contingency	-	-	-	
<b>Total</b>	<b>\$ 900,000</b>	<b>\$ 13,750,000</b>	<b>\$ 1,000,000</b>	<b>\$ 14,400,000</b>

# SOLID WASTE FUND

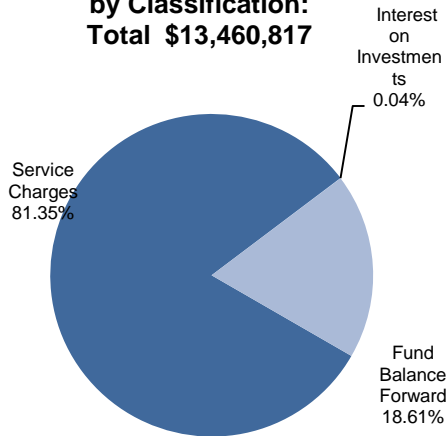
---



City of Lawrence

## Fund 502 - SOLID WASTE

**Budget Resources  
by Classification:  
Total \$13,460,817**



### RECEIPTS

	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Sanitation Service Charge	8,116,727	8,503,015	8,503,015	8,745,590
Roll Off	1,476,318	1,650,000	1,650,000	1,575,000
Extra Pickups, Miscellaneous	680,336	628,600	628,600	630,300
State Grants	2,258	-	-	-
Interest on Investments	3,549	15,000	15,000	5,000
<b>TOTAL RECEIPTS</b>	<b>10,279,188</b>	<b>10,796,615</b>	<b>10,796,615</b>	<b>10,955,890</b>
Balance, January 1	2,279,363	2,283,535	2,497,752	2,504,927
<b>TOTAL RESOURCES AVAILABLE</b>	<b>12,558,551</b>	<b>13,080,150</b>	<b>13,294,367</b>	<b>13,460,817</b>

### REVENUE SOURCES - DESCRIPTIONS AND TRENDS

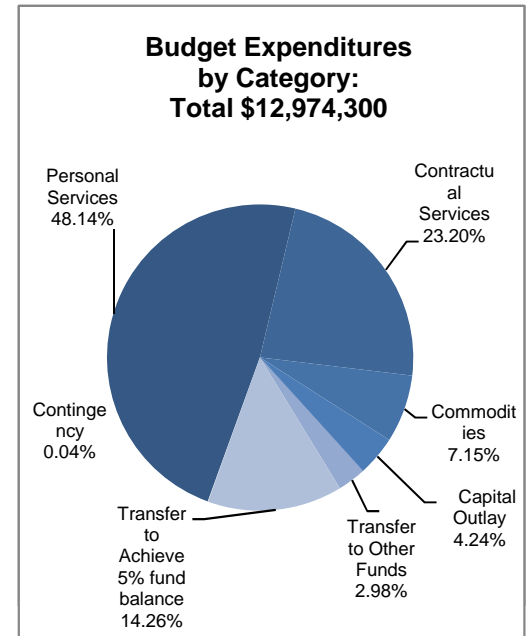
**Revenue Sources-** The Solid Waste Fund is an Enterprise Fund used to account for the operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing services (recycling, solid waste, and disposal of refuse) to the general public on a continuing basis is financed or recovered primarily through user charges. The primary revenue source for this fund is the charges for sanitation services, followed by roll-off charges to commercial and some residential customers. A 2.7% increase is recommended for residential solid waste services for 2012. An increase in commercial rates is also recommended.

**Trends-** The trend for residential and commercial growth in landfill tonnage increased in 2010 while the tonnage for roll-offs decreased significantly, likely resulting from changes in construction activity. The landfill rate per ton will increase in 2012 by 3.5%, per the contract with Hamm Landfill. In addition, increased maintenance and operating costs, including employee benefit costs, as well as minimal growth in the number of customers and geographic size of the service area, continue to impact the revenue requirements for this fund and require rates paid by City customers to be increased.

The market for recycled materials fluctuates as does the revenue the City receives from the sale of these materials. The 2012 budget assumes an increase in this revenue source due to increased prices. Tonnages of these materials are expected to be flat or decreasing.

## Fund 502 - SOLID WASTE

<b>EXPENDITURES</b>	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Personal Services	5,765,476	6,113,105	6,113,105	6,246,096
Contractual Services	2,050,405	2,922,290	2,922,290	3,009,469
Commodities	713,728	779,820	779,820	927,710
Capital Outlay	625,165	588,200	588,200	550,000
Debt Service	-	-	-	-
Transfer to Other Funds	906,025	386,025	386,025	386,025
Transfer to Achieve 5% fund balance	-	1,750,000	-	1,850,000
Contingency	-	-	-	5,000
<b>TOTAL EXPENDITURES</b>	<b>10,060,799</b>	<b>12,539,440</b>	<b>10,789,440</b>	<b>12,974,300</b>
<b>FUND BALANCE FORWARD</b>	<b>2,497,752</b>	<b>540,710</b>	<b>2,504,927</b>	<b>486,517</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services - Cost of providing wages, salaries, retirement, and other fringe benefits for City employees. Funding is included for a merit pool for eligible employees. Personnel allocations have been reconfigured between solid waste collection and recycling operations to reflect actual practices.

Commodities - Goods and supplies for operating the divisions and providing the services of the department. The commodities category includes fuel, the cost of which is expected to increase significantly for 2012.

Capital Outlay - Funds for scheduled vehicle and equipment replacement. The needs to replace failing equipment and add additional equipment fluctuate as do expenditure levels.

Transfer to Other Funds - These funds are transferred to the City's Worker's Compensation Fund and the City's general operating fund for overhead expenses.

# Solid Waste Fund

## Solid Waste Operations

Division 3515

### PROFILE

The Solid Waste Operations Division of the Public Works Department is charged with collection of refuse generated from residential, commercial, multi-family, industrial, and institutional customers.

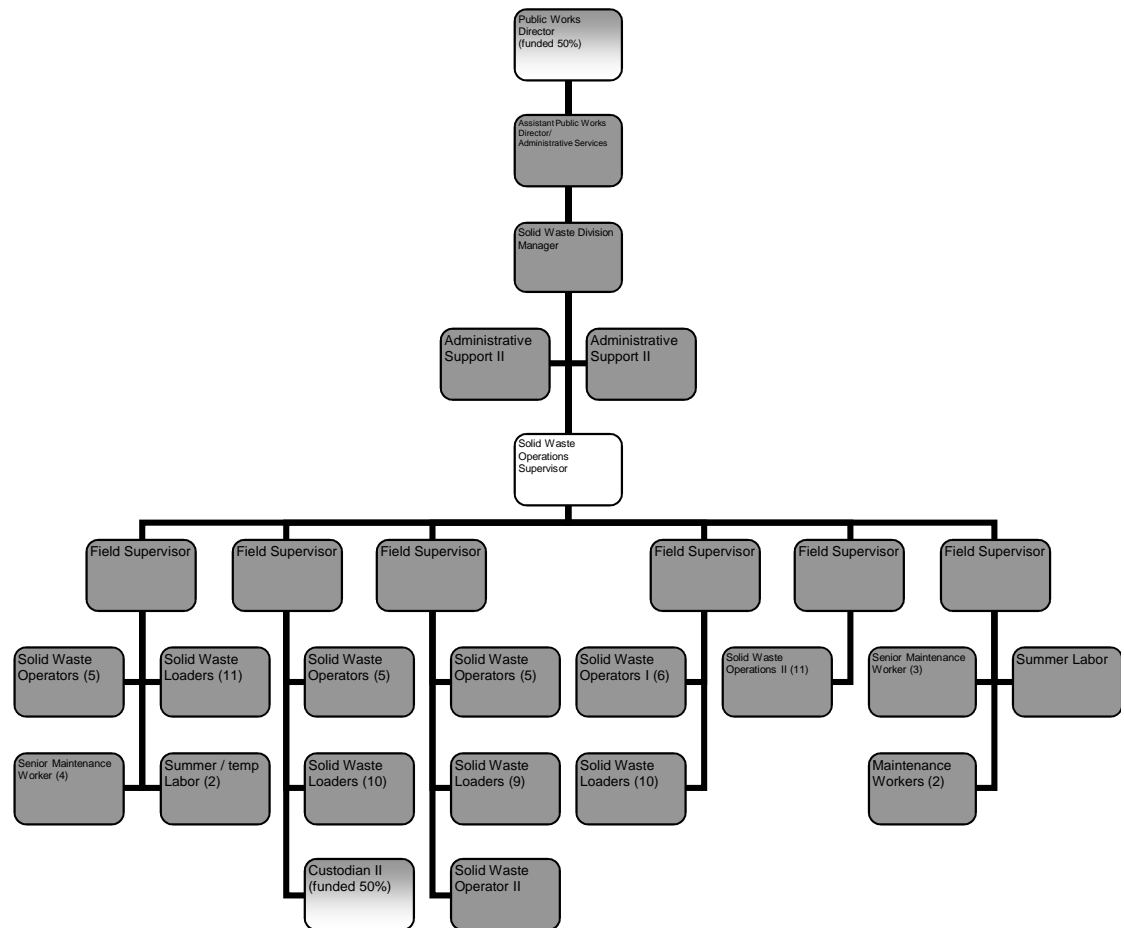
Residential services include trash collection once per week and yard trimmings collection once per week (March to December, weather permitting). Other services include the collection of tires, bulky items, and appliances, as well as assistance with neighborhood and alley clean-ups.

Commercial collection services use various types of equipment to handle large volumes of trash. Rear-loading packer trucks are used where limited space prohibits the use of more highly mechanized equipment. Where possible, commercial accounts are served by front-loader trucks (fully automated).

Industries and large commercial trash generators may be served by roll-off units, which provide for compaction of the refuse in the container before disposal, or with open top containers.

The Solid Waste Division is a self-supporting enterprise fund. The Department of Finance handles billing in conjunction with their water and sewer utility billings.

### ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

### PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	87.84	87.84	85.84	85.84

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 5,225,068	\$ 5,561,681	\$ 5,561,681	\$ 5,535,280
Contractual Services	1,854,134	2,707,815	2,707,815	2,796,344
Commodities	663,964	684,520	684,520	830,670
Capital Outlay	625,165	583,200	583,200	550,000
Debt Service	-	-	-	-
Transfers	882,725	1,990,725	382,725	2,090,725
Contingency		-	-	-
<b>Total</b>	<b>\$ 9,251,056</b>	<b>\$ 11,527,941</b>	<b>\$ 9,919,941</b>	<b>\$ 11,803,019</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of residents satisfied or very satisfied with solid waste collection services	93.2%	93.2%	93.2%
% of residents satisfied or very satisfied with yard waste collection services	88.3%	88.3%	88.3%
pounds of municipal solid waste disposed per person per day *	3.76	3.7	3.65
% of yard waste in preferred containers	99.70%	99.50%	99.74%

\* Includes all waste tonnage landfilled, using Planning Department population numbers of as July 1, 2010

## SIGNIFICANT ISSUES FOR 2012

1. Adequacy and condition of primary office facility needs attention.
2. Reasonable and consistent rate adjustments to address operational needs and increasing costs (fuel, steel, labor).
3. Replacement of equipment in a cost effective manner.

## CURRENT YEAR ACCOMPLISHMENTS

1. Provided waste collection services for more than 30,000 residential and 1,500 commercial customers with high levels of customer satisfaction.
2. Achieved over 99.5% compliance using preferred containers for yard trimmings.
3. Reduced overall number of rear-load crews serving integrated residential and rear-load commercial services by two crews.
4. Continued focus on expansion of programs to address peak volume periods, such as roll-off boxes during move-in and move-out.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide efficient collection of residential solid waste in a challenging environment, given a growing customer base and an expanding geographic service area.
2. To improve efficiency and effectiveness of yard trimmings collection and processing.
3. Increase use of roll-out carts for collection of residential solid waste
4. To accommodate growth in commercial sector with excellent service.
5. To address roll off service demands and facilitate compactor installations.
6. Coordinate with the University of Kansas for dormitory closings and openings to handle large volumes of waste generated in an efficient and effective manner.

## SOLID WASTE OPERATIONS

# Solid Waste Fund

Waste Reduction/Recycling

Division 3530

## PROFILE

The Solid Waste Reduction/Recycling Division is responsible for programming for recycling and waste reduction efforts of the City. The division conducts extensive public education and community awareness programs.

Residential services in this division include:

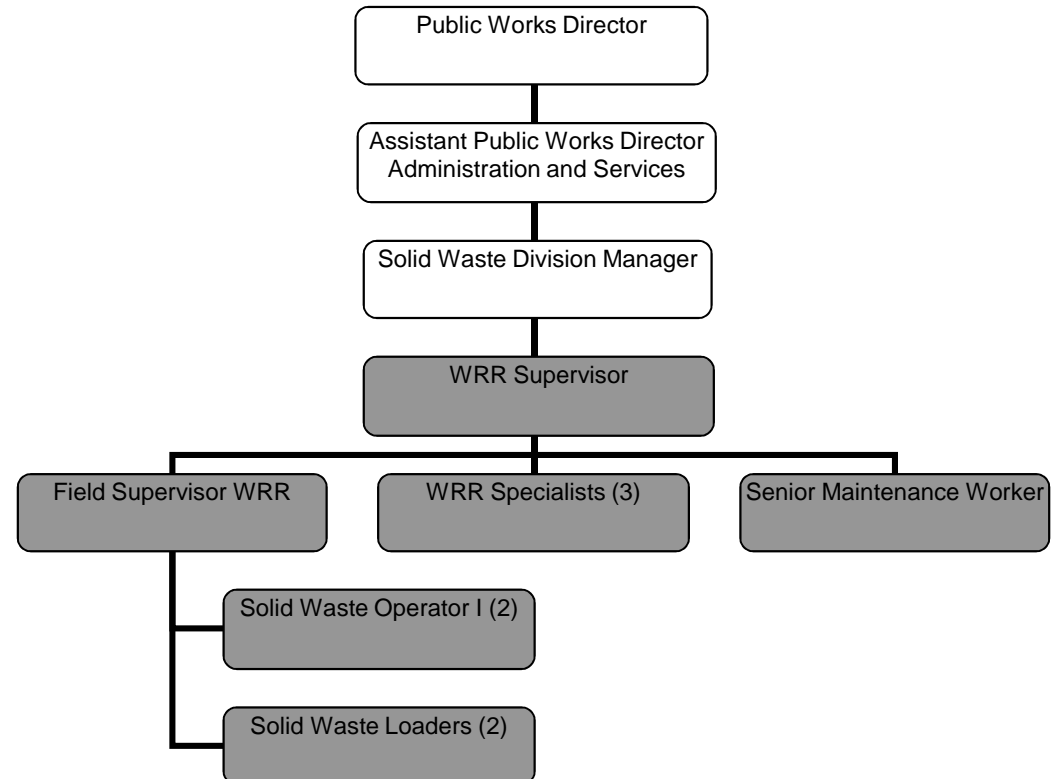
1. the household hazardous waste
2. fibers recycling programs, such as the drop-off locations, collection, processing, and sale of collected materials for newspaper, cardboard and mixed paper
3. home energy conservation fair
4. yard waste composting and annual sale events
5. other education and outreach through schools, community events, and direct technical assistance

Commercial services include:

1. managing the small quantity generator hazardous waste program
2. cardboard collection and recycling services for the central business district and other medium to small sized businesses
3. technical assistance on a variety of recycling and resource conservation issues.

