

CITY OF LEBANON

ADOPTED BUDGET

FISCAL YEAR 2021



AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF LEBANON, LACLEDE COUNTY, MISSOURI, (HEREINAFTER REFERRED TO AS "CITY") ADOPTING THE FISCAL YEAR 2021 BUDGET FOR THE PERIOD BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021.

- WHEREAS*, that the City Council held a Work Session regarding the Fiscal Year 2021 Proposed Budget on May 21, 2020; *and*
- WHEREAS*, that during Said Work Sessions the following items were discussed 1) Revenues; 2) Expenditures; 3) Personnel Staffing; 4) Fund Balances; 5) Health Insurance Funding; 6) Capital Expenditures; and 7) City Goals; *and*
- WHEREAS*, the Capital Improvement Plan is a planning document; projects from this plan are moved into the budget each year and presented to City Council throughout the year for final approval; *and*
- WHEREAS*, despite the fact that the Capital Improvement Plan 2022-2026 was not discussed during the budget meeting, adoption is recommended to maintain the continuity of the City's budget process; *and*
- WHEREAS*, that the City held the Fiscal Year 2021 Budget Public Hearing on June 8, 2020 *and*
- WHEREAS*, that the Fiscal Year 2021 Budget and the Capital Improvement Plan 2022-2026 were submitted to the City Council, for approval, by Council Bill No. 4987 at the June 8, 2020 Council Meeting.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LEBANON, LACLEDE COUNTY, MISSOURI, AS FOLLOWS:

- SECTION 1: That the City Council of the City of Lebanon, Laclede County, Missouri, (hereinafter referred to as "City") hereby adopts and appropriates the revenues and expenditures as the Fiscal Year 2021 Approved Budget. Said Budget is hereby attached and incorporated herewithin as marked "*Exhibit A.*"
- SECTION 2: That the City Council of the City of Lebanon, Laclede County, Missouri, (hereinafter referred to as "City") hereby adopts the Capital Improvement Plan 2022-2026. Said CIP is hereby attached and incorporated herewithin as marked "*Exhibit B.*"
- SECTION 3: That this Ordinance shall be in full force and effect from and after the date of its passage and approval.

Passed and approved by the City Council of the City of Lebanon, Laclede County, Missouri, on this 8th day of June 2020.

(Seal)

Attest:



City Clerk Laina Starnes


Mayor Jared Carr

1st Reading: June 08, 2020

2nd Reading: June 08, 2020

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City of Lebanon, Missouri

Annual Operating Budget

July 1, 2020 – June 30, 2021

Prepared by the Finance Department



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Lebanon

Missouri

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrell

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Lebanon, Missouri for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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





CITY OF LEBANON, MISSOURI • INCORPORATED 1877

To the Honorable Mayor Jared Carr and Members of the City Council

On behalf of the entire City of Lebanon staff, it is my pleasure, pursuant to the requirements of Sections 67.010 and 67.020 of the Revised Statutes of Missouri, to submit to the City Council the proposed budget for the City of Lebanon for the Fiscal Year 2021. This transmittal letter provides a general summary of the overall financial condition of the City, reflects upon the prior fiscal year, and details highlights from this year's budget. I can report the City's overall financial outlook remains stable and fiscally sound.

Once again, the City will begin its fiscal year with its major fund balances sufficient to manage purchases and perform program activities. We are projecting ending FY20 fund balances of twenty-five percent (25%) for the General Fund, eighteen percent (18%) for the Street Fund, and thirty seven percent (37%) for the Capital Improvement Fund. A thirty seven percent (37%) fund balance in Capital Improvements is in anticipation of significant capital projects.

Fiscal Year 2020 Accomplishments:

- ❖ **Voter Approval of a Public Safety Tax** – In November of 2019, the voters approved a ½ cent sales tax dedicated to public safety.
- ❖ **Police Patrol Cars** – Council approved the lease purchase of six police vehicles and associated equipment as part of an effort to reduce maintenance costs on the existing fleet and associated equipment which is well past end of life.
- ❖ **Budget Software** – The Finance Department successfully implemented a budget software package which will greatly improve our ability to provide in-depth financial tools and analysis to our elected officials while also adding clarity to our financial position.
- ❖ **Nelson Park** – A new \$3.2 million park was built in partnership with Lebanon R-3 Schools and the State of Missouri. This cooperative project leveraged the purchase of 20 acres into an approximately 100 acre complex.
- ❖ **Building Permit and Fee Waiver** – Council extended waiving all City-generated fees associated with the construction of up to 25 single-family homes, which are priced below \$200,000 and owner-occupied, once the initial 25 permits were issued.
- ❖ **Lebanon Farmers Market** – A new Lebanon Farmers Market pavilion was constructed to house our Farmers Market as well as be an ideal location for other events to compliment downtown Lebanon.
- ❖ **Cowan Civic Center** – As promised to our voters, an indoor walking track and covered entrance are both under construction at the Civic Center. Deferred maintenance items such as a new roof, sidewalks, lighting, and foundation repairs have been included as part of this effort.
- ❖ **Tourism Website** – The Tourism Department launched a greatly-improved website to attract visitors to our area. To date, this website has enjoyed 48,000 visits.

- ❖ **Weather Event** – The City suffered extensive damage to our community as part of a major weather event on May 4, 2020. This event will have a financial impact which cannot be accurately quantified to date as we move forward with this budget.
- ❖ **Mercy Ambulance Service** – Improvements were made to the City-owned building located at 100 N Harrison to house Mercy Ambulance, which created a zero-cost expansion of medical services serving our community.
- ❖ **Improvements to Electric Service** – Adding wildlife protection, improved tree trimming, replacing outdated breakers, relays, and controls has resulted in a forty percent (40%) decrease in utility outages.
- ❖ **Wastewater Treatment Facility** – We began \$7.07 million of improvements to our wastewater treatment plant as well as the Goodwin Hollow Pump station to comply with our consent decree with Missouri Department of Natural Resources.
- ❖ **Water Tower Maintenance** – Contractors began work on addressing deferred maintenance needs on our water tower infrastructure at an expected cost of \$751,000.
- ❖ **Traffic Signal Synchronization** – By working with MoDot, traffic signals locations along Jefferson Street have been upgraded and synchronized.

The City of Lebanon has not been immune to the global impact of COVID-19, although it is difficult to truly quantify a financial impact, if any, due to uncertainty related to this global event. This proposed budget includes an anticipated five percent (5%) decline in sales tax revenue for our General Fund, Transportation Fund, and Capital Improvement Fund. This proposed budget also includes an average seven percent (7%) reduction in non-public safety-related expenses in our General Fund. The proposed budget also includes nine currently vacant positions remaining unfilled until January of 2021. This decision will be evaluated based upon actual revenues versus expected revenues.

Sound financial policy decisions made by you, our elected officials, have placed the City in a strong position to withstand unforeseen challenges. With our sound reserve policies, we can withstand the possible impact of COVID-19, and the impact of the of the May 4th weather event through continued sound financial decisions and minor changes to the organization.

A compensation study was submitted during fiscal year 2020 and several adjustments were partially implemented to address pay compression issues, retention, recruitment, and to ensure fair compensation. This proposed budget contemplates further salary adjustments which are yet undefined pending negotiations with organized labor.

The proposed budget includes an increase of ten public safety positions with six positions added to the Fire Department and four positions added to the Police Department. These positions, as well as increased funding for public safety training, equipment replacement, police vehicles, fire apparatus, and police body cameras, are all funded directly from the Public Safety Sales Tax. There are no other proposed changes to staffing levels.

Fiscal Year 2021 Continued Priorities:

The City of Lebanon continues a path of moving the organization, based upon direct citizen engagement, focusing on areas of opportunity as defined by our residents. This budget includes continuing the use of citizen-satisfaction tools and will provide you an opportunity to hear from our business community as well.

The three priorities of this budget remain unchanged, as identified by our citizens: 1) addressing traffic flow 2) improving code enforcement services, and 3) maintenance of city streets and buildings:

- ❖ **Addressing Traffic Flow** – The realignment of Springfield Road and Van Buren Street will be completed this fiscal year. A feasibility study on the connection of 4th Street and Beck Road will be completed this fiscal year. The results of this feasibility study will likely result in a need to identify a solution for Beck Road, the railroad tracks, and State Highway 32 intersection. Further refinement of traffic light synchronization on Jefferson Street will also continue as part of this effort.
- ❖ **Improving Code Enforcement Services** – The FY 2021 budget shifts to assist with Code Enforcement, which results in an increase of two positions from FY2019. Code enforcement efforts have been greatly increased, as supported by the number of inspections, court summons, and notice of violations sent.
- ❖ **Maintenance of City Streets and Buildings** – This budget contains significant investment into our City-owned facilities. While approved during FY 2020, the work will be completed in FY 2021. This includes numerous deferred maintenance items at the Cowan Civic Center, Mills Center, and City Hall. Our Street Department will continue implementing the adopted master plan for streets as well as complete our signage project marking our streets.

The Capital Improvement Fund will see an impact of \$324,153 as part of our debt issue to address both deferred maintenance items and promised improvements to the Cowan Civic Center. Additionally, an additional debt factor will be added this year with the financing of our Public Safety Building. The Capital Improvement Fund provides a strong account balance in anticipation of offsetting a portion of the Public Safety Building expense in cash.

Fiscal Year 2021 Priorities:

City staff will continue to focus on goals, objectives, and strategies as adopted by City Council and as incorporated into this document. A focus on successfully completing the numerous projects underway and beginning in Fiscal Year 2021 will be a priority.

Continued consolidation of procurement, contracts, encumbrances, and purchase orders to provide a consistent business flow will be a priority this fiscal year.

Financial Highlights:

This budget has \$64,149,901 in appropriations, including \$17,373,252 in major projects and capital investment in order to meet the demands of our community. In contrast, the City, through taxes, fees, and utility rates, is projecting \$58,018,133 in new revenues. Fiscal Year 2021 appropriations break down to four major classifications: governmental activity at \$14,416,342, enterprise activity at \$39,111,295, internal funds at \$5,522,621, and special funds at \$5,091,143.

The revenues presented in this budget are projected to remain essentially flat with the exception of grant funds. The expenditures are \$3,424,737 over projected revenues. This is substantially due to the planned \$17,373,252 investment in capital improvements and equipment using carry-over funds from the prior year's fund balance.

The largest governmental fund, General Fund (Fund 01), makes up \$7,474,349 of the governmental activity. The City is anticipating spending \$4,472,707, or sixty percent (60 %) of this fund on Police and Fire programs.

The largest enterprise fund, Electric (Fund 80), makes up \$25,562,357 of the enterprise activity. The City is anticipating purchasing power for a cost of \$19,124,000 or seventy-five percent (75%) of the Electric Fund budget.

The overall budget will see a decrease in the City Fund balance of \$3,424,737. The City continues to be conservative with both its anticipated revenues and planned operational expenditures during Fiscal Year 2021.

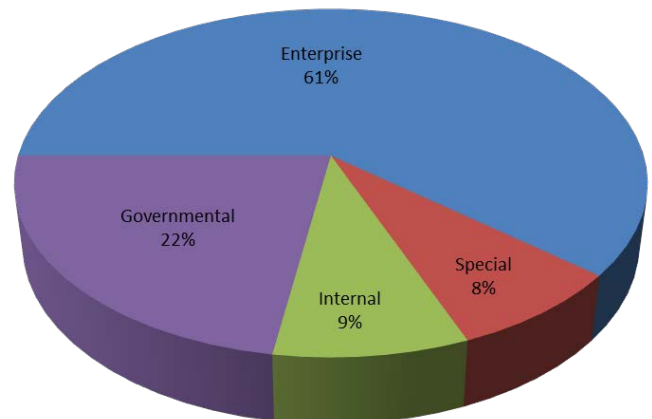
Conclusion:

This organization, like every other public and private organization, finds itself in unknown and uncharted territory in attempting to forecast the impact of COVID-19. This presented budget provides for reductions in expected revenue and expenses while still meeting the needs of the community. My thanks to our outstanding staff in putting this budget together. Special thanks to Finance and Human Resources staff for their many hours of work on this document.