WRR staff are actively engaged in making professional presentations to community and school groups, as well as presenting at state or national conferences. The WRR Supervisor staffs the Sustainability Advisory Board.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

	2010	2011	2011	2012
PERSONNEL	Actual	Adopted	Estimate	Budget
Authorized Positions	8.00	8.00	10.50	10.50

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Personal Services	\$ 540,408	\$ 551,424	\$ 551,424	\$ 710,816
Contractual Services	196,271	214,475	214,475	213,125
Commodities	49,764	95,300	95,300	97,040
Capital Outlay	-	5,000	5,000	-
Debt Service	-	-	-	-
Transfers	23,300	145,300	3,300	145,300
Contingency		-	-	5,000
<b>Total</b>	<b>\$ 809,743</b>	<b>\$ 1,011,499</b>	<b>\$ 869,499</b>	<b>\$ 1,171,281</b>

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of municipal solid waste recycled	TBD	35%	35%
Pounds of municipal solid waste disposed per person per day (KS normalized data)	TBD	3.46	3.5
% of residents satisfied with the City's drop-off recycling sites	50%	50%	50%
% of residents satisfied with the City's efforts to inform citizens about recycling opportunities	50%	50%	50%
% of residents satisfied with household hazardous waste disposal services	51.80%	51.80%	51.80%

## SIGNIFICANT ISSUES FOR 2012

1. Planning for on-going management of electronic waste, including recycling and proper disposal.
2. Reasonable and consistent rate adjustments to address operational needs and increasing costs (fuel, steel, labor).
3. Replacement of equipment in a cost effective manner.

## CURRENT YEAR ACCOMPLISHMENTS

1. Over 14,000 tons of material were recycled by the Solid Waste Division, including grass and leaves, newspaper, cardboard, brushy wood waste, holiday trees, and metals.
2. Hosted two e-waste collection events.
3. Special education and outreach programs were designed for effective and environmentally friendly management of wastes. Major special events included the Earth Day activities and the Home Energy Conservation Fair.
4. Staff continued to provide support for the Sustainability Advisory Board.
5. Revenue from the sale of recycling materials increased significantly in 2010 due to improving markets.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To facilitate an appropriate level of recycling and waste reduction for the community.
2. To increase the number of households served by the Household Hazardous Waste program and businesses utilizing the small quantity generator programs.
3. To offer two community e-waste collection events.
4. To provide quality education and outreach on recycling and waste reduction opportunities in the community.

## WASTE REDUCTION/RECYCLING





*City of* Lawrence

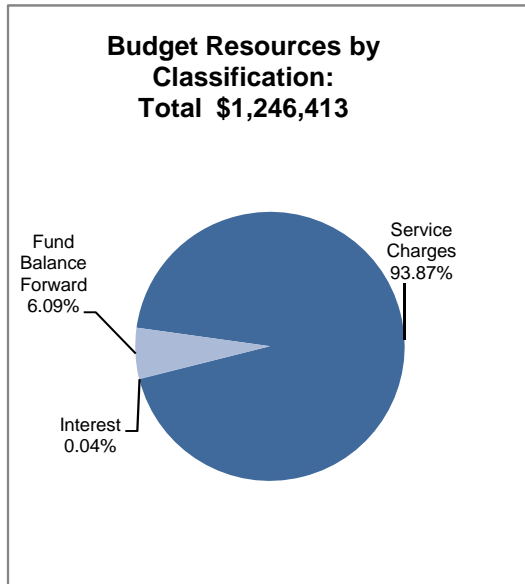
# **PUBLIC PARKING SYSTEM FUND**

---



*City of Lawrence*

## Fund 503 - PUBLIC PARKING SYSTEM



<b>RECEIPTS</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Meter	588,244	600,000	600,000	618,000
Overtime Parking	422,974	450,000	450,000	425,000
Riverfront Garage	141,042	100,000	100,000	115,000
9th & New Hampshire Garage	9,809	10,000	10,000	12,000
Interest on Investments	226	1,000	1,000	500
Lease Payment	-	-	-	-
Miscellaneous	74	-	-	-
<b>TOTAL RECEIPTS</b>	<b>1,162,369</b>	<b>1,161,000</b>	<b>1,161,000</b>	<b>1,170,500</b>
Balance, January 1	237,736	197,735	209,913	75,913
<b>TOTAL RESOURCES AVAILABLE</b>	<b>1,400,105</b>	<b>1,358,735</b>	<b>1,370,913</b>	<b>1,246,413</b>

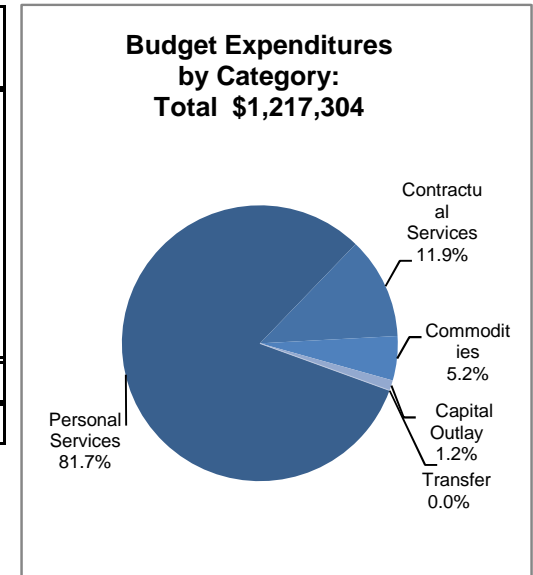
### REVENUE SOURCES - DESCRIPTIONS AND TRENDS

**Revenue Sources-** The Public Parking Fund is an Enterprise Fund used to account for the operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing services (operation of all parking facilities owned by the City) to the general public on a continuing basis is financed or recovered primarily through user charges. The primary revenue sources for this fund are parking meter receipts, followed by revenue from overtime parking citations. The City's two garages (Riverfront and 9th/New Hampshire) both collect fees from parking permits and collection boxes.

**Trends-** Revenue in this fund has experienced slowed growth in recent years despite increases in the cost of metered parking, as well as the fines for overtime parking implemented in 2010. Reductions were anticipated in revenue generated by the Riverfront parking garage in 2011 due to renegotiation of an agreement with the owners of the Riverfront building. A slight increase is anticipated for 2012.

## Fund 503 - PUBLIC PARKING SYSTEM

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	903,551	979,061	979,061	993,955
Contractual Services	163,200	177,909	177,909	145,410
Commodities	93,395	45,892	45,892	62,939
Capital Outlay	-	15,000	15,000	15,000
Debt Service	-	-	-	-
Transfer	30,046	-	-	-
Contingency	-	77,138	77,138	-
<b>TOTAL EXPENDITURES</b>	<b>1,190,192</b>	<b>1,295,000</b>	<b>1,295,000</b>	<b>1,217,304</b>
<b>FUND BALANCE FORWARD</b>	<b>209,913</b>	<b>63,735</b>	<b>75,913</b>	<b>29,109</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services- Cost of wages, salaries, retirement, and other fringe benefits for City employees and to some extent, part-time, seasonal staff. This fund provides the funding for staff from four separate departments involved in public parking operations: 3 police officers, parking control officers, a parking control technician, two maintenance workers, municipal court clerks, a horticulturalist and part-time seasonal employees. An increase is budgeted for 2012 for merit based wage adjustments for eligible employees.

Contractual Services – Cost of equipment repair, vehicle maintenance, as well as electricity and other utilities.

Commodities- Office supplies, meters and parts, fuels, trees, seeds, and plants. Increases over 2011 funding levels will be used to enhance beautification efforts in the downtown parking areas.

Capital Outlay – Expenditures fluctuate according to needs each year. In 2012, funds are again budgeted for the replacement of a number of the streetlights in downtown in need of repair.

Transfer - These funds are transferred into a reserve fund for maintenance and repairs to parking facilities. Due to revenue constraints, no transfers are anticipated for 2011 or 2012.

# Public Parking System Fund

Parking Control

Division 2300

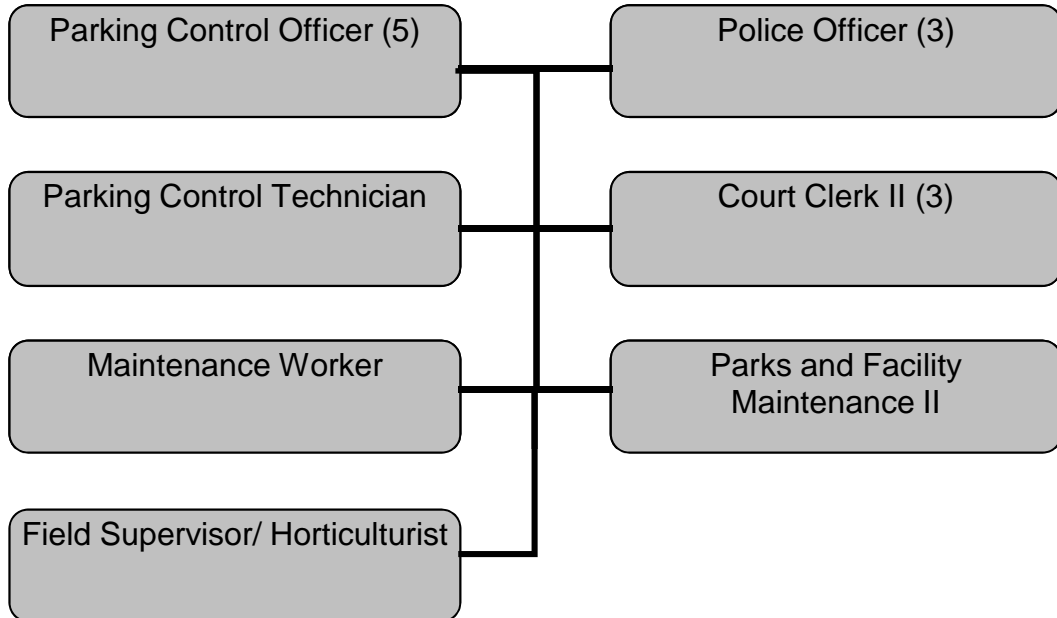
## PROFILE

The Public Parking Division is charged with the responsibility of enforcing parking regulations and meter time limits in the Central Business District to provide adequate parking turnover in the downtown area.

The parking meter program includes meter and zone enforcement, meter maintenance, meter collections and debt service. In conjunction with the Public Works and Parks and Recreation Departments, the division maintains existing lots and landscapes the arcades and planters along Massachusetts Street.

This division also maintains the Riverfront Garage as well as the New Hampshire Parking Garage. Revenues from the garage are used to finance operations and make transfers to the parking reserve fund to finance maintenance and improvements in the overall public parking system.

## ORGANIZATIONAL CHART



## CURRENT YEAR ACCOMPLISHMENTS

1. Provided janitorial, repair, landscaping and maintenance services for parking lots owned and maintained by the city.

Shading indicates position is fully or partially (if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	14.00	15.00	15.00	15.00

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
<b>Personal Services</b>	\$ 903,551	\$ 979,061	\$ 979,061	\$ 993,955
<b>Contractual Services</b>	163,200	177,909	177,909	145,410
<b>Commodities</b>	93,395	45,892	45,892	62,939
<b>Capital Outlay</b>	-	15,000	15,000	15,000
<b>Debt Service</b>	-	-	-	-
<b>Transfer</b>	30,046	-	-	-
<b>Contingency</b>	-	77,138	77,138	-
<b>Total</b>	\$ 1,190,192	\$ 1,295,000	\$ 1,295,000	\$ 1,217,304

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of residents satisfied with parking enforcement services	NA	42.1%	NA
% of residents satisfied with the availability of parking downtown	NA	38.7%	NA
% of residents satisfied with the beautification of downtown	NA	82.4%	NA

## SIGNIFICANT ISSUES FOR 2012

Implementation of fine and fee increases.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. To provide efficient and effective enforcement of meter and lot violations.
2. To provide adequate public parking downtown.
3. To optimize use of all city operated parking facilities, maximizing revenue.
4. To maintain public garages and parking areas that are aesthetically pleasing, clean, and safe.
5. To increase meter violation fine collection by sending mailers bi-weekly instead of monthly.
6. To increase the use of the credit card payment option.



## PUBLIC PARKING



*City of Lawrence*

# STORM WATER UTILITY FUND

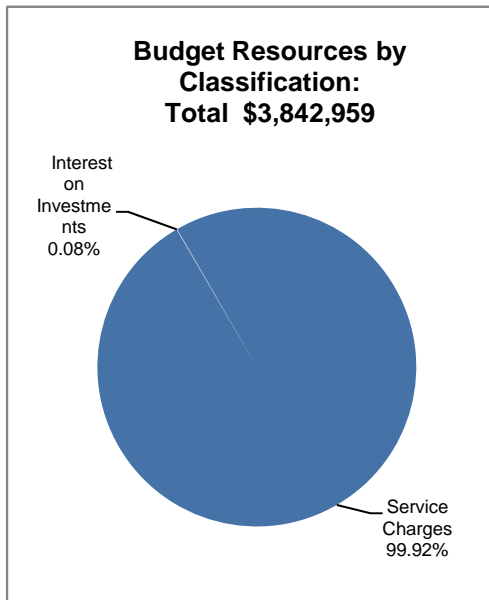
---



*City of Lawrence*



## Fund 505 - STORM WATER UTILITY



RECEIPTS	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Storm Water Utility Charges	2,948,627	2,950,000	2,950,000	2,950,000
Interest on Investments	1,070	5,000	5,000	2,500
Miscellaneous	-	-	-	-
Debt Proceeds	-	-	-	-
<b>TOTAL RECEIPTS</b>	<b>2,949,697</b>	<b>2,955,000</b>	<b>2,955,000</b>	<b>2,952,500</b>
Balance, January 1	1,016,390	841,028	1,555,861	890,459
<b>TOTAL RESOURCES AVAILABLE</b>	<b>3,966,087</b>	<b>3,796,028</b>	<b>4,510,861</b>	<b>3,842,959</b>

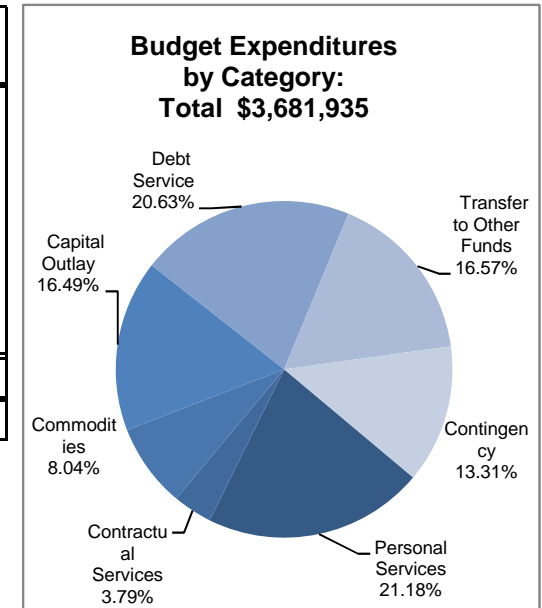
## REVENUE SOURCES - DESCRIPTIONS AND TRENDS

**Revenue Sources-** The Storm Water Utility Fund is an Enterprise Fund used to account for the operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing services (repair and maintenance of the storm water system) to the general public on a continuing basis is financed or recovered primarily through user charges. The primary revenue source for this fund is the charges for storm water service and is calculated by assessing each property based on its impervious surface. A Storm Water Master Plan anticipates the projects and priorities for capital improvements to the infrastructure and rates are adjusted accordingly.

**Trends-** The current storm water fee is \$4.00 per equivalent residential unit (ERU) and is based on a rate study completed in 2000. Rates will not increase in 2012 because revenue necessary in order to complete priority storm water projects is adequate. Maintenance of the storm water system is a priority, including meeting the NPDES permit requirements.

## Fund 505 - STORM WATER UTILITY

<b>EXPENDITURES</b>	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Personal Services	734,354	771,787	771,787	779,767
Contractual Services	95,222	139,400	139,400	139,400
Commodities	277,415	285,034	285,034	296,169
Capital Outlay	121,496	525,000	525,000	607,000
Debt Service	731,739	761,855	761,855	759,599
Transfer to Other Funds	450,000	550,000	550,000	610,000
Contingency	0	587,326	587,326	490,000
<b>TOTAL EXPENDITURES</b>	<b>2,410,226</b>	<b>3,620,402</b>	<b>3,620,402</b>	<b>3,681,935</b>
<b>FUND BALANCE FORWARD</b>	<b>1,555,861</b>	<b>175,626</b>	<b>890,459</b>	<b>161,024</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services- Cost of providing wages, salaries, retirement, and other fringe benefits for City employees and to some extent, part-time, seasonal staff. The slight increase in 2012 can be attributed to merit increases for eligible employees.

Capital Outlay – The cost of equipment and materials used to make improvements to the City's storm water infrastructure. Expenditures have fluctuated with needs and available resources. In 2012, funds are included to replace radios pursuant to a federal mandate.

Debt Service- Debt Service expenditures allow for the payment of bonded debt at the completion of construction for major improvement projects.

Transfer to Other Funds - A transfer will be made into a construction account to fund future capital projects. Transfers will also be made to the General Fund for continued funding of the curb repair program and to the Workers Comp Reserve Fund.

# Stormwater Utility Fund

Storm Water Utility  
Division 3900

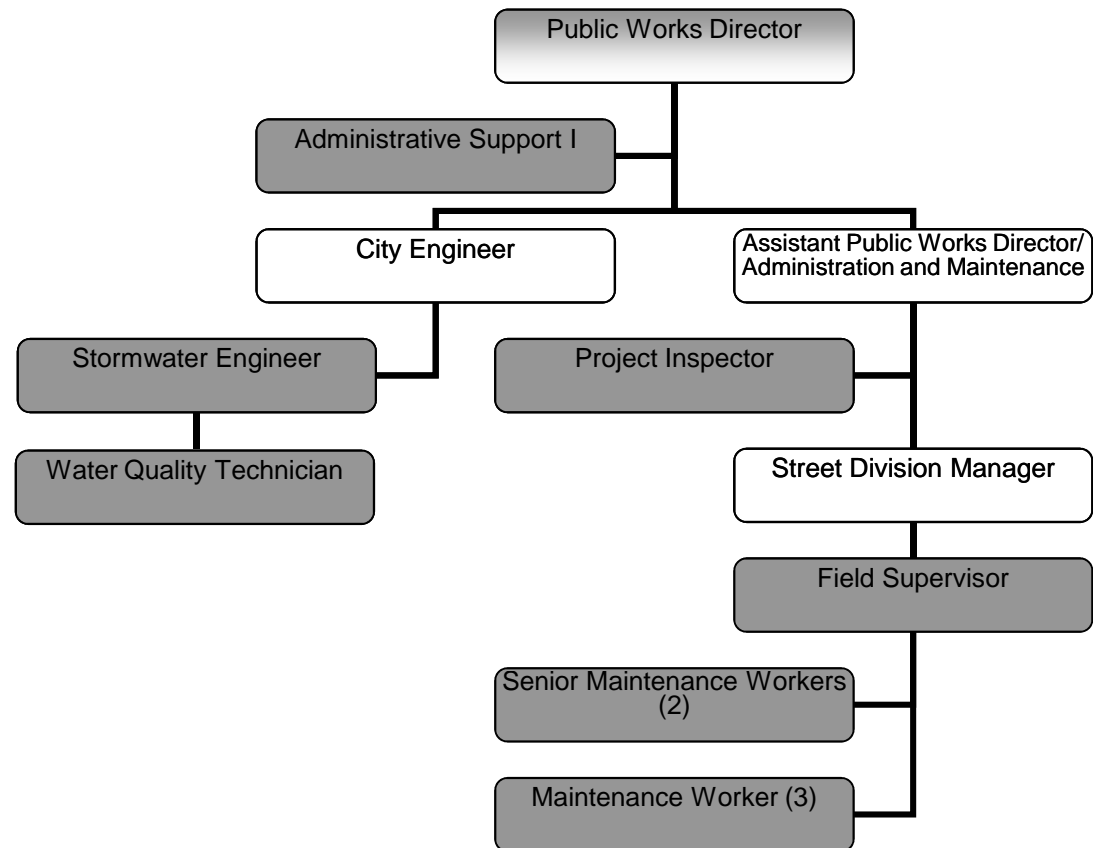
## PROFILE

The Storm Water Engineering Division of the Department of Public Works is responsible for scheduled capital improvements to the storm drainage system, maintenance of the existing storm drainage system, review of drainage design in new development and compliance with federal water quality regulations. These tasks are funded by storm water utility fees administered by division personnel. Major division goals and a majority of funds are focused on capital improvements. The schedule for capital improvements is directly related to the revenue generated by utility fees.

## CURRENT YEAR ACCOMPLISHMENTS

- Continued focus on existing infrastructure maintenance, such as:
  - 1,550 lf of stormwater pipe cleaned
  - 1,671 catch basins cleaned
  - 27 catch basins rebuilt
  - 4,755 lf of ditches cleaned
  - 2,311 lf of storm sewer installed
- Bowersock Dam rehabilitation coordination and bidding.
- Draft stream buffer ordinance completed.
- Draft post construction manual for best management practices completed.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially  
(if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	10.50	10.50	10.50	10.50

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 734,354	\$ 771,787	\$ 771,787	\$ 779,767
<b>Contractual Services</b>	95,222	139,400	139,400	139,400
<b>Commodities</b>	277,415	285,034	285,034	296,169
<b>Capital Outlay</b>	121,496	525,000	525,000	607,000
<b>Debt Service</b>	731,739	761,855	761,855	759,599
<b>Transfers</b>	450,000	550,000	550,000	610,000
<b>Contingency</b>	-	587,326	587,326	490,000
<b>Total</b>	\$ 2,410,226	\$ 3,620,402	\$ 3,620,402	\$ 3,681,935

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of residents satisfied or very satisfied with City's stormwater management program	51.3%	53%	53%
% of storm water problems that require action after issuance of a notice of violation	0	10	0
Number of storm water quality violations issued	1	10	0
Number of storm water education program participants	78	94	125

## SIGNIFICANT ISSUES FOR 2012

1. Adequate staffing for compliance with NPDES permits and federal requirements.
2. Adequate planning and funding for future stormwater priority projects as identified in the master plan.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Design and construction plans for the 5<sup>th</sup> and Maple pump station.
2. Continued implementation of the storm water pollution prevention ordinance.
3. Completion of remaining NPDES requirements, including pollutant discharge detection, city employee training, and possible land use regulations and construction standards.
4. Watershed modeling of 1 - 2 watersheds each year.



**STORM WATER UTILITY**



*City of Lawrence*

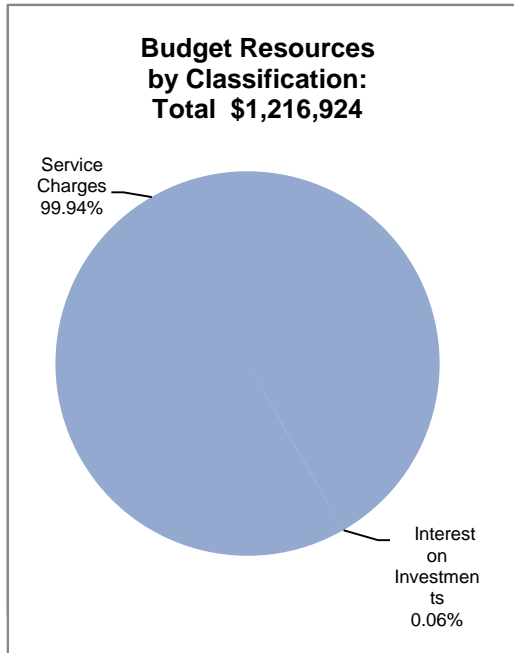
# PUBLIC GOLF COURSE FUND

---



City of Lawrence

## Fund 506 - PUBLIC GOLF COURSE



<b>RECEIPTS</b>	2010 Actual	2011 Adopted	2011 Estimated	2012 Budget
Golf Course Fees	780,231	1,099,000	915,000	900,000
Interest on Investments	248	1,000	500	500
Miscellaneous	(1,708)	9,000	9,000	1,500
Transfers In	-	-	-	-
<b>TOTAL RECEIPTS</b>	<b>778,771</b>	<b>1,109,000</b>	<b>924,500</b>	<b>902,000</b>
Balance, January 1	292,021	459,907	297,293	314,924
<b>TOTAL RESOURCES AVAILABLE</b>	<b>1,070,792</b>	<b>1,568,907</b>	<b>1,221,793</b>	<b>1,216,924</b>

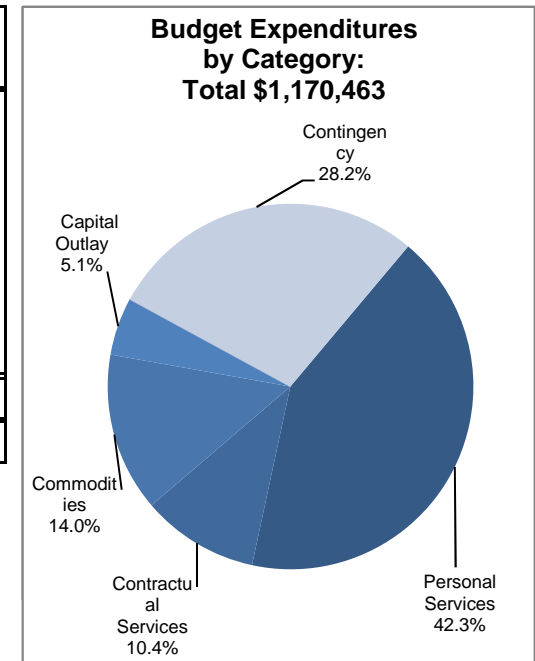
### REVENUE SOURCES - DESCRIPTIONS AND TRENDS

Revenue Sources- The Public Golf Course Fund is an Enterprise Fund used to account for the operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing services (operations of the publicly owned Eagle Bend Golf Course) to the general public on a continuing bases is financed or recovered primarily through user charges. The primary revenue source for this fund is golf course fees.

Trends- As a weather-dependent entity, this fund sees fluctuations depending on the availability of good weather for golfers. Increases in fees were implemented for weekend rates in 2009. Staff continues to monitor play and pricing but no further changes are recommended for 2012.

## Fund 506 - PUBLIC GOLF COURSE

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	\$ 468,273	\$ 505,343	\$ 505,343	\$ 494,733
Contractual Services	151,079	124,300	124,300	121,430
Commodities	154,147	212,226	212,226	164,300
Capital Outlay	-	65,000	65,000	60,000
Debt Service	-	-	-	-
Transfer	-	409,000		
Contingency	-	179,744		330,000
<b>TOTAL EXPENDITURES</b>	<b>773,499</b>	<b>1,495,613</b>	<b>906,869</b>	<b>1,170,463</b>
<b>FUND BALANCE FORWARD</b>	<b>297,293</b>	<b>73,294</b>	<b>314,924</b>	<b>46,461</b>



### EXPENDITURES - DESCRIPTIONS AND TRENDS

Personal Services - Personnel costs have decreased slightly despite increases in health care costs and funding for a merit pool for eligible employees due to a vacant position remaining unfilled.

Commodities - Expenses are somewhat weather dependent for maintenance/care of the grounds and continuing zoysia renovation.

Capital Outlay - Funds are needed to purchase equipment for the maintenance of the golf course, and fluctuate as needs change from year to year.