Respectfully Submitted,

Mike Schumacher
City Administrator

Expenditure by Activity



Introduction



The Mayor

Jared Carr

The Council

Ward 1

Gilbert Adkins
Ken Eldridge

Ward 2

Sheila Mitchell
Jonathan Reagan

Ward 3

Randy Wall
LeAnn Mather

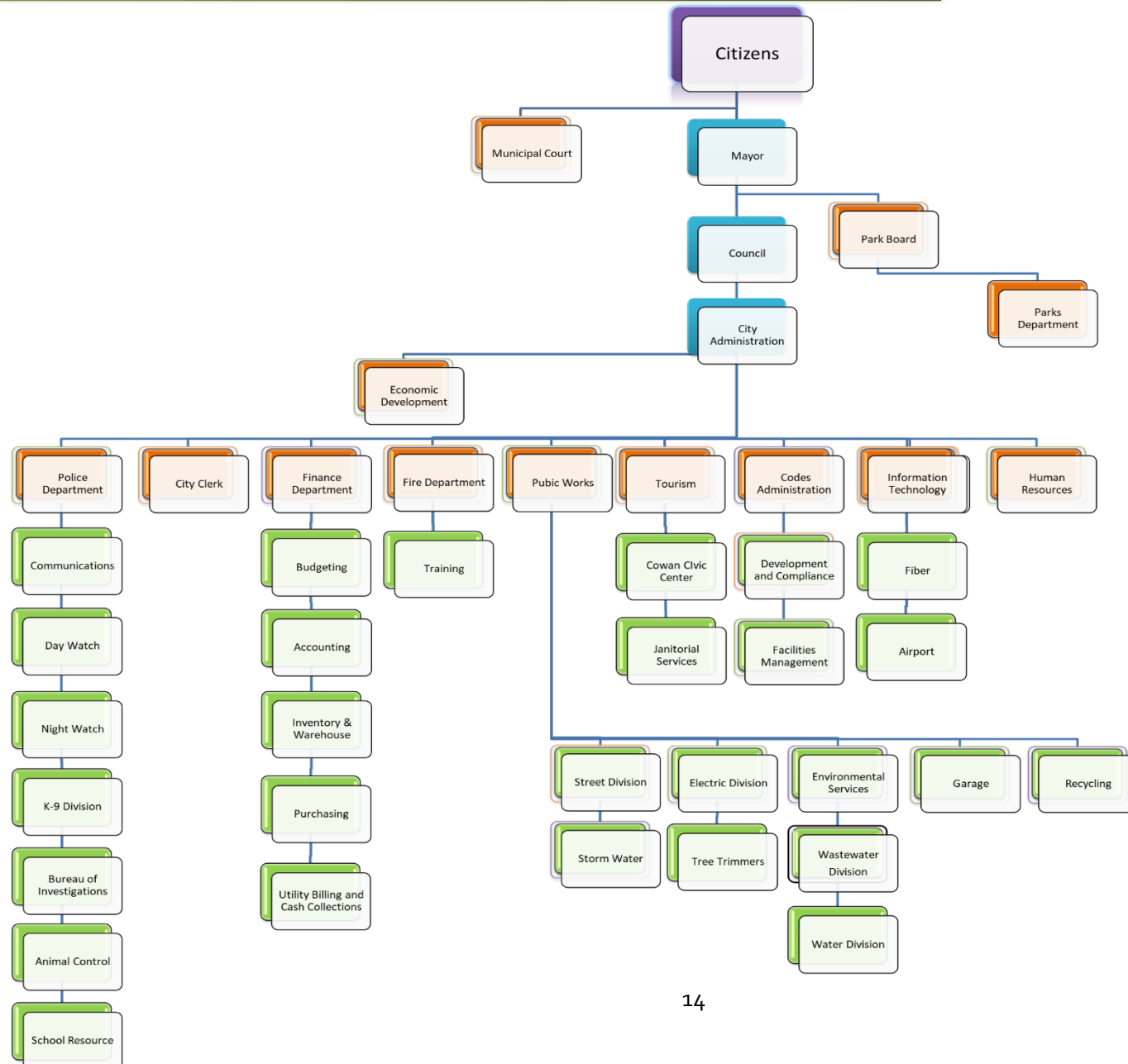
Ward 4

Chuck Jordan
Bob Garner

The Administration

Michael Schumacher, City Administrator
Chris Allen, City Attorney
Laina Starnes, City Clerk
Richard Shockley, Public Works Director
Kat Gill, Finance Director
Bryan Arnold, Police Chief
Sam Schneider, Fire Chief
Joe Berkich, Codes Administrator
John Shelton, Parks Director
Kathy Milliken, Human Resource Director
Jarrad Schomaker, IT Director
Nicole McGinnis, Tourism Director

Our Organization



City of Lebanon, Missouri

Community Profile

2019

Date of Incorporation	1877
Form of Government	City of the third class; governed by a Mayor/Council form of government
2018 Estimated Population	14,807
Estimated Housing	6,711
Land Area	14.63 square miles
Mile of Street	112
Police Protection	
# of Stations	1
# of Police Officers	30
Fire Protection	
# of Stations	2
# of Firefighters	18
Public Education	Classified as "Accredited" by Department of Elementary and Secondary Education, serves approximately 4,335 students in 3 elementary schools, a junior high school, a high school, an alternative education center, and a vocational school
Higher Education	3 colleges have a presence in Lebanon
Recreation and Culture	
Parks	9 parks cover over 185 acres
Number of Libraries	1
Median Household Income (2013-2017)	\$37,896

History

Laclede County was formed in 1849 from Camden, Pulaski, and Wright Counties. Named after Pierre Laclede, founder of St. Louis, it borders Webster and Wright Counties on the South, Dallas County on the West, Camden County on the North, and Pulaski and Texas Counties on the East as one of 24 counties that make up Southwest Missouri. It is located in the beautiful Ozark Mountains and has everything from farmland and pasture to rugged, forested hills. It is populated by about 35,000 residents and lies about 155 miles southwest of St. Louis on I-44. The first white settler in this area was Jesse Ballew in 1820 when he built his log cabin on the east side of the Gasconade River. Other early settlers include Henry Anderson, William Montgomery, William Gillespie, William Tweedy, Leonard Eastwood, Jesse Williams, Spencer O'Neil, Josiah Tygart, Aaron Span, and James Campbell. Laclede County was surveyed between 1835 and 1840 before becoming an actual county February 24, 1849. The county seat, now Lebanon, was first called Wyota for the early Indians of the area but was changed to Lebanon at the request of a local minister, in honor of his hometown of Lebanon, Tennessee.



Population



According to the 2017 ACS 5-year estimate, Lebanon's population is (95% urban, 5% rural). Of that population, approximately 51.7% are female and 48.3% are male.

Population	
Year	Population
1900	2,125
1910	2,430
1920	2,848
1930	3,562
1940	5,025
1950	6,808
1960	8,220
1970	8,616
1980	9,507
1990	9,983
2000	12,155
2010	14,474
2012	14,544
2013	14,704
2014	14,666
2015	14,678
2016	14,709
2017	14,616
2018	14,870

Source: Missouri Census Data Center & US Census Bureau

The racial makeup of the population is 92.7% Caucasian, 1.1% African American, 0.3% Asian, and 0.4% American Indian. Hispanic or Latino of any race is 4.1% of the population and the remainder of the population of Lebanon is made up of another race or a combination of two or more races.



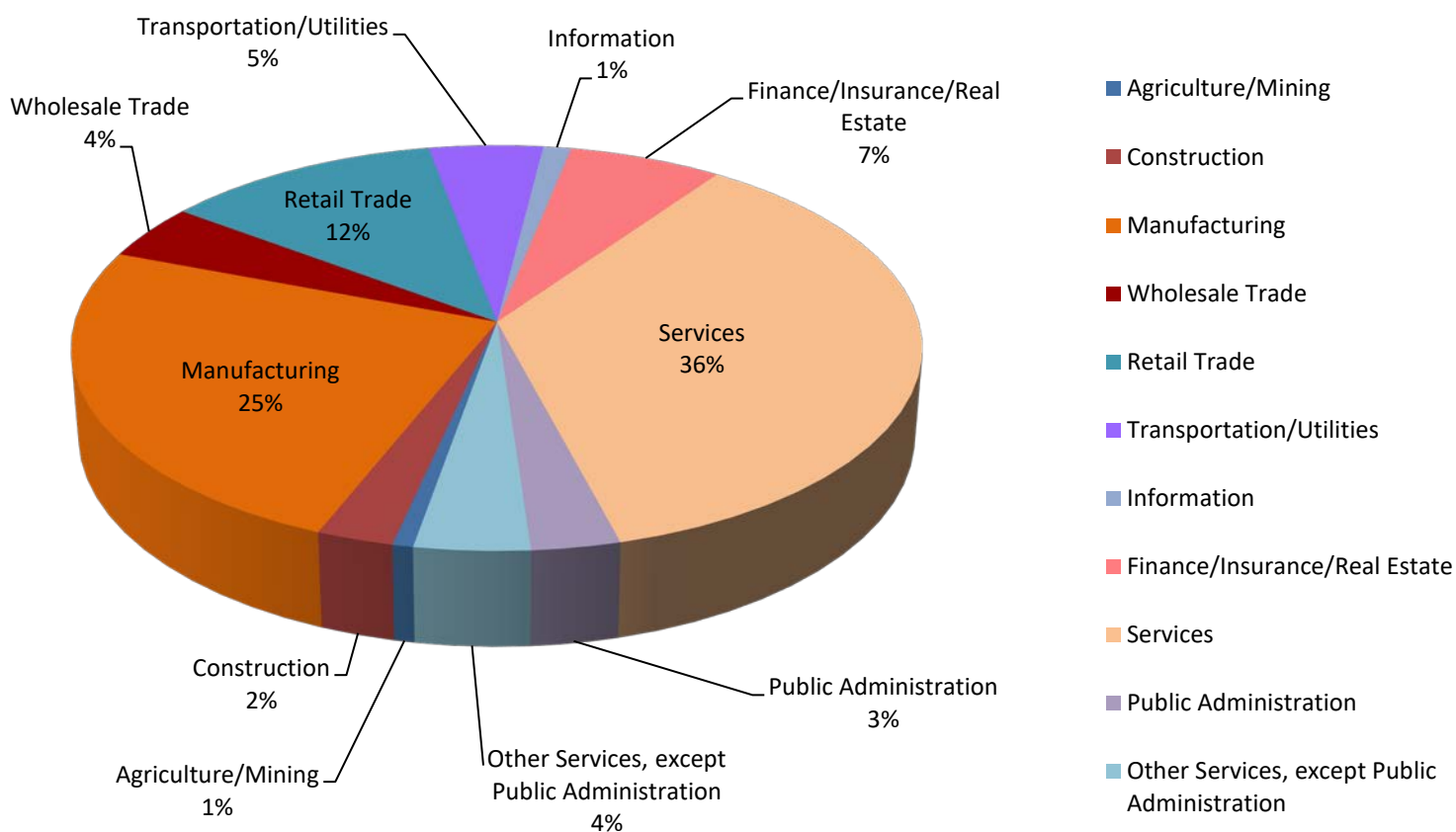
Commerce, Industry and Employment

The City is a regional center consisting primarily of residential areas serviced by commercial and retail businesses. Residents of the City work throughout the City and surrounding areas. Listed below are the top ten major employers located in the City and the number employed by each:

Employer	Type of Business	Number of Employees
1. Tracker Marine	Boat Manufacturing	1200
2. Emerson Climate Technologies	Compressors for HVAC Industry	900
3. Lebanon R-III School District	School	719
4. Independent Stave	Barrel Manufacturing	570
5. Mercy Hospital	Healthcare	470
6. The Durham Company	Electrical Component Manufacturing	380
7. G-3 Boats	Boat Manufacturing	325
8. Lowe Boats	Boat Manufacturing	324
9. Marine Electrical Products	Marine Electrical Components	285
10. Detroit Tool Metal Products	Metal Fabrication	253

Source: Lebanon Regional Economic Development Incorporated.

2018 Employed Population 16+ by Industry



Source: American Community Survey

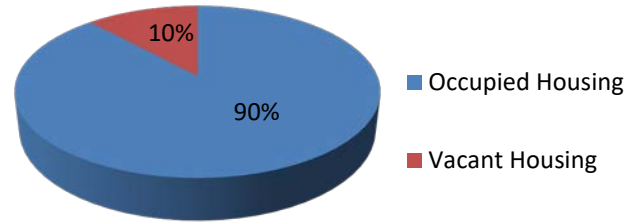
Housing

Household Summary

2000 Households	5,269
2000 Average Household Size	2.33
2010 Households	5,980
2010 Average Household Size	2.36
2014 Households	6,002
2014 Average Household Size	2.38
2017 Households	6,097
2017 Average Household Size	2.34

Source: American Community Survey

2017 Housing Occupancy



Source: American Community Survey

Education

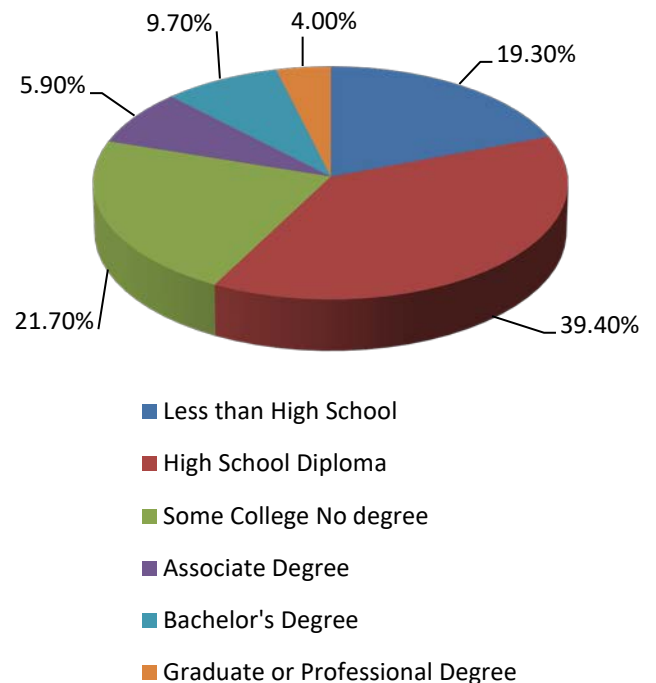
College/University in Lebanon:

- Drury University
- Ozarks Technical Community College
- Missouri State University

Public schools in Lebanon:

- Lebanon Sr. High School
- Lebanon Tech. & Career Center School
- Lebanon Middle High School
- Esther Elementary School
- Maplecrest Elementary School
- Boswell Elementary School
- Hillcrest Education Center

Educational Attainment Ages 25 plus



Source: American Community Survey

Vision, Mission, Values, and Goals

OUR MISSION:

City of Lebanon's Mission is to promote community engagement to create a secure, friendly and sustainable community by providing equitable, proficient and helpful public service.

OUR VISION:

Lebanon will be celebrated as a dynamic community with first-rate and open public services, where the community is friendly, and the economy is vibrant.

VALUE STATEMENTS:

- ❖ PEOPLE: People are priority as we value, respect, trust, recognize and effectively communicate in our interactions.
- ❖ INTEGRITY: We strive to excel in our performance by exemplifying professionalism and excellence in our service to others.
- ❖ COMMITMENT: We are committed to our community through perseverance, dedication and follow through.
- ❖ TEAMWORK: Through collaboration with others, we optimize planning, decisions, and outcomes.