# Public Golf Course Fund

Public Golf Course

Division 4900

## PROFILE

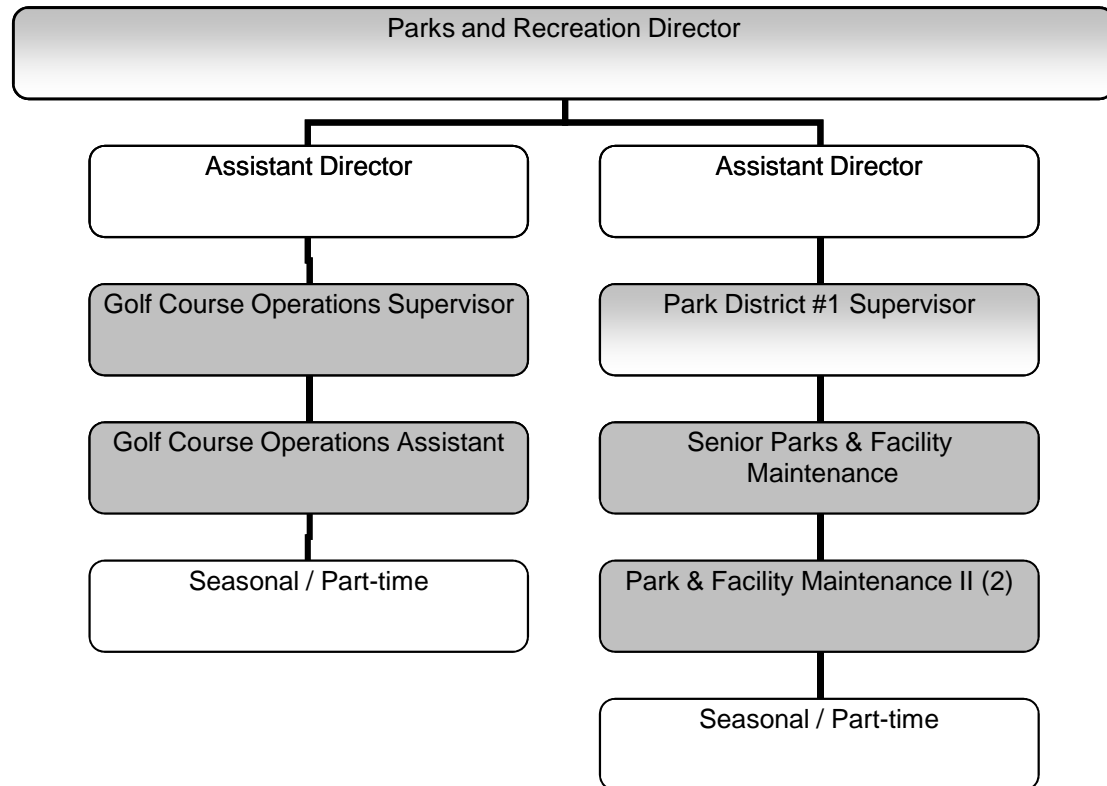
The municipal golf course division is responsible for the operation and maintenance of Eagle Bend Golf Course and related facilities. The \$3.2 million dollar, 18 hole municipal golf course, in its twelfth year of operation, is located east of the Clinton Lake Dam in the southwest quadrant of the City.

Eagle Bend is designed along the Wakarusa River channel located below the Clinton Reservoir Dam. As a member of the Audubon Cooperative Sanctuary program for golf courses, Eagle Bend is dedicated to continuing the preservation of the environment and habitat of wildlife.

## CURRENT YEAR ACCOMPLISHMENTS

1. Continued fairway and tee renovation program that upgrades the turf type to Zoysia as finances allow.
2. Increased volunteer program to minimize impact of customer service during tight budgets.
3. Redesigned punch card and yearly passes to market green fees Mondays through Fridays.
4. Offered special tournament pricing.
5. Hiring of Darin Pearson-District #1/Golf Course Superintendent.

## ORGANIZATIONAL CHART



Shading indicates position is fully or partially  
(if gradient shown) funded through this account.

## PERSONNEL SUMMARY

PERSONNEL	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
Authorized Positions	5.75	5.75	5.75	5.75

## EXPENDITURE SUMMARY

EXPENDITURES	2010 Actual	2011 Adopted	2011 Estimate	2012 Budget
<b>Personal Services</b>	\$ 468,273	\$ 505,343	\$ 505,343	\$ 494,733
<b>Contractual Services</b>	151,079	124,300	124,300	121,430
<b>Commodities</b>	154,147	212,226	212,226	164,300
<b>Capital Outlay</b>	-	65,000	65,000	60,000
<b>Debt Service</b>	-	-	-	-
<b>Transfers</b>	-	409,000	-	-
<b>Contingency</b>	-	179,744	-	330,000
<b>Total</b>	\$ 773,499	\$ 1,495,613	\$ 906,869	\$ 1,170,463

## PERFORMANCE INDICATORS

Indicator	2010 Actual	2011 Estimated	2012 Target
% of residents satisfied with the quality of Eagle Bend Golf Course	58.80%	NA	TBD
% of overall golf experience rated good or excellent	93.94%	94%	95%

## SIGNIFICANT ISSUES FOR 2012

Constant evaluation of the playability of Eagle Bend Golf course, pricing and customer service is always foremost along with staying within the confines of the projected expenses and revenues. Better weather and the need for more rounds to boost revenues to be able to continue renovation projects and stay within budget goals.

## MAJOR GOALS AND OBJECTIVES FOR 2012

1. Continue to operate the Eagle Bend Golf Course facility as an enterprise account of fees exceeding operating expenses.
2. Continue Zoysia renovation program as funds allow.
3. Maximize revenues while maintaining affordability with a high level of service.
4. Increase weekday play by targeting discount programs during the slowest times
5. Implementing new player development programs



City of Lawrence

PUBLIC GOLF COURSE



*City of Lawrence*

# CAPITAL IMPROVEMENT BUDGET

---



City of Lawrence

## CAPITAL IMPROVEMENT BUDGET SUMMARY

### Introduction

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

### Capital Project Defined

A capital project is defined as a project with a minimum total cost of \$25,000 resulting in 1) the creation of a new fixed asset; or 2) enhancement to an existing fixed asset with a life expectancy of at least 20 years. Examples include construction or expansion of public buildings, new storm and sanitary sewers, water line upgrades and extensions, the acquisition of land for public use, planning and engineering costs, and street construction.

Vehicle replacements less than \$35,000 or projects considered as operational, recurring, or maintenance are not considered capital projects and are typically funded through the City's Operating Budget.

### Capital Improvement Process

Each year, capital project lists are submitted by various City departments, agencies, and the public. The projects are reviewed by the Capital Improvement Administrative Review Committee made up of representatives from several departments, as well as a City Commissioner and a member of the Planning Commission. The Committee uses the set of scoring criteria and the scoring matrix found on following pages to determine a score for every project submitted. The scores are translated into priority rankings.

The Administrative Review Committee then submits a draft Capital Improvement Plan to the Planning Commission, who reviews the Plan and ensures all projects included are consistent with the City's Comprehensive Plan, Horizon 2020. The draft Capital Improvement Plan is then submitted to the City Commission for approval.

### Capital Improvement Budget

Each year, a Capital Improvement Budget is prepared in conjunction with the City's Annual Operating Budget. The Capital Improvement budget has a number of revenue sources, including current revenues, state and federal grants, special assessment benefit districts, and the issuance of debt. The Capital Improvement Budget can be found on the following pages.

### Impact of Capital Budget on Operating Budget

The Capital Improvement Budget impacts the operating budget in several ways. For example, construction of a new roadway means additional snow removal that must be done, additional area that must be patrolled by police officers, and additional right of way that must be maintained. This can mean budgeting for more staff, equipment, contractual services, etc. Major improvements can also impact revenues. New road improvements can provide access to new commercial and residential developments, which when developed, can increase the property tax base and may generate additional sales tax.

## 2012 CAPITAL IMPROVEMENT BUDGET

Criteria	Possible Scores		
	0	1	2
<b>consistency with community goals and plans</b>	project is inconsistent with City's Comprehensive Plan or does nothing to advance the City Commission's strategic goals	project is consistent the City's Comprehensive Plan but does little to advance the City Commission's strategic goals	project are directly consistent with the City's Comprehensive Plan and advances the strategic goals of the City Commission
<b>public health and safety</b>	project would have no impact on existing public health and/or safety status	project would increase public health and/or safety but is not an urgent, continual need or hazard	project addresses an immediate, continual safety hazard or public health and/or safety need
<b>mandates or other legal requirements</b>	project is not mandated or otherwise required by court order, judgment, or interlocal agreements	project would address anticipated mandates, other legal requirements, or interlocal agreements	project required by federal, state, or local mandates, grants, court orders and judgments; required as part of interlocal agreements
<b>maintains or improves standard of service</b>	project not related to maintaining an existing standard of service	project would maintain existing standard of service	project would address deficiencies or problems with existing services; would establish new service
<b>extent of benefit</b>	projects would benefit only a small percentage of citizens or particular neighborhood or area	project would benefit a large percentage of citizens or many neighborhoods or areas	project would benefit all of the citizens, neighborhoods, or areas
<b>related to other projects</b>	project is not related to other projects in the Capital Improvement Plan already underway	project linked to other projects in the Capital Improvement Plan already underway but not essential to their completion	project essential to the success of other projects identified in Capital Improvement Plan already underway
<b>public perception of need</b>	project has no public support or established voter appeal; is not identified by the citizenry as a need	project has been identified by the citizenry as a need in the community but lacks strong support	project has technical and strong political support, project was suggested by or even demanded by large number of citizens
<b>efficiency of service</b>	project would have no impact on the efficiency of service	project would result in savings by eliminating obsolete or inefficient facilities	project would result in significant savings by increasing the efficiency of the performance of a service or reducing the on-going cost of a service or facility
<b>supports economic development</b>	project would discourage or directly prevent capital investment, decrease the tax base, decrease valuation, or decrease job opportunities	project would have no impact on capital investment, the tax base, valuation, or job opportunities	project would directly result in capital investment, increased tax base, increased valuation, or improved job opportunities
<b>environmental quality</b>	project would have a negative effect on the environmental quality of the city	project would not effect the environmental quality of the city	project would improve the sustainability of the environment
<b>feasibility of project</b>	project is unable to proceed due to obstacles (land acquisition, easements, approval required)	minor obstacles exist, project is not entirely ready to proceed	project is entirely ready to proceed, no obstacles (land acquisition or easements, approvals required, etc.) exist
<b>opportunity cost</b>	if deferred, the increase in project costs would be less than the rate of inflation	if deferred, the increase in project costs would be equal to inflation	if deferred, the increase in project costs would be greater than the rate of inflation
<b>operational budget impact</b>	project would significantly increase debt service, installment payments, personnel or other operating costs or decrease revenues	project would neither increase or decrease debt service, installment payment, personnel or other operating costs or revenues	project would decrease debt service, installment payments, personnel or other operating costs or increase revenues

# 2012 CAPITAL IMPROVEMENT BUDGET

## City At Large Projects

Project	Cash								General Obligation Bonds		Water and Waterwater Revenue Bonds	Fed. or State Aid	Total
	Infrastructure Sales Tax	Reserve Funds	General Fund	Guest Tax Fund	Gas Tax Fund	Special Alcohol Fund	Water and Wastewater Fund	Stormwater Fund	Property Tax	Special Assmt.			
Street Maintenance	\$ 800,000												\$ 800,000.00
Carnegie Building				50,000									50,000
Bioscience Incubator			75,000										75,000
Public Safety Radio Replacement	\$ 1,000,000	\$ 600,000	\$ 293,908		\$ 60,000	\$ 30,000		\$ 100,000					2,083,908
23rd Street Bridge Replacement (City contribution to KDOT project)									150,000				150,000
Fire Apparatus Replacement -Quint	250,000								750,000				1,000,000
KLINK- 6th; Iowa to Monterey Way repaving and bus lanes									1,000,000			200,000	1,200,000
Wakarusa, Oread West Drive to Research Park Way									1,000,000				1,000,000
Farmland Infrastructure - Phase II										4,000,000			4,000,000
Delaware Street - 8th to 9th St.									750,000				750,000
Iowa, Harvard to Irving Hill Road Overpass	450,000												450,000
City Facility Repairs City Hall Riverfront Garage New Hampshire Garage Outdoor pool Deerfield Park Centennial Park Poehler Parking Lot and Alley									180,000 200,000 250,000 100,000 150,000 125,000 200,000				180,000 200,000 250,000 100,000 150,000 125,000 200,000
Maple Street Pump Station	500,000												500,000
PD Facility Needs Study		30,000											30,000
Phase II BTBC Incubator Expansion									500,000				500,000
<b>Subtotal At Large Projects</b>	<b>\$ 3,000,000</b>	<b>\$ 630,000</b>	<b>\$ 368,908</b>	<b>\$ 50,000</b>	<b>\$ 60,000</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 5,355,000</b>	<b>\$ 4,000,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 13,793,908</b>

## 2012 CAPITAL IMPROVEMENT BUDGET

### Water and Wastewater Utility Fund Projects

Project	Cash								General Obligation Bonds		Water and Wastewater Revenue Bonds	Fed. or State Aid	Total
	Infrastructure Sales Tax	Reserve Funds	General Fund	Guest Tax Fund	Gas Tax Fund	Special Alcohol Fund	Water and Wastewater Fund	Stormwater Fund	Property Tax	Special Assmt.			
Kaw Raw Water Intake											\$ 7,150,000		\$ 7,150,000
Oread Water Tank Replacement											1,200,000		\$ 1,200,000
Water Main Replacement											1,423,300		\$ 1,423,300
Large Valve Replacement							150,000						\$ 150,000
Concrete Water Main Field Assessment							350,000						\$ 350,000
Kaw Plant Structural Concrete Assessment and Repair							350,000						\$ 350,000
Wakarusa Waste Water Treatment Plant Conveyance Corridor and Pump Station											1,600,000		\$ 1,600,000
Cured In Place Pipe Project							925,000						\$ 925,000
Water Treatment and Distribution System Maintenance Improvements											1,114,150		\$ 1,114,150
Waste Water Treatment and Collection System Maintenance and Improvements							884,150						\$ 884,150
<b>Subtotal Water and Wastewater Projects</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,659,150	\$ -	\$ -	\$ -	\$ 12,487,450	\$ -	\$ 15,146,600

### Total All Projects

Project	Cash								General Obligation Bonds		Water and Wastewater Revenue Bonds	Fed. or State Aid	Total
	Infrastructure Sales Tax	Reserve Funds	General Fund	Guest Tax Fund	Gas Tax Fund	Special Alcohol Fund	Water and Wastewater Fund	Stormwater Fund	Property Tax	Special Assmt.			
At Large Projects	\$ 3,000,000	\$ 630,000	\$ 368,908	\$ 50,000	\$ 60,000	\$ 30,000	\$ -	\$ 100,000	\$ 5,355,000	\$ 4,000,000	\$ -	\$ 200,000	\$ 13,793,908
Water and Wastewater Utility Fund Projects	-	-	-	-	-	-	2,659,150	-	-	-	12,487,450	-	15,146,600
<b>TOTAL ALL PROJECTS</b>	\$ 3,000,000	\$ 630,000	\$ 368,908	\$ 50,000	\$ 60,000	\$ 30,000	\$ 2,659,150	\$ 100,000	\$ 5,355,000	\$ 4,000,000	\$ 12,487,450	\$ 200,000	\$ 28,940,508



## 2012 CAPITAL IMPROVEMENT BUDGET IMPACT ON CITY'S OPERATING BUDGET

The following capital improvement projects are new projected slated to be financed in 2012. Included are project costs and a description of any anticipated operating budget and/or related service impacts.

### **Street Maintenance**

*Project Description:* Proceeds from the 0.30% sales tax for infrastructure will be used to repair portions of streets throughout the City. Projects will be selected according to highest need.

*City Cost:* \$800,000

*Operating Budget Impact:* Reduced long term maintenance costs is anticipated through addressing repairs to streets before total reconstruction is required. Funding for street maintenance from the general operating funding was reduced and replaced with an increase from the infrastructure sales tax in 2012.

### **Carnegie Building Renovations**

*Project Description:* This is the annual debt service payment for the renovation of this historic building into a public meeting and recreation space as well as home to the Lawrence Convention and Visitor's Bureau and the Freedom's Frontier National Heritage Area.

*City Cost:* \$50,000

*Operating Budget Impact:* A reduction in lease payments for office space currently used by Parks and Recreation and the CVB should be achieved.

### **Bioscience Incubator**

*Project Description:* This is the second in a ten-year commitment to participate in a project along with Douglas County and the Lawrence Douglas County Bioscience Authority, to construct a wet lab, research facility that could serve as an incubator for new bioscience related businesses.

*City Cost:* \$75,000

*Operating Budget Impact:* The general overhead budget in the General Operating Fund was increased by \$75,000 in 2009 and has meant reducing other expenses in order to balance expenditure with revenues.

### **Public Safety Radio Replacement**

*Project Description:* Federal mandates will require the City to replace public safety radio equipment by January 1, 2013. Funds are budgeted to replace radios for police, fire, and some public works functions in order to comply with this mandate.

*City Cost:* \$2,083,908

*Operating Budget Impact:* Radio maintenance costs are expected to be reduced as new radios and equipment should be covered by warranty.

### **23<sup>rd</sup> Street Bridge Replacement**

*Project Description:* This project will include replacement of the bridge and adjacent roadway by the State of Kansas. The City's contribution will fund amenities, including pedestrian lighting, trailhead, and linkages to the existing Burrows Creek recreation path.

*City Cost:* \$150,000

*Operating Budget Impact:* An annual debt service payment will be required. No additional staffing is required to monitor progress of this project and a reduction in maintenance and repair costs for this section of roadway is anticipated upon completion.

## 2012 CAPITAL IMPROVEMENT BUDGET IMPACT ON CITY'S OPERATING BUDGET

### **Fire Apparatus Replacement – Quint**

*Project Description:* Replacement of a 1994 quint (Unit 615), which has been in service for 10,097 engine hours and 67,062 miles.

*City Cost:* \$1,000,000

*Operating Budget Impact:* Funding will come from the City's Infrastructure Sales Tax and from debt. Annual debt service payments will be required, however, reduced maintenance and repair costs are also anticipated from replacing this aging piece of apparatus.

### **KLINK – 6<sup>th</sup>: Iowa to Monterey Way, repaving and bus lanes**

*Project Description:* This project includes mill and overlay, including some curb repair, base repair, re-striping and addition of bus lanes at appropriate bus stops on 6<sup>th</sup> Street between Iowa and Monterey Way.

*City Cost:* \$1,000,000

*Operating Budget Impact:* An annual debt service payment will be required. No additional staffing is required to monitor progress of this project and a reduction in maintenance and repair costs for this section of roadway is anticipated upon completion.

### **Wakarusa: Oread West Drive to Research Park Way**

*Project Description:* Reconstruction of Wakarusa from Oread West Drive to Research Park Way. Improvements will include expansion of a section to five lanes and upgrades to curb and gutter, storm sewer, and sidewalks.

*City Cost:* \$1,000,000

*Operating Budget Impact:* An annual debt service payment will be required. No additional staffing is required to monitor progress of this project and a reduction in maintenance and repair costs for this section of roadway is anticipated upon completion.

### **Farmland Infrastructure Phase II**

*Project Description:* Continued special assessment financed infrastructure improvements on the property following up on the improvements in the 2011 capital budget.

*City Cost:* \$4,000,000

*Operating Budget Impact:* Funding will come from special assessments to property owners benefitting from the improvements.

### **Delaware Street, 8<sup>th</sup> to 9<sup>th</sup>**

*Project Description:* Construction of one block of Delaware Street between 8<sup>th</sup> and 9<sup>th</sup> Streets. Improvements will include storm sewer upgrades, new pavement, sidewalk, curb and gutter and off street parking.

*City Cost:* \$750,000

*Operating Budget Impact:* An annual debt service payment will be required. No additional staffing is required to monitor progress of this project and a reduction in maintenance and repair costs for this section of roadway is anticipated upon completion.

## 2012 CAPITAL IMPROVEMENT BUDGET IMPACT ON CITY'S OPERATING BUDGET

### **Iowa, Harvard to Irving Hill Road Overpass**

*Project Description:* This project will reconstruct Iowa street between Harvard Road to the Irving Hill Road Overpass. A center turning lane will be installed along a portion of Iowa where one does not currently exist, improving safety along this street.

*City Cost:* \$450,000

*Operating Budget Impact:* Short term impacts include the cost of staff time to review plans and bid documents and to monitor progress of project, however no additional staff is required. Longer-term impacts include an annual debt service payment which should be partially offset by decreased maintenance costs for this section of pavement by preventing the need for more costly repairs in the future. Funding will come from a variety of sources. The amount shown here will come from the Infrastructure Sales Tax in 2012.

### **City Facility Repairs**

*Project Description:* Repairs to existing facilities, including the Riverfront and New Hampshire Street parking facilities; the roof and exterior of City Hall, outdoor swimming pool concrete and slide, Deerfield Park, Centennial Park skateboard park, and a parking lot and alley near the Poehler building.

*City Cost:* \$1,205,000

*Operating Budget Impact:* An annual debt service payment will be required. No additional staffing is required for these repair projects, and maintenance costs could be reduced as a result of these repairs.

### **Maple Street Pump Station**

*Project Description:* Design of pump station at 5<sup>th</sup> and Maple Streets to alleviate flooding issues in north Lawrence.

*City Cost:* \$500,000

*Operating Budget Impact:* Funding will come from the City's Infrastructure Sales Tax.

### **Police Department Facility Needs Study**

*Project Description:* This project will fund a facility needs study focused on developing a long range plan for addressing facility needs of the Police Department.

*City Cost:* \$30,000

*Operating Budget Impact:* Capital reserve funds will be utilized for this project, which will assist in determining needs and costs of a new facility.

### **Phase II BTBC Incubator Expansion**

*Project Description:* Continued financing for a joint project between the City, Douglas County and the Lawrence Douglas County Bioscience Authority to construct and expand a wet lab, research facility serving as an incubator for new bioscience related businesses.

*City Cost:* \$500,000

*Operating Budget Impact:* An annual debt service payment will be required.

### **Kaw Water Treatment Plant Raw Water Intake**

*Project Description:* The project will provide a redundant raw surface water intake for the Kaw Water Treatment Plant. Currently there is only one operational intake to provide raw water from the Kansas River to the plant. Should this intake fail or be damaged, the Kaw water treatment plant

## 2012 CAPITAL IMPROVEMENT BUDGET IMPACT ON CITY'S OPERATING BUDGET

would supply a very limited amount of finished water from raw water received out of the existing well field and temporary intake pumps placed in the river.

*City Cost:* \$7,150,000

*Operating Budget Impact:* Project performed by a contractor and would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance of equipment (pumps, chemical feed equipment, etc.)

### **Oread Water Tank Replacement**

*Project Description:* The two existing Oread water storage tanks and pump station were constructed in 1931 (1 million gallon) and 1954 (1.4 million gallon) and have reached the end of their useful lives due to corrosion of the tank shells and accessories. The Water Master Plan currently in progress includes a task to study the feasibility of the replacement of the two existing tanks with a single tank, and evaluate available tank design and construction methods and materials. The study will also investigate the feasibility of the water system to function temporarily without the two tanks or the interim measures that would be needed to operate the system while a new tank is constructed.

*City Cost:* \$1,200,000

*Operating Budget Impact:* Project performed by a contractor and would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance of equipment (pumps, chemical feed equipment, etc.)

### **Watermain Replacement**

*Project Description:* The Utilities Department budgets a yearly fund for the replacement of existing watermains within the distribution system. The program is used to address the replacement of watermains due to pipe age, reliability, water quality and capacity issues. Department staff continuously evaluates the condition of the water distribution system based on mainbreaks, pipe material and age, capacity and fire protection needs. Based on these criteria, along with the criticality of the watermain within the system and then number of services affected, watermains are targeted for replacements. Staff is currently reassessing the priority ranking based on the current waterline rehabilitation projects, as well as coordination with proposed mill and overlay/street rehabilitation projects.

*City Cost:* \$1,423,300

*Operating Budget Impact:* Project performed by a contractor and would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance of equipment (pumps, chemical feed equipment, etc.)

### **Large Valve Replacement**

*Project Description:* Through the valve exercising program, Utilities Department staff has identified large diameter water distribution system isolation valves at various locations that either do not operate, or operate but do not fully seal. The 2012 project will address second tier valves and will replace a 20" (1958) gate valve at 8<sup>th</sup> and Kentucky Streets and a 16" (1958) gate valve at 2<sup>nd</sup> and Maine Streets.

*City Cost:* \$150,000

*Operating Budget Impact:* Project performed by a contractor and would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance of equipment (pumps, chemical feed equipment, etc.)

## 2012 CAPITAL IMPROVEMENT BUDGET IMPACT ON CITY'S OPERATING BUDGET

### **Concrete Water Main Field Assessment**

*Project Description:* Concrete transmission mains make up approximately 12.6 miles of the water transmission and distribution system. These mains were constructed during the 1950's and late 1970's and range in diameter from 16" to 36". The critical nature of the concrete mains to convey raw water to the Clinton Water Treatment Plant as well as move large quantities of treated water from both the Clinton and Kaw Water Treatment Plants to various areas of the distribution system makes the accurate assessment of their existing condition and expected remaining service life a high priority within the Utilities Department's work plan. A recently completed report recommends field assessment of four segments of 1978 mains around the Clinton Water Treatment Plant as the highest priority.

*City Cost:* \$350,000

*Operating Budget Impact:* Project performed by a contractor and would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance on equipment (pumps, motors, pipe repairs, etc.).

### **Kaw Water Treatment Plant Structural Concrete Assessment and Repair**

*Project Description:* The concrete basins located at the Kaw Water Treatment Plant are over 50 years old and are beginning to experience a general deterioration. The Utility Department proposes to engage a consultant to evaluate the existing condition, conduct concrete testing and propose a scope and estimated cost for repair. An assessment of the concrete condition is essential in extending the useful life of these basins and preventing further deterioration. This project will fund the assessment and repair of some of the more deteriorated basin areas at the Kaw WTP.

*City Cost:* \$350,000

*Operating Budget Impact:* Project performed by a contractor and would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance on equipment (pumps, motors, pipe repairs, etc.).

### **Wakarusa Waste Water Treatment Plant Conveyance Corridor, Pump Station Location, and Easement Acquisition**

*Project Description:* The site for the Wakarusa Wastewater Treatment Plant was purchased, annexed, and zoned in 2007. Initial corridor selection and onsite investigations were performed between Pump Station 09 and the Wakarusa Plant property. However, the conveyance corridor was not finalized and easements were not prepared or purchased. The preliminary phase of this project will finalize the route of approximately five miles conveyance corridor from Pump Station 09 to the new Wakarusa facility, site the location of two intermediate pump stations along the route, and finalize the route from Pump Station 49 to the Wakarusa facility. The project will generate the necessary easement and property acquisition documents for both force main conveyance corridors and the pump station sites as well as funding for the acquisition of the easements and property. The project will also evaluate modifications to the initial sizing and phased expansion of the Wakarusa Wastewater Treatment Plant based on population projections and associated system demands derived from the Wastewater Master Plan currently in progress.

*City Cost:* \$1,600,000

*Operating Budget Impact:* Project would be performed by a contractor and require staff involvement in plan review and easement acquisition.

### **Cured In Place Pipe**

*Project Description:* Part of the Utilities Department efforts to reduce Inflow and Infiltration (I/I) is to repair/reconstruct existing sewer lines that are a source of I/I. Reducing I/I decreases the frequency of sanitary sewer overflows and the flow treated at the wastewater treatment plant. Cured-In-Place-Pipe (CIPP) is one method used to cost effectively address I/I before more costly methods such as open cut replacement are required. The CIPP method involves lining the inside of vitrified clay pipe sewer mains without excavation, thus there is very little disruption of yards or streets on

## 2012 CAPITAL IMPROVEMENT BUDGET IMPACT ON CITY'S OPERATING BUDGET

the surface. The funding for the 2012 project is estimated to line 40,000 feet of sewer main. The sewer main segments selected for CIPP lining will be determined from the results of TV inspection video and areas of high I/I rates identified in the Wastewater Master Plan.

*City Cost:* \$925,000

*Operating Budget Impact:* Project performed by a contractor and would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance on equipment (pumps, motors, pipe repairs, etc.) and reduced flow to the wastewater treatment plant.