Goals and Objectives Fiscal Year 2021

Achievement of the goals, objectives and tasks may be guided by resource allocations and opportunities that occur during the year. The City Administrator regularly reports on the City's progress toward achieving its goals.

Public Safety

(Police, Fire, Codes Administration)

Council Goal

Continue to deliver high quality emergency and public safety services to our customers in an efficient, productive, timely, and cost-effective manner while protecting our customers through education, services, and community outreach.

Departmental Objectives and Strategies #1

Develop and enhance partnerships with other agencies and our customers to improve community safety, services, and reduce costs (Police, Fire, Code Administration)

- Provide better fire protection through fire prevention and community training and awareness, incorporate at least 2 media events
- Implementation of 2 Crime Neighborhood Watch groups in crime driven areas
- Enhance community engagement through the use of intermittent foot patrols in the business district and routine/special event Utility Vehicle (UTV) patrols in our parks. (Police and Parks)
- Increase direct interaction with our citizenry by having each police officer perform six hours of community outreach each year. Examples of this service would be; reading a book to a classroom of children; assisting at a food distribution point; or visiting an organization for troubled teenagers. (Police)
- Identify six target hazards within the city and initiate pre-planning, to include mapping (Fire and Police)
- Select a minimum of six businesses and conduct live hands-on fire extinguisher training by partnering with businesses (Fire)
- Install smoke detectors in a minimum of 150 residences in the community each year (Fire)
- Present a minimum of twelve public service announcements focusing on public safety (Police and Fire)
- Partner with the Sheriff's office to develop a combined training program, a coordinated approach to address career criminals, and develop a combined crime bulletin (Police)

Departmental Objectives and Strategies #2

Reduce the impact of illegal drug use through treatment options, education, and enforcement (Police and Fire)

- Identify and establish relationships with local and regional organizations that are available to assist citizens with drug addiction and mental health issues within our city. (Police and Fire)
- Participate in community forums and be represented at public meetings when they are held by organizations formed to educate citizens about the effects and impact of illegal drug use on our city. (Police and Fire)
- Support the Lake Area Narcotics Enforcement Group (LANEG) with their narcotics investigations (Police)

- Continue our Drug Take Back program to aid citizens in the proper disposal of their unwanted, unused, and expired prescription and over the counter medications (Police)

Departmental Objectives and Strategies #3

Develop and implement a chronic nuisance, nuisance, and dangerous building inspection process (Police, Fire, CD)

- Identify high call locations and develop policies with a focus on high call locations, false alarms, and develop community-oriented solutions. (Police, Fire, Codes Administration)
- Identify and present best practices and ordinances for review and adoption to address code compliance needs with a focus on mobile homes and dangerous buildings (Codes Administration)
- Update and present for review and adoption an updated International Building Code (Codes Administration)
- Review rental property inspection program and recommend updates (Code Administration)
- Explore certificates of occupancy process and develop a business license component, including intermittent vendors, to include penalties for failure to comply (Codes Administration and CA)
- Enhance law enforcement investigations through the use of camera systems, and license plate recognition systems, with emphasis on areas surrounding our schools. (IT and PD)

Infrastructure and Utilities

(Streets, Electric, Water, Wastewater)

Council Goal

Continue to improve the quality of life of our customers by providing clean, quality streets, clear signage, traffic patterns, and reliable utility services with financially sound and sustainable strategies

Departmental Objectives and Strategies #1

Develop solutions and identify funding strategies to address traffic flow in Lebanon

- Continue to monitor traffic counts and complete 20% of traffic studies on five-year cycle with the revision of Street Maintenance Master Plan (Streets)
- Identify and pursue grant and funding opportunities (All Departments)
- Study connector road from Beck lane to Fourth Street to create an internal West loop and present report to Council (Streets)
- Continue quarterly meetings with MoDOT to discuss traffic issues and develop strategies (Streets)

Departmental Objectives and Strategies #2

Improve appearance of street rights of way

- Continue routine street sweeping program by sweeping 112 miles of streets per quarter (Streets)
- Implement phase 2 of standard street signage plan including a minimum of one sign at a corner of each intersection where both streets are clearly marked (Streets)
- Continue implementation of adopted annual street striping program (Streets)
 - a. 6.6 Miles Center Striping
 - b. 8.0 Miles Edge Striping
 - c. 8 Pedestrian Crossings

Departmental Objectives and Strategies #3

Expedite response to changing road conditions and customer concerns, including sidewalks

- Evaluate existing sidewalk network for ADA improvements and update Lebanon ADA Transition Plan (Streets)
- Develop sidewalk expansion master plan with scoring matrix and present funding strategies (Streets)
- Design and construct a sidewalk joining Lebanon High School with area businesses (Streets)

Departmental Objectives and Strategies #4

Enhance reliability of utilities through inspections, maintenance, and capital improvements

- Maintain and inspect utility infrastructure on five-year cycle and develop life cycle plan, 20 percent annually (Public Works)
- Update the capital improvement plan for electric and water utilities based upon recommendations identified in master planning documents with a review of utility rates based upon current costs and forecasted needs (Public Works)
- Report performance standards for utility outage times and frequencies to city council bi-annually, to include detail of most common failure points (Public Works)
- Comply with Consent Decree by Completing Phase II of Wastewater Treatment Plant Improvements (Environmental)

Departmental Objectives and Strategies #5

Improve utility customer service/communications

- Empower utility customers with real time data to properly manage utility consumption (Public Works)
- Develop and implement a centralized utility dispatching plan which removes utility calls to 911 (Public Works)
- Review and deploy Computerized Maintenance Management System to improve customer response and asset management (Public Works)

Parks and Recreation

(Parks)

Council Goal

Continue working closely with the Lebanon Park Board to provide the citizens of Lebanon and visitors with safe, educational and well-maintained recreational facilities that are aesthetically pleasing and adequately equipped for enjoying leisure and sport activities for people of all ages and abilities by using information provided by the city masterplan, public input and community minded organizations.

Departmental Objectives and Strategies #1

To improve customer perception and feeling of safety in our park system

- Expand lighting in parks
- FY20 Additional lights at Boswell
- FY21 Additional lights WT Vernon park
- Plan is to have all parks adequately lit by FY22
- Create and install park signage with hours and other information
- Continue to install signs that display hours and rules as needed

- Plan to install park designation signs at park main entrances. Winfrey Property, Boswell Park and new Nelson to be completed by FY21
- Work with Lebanon IT and Police to perform safety inspections and make recommendations for a comprehensive park's safety strategy. (Parks, IT and Police)
- Including cameras (IT)
- Increased patrols (park gator supplied to police for use) (police)
- Establish a park patrons' (neighbor watch program) (police)
- Controlled access (enforcement of park hours) (police)

Departmental Objectives and Strategies #2

To provide a well maintained and aesthetically pleasing park system.

- 04/11/18 Park Board voted to implement a maintenance/safety program to become proactive not reactive
- Create and implement a maintenance and inspection schedule for park facilities
- Parks will evaluate maintenance and inspection documentation annually for needed changes or updates
- Using regularly schedule replacement to ensure park equipment, buildings and infrastructure are well maintained
- Develop a replacement schedule for shelter and playgrounds to become part of the CIP
- Develop a replacement schedule for concession stands and sports field lighting to become part of the CIP
- New park land and locations (future)
- Use community input thru meeting and surveys
- Master planning
- City council input
- Ensure staff deployment is efficient and effective to achieve park inspections
- Staff training (CPSI, CPO/AFO, CYSA, CRCP)
- Work with outside agencies (police, fire, OEM, insurance providers and other consultant

Departmental Objectives and Strategies #3

To continue to develop an adequately equipped park system for all visitors with an emphasis on the youth.

- Present at different service clubs and seek ideas from them as well as sending out surveys after meeting
- Survey the different youth sports leagues after their seasons are complete
- The Park Board will review individual parks at least annually (November Park Board meeting)
- Review and update the Parks master plan and present to council
- Maintain and expand employee training and certifications to stay current on best park practices set by MPRA and NPRA
- Work with likeminded community organizations for park and programming development
- Involve local youth through the student survey group developed by the Mayor (Parks) (Mayor and City Council) (School)
 - d. Sand volleyball courts (2 or 3) by summer of 2020 (Parks) (School)
 - e. Lighted skatepark by FY 21 (Parks) (School)
 - f. Develop plan and funding for BAC improvements if the future (Parks)

Internal Services

(Finance, HR, IT, Facilities, City Clerk)

Council Goal

Continue to provide superior customer service to the City of Lebanon's internal and external customers through the use of technology, facilities, resource management, and applied finance best-practices

Departmental Objectives and Strategies #1

Review customer facing and internal processes to determine if current practices are customer focused

- Review all permitting processes, including customer input, to identify opportunities for improved services (multiple)
- Improve employment recruiting, application processes, testing, and new employee orientation to provide a quality employee experience (HR and CA)
- Implement Financial Management Software to provide more efficient tools for the City for more informed financial decisions (Finance)
- Review cost allocations across all departments/funds to ensure expenses and activity reflect actual costs and are charged appropriately (Finance)
- Make the license application process more efficient by placing fillable forms online (City Clerk)
- Fine tune retention program to include "annual" disposition of records and departmental training (City Clerk)
- Explore software options for boards, committees, commissions, and elected officials tracking (City Clerk)
- Develop a "welcome packet" to be given to all new utility customers (Finance, CA, Tourism)

Departmental Objectives and Strategies #2

Develop a maintenance and financial plan for assets (Facilities and IT)

- Complete a maintenance schedule document for each asset of an agreed upon value (Facilities and IT)
- Complete a maintenance cost schedule for large life cycle maintenance needs (Finance, Facilities)
- Explore lease purchase and other financing options of larger capital items and present to Council for guidance (Finance)
- Explore the contracting of additional services including, but not limited to, snow removal at city facilities (Facilities, IT, Finance)
- Expand and incorporate IT services such as Wi-Fi and improved technology at facilities (IT and Facilities)
- Complete fiber optic cable master plan (IT)

Departmental Objectives and Strategies #3

Establish programming to address employee input, retention, and recruitment

- Develop and distribute an "explanation of benefits and compensation" information sheet and distribute to employees annually (HR)
- Implement a social media recruitment strategy (HR and IT)
- Develop and implement a recruitment plan to include a contract employment status strategy for difficult to fill positions (CA and HR)
- Complete 12 monthly front-line employee roundtables (CA)

- Identify key positions within the organization and develop a succession plan strategy (CA and HR)

Economic Development and Tourism

(Tourism, IT, and REDI)

Council Goal

Continue to promote the City of Lebanon as the preferred destination for retail and commercial businesses, tourism, and regional aviation activities through aggressive pursuit of partnerships and effective branding and marketing.

Departmental Objectives and Strategies #1

To increase the exposure and recruitment of events, attractions, and benefits of visiting Lebanon.

- Develop and implement an on-line ticketing system for CCC, marketing strategy, and promotional packets (Tourism and REDI)
- Install 6 way-finding signage to better direct tourism traffic within the City including, but not limited to, Route 66 and Downtown Lebanon attractions (Tourism and Public Works)
- Continue advertising efforts that have been successful in years past focusing on Bennett Spring, Gospel Sing, Route 66, and Lake of the Ozarks with evaluation of new opportunities that may arise and present to Council (Tourism)
- Collaborate with professional travel writers to generate new forms of publicity across the country for those who pay close attention to the travel industry (Tourism)
- Develop and implement a strategy for the attraction of military personnel, retired and active, to become Lebanon residents (Tourism, REDI, CA)

Departmental Objectives and Strategies #2

Establish an incentive policy and streamlined process for the attraction and retention of businesses to Lebanon

- Incorporate a formalized business retention and expansion (BR&E) program that includes historical fact-finding visits to area employers to denote current and future challenges as well as succession planning for small businesses including workforce development efforts (CA, REDI)
- Complete business survey, create goals, objectives and strategies for Council guidance (CA)
- Continue the objectives as set forth in annual agreements with Lebanon Regional Economic Development, Inc. (CA and REDI)
- Develop and present to Council a “build to suit” strategy for targeted and desirable industry (REDI and CA)
- Strengthen partnerships with our education partners (REDI and CA)

Departmental Objectives and Strategies #3

Enhance the Floyd W. Jones Airport as an asset for economic and community development in the City of Lebanon.

- Update website information on the airport to include additional information about the offerings of the airport and connect to other websites within the City of Lebanon family (Tourism, REDI, Facilities)
- Continue to promote community-wide events at the airport to allow citizens and potential users to see its campus (Tourism, REDI, Facilities)

- Strongly promote the OTC Lebanon aviation program to establish it as a long-term partnership (Airport and Communications)
- Incentivize usage of the airport to entice businesses to come to the City of Lebanon to review potential business sites (Airport, Communications, REDI)

Additional City-Wide Efforts

- Hold a community meeting with property owners who hold property which borders, or nearly borders, Lebanon city limits to discuss voluntary annexation (CA)
- Design, bid, and present to Council a funding strategy for Civic Center expansion and repairs (CA, Finance, Facilities, Tourism)
- Design, bid, and present to Council a funding strategy for a Public Safety Building (CA, Finance, Fire, Police)

Major Fiscal Policies



Financial Policies

Background/Purpose

The City of Lebanon has an important responsibility to its citizens to carefully account for its public funds, to manage municipal finances wisely and to plan for the adequate funding of services and facilities required and desired by the public. The purpose of establishing a set of fiscal policies is to ensure the public's trust is upheld. By adopting a set of fiscal policies, the City will be establishing the framework under which it will conduct its fiscal affairs, ensuring that it is and will continue to be capable of funding and providing outstanding local government services. The discussion of these policies will provide more information to its citizens, Council members, and the city employees - all interested stakeholders in the budget.