### **Water Treatment and Distribution System Maintenance Improvements**

*Project Description:* The projects are maintenance and rehabilitation projects to improve the reliability and extend the useful service life of the treatment plants and distribution system. Projects include variable frequency drive replacements, sand screen and process equipment repair and replacement, protective coatings, and a study of zebra mussel mitigation.

*City Cost:* \$1,114,150

*Operating Budget Impact:* Some projects will be performed by a contractor would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance on equipment (pumps, motors, pipe repairs, etc.).

### **Wastewater Treatment and Collection System Maintenance Improvements**

*Project Description:* The projects are maintenance and rehabilitation projects to improve the reliability and extend the useful service life of the treatment plant and collection system. Projects include variable frequency drive replacements, protective coatings, and pump station modifications for emergency conditions.

*City Cost:* \$884,150

*Operating Budget Impact:* Some projects will be performed by a contractor would involve project monitoring by staff (plan/spec review, inspection, etc.). Potential for reduced frequent day-to-day maintenance on equipment (pumps, motors, pipe repairs, etc.).

## 2012 CAPITAL IMPROVEMENT BUDGET PROJECTION OF AVAILABLE DEBT SERVICE FUNDS

Year	Assessed Value*	Debt Levy**	Property Tax Revenue	Other Revenue	Debt Service***	Net Income	Ending Fund Balance
2000	498,663,930	6.71	3,668,190	929,170	4,800,085	-202,725	7,947,026
2001	545,451,921	6.75	4,051,274	806,224	5,165,537	-308,039	7,638,987
2002	593,159,174	7.12	4,366,170	1,140,000	6,137,522	-631,352	7,007,635
2003	629,033,427	7.13	4,410,000	2,744,000	6,624,510	529,490	7,537,125
2004	674,353,182	7.1	4,700,233	2,089,000	6,029,126	760,107	8,297,233
2005	718,149,570	7.07	4,978,998	1,955,000	7,460,359	-526,361	7,770,871
2006	776,860,997	7.05	5,310,303	1,280,000	7,068,577	-478,274	7,292,597
2007	824,365,924	7.01	5,765,441	2,781,261	8,100,577	446,125	7,738,722
2008	853,590,988	7.01	5,965,722	3,345,000	7,898,410	1,412,312	9,151,035
2009	862,037,581	7.09	6,049,875	1,514,000	8,296,537	-732,662	8,418,373
2010	853,676,870	7	5,942,738	1,347,000	7,789,043	-499,305	7,919,067
2011	852,586,917	7	5,830,746	750,000	6,571,467	9,279	7,928,347
2012	857,419,889	8.5	7,215,188	800,000	7,138,602	876,586	8,804,933
2013	865,994,088	8.5	7,287,340	860,000	8,756,067	-608,726	8,196,206
2014	874,654,029	8.5	7,360,214	860,000	8,369,340	-149,127	8,047,080
2015	883,400,569	8.5	7,433,816	850,000	8,884,786	-600,971	7,446,109
2016	892,234,575	8.5	7,508,154	810,000	8,916,485	-598,332	6,847,777
2017	901,156,920	8.5	7,583,235	800,000	8,950,551	-567,316	6,280,462
2018	910,168,490	8.5	7,659,068	710,000	10,043,760	-1,674,692	4,605,769
2019	919,270,175	8.5	7,735,659	700,000	8,906,509	-470,851	4,134,918
2020	928,462,876	8.5	7,813,015	700,000	8,414,242	98,773	4,233,691

\* Assumes a 1% increases in AV

\*\* Assumes annual CIP Budget of \$5,000,000 and \$18 million for Library in 2012

\*\*\* Above debt service is for at-large property tax debt only, not debt paid from other sources

A fund balance is required to account for any prepaid special assessments, avoid large changes in the levy, help cushion any unperceived slow downs in assessed valuation growth, and cover a possible disruption in property tax payments.

# APPENDIX

---



City of Lawrence



## LIST OF ACRONYMS

<b>ADA</b>	Americans with Disabilities Act
<b>CASA</b>	Court Appointed Special Advocate
<b>CC</b>	City Commission
<b>CIP</b>	Capital Improvement Plan
<b>CVB</b>	Lawrence Convention and Visitors Bureau
<b>DCCCA</b>	Douglas County Citizens Committee on Alcoholism
<b>DMI</b>	Destination Management Inc.
<b>EECBG</b>	Energy Efficiency & Conservation Block Grant Program
<b>ERC</b>	Employee Relations Committee
<b>ERU</b>	Equivalent Residential Unit
<b>FAA</b>	Federal Airport Administration
<b>FEMA</b>	Federal Emergency Management Agency
<b>FTE</b>	Full Time Equivalent
<b>GASB</b>	Government Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GO Bonds</b>	General Obligation Bonds
<b>GPS</b>	Global Positioning System
<b>HHW</b>	Household Hazardous Waste
<b>IAFF</b>	International Association of Fire Fighters
<b>ITC</b>	Investigative Training Center
<b>KDOT</b>	Kansas Department of Transportation
<b>KU</b>	University of Kansas

<b>LDCBA</b>	Lawrence Douglas County Biosciences Authority
<b>LDCHD</b>	Lawrence Douglas County Health Department
<b>LEAP</b>	Lawrence Excellence Award Program
<b>LEC</b>	Lawrence Douglas County Law Enforcement Center
<b>LHBA</b>	Lawrence Home Builders Association
<b>LKPD</b>	Lawrence, Kansas Police Department
<b>LPOA</b>	Lawrence Police Officers Association
<b>NELAP</b>	National Environmental Laboratory Accreditation Program
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>PILOT</b>	Payment In Lieu of Taxes
<b>PIRC</b>	Public Incentives Review Committee
<b>RFP</b>	Request For Proposals
<b>ROW</b>	Right of Way
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SLT</b>	South Lawrence Trafficway
<b>SWAN</b>	Solid Waste Annex North
<b>TDD</b>	Transportation Development District
<b>T2025</b>	Transportation 2025
<b>T2030</b>	Transportation 2030
<b>TIF</b>	Tax Increment Financing
<b>USD497</b>	Unified School District 497
<b>WWTP</b>	Wastewater Treatment Plant

## GLOSSARY OF TERMS

<b>ACCRUAL BASIS OF ACCOUNTING</b>	The method of accounting under which debits and credits are recorded at the time they are incurred. The accrual basis of accounting is used for Enterprise Funds such as the Water and Sewer Fund.
<b>AD VALOREM</b>	Latin term meaning “from the value”. It is used to refer to property taxes.
<b>AD VALOREM TAXES - CURRENT</b>	Taxes on real and personal property, except motor vehicles. Calculated by multiplying the assessed value by the mill levy.
<b>AD VALOREM TAXES - DELINQUENT</b>	Property taxes that are not paid by either December 20th or June 20th. Kansas statutes allow property owners the right to pay half their tax on December 20th and the second half on June 20th.
<b>APPRAISED VALUE</b>	An amount determined by the County Appraiser’s office as to what a property is worth. In Kansas, property is appraised at 100% of market value.
<b>AQUATIC PROGRAMS</b>	All fees collected for programs conducted at the outdoor and indoor aquatic centers in Fund 211, the Recreation Fund.
<b>ASSESSED VALUATION</b>	A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying ad valorem property taxes. In Kansas, the percentages are: Residential (11.5%); Commercial (30%); and Personal (20%).
<b>BALANCED BUDGET</b>	An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.

## GLOSSARY OF TERMS

<b>BONDS</b>	Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.
<b>BUDGET</b>	A financial plan for a specified period of time of the governmental operation that matches all planned revenues and expenditures with the services provided to the residents of the city.
<b>BUDGET MESSAGE</b>	A general outline of the proposed budget, which includes comments regarding the financial status of the government at the time of the message and recommendations regarding the financial policy for the coming period.
<b>BUILDING RENTAL</b>	All fees collected for the use of community centers and outdoor park shelters in Fund 211, the Recreation Fund.
<b>CAPITAL IMPROVEMENT PROGRAM (CIP)</b>	A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.
<b>CAPITAL IMPROVEMENTS</b>	Expenditures related to the acquisition, expansion or rehabilitation of an element of the City's infrastructure.
<b>CAPITAL OUTLAY</b>	Equipment valued at more than \$1,000 and having a useful life of more than one year.
<b>CASH BASIS RESERVE</b>	An amount of funds set aside to insure that sufficient cash is available to pay principal and interest payments in case the receipt of property taxes is delayed in Fund 301, the Bond and Interest Fund.

## GLOSSARY OF TERMS

<b>CLASS ENROLLMENT</b>	Revenue collected for providing class instruction in Fund 211, the Recreation Fund.
<b>COMMISSION / POSTAGE</b>	Expenses related to bond issuance including attorney fees, printing fees, and financial advising in Fund 301, the Bond and Interest Fund.
<b>COMMODITIES</b>	Consumable goods, such as office supplies, that are used by the City.
<b>CONCESSIONS</b>	Revenues generated from the sale of concession products at parks and recreation facilities in Fund 211, the Recreation Fund.
<b>CONTRACTUAL SERVICES</b>	Services provided to the City by firms, individuals, or other City departments.
<b>DEBT SERVICE</b>	Payment of interest and principal on an obligation resulting from the issuance of bonds.
<b>DEVELOPMENT CHARGES</b>	Charges levied at the time building permits are required, to help offset the costs for increased capacity in the water and/or wastewater systems in Fund 501, the Water and Wastewater Fund.
<b>ENCUMBRANCE</b>	A transaction designed to set aside money for a specific future use. Funds can be encumbered by a purchase order or contract.
<b>ENCUMBRANCE ACCOUNTING</b>	Encumbrance accounting is employed as an extension of formal budgetary integration in the General Fund, Special Revenue Funds, and Capital Projects Funds. Encumbrances outstanding at year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities under generally accepted accounting principles.

## GLOSSARY OF TERMS

<b>ENTERPRISE FUND</b>	A type of Fund, which is accounted for in a manner similar to a private business enterprise. Usually the governmental entity intends for enterprise funds to fully recover their costs through user fees.
<b>EXPENDITURES</b>	Current cash operating expenses and encumbrances.
<b>EXTRA PICKUPS, MISCELLANEOUS</b>	Fees for service to the University of Kansas, polycart rental fees, and revenue from the sale of collected newspaper and cardboard in Fund 502, the Solid Waste Fund.
<b>FARE BOX RECEIPTS</b>	Fares collected from transit system users placed in Fund 210, the Public Transportation Fund.
<b>FEES</b>	Revenues collected for Adult and Youth Sports Programs as well as fees for programs and classes at the Nature Center in Fund 211, the Recreation Fund.
<b>FIELD RENT</b>	Fees collected from rental of ball diamonds, soccer fields, and multipurpose fields to the public in Fund 211, the Recreation Fund.
<b>FISCAL YEAR</b>	A twelve-month period to which the operating budget applies. In the City of Lawrence, this period is from January 1 to December 31.
<b>FRANCHISE FEES</b>	An amount charged to a utility in exchange for the rights to provide utility services within the City and to operate within the public right-of-way.
<b>FUND</b>	An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities, and fund balances.

## GLOSSARY OF TERMS

<b>FUND BALANCE</b>	The excess of fund's assets over its liabilities and reserves.
<b>GENERAL OPERATING FUND</b>	Often referred to as the General Fund, this Fund accounts for the revenues and expenditures associated with all services traditionally associated with local governments, except for those services that are required to be accounted for in some other fund. Examples include police and fire services, park maintenance, planning, and building inspection/code enforcement services.
<b>GENERAL OBLIGATION BOND</b>	Long-term debt payable from the full faith and credit of the City. Typically such bonds are payable from property taxes.
<b>GENERAL OBLIGATION BOND - PRINCIPAL</b>	The money owed as long-term debt payable from the full faith and credit of the City.
<b>GENERAL OBLIGATION BOND - INTEREST</b>	The charge for issuing long-term debt payable from the full faith and credit of the City.
<b>GOAL</b>	A statement of broad direction, purpose, or intent based on the needs of the community.
<b>GOVERNMENTAL FUND</b>	A Fund used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities - except those account for in proprietary or fiduciary funds. There are four types of governmental funds: general, special revenue, debt service, and capital projects.
<b>GRANTS</b>	Contributions or gifts of cash or other assets from another governmental unit (typically state or federal) to be used or expended for a specified purpose, activity, or facility.

## GLOSSARY OF TERMS

<b>INFRASTRUCTURE</b>	The physical assets of the city (e.g. streets, water/sewer lines, public buildings, and parks).
<b>INTEREST ON INVESTMENTS</b>	Revenue received from the purchase of securities including certificates of deposit, treasury notes and federal agency notes.
<b>INTERFUND TRANSFER</b>	Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.
<b>INTERGOVERNMENTAL REVENUE</b>	Grants or distributions received from other governments including distributions from the countywide sales tax as well as statutory transfers from the State.
<b>LAVTR</b>	“Local Ad Valorem Tax Reduction”. Revenues received from the State to help reduce local property taxes.
<b>LINE ITEM</b>	An individual expenditure category listing in the budget (personal services, commodities, contractual services, etc.)
<b>MILL LEVY</b>	The tax rate to apply when calculating property taxes. A mill represents 1/10 of 1 cent. The mill levy is typically expressed as an amount per \$1000 of assessed valuation, (i.e., a mill levy of 1.00 would result in a tax of \$1.00 per each \$1,000 in assessed valuation.)
<b>MODIFIED ACCRUAL BASIS OF ACCOUNTING</b>	Under this method of accounting, revenues are recognized when they are both measurable and available within a certain time period. Expenditures, other than interest on long-term debt, are recorded as liabilities when incurred. The General Fund and Special Revenue Funds follow this method of accounting.
<b>OPERATING BUDGET</b>	The budget that applies to all expenditures except capital improvement projects.

## GLOSSARY OF TERMS

<b>PAYMENT-IN-LIEU-OF TAXES</b>	An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were for profit companies.
<b>PERSONAL SERVICES</b>	Cost of wages, salaries, retirement, and other fringe benefits for City employees.
<b>PROGRAM</b>	A group of related activities performed by one or more organizational unit for the purpose of accomplishing a function for which the City is responsible.
<b>RESERVES</b>	An account used to indicate that a portion of a fund balance is restricted or set aside for emergencies or unforeseen expenditures not otherwise budgeted for.
<b>REVENUE</b>	Income for the fiscal year. The major categories of revenue include taxes, state shared revenues, fees and charges, interest on investments, and fines and forfeits.
<b>REVENUE BONDS</b>	Long-term debt payable from a designated revenue source such as water revenue or sales tax revenue.
<b>ROLL OFF</b>	Fees for roll-off services including container charges, delivery and pick up fees, as well as landfill charges in Fund 502, the Solid Waste Fund.
<b>SANITATION SERVICE CHARGE</b>	Normal solid waste collection fees for industrial and commercial dumpster services and residential solid waste collection in Fund 502, the Solid Waste.
<b>SPECIAL ASSESSMENTS</b>	Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.