The fiscal policies of the City of Lebanon have specific objectives. They have been developed to ensure the fiscal health of the City.

- To maintain Council policy-making ability by ensuring that important fiscal decisions are not driven by emergencies or financial problems.
- To provide Council information so that policy decisions can be made timely and accurately.
- To provide sound financial principles to guide Council and management in making decisions.
- To employ revenue policies which attempt to prevent undue reliance on a single source of revenue and which distributes the cost of municipal services fairly among all programs.
- To protect and maintain the City's credit rating.
- To ensure legal compliance with the budget through systems of internal control.

The following general principles should be followed in the financial management of the City of Lebanon and in the development of the annual budget.

Financial Planning Policies

Balanced Budget

To provide for a continuing level of government and financial stability, the City of Lebanon operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, services charges and fees, licenses and permits, fines and forfeitures, interest earnings and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services and general operating equipment.

The City is committed to meeting this policy under normal circumstances. It is recognized that there may be times when it is advisable and necessary to use the cash reserves to balance the operating budget. If the annual budget requires the use of fund balance to match operating revenue and expense, the amount of the fund balance used and the purpose for which it is appropriated shall be identified in the annual budget message. The budget presented is balanced.

The City will ensure compliance with the adopted budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.

Asset Inventory

The City of Lebanon recognizes the capital assets of a government and their condition are critical to the quality of services provided, and will strive to develop a comprehensive database which will include all major assets and a condition assessment to maintain the City's largest assets. This information would be used to determine the replacement and maintenance schedule for the assets, and how that coordinates with the development of the annual budget. It will also promote stewardship of the City's assets and assure that the City is complying with grant requirements as well as promptly disposing of surplus property.

Cash and Investments

The City's adopted investment policy will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal in that order.

Long-Range Planning

The City will develop a financial trend report to provide a long-range planning tool to assess its financial condition. This report will assist in identifying emerging trends that may suggest corrective action is necessary.

Revenue Policy

Revenue Diversification

A diversified yet stable revenue system will be utilized by the City to protect it from possible short-term fluctuations in any of its revenue sources.

Non-Recurring Revenue

Generally, annual revenue of the City can be classified as either recurring or non-recurring. Examples of recurring revenue are sales tax, property tax and fees for services. Although the level of revenue may be subject to economic conditions, it is certain to be available from year to year. Non-recurring revenue (or one-time revenue) may be generated from grants, refunding of debt, the sale of fixed assets or other sources. This revenue may be available for more than one year but is not considered a permanent source of funding.

To ensure the City of Lebanon is able to provide a consistent level of services, and to avoid disruptive effects on the community, the use of non-recurring or one-time revenue should generally be limited to non-recurring expense. Examples of proper use of this revenue are land acquisition, major capital purchases, start up costs for new programs, and stabilization funds for short periods of time when expenditures exceed revenue. Major capital expenditures that will significantly increase operating expenses should have a long-term sustainable revenue source. Grant applications should be based on meeting the City's needs, not just the availability of grant funds. Many capital expenditures are funded by a dedicated tax.

Use of Unpredictable Revenues

Monthly reports comparing actual to budget revenues will be prepared by the Finance Department and presented for administrative review. Variances are researched to determine if the differences are related to timing of the collection or a decrease in the activity. If revenues exhibit a consistent downward or flat trend, the Finance Department will analyze the total revenue and expense and consult with the City Administrator.

Charges for Services

All existing and potential revenue sources will be reviewed annually and recommendations to increase or decrease are based on the following:

- The history of charge levels, including how long present charges have been in place.
- For charges that defray all or part of the cost of delivering a service, how revenues compare to costs.
- How City charges compare to those of surrounding and comparable cities.
- The potential impact on the City, the local economy and on individuals and firms who will pay the charge.

Expenditure Policy

Undesignated Reserves

A jurisdiction should adopt a policy(s) to maintain a prudent level of financial resources to protect against the need

The City recognizes the need to maintain adequate cash reserves and to provide an appropriate level of service funded from annual revenues. In order to balance these needs, and to maintain the City's credit worthiness, the City of Lebanon continues to target funds without a fund balance requirement per ordinance to maintain twenty percent (20%) of operating revenues which will provide for emergencies and allow for financial stability. This will also provide the City with resources to achieve its objectives and the flexibility to respond to unexpected opportunities or expenses. When feasible, a plan to replenish these reserves within a reasonable period of time should be developed. Currently General Fund is required to maintain a fund balance of twenty (20%) to thirty (30%) percent of operating expenditures and Electric, Wastewater and Water are required to maintain a fund balance of thirty (30%) to fifty (50%) of customer billing revenues.

Funding of reserves will come generally from one-time revenues, excess fund balance and projected revenues in excess of projected expenditures.

Unreserved cash balances can be used as funding during periods of economic decline, for one-time expenditures, and emergencies. Additional reserves may be desirable if the City is aware of future liabilities or action that may necessitate a larger balance.

Use of cash reserves will require Council action.

Budgetary Compliance

Each department is sent a monthly expenditure status report and is expected to monitor their spending and stay within budget. In addition, the Finance Department prepares a monthly report comparing

actual to budgeted expenditures for the major operating funds and is presented for administrative review.

Cost Effective Services

The City will seek the best service level at the least cost. Contracts will include a formal process that ensures a level playing field to submit competitive bids.

Financial Reporting Policy

Basis of accounting refers to revenues and expenditures or expenses recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The City's policy is to maintain its records and present fund financial statements on the modified cash basis of accounting. The cash basis of accounting is used in budgeting for all fund groups. Under the cash basis of accounting, revenues and expenditures are recognized when received.

An independent annual audit will be performed by an independent public accounting firm, which will issue an official opinion on the annual financial statements and a management letter detailing areas needing improvement.

Financial systems will be maintained to monitor revenues and expenditures on a monthly basis, with an analysis and adjustment of the Annual Budget at appropriate times.

The Finance Department will monitor the financial systems with reports presented for monthly administrative review.

The City will annually submit documentation to the Government Finance Officers Association for the purpose of obtaining the Distinguished Budget Presentation Award.

Capital Improvement Policy

The City staff will prepare for the Council's adoption annually, a five-year Capital Improvement Program (CIP) which will detail each capital project, the estimated cost, the description, and funding source. Future operating costs associated with new capital improvements will be projected and included in the operating budget forecast. The City will determine and use the most effective and efficient method for financing all new capital projects.

Debt Policy

Purpose

The City recognizes the foundation of a well managed debt program is a comprehensive debt policy. A debt policy is an important tool to insure the appropriate use of the City's resources to meet the commitment to provide services to a community and to maintain sound financial management practices. These policies are guidelines for general use and allow for extraordinary circumstances. The primary objectives of this policy are to:

- Demonstrate a commitment to long-term financial planning objectives.
- Promote continuity and consistency in the decision-making process.

- Provide guidance to decision makers regarding the timing and purpose for which debt may be issued.
- Minimize interest expense and cost of issuance.
- Maintain the highest credit rating possible.
- Keep the level of indebtedness within available revenue and within the legal limitations of the State of Missouri.

Debt Affordability Analysis

The following factors shall be considered when evaluating debt capacity: Statutory and constitutional limitations on the amount of debt that can be issued; requirements of bond covenants; revenue projections and the reliability of revenue sources to repay debt; projections of the City's financial performance, such as revenues and expenditures, net revenue available for debt service; unreserved fund balance levels and measures of debt burden, such as net bonded debt per capita; net bonded debt as a percent of assessed value; and ratio of debt service to expenditures

Types of Debt

Debt financing shall be used by the City of Lebanon to fund infrastructure improvements and acquire capital assets that cannot be acquired from either current revenues or fund balance. Operating expenditures will not be directly supported by debt. Debt financing may include general obligation bonds, revenue bonds and other obligations permitted under Missouri law. The City will select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and the principles of equity, effectiveness and efficiency. The City intends to include in the annual operating budget a sufficient amount to fund ongoing maintenance needs and to provide for periodic replacement consistent with the philosophy of maintaining capital facilities and infrastructure to maximize the useful life. The repayment terms should not exceed the useful life of the improvement.

Debt

General Obligation Bonds

General obligation bonds are issued to finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the City. Limitations for bonding capacity are set by State Statutes.

Article VI, Sections 26(b) and (c) of the Constitution of the State of Missouri limit the net outstanding amount of authorized general obligation indebtedness for a city to 10 percent of the assessed valuation of the city by a two-thirds (four-sevenths at certain elections) vote of the qualified voters. Article VI, Section 26(d) provides that a city may, by a two-thirds (four-sevenths at certain elections) vote of the qualified voters, incur indebtedness in an amount not to exceed an additional 10 percent for the purpose of acquiring rights-of-way, construction, extending and improving streets and avenues, and sanitary or storm sewer systems, provided the total general obligation indebtedness of a city does not exceed 20 percent of the assessed valuation. Article VI, Section 26(e) provides that a city may, by a two-thirds (four-sevenths at certain elections) vote of the qualified voters, incur indebtedness in an amount not exceeding an additional 10 percent for the purpose of purchasing or constructing waterworks, electric or other light plants to be owned exclusively by the city, provided that the total general obligation indebtedness of a city does not exceed 20 percent of the assessed valuation. The legal debt capacity of the City as of June 30, 2015 is:

Computation of Legal Debt Capacity

2018 Assessed Valuation	\$ 219,180,174
Constitutional Debt Limit (20% of assessed valuation)	\$ 43,836,035
Amount of debt applicable to debt limitation	\$ -
REMAINING LEGAL DEBT CAPACITY	\$ 43,836,035

Current Long-Term General Obligation Indebtedness

The City currently has no outstanding general obligation indebtedness.

History of General Obligation Indebtedness

The following tables set forth debt information pertaining to the City as of the end of each of the last five fiscal years:

<u>Fiscal Year Ending *</u>	<u>Total Outstanding Debt</u>
June 30, 2019	-0-
June 30, 2018	-0-
June 30, 2017	-0-
June 30, 2016	-0-
June 30, 2015	-0-

Other Long-Term Obligations of the City

Revenue Bonds

The City currently has no outstanding revenue obligations.

Certificates of Participation

Certificates of Participation (COP) are used to finance a variety of public projects. The certificates are subject to annual appropriation, and are not backed by a "full faith and credit" general obligation pledge. The COP borrowing does not count against the City's legal debt capacity.

The Certificates of Participation issued in 2010 provided financing for the costs of certain improvements to the City's wastewater treatment plant and the City's waterworks system. The revenues generated from the City's Wastewater fund – eight-nine percent and Water Fund – eleven percent - are responsible for the debt service on the 2010 issue. In Fiscal Year 2020 these bonds were refunded through Series 2020. A new COPs was issued in the amount of 12,600,000 to fund capital improvement projects from Water, Wastewater and improvements to the Cowan Civic Center.

Capital Leases

Capital leases are used to finance certain equipment on a short-term basis. The City has chosen to engage in financing various equipment/vehicles throughout the City to improve service standards and reliability to our Citizens.

The following is a schedule of the annually renewable lease purchase agreements which involve certificates of participation and capital leases for the current budget year.

Debt Service: 2020-2021 Requirements

	Primary Funding Source	Principal Outstanding July 1, 2020	Principal and Interest Payment 2020-2021
<u>Certificates of Participation</u>			
Goodwin Hollow Project Series 2020-A	Wastewater Revenue	440,000	57,720
Goodwin Hollow Project Series 2020-B	Wastewater Revenue	140,000	19,098
Goodwin Hollow Project Series 2021	Wastewater Revenue	265,000	12,636
WWTP Phase II Improvements Series 2020-A	Wastewater Revenue	3,475,000	245,456
WWTP Phase II Improvements Series 2020-B	Wastewater Revenue	1,100,000	82,197
WWTP Phase II Improvements Series 2021	Wastewater Revenue	2,085,000	45,743
Spiller Water Tower Renovation Series 2020-A	Water Revenue	175,000	25,059
Spiller Water Tower Renovation Series 2020-B	Water Revenue	55,000	6,610
Spiller Water Tower Renovation Series 2021	Water Revenue	105,000	6,045
Bowling Water Tower Paint Series 2020-A	Water Revenue	90,000	7,602
Bowling Water Tower Paint Series 2020-B	Water Revenue	30,000	878
Bowling Water Tower Paint Series 2021	Water Revenue	55,000	5,547
Glencastle Water Tower Renovation Series 2020-A	Water Revenue	150,000	19,336
Glencastle Water Tower Renovation Series 2020-B	Water Revenue	50,000	1,464
Glencastle Water Tower Renovation Series 2021	Water Revenue	90,000	895
Cowan Civic Center Series 2020-A	Capital Improvement Tax	1,815,000	247,469
Cowan Civic Center Series 2020-B	Capital Improvement Tax	570,000	76,684
Refunding Series 2010 COPS - 2020A		1,455,000	347,062
Refunding Series 2010 COPS - 2020B		455,000	108,318
TOTAL CERTIFICATES OF PARTICIPATION		\$ 12,600,000	\$ 1,315,818
<u>Capital Leases</u>			
Capital Lease Purchase 2016 - Street Sweeper	Street Revenue	36,892	36,892
Capital Lease Purchase 2016 Combination Sewer Truck	Wastewater Revenue	74,577	74,577
Capital Lease Purchase 2018 Mini Digger	Electric Revenue	88,936	30,436
Compact Track Loader	Water Revenue	29,424	10,382
Dump Truck	Street Revenue	86,257	31,381
Mini Excavator	Water Revenue	15,341	5,413
TOTAL CAPITAL LEASES		\$ 331,427	\$ 189,081

Future Financings

At this time, the City has no general obligation debt and no plans to issue this type of debt in the immediate future. Capital Leases and COPS are the City's current means of financing major infrastructure and continuing its capital investments.