## GLOSSARY OF TERMS

<b>SPECIAL POPULATIONS</b>	Fees collected for recreation programs provided for special needs populations in Fund 211, the Recreation Fund.
<b>SPECIAL REVENUE FUNDS</b>	A type of Fund used to account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specified purposes.
<b>STATE GRANTS</b>	Moneys received through the Kansas Department of Health and Environment Solid Waste Implementation Grant awarded on a project specific basis in Fund 502, the Solid Waste Fund.
<b>STATE-SHARED REVENUES</b>	Revenues levied and collected by the State but shared on a predetermined basis with local governments.
<b>TAX LEVY</b>	The total amount to be raised by general property taxes for the purposes specified in the approved city budget.
<b>TAX RATE</b>	The amount of tax levied for each \$1,000 of assessed valuation.
<b>USER FEES</b>	The payment of a fee for direct receipt of a public service by the party benefiting from the service.
<b>WATER AND SEWER CHARGES</b>	The charge to customers receiving water and sewer services provided by the city's treatment, distribution, and collection systems, which pay for operational and capital costs in Fund 501, the Water and Wastewater Fund.

## GLOSSARY OF TERMS

### **WATER TAPS**

Charges paid, according to size of connection, by developers / property owners for connection to the city's existing water mains in Fund 501, the Water and Wastewater Fund.

### **WATER MAIN EXTENSIONS**

Charges for materials, labor, and equipment related to the extension of the city's water distribution system (up to and including twelve inch water mains), typically paid by developers and/or property owners in Fund 501, the Water and Wastewater Fund.



*City of* Lawrence

# BUDGET POLICIES

---



*City of Lawrence*

# **CITY OF LAWRENCE**

## **INVESTMENT AND CASH MANAGEMENT POLICY**

### **1.0 Scope**

This policy applies to the cash management and investment activities of the City of Lawrence, Kansas, except for the debt service funds, reserve funds and other financial assets held by various fiscal agents and trustees as provided by the appropriate bond ordinance shall not be subject to this policy but shall be administered according to the requirements of the respective Ordinances. The financial assets of all other funds shall be administered in accordance with the provisions of this policy.

### **2.0 Authority**

Responsibility for the management of the City's investment portfolio is delegated to the Director of Finance by the City Manager. The Director of Finance hereby establishes written procedures and policies for the operation of the cash management and investment program. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Director of Finance who shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

### **3.0 Objectives**

The cash investments of the City of Lawrence shall be undertaken in a manner that seeks to maximize investment income while ensuring the preservation of capital in the portfolio. To attain this objective, diversification is required so that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio. The investment portfolio shall be designed to attain at a minimum, a market-average rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

### **4.0 Prudence**

The standard of prudence to be used by investment officials shall be the "prudent person", which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived" and shall be applied in the context of managing the entire portfolio.

Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

# **CITY OF LAWRENCE**

## **INVESTMENT AND CASH MANAGEMENT POLICY**

### **5.0 Legal Authority and Limitations on Investment Instruments**

All investments purchased under this policy shall be governed by K.S.A. 12-1675, et. seq. and all revisions thereto, as may be made by the Kansas Legislature. Below is a summary of acceptable investments under the current law:

- 5.1 Collateralized Public Deposits (Negotiable Certificates of Deposit) -- Instruments issued by banks or savings & loans that state specified sums have been deposited for specified periods of time and at specified rates of interest. Certificates of deposit are required to be backed by acceptable collateral securities as dictated by Kansas Statutes.
- 5.2 Repurchases Agreements--Contractual agreements between the City and commercial banks, trust companies, state or federally chartered savings and loan associations or federally chartered savings banks. The repurchase agreement (repo) issuer receives cash and, in turn, provides securities to the City as collateral for the cash. There exists a contractual agreement for the City to resell the securities back to the issuer on a specific future date, at the original purchase price, plus a negotiated interest payment.
- 5.3 U. S. Treasury bills or notes--These obligations must mature within six months from date of purchase and are guaranteed as to principal by the United States government.
- 5.4 Temporary notes of the City of Lawrence.
- 5.5 Commercial bank savings accounts.

Other types of investments may be added to this list as changes to the statutes governing such investments are revised.

### **6.0 Contracts with Financial Institutions**

The City of Lawrence may invest funds with depositories having offices located in the City of Lawrence as provided by K.S.A. 9-1401. All depositories of the City of Lawrence shall execute a contract bi-annually with the City of Lawrence which shall designate the requirements of serving as a depository for the City, including collateralization of City funds invested at such depository and the related safekeeping requirements of the pledged securities. The City shall have a separate contract with the "operating bank" which will execute a contract once every three years in accordance with the practice of bidding banking services every three years.

- 6.1 Safekeeping of Securities--Collateral for certificates of deposits and repurchase agreements will be registered in the City's name. The Finance Director will hold all safekeeping receipts of pledged securities used as collateral for certificates of deposits and repurchase agreements. A third party institution will hold pledged securities in trust on behalf of the City's financial institution.

Safekeeping receipts of pledged securities may be "Faxed" to the City in order to accommodate timely and legal investment transactions. The financial institution will mail the original safekeeping receipt of pledged securities on the day the facsimile is sent.

## **CITY OF LAWRENCE INVESTMENT AND CASH MANAGEMENT POLICY**

6.2 Collateralization--The City requires full collateralization of all City investments other than obligations of the United State government as stated in the State statute. The City will not allow the use of FDIC coverage as part of the calculation of full collateralization. Peak period agreements permitted under K.S.A. 9-1403 as amended, will not be accepted by the City and are not included as part of the depository contracts with the financial institutions.

The City will accept as collateral for certificates of deposit securities as listed in K.S.A. 9-1403. Collateral underlying repurchase agreements is limited to obligations of the U.S. government and its agencies.

The Finance Director will weekly monitor the adequacy of collateralization. The City requires monthly reports with market values of pledged securities from all financial institutions with which the City has certificates of deposits or repurchase agreements.

### **7.0 Investment Liquidity**

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

7.1 Repurchase agreements--The maximum maturity for repurchase agreements shall be 91 days. Repurchase agreements will normally be used when Certificates of Deposits for less than 91 days are not used, or when the rates offered on the repurchase agreements are greater than those offered on 91 day CDs.

7.2 General City Funds--The maximum maturity for City investments shall be one year. The Investment Review Committee will monitor the maturity level and recommend changes as appropriate.

7.3 Bond & Interest Fund--No investment shall have a maturity exceeding the next principal and /or interest payment date unless the obligation is fully funded.

### **8.0 Investment Return Objectives**

Consistent with State law, the City shall seek to optimize return on investments within the constraints of this policy.

### **9.0 Bidding Procedures**

Investment bids will be taken by the Director of Finance or person designated by the Director of Finance at times when investments of idle funds would be in the best interest of the City or as required by federal regulations regarding arbitrage rebate on bond proceeds. Such bids requests will be made orally and confirmed in writing with the investment instrument and related collateral being forwarded to the City no later than 24 hours after bids are taken.

## **CITY OF LAWRENCE INVESTMENT AND CASH MANAGEMENT POLICY**

### **10.0 Investment Limitation Per Institution**

In order to protect the City from the failure of any one financial institution, the City shall not invest more than 30% of idle funds with any one institution. The 30% limitation does not apply to U.S. Treasury obligations held in safekeeping by an institution on behalf of the City. These obligations are backed by the U.S. Government and do not require collateral as described in section 6.0(2). The 30% limitation shall be determined prior to the bids. If an institution goes over the 30% limitation after the bids have been awarded, no further bids will be accepted from the financial institution until sufficient maturities have occurred to reduce their share of the portfolio to under 30%.

### **11.0 Investment Review Committee**

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

### **12.0 Daily Cash Management Practices and Policies**

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

### **13.0 Separate Provisions of Policy and Conflicts with Kansas Laws**

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



# CITY OF LAWRENCE

## GOVERNMENTAL ACCOUNTING POLICY

### 1.0 **Policy**

The City of Lawrence has established a uniform system of accounting maintained to reflect compliance with the applicable laws of the State of Kansas. Financial statements are presented after applying memorandum adjustments, where applicable, to record accrued revenue, inventories, property and equipment and related depreciation resulting in financial statements presented on a modified accrual or accrual basis of accounting, as appropriate.

Accounting and Reporting Capabilities:

A governmental system, such as the City of Lawrence, is charged with the duties of reporting and fully disclosing its financial position and financial results of operation in conformity with generally accepted accounting principles. Further, such an entity must demonstrate compliance with finance-related legal and contractual provisions within the system's financial activities.

### 2.0 **Fund Accounting Systems**

The City of Lawrence is organized and operates on a fund basis. In governmental accounting, a fund is defined as an independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restriction, or limitations.

The following types of funds comprise the financial activities of the City:

#### 1. Governmental Funds

- A. General Fund - to account for all unrestricted resources except those required to be accounted for in another fund.
- B. Special Revenue Funds - to account for the proceeds of specific revenue sources (other than special assessments or major capital projects) that are restricted by law or administrative action to expenditure for specified purposes.
- C. Capital Project Funds - to account for financial resources segregated for the acquisition of major capital facilities (other than those financed by Enterprise Funds).
- D. Debt Service Funds - to account for the accumulation of resources for and the payment of, interest and principal and related costs, on general long-term debt, and the financing of special assessments which are general obligations of the City.

#### 2.0 Proprietary Funds

## CITY OF LAWRENCE GOVERNMENTAL ACCOUNTING POLICY

- A. Enterprise Funds - to account for operations that are financed and operated in a manner similar to private business enterprises where the stated intent is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where periodic determination of revenues earned, expenses incurred, and/or net income is deemed appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
- B. Internal Service Funds - to account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis.

### 3.0 **Basis of Accounting**

All governmental and fiduciary funds are reported on the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are recognized when the related liability is current (the encumbrance method of accounting). Interest on unmatured general long-term debt is recognized when due.

The enterprise funds are reported on the accrual basis of accounting.

### 4.0 **General Long-Term Account Group**

This account, which is not a fund, provides a place to record long-term debt of the City. Long-term debt for proprietary funds are recorded in those funds and not in the general long-term debt account group.

### 5.0 **General Fixed Assets Account Group**

This account group is not a fund. It is an account where all fixed assets of the City except those belonging to the proprietary funds are recorded. Proprietary fund fixed assets are recorded in those funds.

# CITY OF LAWRENCE

## MID- YEAR FUNDING REQUEST POLICY

### 1.0 **Policy:**

To establish policy and guidelines for the consideration of funding requests from outside agencies during the year after the completion of the annual budget process.

### 2.0 **Guidelines:**

Once the budget process is completed for each fiscal year, non-budgeted funding requests shall be handled as follows. Outside agencies requesting funding from the City of Lawrence (that falls outside the schedule established for the annual budget process) shall describe in their application for funding how the project, program, etc. accomplishes the following:

- Fills an existing gap in City services.
- Meets a City Commission or community goal.
- Provides for a need in the community that is otherwise unmet.
- Helps leverage outside funds.

### 3.0 **Assessment Methods:**

In considering funding requests outside the annual budget process, the City Commission will utilize the following guidelines in the decision-making process:

- Is the request a high enough priority to justify the allocation of contingency funds?
- What are the long-range implications (annual request? related costs? etc.)

# CITY OF LAWRENCE

## DEBT MANAGEMENT POLICY

### 1.0 **Purpose**

The Debt Management Policy Statement sets forth comprehensive guidelines for the financing of capital expenditures.

### 2.0 **Policy**

It is the objective of the policies that (1) the City obtain financing only when desirable, (2) the process for identifying the timing and amount of debt financing be as efficient as possible and (3) the most favorable interest rate and other related costs be obtained.

Debt financing, to include general obligation bonds, special assessment bonds, revenue bonds, temporary notes, lease/purchase agreements, and other City obligations permitted to be issued or incurred under Kansas law, shall only be used to purchase capital assets that will not be acquired from current resources. The useful life of the asset or project shall exceed the payout schedule of any debt the City assumes. This allows for a closer match between those who benefit from the asset and those that pay for it.

To enhance creditworthiness and prudent financial management, the City is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financial planning. Evidence of this commitment to capital planning will be demonstrated through adoption and periodic adjustment of the City's Capital Improvement Plan and the annual adoption of a multi-year Capital Improvement Budget.

### 3.0 **Procedure**

#### 3.1 **RESPONSIBILITY FOR DEBT MANAGEMENT**

The primary responsibility for making debt-financing recommendations rests with the Director of Finance. In developing such recommendations, the Finance Director shall be assisted by other City staff. The responsibilities of City staff shall be to:

- Consider the need for debt financing and assess progress on the current Capital Improvement Budget and any other program/improvement deemed necessary by the City Manager;
- Test adherence to this policy statement and to review applicable debt ratios listed in the Debt Issuance Guidelines,
- Review changes in federal and state legislation that affect the City's ability to issue debt and report such findings to the City Manager as appropriate;
- Review annually the provisions of ordinances authorizing issuance of general obligation bonds of the City;
- Review the opportunities for refinancing current debt; and,
- Recommend services by a financial advisor, bond trustees, bond counsel, paying agents and other debt financing service providers when appropriate.

In developing financing recommendations, the City staff shall consider:

- Options for interim financing including short term and inter-fund borrowing, taking into consideration federal and state reimbursements;
- Effects of proposed actions on the tax rate and user charges;

## CITY OF LAWRENCE DEBT MANAGEMENT POLICY

- Trends in bond markets structures;
- Trends in interest rates; and,
- Other factors as deemed appropriate.

### 3.2 **USE OF DEBT FINANCING**

Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The City will use debt financing only for one-time capital improvement projects and unusual equipment purchases under the following circumstances:

- The project is included in the City's capital improvement budget and is in conformance with the City's general plan;
- The project is the result of growth-related activities within the community that require unanticipated and unplanned infrastructure or capital improvements by the City;
- The project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing;
- There are revenues sufficient to service the debt, whether from future property taxes, user fees, or other specified and reserved resources, debt supported by user fees, special assessments or special charges shall be preferred,
- The debt shall be primarily used to finance capital projects with a relatively long life, typically ten years or longer.
- The equipment is an item that is purchased infrequently, has an expected useful life of at least five years, and costs in excess of \$100,000.