With the passage of the Capital Improvement Tax, the City will be constructing a new public safety building. Land has been purchased and the design is heavily underway. The City is considering the issuance of revenue or lease obligations to finance the construction of this new building. Additionally the City plans to solicit capital leasing for several pieces of equipment.

Budget Process

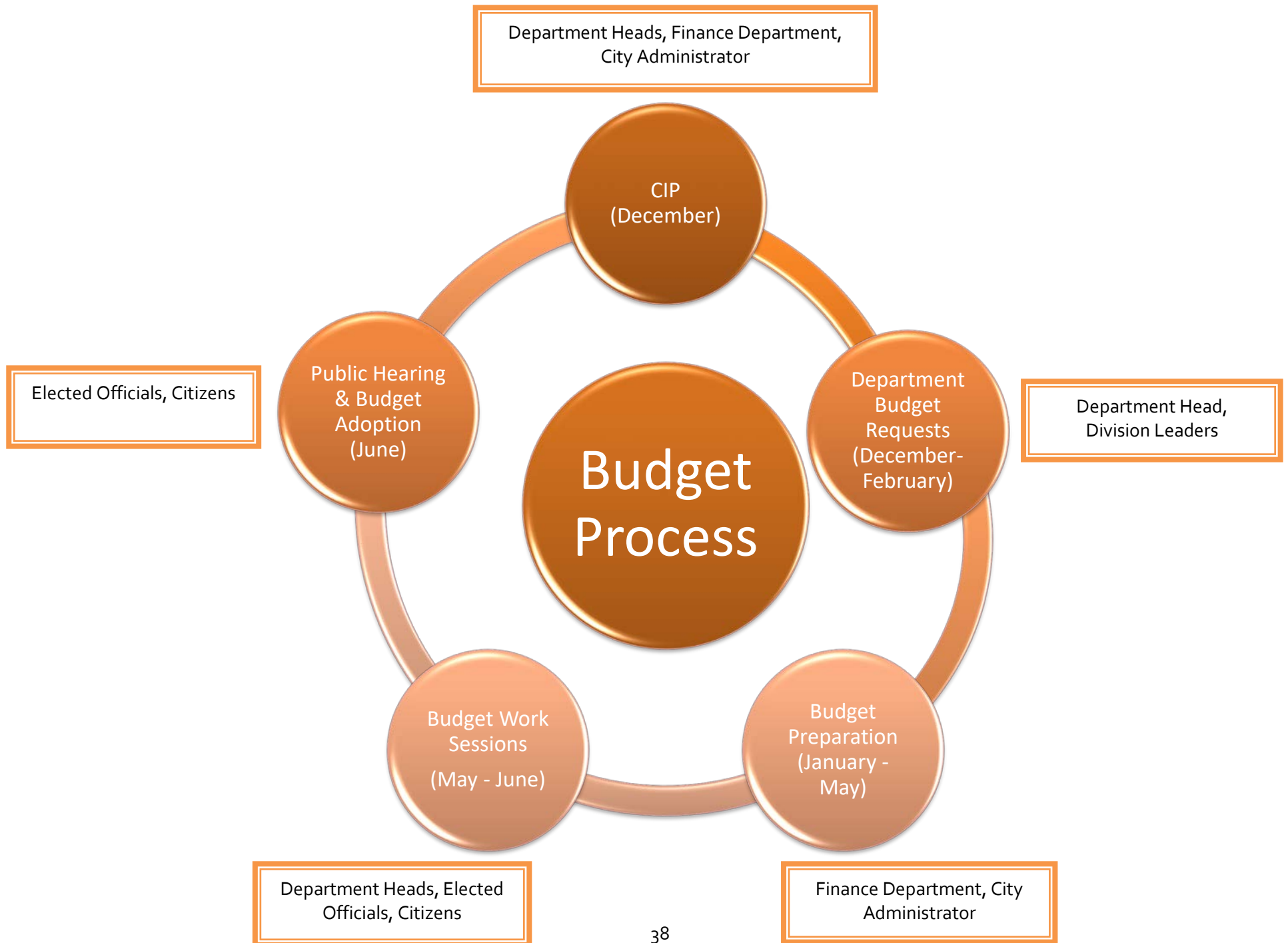
The City is required by law to prepare an annual budget of estimated receipts and disbursements for the coming fiscal year under the direction of the City Administrator, Director of Finance and Department Heads and which is presented to the City Council for approval before July 1. The City's fiscal year currently begins on July 1 and ends on June 30. The budget lists estimated receipts by fund and sources and estimated disbursements by funds and purposes.

Four Stages of the Budget Process:

- 1) Budget Process – Departments are required to prepare their program budget requests for the upcoming fiscal year on forms supplied by the Director of Finance. The amounts requested must be justified in terms of the results to be achieved. Departments are encouraged to assess their needs, research costs, and look at innovative changes which can be implemented within their operations to meet departmental needs and City Council goals.
- 2) Budget and Program Review – The Director of Finance reviews all departments' program budget requests and makes recommendations to the City Administrator. The City Administrator and the Director of Finance confer with department officials to determine appropriate budget levels, after which the City Administrator makes the final budget decisions and submits his recommendations to the Mayor and the City Council.
- 3) Consideration and Adoption – At least forty-five days prior to the City's fiscal year end, the City Administrator's recommended budget is given to the Mayor and the City Council for their review. They may make changes during this period and adopt the budget in accordance with provisions of State Statutes and local ordinances.
- 4) Execution of the Budget Plan – The actual implementation of the budget as adopted by the Mayor and City Council, effective July 1 of the fiscal year.

Budget Amendments

Budgeted amounts are as originally adopted or as amended by the city council annually. Once the budget is adopted, Council must approve any increase due to unanticipated expenses, grant revenue, or other revenue sources. An increase in the number of full-time or part-time positions allocated to a department after the budget is adopted must also be presented to Council for approval.



Action Steps:	Responsibility:	Date:
CIP information due from departments	All Departments	April 17 2020
Distribute Instructions for Department Sheets (Ph 1)	Director of Finance	February 20 2020
Begin Revenue Projections, Debt Service & Salary Projection	Director of Finance	March 2020
CIP information Review	City Administrator & Director of Finance	March 2020
Line items, Org Charts, Department Sheets, Staff Plans due back to Finance	All Departments	April 17 2020
HR Review of Org Charts/Personnel FTE	Human Resources Director	May 2020
Compile budget and review items with departments	Director of Finance	February-April 2020
Review Estimated Revenue & Projected Expenses	City Administrator & Director of Finance	April-May 2020
Proposed Budget Draft to City Administrator	Director of Finance	May 15 2020
Proposed Budget to Mayor and City Council	City Administrator & Director of Finance	May 19 2020
Council Review of Budget	Mayor & City Council	May-June 2020
Set Public Hearing 10 days in advance of final Hearing	City Administration	May-20
Submit Budget Ordinance for Public Hearing and First and Second Reading	City Administrator & Director of Finance	June 8 2020
Adopted Budget published to website and printed copies to Council	Finance Department	June 15 2020

All Funds



Budget Overview

This summary provides an overview of the City's entire Fiscal Year 2020 budget and activity, covering fund activity for city activities consisting of governmental, enterprise, internal and special funds. For more detailed information, go to the fund, department, or division sections of this budget.

The General Fund consists of the following departments/divisions: General, Municipal Court, Fire, Police, Civic Center, Community Buildings, Administration, Finance, Recycling, and Storm Water.

Carryover for Appropriation	\$18,624,954
New Revenue	\$58,018,133
Internal Service Cost	\$1,627,888
Total Funds Available	\$78,270,975
Interfund Transfer In	\$1,070,643
Appropriations	\$62,491,393
Internal Service Cost	\$1,650,008
Total Appropriations	\$64,141,401
Estimated Ending Fund Balance	\$15,200,217

These departments/divisions provide general services to the community. Expenses have been reduced by an average of seven percent (7%), excluding public safety. As a result, the fund balance for the General Fund is projected to increase to twenty-six percent (26%). The starting balance is projected to be \$2,751,774 and to end at an estimated amount of \$1,801,650. This increase in fund balance can be attributed to a decrease in spending due to an abundance of caution as we navigate COVID-19.

This is the first proposed budget since voters generously approved a tax dedicated to public safety. As promised, the proposed budget includes the addition of four positions to the Police Department and six positions to our Fire Department. This proposed budget also includes replacement of rescue tools, cardiac monitors, six police vehicles, forensic equipment, and a radio repeater solution for the inside of our high school and middle school. We project the starting balance at \$146,636 and an ending balance estimated at \$280,914.

City crews continue to work on projects funded by the Street Fund. An asphalt overlay of 3.7 miles of streets including: Evergreen Parkway, West Bland Avenue, Utah Street, Texas Street, Ohio Street, Kansas Street, Iowa Street, and Crisp Street. Maintaining a cautious position due to COVID-19, we are projecting a five percent (5%) decline in revenue in the Street Fund. The projected fund balance is eighteen percent (18%). The starting balance should start at an estimated \$1,066,403 and end at approximately \$411,515.

The Capital Fund will again invest in our community. A new Public Safety Building is budgeted this year, as well as replacing the OTC Aviation Building as part of a hanger project in this proposed budget. We will also be presenting to Council an intergovernmental agreement with Lebanon R-3 to both assist with construction of a third FEMA shelter and defining access to all three shelters for our community. This agreement is expected to span 25 years at an estimated cost of \$35,000 per year. The starting balance is estimated to be \$719,483 with an ending estimated balance of \$642,580.

The Special Funds are used to account for special activities and programs. The largest of these funds is the Park Fund and is managed by the Parks Board appointed by the Mayor with the consent of the City Council. This Board will spend down their fund balance on projects that were slated to be completed

this year including sand volleyball courts and an amphitheater. The starting balance will be \$511,801 and is projected to be \$352,692 by the end of Fiscal Year 2021.

The Tourism Fund will see a decrease in its fund balance. This Fund has little to no capital expenses and has an internal transfer to offset employee cost. The starting balance should be \$141,099 and the ending balance is projected to be \$66,327.

The Downtown Business District will see a decrease to its fund balance beginning at \$62,052 and ending at \$34,457. This fund balance includes monies raised by the Downtown Business District Board and are being held by the City in anticipation of the Board selecting a contract employee.

At the City's airport, a part time position has been moved to seasonal to complement our contracted mowing services. The Airport sustained significant damage in the May 4th storm. As mentioned, we plan on presenting to Council a replacement OTC Aviation Building, which includes satisfying hanger requirements from the Missouri Department of Transportation (MoDOT). Additionally, a major runway improvement is scheduled to be completed in fiscal year 2021.

The Internal Funds are used to account for internal activities and programs. The three funds considered internal to operations are the Community Development, Internal Services, and Benefit funds. The

Internal Service Funding								
50 Codes Administration			60 Service Fund					
	305 Development & Compliance	Total	305 Garage	310 Purchasing & Warehouse	315 Information Technology	320 Facilities Management	325 Janitorial	Total
01 General	\$228,052	\$228,052	\$39,743	\$20,627	\$143,860	\$127,008	\$39,221	\$370,459
08 Street	\$50,472	\$50,472	\$75,073	\$24,753	\$54,003	\$35,586	\$4,816	\$194,231
40 Tourism	\$0	\$0	\$17	\$2,063	\$7,203	\$366	\$0	\$9,649
45 Econ Dev	\$0	\$0	\$938	\$2,063	\$26,651	\$7,060	\$0	\$36,712
73 Airport	\$0	\$0	\$0	\$2,063	\$0	\$16,016	\$0	\$18,079
75 Downtown Business	\$0	\$0	\$0	\$0	\$0	\$18,800	\$0	\$18,800
79 Parks	\$2,613	\$2,613	\$2,409	\$4,125	\$25,824	\$838	\$0	\$33,196
80 Electric	\$61,517	\$61,517	\$52,844	\$66,008	\$38,277	\$9,840	\$4,816	\$171,785
83 Fiber	\$0	\$0	\$0	\$0	\$44,643	\$4,221	\$0	\$48,864
85 Wastewater	\$53,441	\$53,441	\$32,766	\$33,004	\$43,938	\$11,106	\$4,816	\$125,630
87 Water	\$53,441	\$53,441	\$54,289	\$51,569	\$37,638	\$6,135	\$4,816	\$154,447
Direct Cost	\$293,135	\$293,135	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$742,671	\$742,671	\$258,079	\$206,275	\$422,037	\$236,977	\$58,484	\$1,181,852

Internal Fund carries no fund balance. The activity in this fund is covered by services performed as

operations to the City. The Community Development Fund is mainly funded through the General Fund; however, the City's subdivision development is managed through this fund. The balance in this Fund is expected to end at \$360,907. The Benefit Fund will see an increase in its fund balance from \$1,169,280 to \$1,456,287.

Enterprise Funds are used to manage the City utilities. The Electric Fund is the largest of these funds. The Operating Fund will start the year with \$2,060,441 and will end the year around \$761,404. The reserve will start with a balance of \$7,309,086 and end with a balance of \$6,480,801, attributed to capital projects and estimated costs associated with the May 4th storm. The total capital investment planned from this Fund for this fiscal year is \$2,081,652, of which \$1,325,000 is being expensed from the reserve fund during this fiscal year.

Fiber Fund manages our fiber utility and will see a decrease in its fund balance by \$29,444, with no additional projects anticipated until completion of the fiber master plan.

The Wastewater Fund will start the year with a balance around \$1,095,539 and end with a balance of \$1,335,199, or thirty five percent (35%) fund balance. This budget reflects \$7,000,000 in construction activity related to the facility improvements to comply with Missouri Department of Resources consent decree.

The Water Fund will start the year with a balance around \$727,088 and end with a balance of \$550,766. Our waters towers will see a total investment of \$752,000 with \$527,000 of that investment in fiscal year 2021 as reflected in our budget.

Finally, it is important to note the difference between operational and capital costs in this budget. Capital costs, while beneficial to the City, are sometimes not required purchases, unlike operational costs, which are required to maintain our current levels of service. When capital costs of \$17,336,352 are separated from the budget, the City sees an operational surplus of \$13,948,515, indicating a healthy financial position.

While this summary is helpful and provides a general overview of the entire budget activity, the detailed activity of any fund and the description of each capital project can be found in different sections of this budget document. Please refer to the Table of Contents for more detailed information on any fund, activity, or program of interest to you.

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Budget Summary Governmental Activity

01 General Fund		08 Street Fund	
Carryover for Appropriations-Operating	\$2,440,158	Carryover for Appropriations	\$1,066,403
Carryover for Appropriations-Reserve	\$311,616	New Revenues	\$2,255,730
New Revenues	\$6,524,225	Total Available for Appropriations	\$3,322,133
Total Available for Appropriations	\$9,275,999	500 Street	\$2,910,618
100 General	\$1,091,097	Total Street Fund Appropriations	\$2,910,618
105 Municipal Court	\$229,850	Estimated Ending Balance	\$411,515
110 Fire Department	\$1,516,362	22 Capital Fund	
115 Police Department	\$2,956,345	Carryover for Appropriations	\$719,483
120 Police Officer Training	\$0	New Revenues	\$1,736,750
130 Civic Center	\$486,779	Total Available for Appropriations	\$2,456,233
135 Community Buildings/NEC	\$36,000	600 Capital	\$589,153
140 Mayor & Council	\$62,355	605 General	\$974,500
145 City Administration	\$340,699	640 Airport	\$250,000
150 City Clerk Office	\$181,688	Total Capital Fund Appropriations	\$1,820,210
155 Recycling	\$29,070	Estimated Ending Balance	\$778,968
165 Storm Water	\$25,000		
170 Finance Office	\$333,179		
175 HR	\$185,925		
Total General Fund Appropriations	\$7,474,349		
Estimated Ending Balance	\$1,801,650		
03 Public Safety Fund			
Carryover for Appropriations	\$146,636		
New Revenues	\$2,352,000		
Total Available for Appropriations	\$2,498,636		
03-510 Fire Department	\$1,359,777		
03-515 Police Department	\$857,945		
Total Street Fund Appropriations	\$2,217,722		
Estimated Ending Balance	\$280,914		

Percent of Fund Balance

General – 26%
Public Safety – 16%
Street -18%
Capital– 37%

Budget Summary Special and Internal Activity

Percent of Fund Balance

Tourism – 44%
Economic Development -54%
Airport – 0%
Downtown Business – 74%
Parks – 47%

40 Tourism Fund		73 Airport Fund	
Carryover for Appropriations	\$141,099	Carryover for Appropriations	\$0
New Revenues	\$150,100	New Revenues	\$2,419,375
Interfund Transfer In	\$60,000	Interfund Transfer In	\$388,928
Total Available for Appropriations	\$351,199	Total Available for Appropriations	\$2,808,303
500 Tourism	\$284,872	100 Airport General	\$2,808,303
Total Tourism Fund Appropriations	\$284,872	Total Airport Fund Appropriations	\$2,808,303
Estimated Ending Balance	\$66,327	Estimated Ending Balance	\$0
45 Economic Development Fund		75 Downtown Business District Fund	
Carryover for Appropriations	\$505,597	Carryover for Appropriations	\$62,052
New Revenues	\$1,099,391	New Revenues	\$46,500
Total Available for Appropriations	\$1,604,988	Total Available for Appropriations	\$108,552
700 Economic General	\$520,348	500 DTBD General	\$74,095
715 Detroit Tool Metal Products	\$489,016	Total DTBD Fund Appropriations	\$74,095
730 Copeland	\$1,600	Estimated Ending Balance	\$34,457
750 Mercy	\$1,000	79 Parks Fund	
Total Economic Development Fund Appropriations	\$1,011,964	Carryover for Appropriations-Operating	\$0
Estimated Ending Balance	\$593,024	Carryover for Appropriations-Reserve	\$511,801
		New Revenues	\$752,800
		Total Available for Appropriations	\$1,264,601
		500 Parks Operation and Administration	\$606,425
		515 Boswell Aquatic Center	\$115,985
		520 Parks Activities	\$189,499
		Total Parks Fund Appropriations	\$911,909
		Estimated Ending Balance	\$352,692

Budget Summary Special and Internal Activity

Percent of Fund Balance

Codes Administration – 133%
Service -0%
Benefits– 37%

50 Codes Administration		60 Service Fund	
<i>Carryover for Appropriations</i>	\$258,027	<i>Carryover for Appropriations</i>	\$0
<i>New Revenues</i>	\$271,015	<i>Internal Service Cost Revenue</i>	\$1,181,852
<i>Interfund Transfer In</i>	\$125,000	<i>Total Available for Appropriations</i>	\$1,181,852
<i>Internal Service Cost Revenue</i>	\$449,536	305 Garage	\$258,079
<i>Total Available for Appropriations</i>	\$1,103,578	310 Purchasing & Warehouse	\$206,274
305 Codes Administration	\$742,671	315 Information Technology	\$422,038
310 Planning & Design	\$0	320 Facilities Management	\$236,977
<i>Total Community Development Fund Appropriations</i>	\$742,671	325 Janitorial Services	\$58,484
<i>Estimated Ending Balance</i>	\$360,907	<i>Total Internal Service Fund Appropriations</i>	\$1,181,852
		<i>Estimated Ending Balance</i>	\$0
		70 Benefits Fund	
		<i>Carryover for Appropriations</i>	\$1,169,280
		<i>New Revenues</i>	\$3,885,105
		<i>Total Available for Appropriations</i>	\$5,054,385
		400 Benefits	\$3,598,098
		<i>Total Benefits Fund Appropriations</i>	\$3,598,098
		<i>Estimated Ending Balance</i>	\$1,456,287

Budget Summary Enterprise Activity

80 Electric Fund		85 Wastewater Fund	
Carryover for Appropriations-Operating	\$2,060,441	Carryover for Appropriations-Operating	\$479,260
Carryover for Appropriations-Reserve	\$7,309,086	Carryover for Appropriations-Reserve	\$616,279
New Revenues-Operating	\$22,938,800	New Revenues	\$11,214,192
Interfund Transfer In-Reserve	\$496,715	Total Available for Appropriations	\$12,309,731
Total Available for Appropriations	\$32,805,042	200 WWTP and Operation	\$10,403,572
200 Electric Operating	\$23,925,830	205 WW Maintenance	\$154,004
205 Electric Maintenance	\$311,527	215 Inflow & Infiltration	\$416,956
215 Electric Reserve	\$1,325,000	Total Wastewater Fund Appropriations	\$10,974,532
Total Electric Fund Appropriations	\$25,562,357	Estimated Ending Balance	\$1,335,199
Estimated Ending Balance-Operating	\$761,884	87 Water Fund	
Estimated Ending Balance-Reserve	\$6,480,801	Carryover for Appropriations-Operating	\$394,459
83 Fiber Fund		Carryover for Appropriations-Reserve	\$332,629
Carryover for Appropriations	\$100,647	New Revenues	\$2,293,650
New Revenues	\$75,000	Total Available for Appropriations	\$3,020,738
Total Available for Appropriations	\$175,647	200 Water Operation	\$2,044,063
200 Fiber Operating	\$104,444	205 Water Maint. & Distribution System	\$425,899
Total Fiber Fund Appropriations	\$104,444	Total Water Fund Appropriations	\$2,469,962
Estimated Ending Balance	\$71,203	Estimated Ending Balance	\$550,776

Percent of Fund Balance

Electric – 31%
 Fiber - 95%
 Wastewater – 35%
 Water – 31%

Fund Structure

The City's fund structure aligns with four areas of services provided. Governmental activity is funded primarily by taxes and fees. The general governmental activity, streets along with public safety and recreation capital purchases are provided to the general public with these funds.

The Enterprise activity is funded through rates and charges and acts in a businesslike manner. The enterprise activity is made up of the utilities of electric, fiber, water, and Wastewater. The revenue is provided by the community customers and is used to provide services based on the individual needs.

The Special Funds are specific to revenue collected for specific services or goods provided. The Special funds are:

- ✓ Tourism (40) which uses a lodging tax to promote tourism and tourism activity;
- ✓ Economic Development (45) which uses rents and an economic development tax to assist with development and job creation activity;
- ✓ Airport (73) receives grants and entitlement from the state and FAA, as well as revenues from fuel sales and rents;
- ✓ Downtown Business District (75) is a self taxing district located between the railroad tracks and Second Street. Its revenue is eighty percent (77%) provided by real-estate tax income and twenty percent (15%) by business licenses; and
- ✓ Parks (79) has a property tax imposed on all real and personal property within the corporate limits of the City. This tax is used to manage and maintain a park system, consisting of nine parks and one outdoor pool.



The Internal Funds are internal to the operation of the City. Internal Services (60) assist in managing fixed, controllable and fleet assets, inventory and the technology network. Fund (70) is used to administer the employee benefits including a self-funded health insurance program. Fund (50) is used to manage our subdivision development along with our community development department.

Major Revenues

The City of Lebanon tracks major revenue sources on a monthly basis and uses trend analysis and other relevant information including City experience to project revenues. Revenue projections are prepared early in the budget process. The first step in the process is to revise the estimates for the current fiscal year in order to develop an accurate base for the projections for the upcoming year. The revenue estimates are finalized during the completion of the budget.

Each revenue source has unique characteristics. As a result, the starting point for an overall approach is certain assumptions regarding inflation, population changes, and assessed valuations and overall development activity. These factors are weighed along with historical trends, economic forecasts, regulatory decisions, weather and foreseeable development within the City. Information provided below identifies all major sources of the City's revenue for all City funds.

Each revenue page is divided into three sections:

Fund(s) and Account Code

This is the specific line(s) to which the revenue source is posted in the city's accounting system.

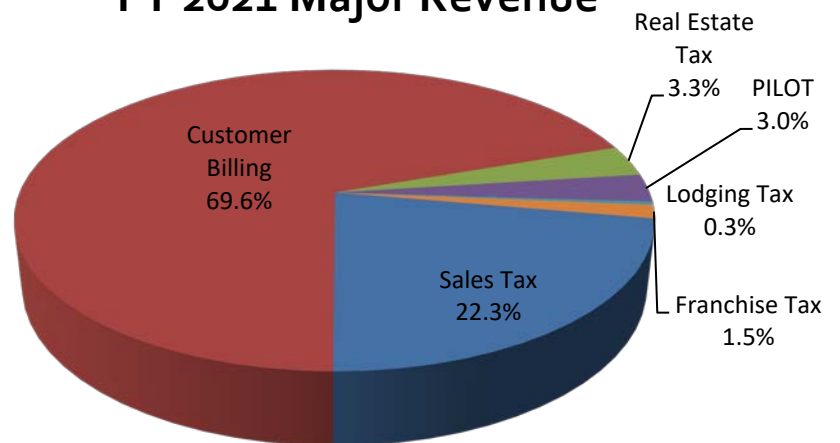
Description

This is a brief explanation of the source, rate and calculation of the revenue source. Information on collection and distribution of the revenue is also provided.

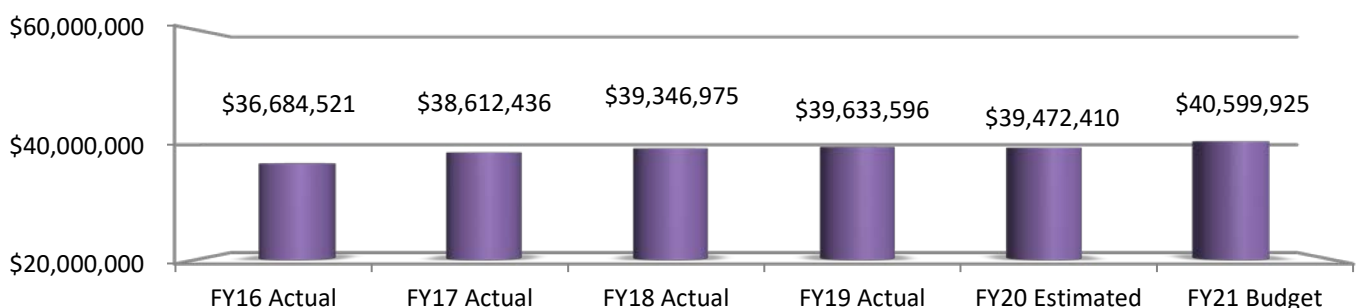
Financial Trend

This is a graphical display of the last five years, current year estimate and next year's budget of the revenue source.