### 3.3 **STRUCTURE AND TERM OF DEBT FINANCING**

Debt will be structured to match projected cash flows, minimize the impact on future property tax levies, and maintain a relatively rapid payment of principal. As a benchmark, the City shall strive to repay at least 50% of the initial principal amount within ten years.

#### *General Obligation Bonds*

The City shall use an objective analytical approach to determine whether it desires to issue new general obligation bonds. Generally, this process will compare ratios of key economic data. The goal will be for the City to maintain or enhance its existing credit rating.

These ratios shall include, at a minimum, debt per capita, debt as a percent of statutory debt limit, debt as a percent of appraised valuation, debt service payments as a percent of governmental expenditures, and the level of overlapping net debt of all local taxing jurisdictions. A set of ratios shall be adopted and itemized in the City's Debt Issuance Guidelines.

The decision on whether or not to issue new general obligation bonds shall, in part, be based on (a) costs and benefits, (b) the current conditions of the municipal bond market, and (c) the City's ability to issue new general obligation bonds as determined by the aforementioned benchmarks.

## CITY OF LAWRENCE DEBT MANAGEMENT POLICY

### *Revenue Bonds*

For the City to issue new revenue bonds, projected annual revenues as defined by the ordinance authorizing such issuance, shall be a minimum of 125% of the issue's average annual revenue bond service or at a higher amount if required by the bond indentures. If necessary, annual adjustments to the City's rate structures will be considered in order to maintain the required coverage factor. Revenue bonds will be the preferred financing option for enterprise funds.

### *Special Assessment Bonds*

The City shall maintain a watchful attitude over the issuance of special assessment bonds for benefit district improvements. The City's share of any benefit district project may not exceed more than 95% of any proposed costs related to a benefit district. The developer shall be required to deposit 25% of the costs allocated to the benefit district prior to authorization. In most cases, the debt will have a maximum term of ten years, however, a longer term may be allowed provided it does not exceed the life of the improvements included in the benefit district. The benefit district will be assigned costs such as administration, engineering, financing and legal associated with the formation of the district and issuance of any debt.

### *Debt Issuance With Intergovernmental Agencies*

The City will typically not use of its debt capacity for projects by entities or other special purpose units of government that have the ability to issue tax exempt debt. The City's issuance of debt will be made only (1) after the prior commitment of the full assets and resources of the authority to debt service; (2) if project revenues, or development authority revenues pledged to debt service, are at least 115% of debt service; (3) if debt service reserves provided by the authority's own resources are equal to at least six months debt service; and, (4) if all other viable means financing have been examined. The City will also enter into arrangements with other governmental entities where a portion of the project costs will be reimbursed by the other government. An agreement as to how the project costs will be allocated and reimbursements made must be approved by the governing bodies.

### *Structure of Debt Obligations*

The City normally shall issue bonds with an average life of 10 years or less for general obligation and special assessment bonds and 10-20 years for revenue bonds. The typical structure of general obligation bonds will result in even principal and interest payments over the term of the debt. There shall be no "balloon" bond repayment schedules, which consist of low annual payments and one large payment of the balance due at the end of the term. There shall always be at least interest paid in the first fiscal year after a bond sale. In cases where related revenues may not occur for several years, it may be desirable to capitalize the interest by increasing the size of the issue and deferring the principal payments so that only interest is paid on the debt for the first few years.

### *Call Provisions*

Call provisions for bond issues will be evaluated based upon current market conditions. All bonds shall be callable only at par.

# CITY OF LAWRENCE

## DEBT MANAGEMENT POLICY

### *Variable Rate Long-Term Obligations*

The City may choose to issue bonds that pay a rate of interest that varies according to pre-determined formula or results from a periodic remarketing of the securities, consistent with state law and covenants of pre-existing bonds, and depending on market conditions.

## 3.4 **DEBT ADMINISTRATION AND FINANCING**

### *Capital Improvement Budget*

A Capital Improvement Budget shall be prepared and submitted to the City Commission annually. The budget shall provide a list of projects and the means of financing. The budget should cover a five-year period of time. The projects included in the budget should be part of the City's Capital Improvement Plan. Projects must be in either the Capital Improvement Budget or Plan to be authorized.

### *Bond Fund*

Generally, payment of general obligation bonds and special assessment bonds shall be from the City's Bond & Interest Fund. However, in situations where General Obligation bonds are to be paid from user fees or sales taxes, bond payments should be made from the fund that receives the revenue. The minimum fund balance in the Bond & Interest Fund will be maintained at a level equal to or greater than 50% of the total principal and interest payable from that Fund for the upcoming year.

### *Reserve Funds*

Adequate operating reserves are important to insure the functions of the City during economic downturns. The City shall budget a contingency reserve in the General Fund of no less than \$150,000. The City will maintain working capital in an enterprise fund sufficient to finance 120 days of operations, if the fund supports debt payments. In addition, all reserves specified by bond indentures must be maintained. The Equipment Reserve Fund will be funded sufficiently to ensure that adequate funds are available to purchase replacement equipment on a timely basis.

### *Finance Department*

It shall be the responsibility of the Finance Department to prepare the Preliminary and final Official Statements. The City Clerk is responsible for collecting and maintaining all supporting documentation such as minutes of the City Commission meetings and relevant resolutions and ordinances. In the case of general obligation bonds, an estimate of the mill levy required to pay off the debt should be provided to the City Commission. The department will also be responsible following applicable secondary disclosure requirements.

### *Investments*

The bond proceeds will be invested in accordance with the City's investment policy. Adherence to the guidelines on arbitrage shall be followed, which at times, may require that the investment yield be restricted. In most cases, the investment will be

## CITY OF LAWRENCE DEBT MANAGEMENT POLICY

selected to maximize interest with the assumption that the City will meet the IRS spend down requirement that allows for an exemption from arbitrage calculations.

### *Bond Counsel*

The City will utilize external bond counsel for all debt issues. All debt issued by the City will include a written opinion by Bond Counsel affirming that the City is authorized to issue the debt, stating that the City has met all Federal and State constitutional and statutory requirements necessary for issuance, and determining the debt's federal income tax status. The City's Bond Counsel will be selected on a competitive basis.

### *Underwriter's Counsel*

City payments for Underwriters Counsel will be authorized for negotiated sales by the Department of Finance on a case-by-case basis depending on the nature and complexity of the transaction and the needs expressed by the underwriters.

### *Financial Advisor*

The City may utilize an external financial advisor. The utilization of the financial advisor for debt issuance will be at the discretion of the Director of Finance on a case-by-case basis. For each City bond sale, the financial advisor will provide the City with information on structure, pricing and underwriting fees for comparable sales by other issuers. The Financial Advisor will be selected on a competitive basis for a period not to exceed five years.

### *Temporary Notes*

Use of short-term borrowing, such as temporary notes, will be undertaken until the final cost of the project is known or can be accurately projected. In some cases, projects might be funded with internal funds that will be reimbursed with bond funds at a future date.

### *Credit Enhancements*

Credit enhancement (letters of credit, bond insurance, etc.) may be used if the costs of such enhancements will reduce the debt service payments on the bonds or if such an enhancement is necessary to market the bonds.

### *Competitive Sale of Debt*

The City, as a matter of policy, shall seek to issue its temporary notes, general and revenue bond obligations through a competitive sale. In such instances where the City, through a competitive bidding for its bonds, deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the City Commission, enter into negotiation for sale of the bonds. In cases where the circumstances of the bond issuance are complex or out of the ordinary, a negotiated sale may be recommended if allowed by State statute.



## CITY OF LAWRENCE DEBT MANAGEMENT POLICY

### 3.5 **REFUNDING OF DEBT**

Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit from the refunding or the refunding is needed in order to modernize covenants essential to operations and management or to restructure the payment of existing debt.

City staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding will exceed 3%.

Refunding issues that produce a net present value savings of less than 3% percent will be considered on a case-by-case basis. Refunding issues with negative savings will not be considered unless there is a compelling public policy objective.

### 3.6 **CONDUIT FINANCINGS**

The City may sponsor conduit financings in the form of Industrial Revenue Bonds for those activities (i.e., economic development, housing, health facilities, etc.) that have a general public purpose and are consistent with the City's overall service and policy objectives as determined by the City Commission.

All conduit financings must insulate the City completely from any credit risk or exposure and must first be approved by the City Manager before being submitted to the City Commission for consideration. The City should review the selection of the underwriter and bond counsel, require compliance with disclosure and arbitrage requirements, and establish minimum credit ratings acceptable for the conduit debt. Credit enhancement, such as insurance, may be required for certain issues.

### 3.7 **ARBITRAGE LIABILITY MANAGEMENT**

Federal arbitrage legislation is intended to discourage entities from issuing tax-exempt obligations unnecessarily. In compliance with the spirit of this legislation, the City will not issue obligations except for identifiable projects with good prospects of timely initiation. Temporary notes and subsequent general obligation bonds will be issued timely so that debt proceeds will be spent quickly.

Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, the City will engage outside consultants to calculate potential arbitrage liability.

### 3.8 **CREDIT RATINGS**

## CITY OF LAWRENCE DEBT MANAGEMENT POLICY

### *Rating Agency Relationships*

The Director of Finance shall be responsible for maintaining relationships with the rating agencies that assign ratings to the City's debt. This effort shall include providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

### *Use of Rating Agencies*

The City will obtain a rating from Moody's Investors Service. The Finance Director will recommend whether or not an additional rating shall be requested on a particular financing and which of the major rating agencies shall be asked to provide such a rating.

### *Rating Agency Presentations*

Full disclosure of operations and open lines of communication shall be made to rating agencies used by the City. The Finance Director, with assistance of City staff, shall prepare the necessary materials and presentation to the rating agencies.

### *Financial Disclosure*

The City is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, City departments and agencies, other levels of government, and the general public to share clear, comprehensible, and accurate financial information. The City is committed to meeting secondary disclosure requirements on a timely and comprehensive basis.

### 3.9 **STANDARDS**

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

## **DEBT MANAGEMENT POLICY APPENDIX**

### **Terminology**

**Arbitrage.** Arbitrage refers to the rebate amount due to the Internal Revenue Service where funds received from the issuance of tax-exempt debt have been invested and excess interest earnings have occurred.

## CITY OF LAWRENCE DEBT MANAGEMENT POLICY

**General Obligation Bonds.** Bonds backed by the full faith and credit of the City. The taxing power may be an unlimited ad valorem tax or a limited tax, usually on real estate and personal property. A special tax rate levied for the Bond & Interest Fund annually to pay for general obligation LTO service. Because it is secured by an unlimited tax levy, this structure has strong marketability and lower interest costs.

**Revenue Bonds.** Bonds secured by revenues generated by the facility from dedicated user fees. Planning for such issues generally are more complex because future costs and revenues directly affect each other. Credit enhancements (e.g., insurance or letter of credit) may be needed because of the limited source of LTO service payments that may be available in outlying years.

**Special Assessment Bonds.** Bonds issued to develop facilities and basic infrastructure for the benefit of properties within the assessment district. Assessments are levied on properties benefited by the project. The issuer's recourse for nonpayment is foreclosure and the remaining LTO becomes the City's direct obligation.

**Temporary Notes.** Notes are issued to provide temporary financing, to be repaid by long-term financing. This type of bridge financing has a maximum maturity of four years under Kansas law.

## **CITY OF LAWRENCE DEBT ISSUANCE GUIDELINES**

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

- Ratio of General Obligation Bonds Outstanding to Appraised Valuation will not exceed 2.2%
- Ratio of General Obligation Bonds and Temporary Notes Outstanding to the Statutory Debt Limit will not exceed 60%
- Ratio of Debt Service payments from the Bond and interest Fund will not exceed 15% of governmental expenditures
- Amount of General Obligation Bonds Outstanding per population will not exceed \$1,100
- Amount of overlapping General Obligation Bonds Outstanding per population will not exceed \$2,500
- Bond and Interest mill levy will not exceed 10 mills

The City will review and consider the following before any debt is issued:

- Adherence to the Capital Improvement Budget
- Adherence to the Capital Improvement Plan
- Impact on the mill levy
- Potential impact on other revenue sources such as increased property taxes and sales taxes

# CITY OF LAWRENCE

## GENERAL FUND BALANCE POLICY

### 1.0 **Purpose**

The purpose of establishing a policy on the unrestricted balance in the General Fund is to provide a guideline for budgeting decisions and to insure that adequate reserves are established to fund operations by providing sufficient working capital, protection against uncollected taxes, shortfalls from municipal revenue sources, and cutbacks in distributions from the state or federal government. The General Fund is the primary operating fund of the City for its non-utility related operations. In addition, the City of Lawrence desires to maintain its current debt rating. Rating agencies are concerned about a government's creditworthiness and the level of unreserved General Fund balance is part of their evaluation.

There is no formula for determining an appropriate fund balance. Items to consider include the timing of revenue collections, the local and national economic environment, the volatility of the major revenue sources, and the degree of protection desired to mitigate current and future financial risks. The City of Lawrence obtains a substantial portion of its revenue from sales taxes and franchise fees. Sales tax collections are derived from local retail sales. In Lawrence, these collections are very dependent upon both the local and national economies. The collection of franchise fees, particularly those based upon sales of electricity and natural gas, vary widely depending upon local weather conditions. As a result, the desired level of unreserved General Fund balance is higher than the minimum level designated by the Government Finance Officers Association recommended practice on the Appropriate Level of Unreserved Balance in the General Fund.

### 2.0 **Policy**

The City should budget for current year General Fund revenues to be sufficient to finance current year expenditures.

Due to the volatility of some of the major revenue sources, a minimum unreserved General Fund balance of 15% of actual expenditures is recommended.

To avoid a balance in excess of the level deemed sufficient for prudent fiscal management, a maximum unreserved General Fund balance of 30% of actual expenditures is recommended.

The unreserved General Fund balance does not include reservations of fund balance for the payment of encumbrances nor designations for purposes that are allowed under generally accepted accounting principles.

If the General Fund balance falls outside of the above parameters, budgeted revenues will be either greater or less than budgeted expenditures in subsequent years to bring the General Fund balance into compliance with this policy.