FY 2021 Major Revenue



Major Revenues



Sales Tax 1%

Revenue General Ledger Account:

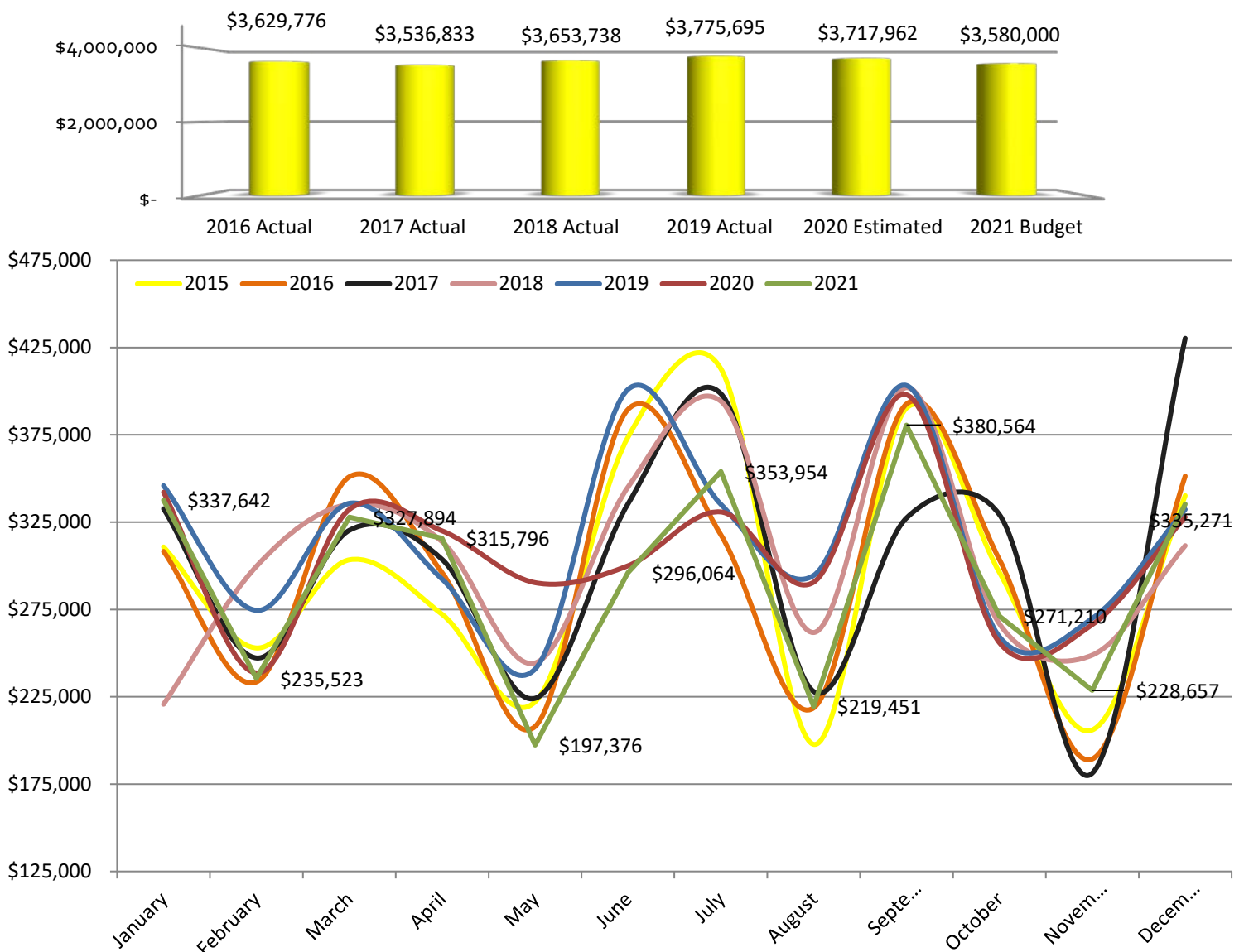
General Fund

01-4-100-1000.001

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

The City of Lebanon rate of city sales tax is one percent (1%) on the receipts from the sale at retail tangible personal property or services. Sales tax revenue for FY2018 fiscal year is based on current receipts and historical trending.

Sales Tax 1% Revenue History



Customer Billing

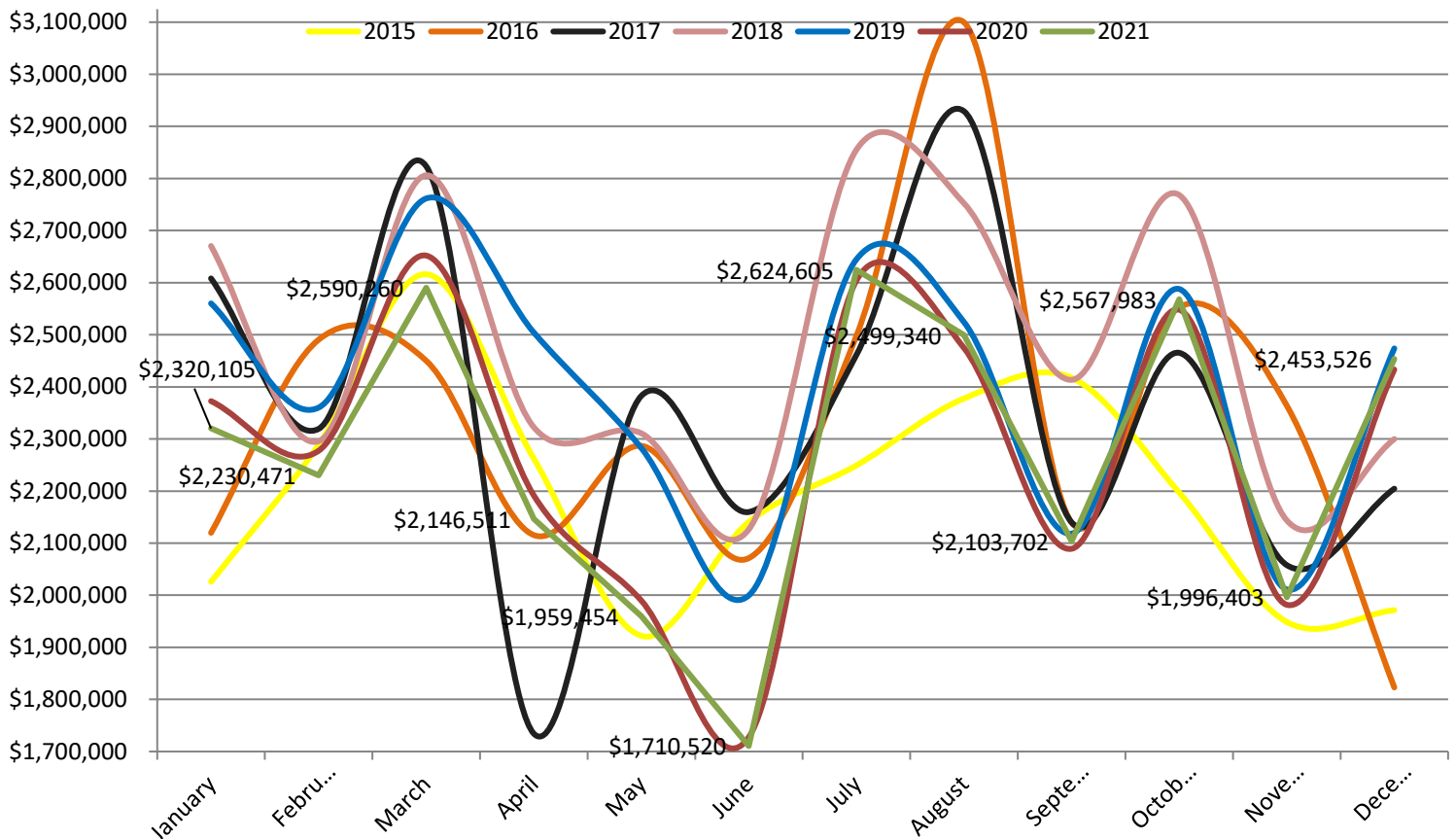
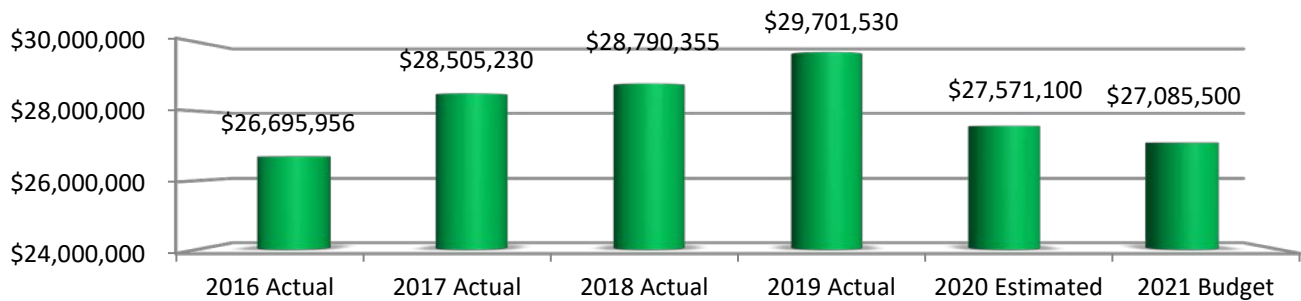
Revenue General Ledger Accounts:

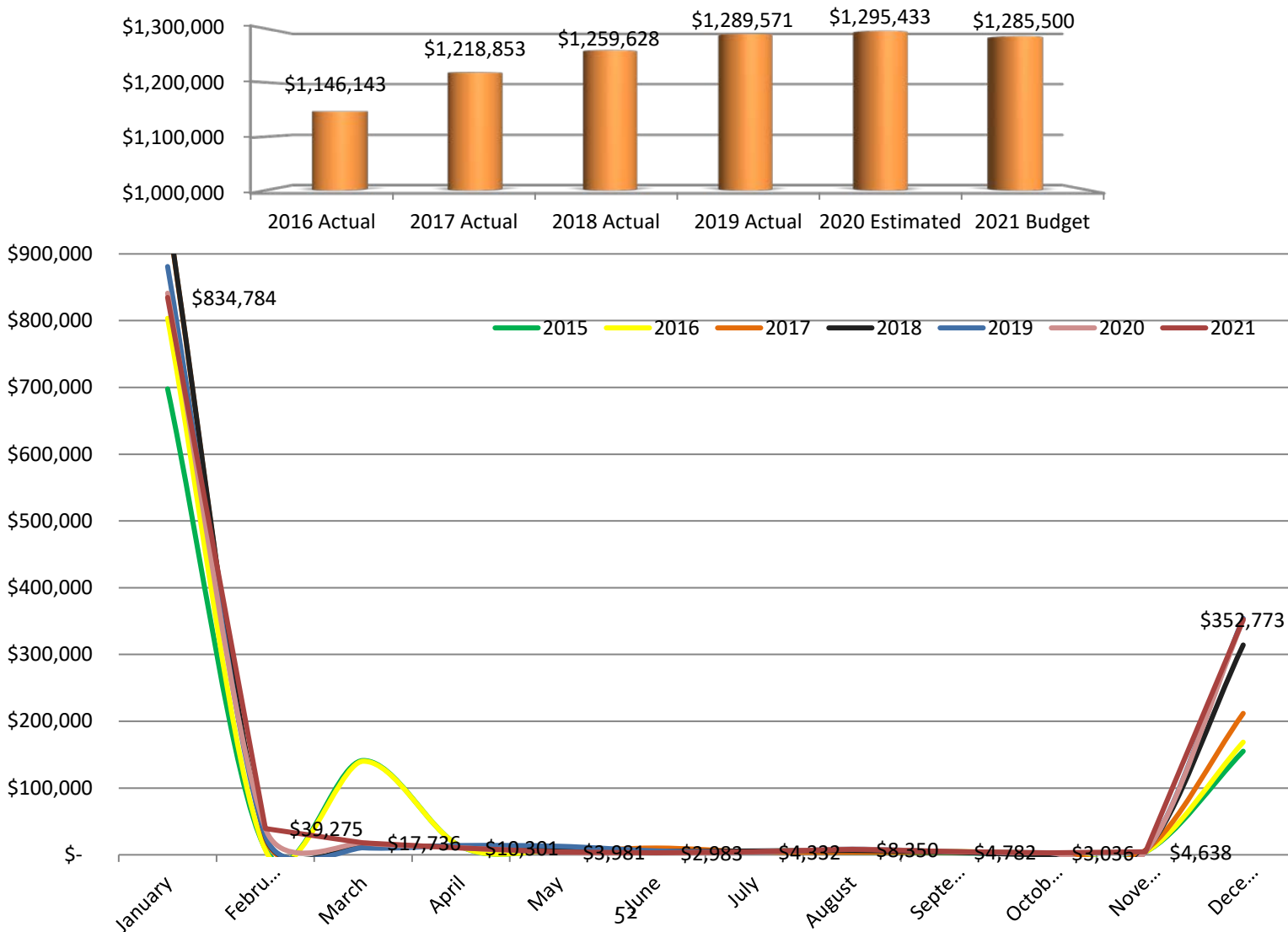
Electric Fund	80-4-200-3000.012
Fiber Fund	83-4-200-3000.012
Wastewater Fund	85-4-200-3000.012
Water Fund	87-4-200-3000.012

The City of Lebanon collects utility payments from individuals and businesses for electric, water, wastewater, and fiber usage.

The funds collected are used for operations, maintenance, and capital improvements.

Customer Billing Revenue History





Sales Tax .5%

Revenue General Ledger Accounts:

Public Safety Fund	03-4-500-1000.002
Street Fund	08-4-500-1000.002
Capital Fund	22-4-600-1000.002

The one-half of one percent (.5%) is a voter approved sales tax.

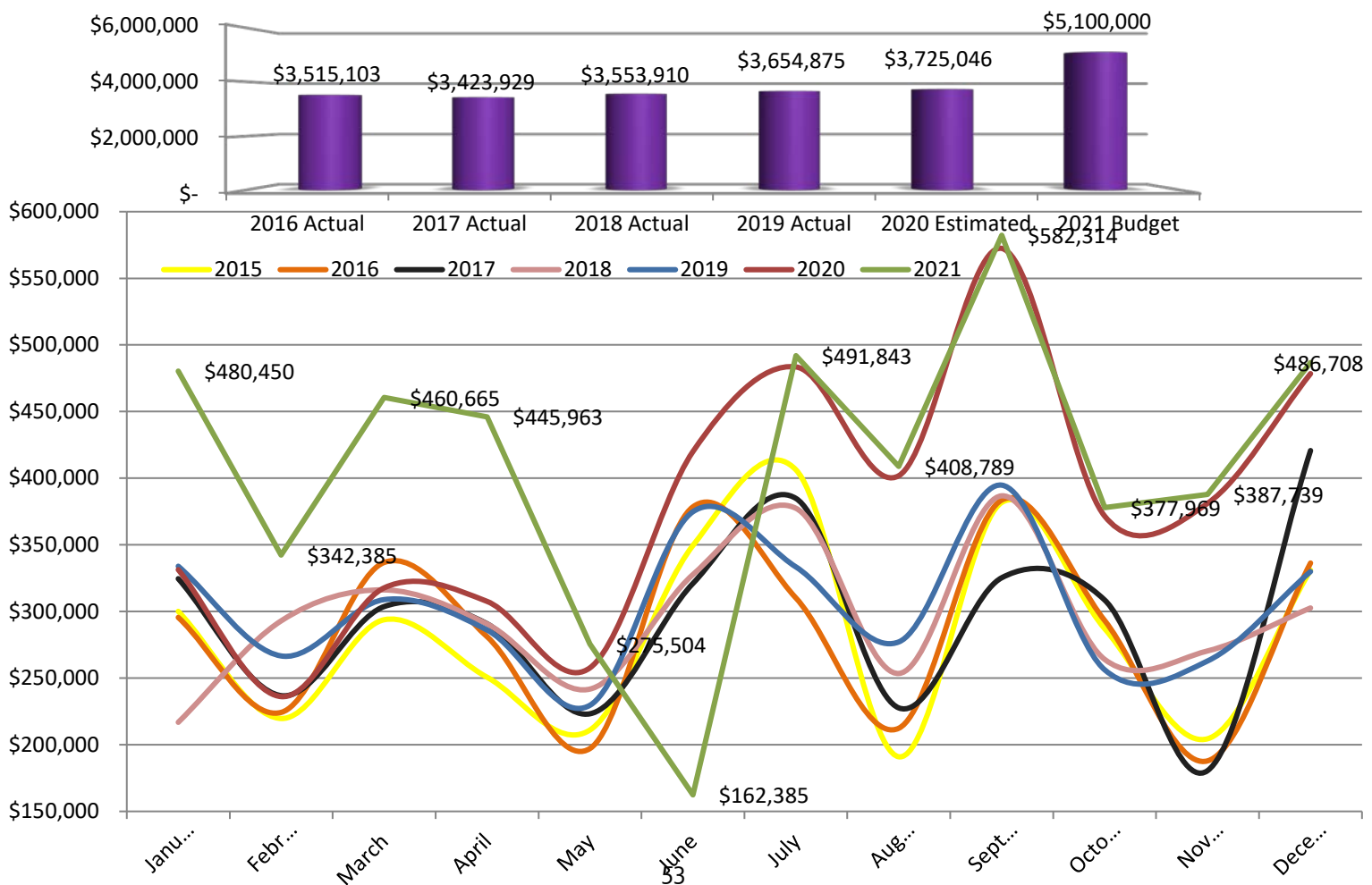
The voters of Lebanon elected to impose a local, one half of one percent, sales tax for the purpose of funding Public Safety beginning April 1, 2020. This tax has no expiration.

The voters of Lebanon elected to impose a local, one half of one percent, sales tax for the purpose of carrying out the renovation, reconstruction and/or maintenance of existing city streets. This tax remains effective until January 1, 2029.

The voters of Lebanon elected to impose a local sales tax to establish and cover multi-year expenditures of major capital projects and expenditures for all general government programs. This tax remains effective until January 1, 2030.

As these revenue streams are tied to the local sales prevailing economic factors impacting local residents can affect collections.

Sales Tax .5% Revenue History



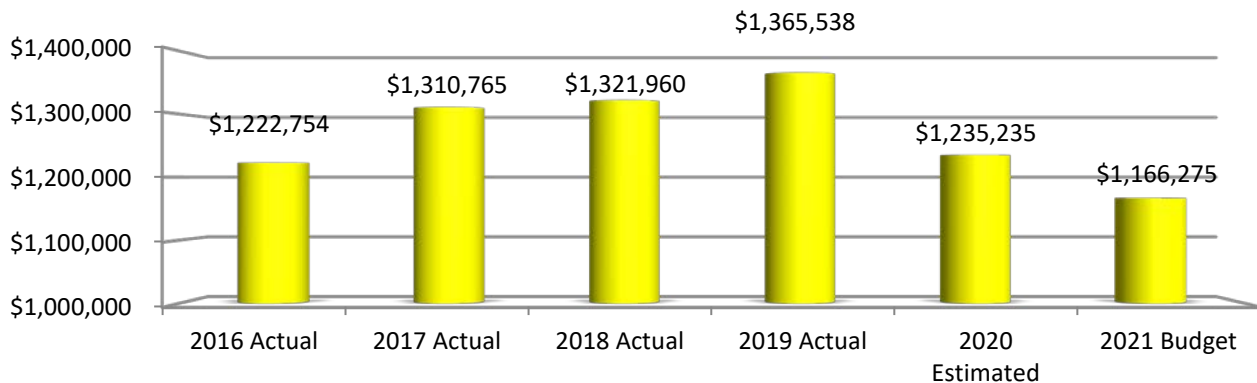
PILOT

Revenue General Ledger Accounts:

General Fund	01-4-100-1010.001
	01-4-100-1010.002
	01-4-100-1010.003
Economic Development	45-4-700-1010.001
	45-4-700-1010.002
	45-4-700-1010.004

PILOTs (Paid in lieu of taxes) are collected from the Electric Fund (80), Fiber Fund (83), Wastewater Fund (85), and Water Fund (87) in lieu of the City of Lebanon Franchise Fees. Five percent (5%) of the Customer Billing account on the Electric Fund (80), Fiber Fund (83), and Water Fund (87) are received into the General Fund (01). One percent (1%) of the income from the Electric Fund (80), Water Fund (87), and Wastewater Fund (85) has been received into the Economic Development Fund in prior years. Based on the current fund balance in the Economic Development Fund (45) and the current operational balances within the Utility Funds, it was recommended not to fund the one percent (1%) into the Economic Development Fund (45) for FY2016, FY2017, FY2018, FY2019 and again in FY2020.

PILOT Revenue History



Lodging

Revenue General Ledger Account:

Tourism

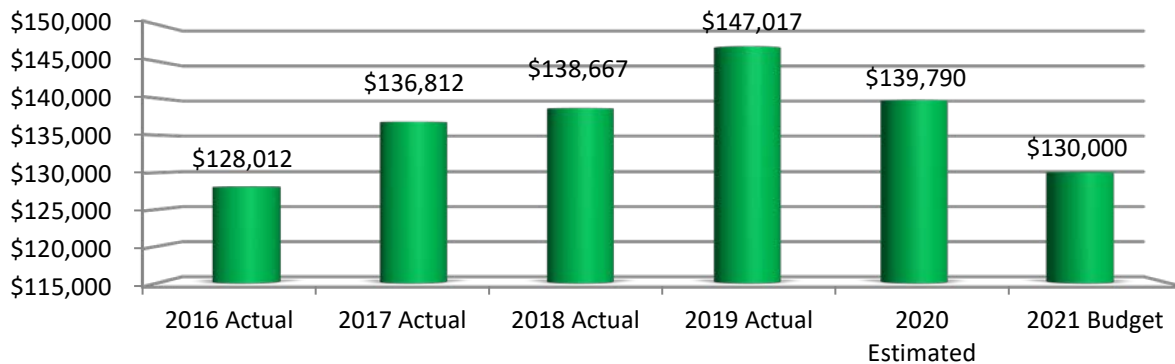
40-4-500-1000.006

Lodging tax is that amount of tax levied on a hotel, motel, lodge, bed and breakfast inn or campground based on charges made by the hotel, motel, lodge, bed and breakfast inn or campground for sleeping accommodations. Gross receipts are based upon the applicable revenue received by the hotel, motel, lodge, bed and breakfast inn or campground for rental of guest rooms, lodgings or campsites. Hotel, motel, lodge, bed and breakfast inn and campground means any structure, or building, which contains rooms or any campsite, under one management, furnished for the accommodation or lodging of guests kept, used, maintained, advertised or held out to the public as a place where sleeping accommodations are sought for pay or compensation to transient guests. Transient guest means any person who occupies a room in a hotel, motel or campsite for thirty-one (31) days or less.

The Lodging Tax is levied a license tax on hotels, motels and campgrounds in an amount equal to two and one-half (2½) percent of gross receipts derived from transient guests for sleeping accommodations.

All revenues received from the two and one-half (2½) percent lodging tax shall be utilized by the city for promoting the city as a convention, visitor and tourist center.

Lodging Revenue History



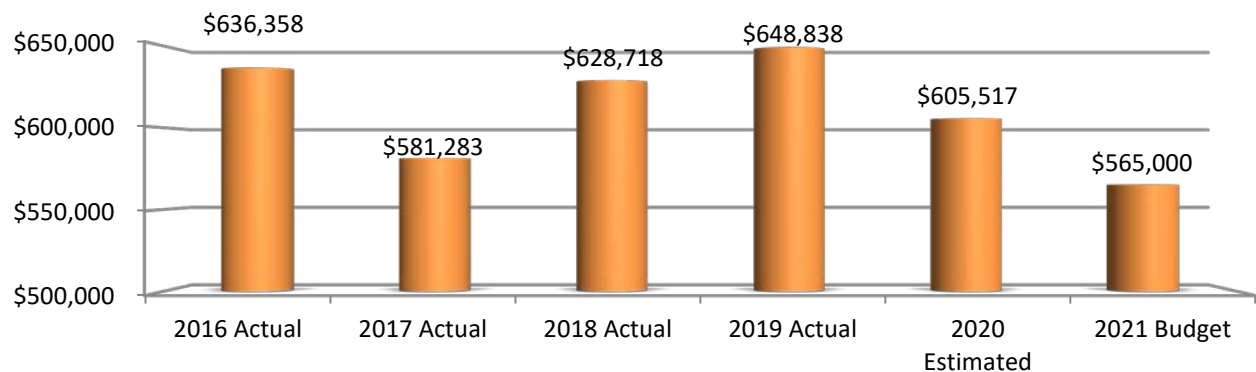
Franchise

Revenue General Ledger Accounts:

General Fund	01-4-100-1005.001
	01-4-100-1005.002
	01-4-100-1005.003
	01-4-100-1005.004
	01-4-100-1005.005
	01-4-100-1005.006

Franchise fees are the rent utility and cable providers pay for the use of the public's right-of-way. Franchise fees are simply the cost utility and cable providers incur for being allowed to place their facilities in the public's right-of-way. Franchise fees are considered a cost of doing business. The City of Lebanon charges five percent (5%) for Franchise Fees.

Franchise Revenue History



Personnel Schedule

	Salary Grade	FY 2019 Budget	FY 2020 Budget	FY 2021 Proposed
<i>Municipal Court</i>				
Clerk I (Court Clerk)	L05	1	1	1
Clerk III (Court Clerk)	L07	1	1	1
Security Officer I (Courtroom Security Officer)	L06	1	1	1
<i>Total Municipal Court</i>		3	3	3
<i>Fire</i>				
Captain	F06 - F07	3	3	3
Deputy Chief	L14	1	1	1
Fire Chief	L16	1	1	1
Firefighter	F02 - F03	12	12	12
Inspector III (Fire Inspector)	L10	1	1	1
Lieutenant	F04 - F05	3	3	3
<i>Total Fire</i>		21	21	21
<i>Police</i>				
Animal Control Officer	L04	2.5	2.5	2.5
Chief Communications Officer	L10	1	1	1
Clerk I (Evidence/Records Clerk)	L05	1	1	1
Clerk IV (Police Analyst)	L08	1	1	1
Dispatcher I - II	L04	7	7	7
Lieutenant	L11	2	2	2
Police Chief	L16	1	1	1
Police Officer I - II	L07 - L08	22	22	22
Police Sergeant I - II	L09 - L10	5	5	5
<i>Total Police</i>		42.5	42.5	42.5
<i>Civic Center</i>				
Custodian	L01	1	1	1
Maintenance/Operations Worker I	L02	1	1	1
Maintenance/Operations Worker III	L04	1	1	1
Maintenance/Operations Worker V	L07	1	1	1
Promotion Event Coordinator	L07	1	1	1
<i>Total Civic Center</i>		5	5	5

	Salary Grade	FY 2019 Budget	FY 2020 Budget	FY 2021 Proposed
Administration				
Assistant City Administrator		1	0	0
City Administrator	Contract	1	1	1
Clerk III (Assistant to the CA)	L07	0	1	1
Community Service Coordinator Liaison	L06	0.5	0.5	0.5
Public Information Officer	L10	1	1	1
Total Administration		3.5	3.5	3.5
City Clerk				
City Clerk	L15	1	1	1
Deputy City Clerk	L10	1	1	1
Total City Clerk		2	2	2
Recycling				
Maintenance/Operations Worker I	L02	0.5	0.5	0.5
Total Recycling		0.5	0.5	0.5
Finance				
Accounting Technician II	L09	1	1	1
Accounting Technician I	L08	1	1	1
Accounting Technician III	L10	1	1	1
Director of Finance	L16	1	1	1
Office Support Assistant	L05	1	1	1
Total Finance		5	5	5
Human Resources				
Human Resource Coordinator	L07	0	1	1
Human Resource Director	L15	1	1	1
Human Resource Manager	L11	1	1	1
Total Human Resources		2	3	3
Total General Fund		84.5	85.5	85.5
Public Safety				
Clerk I	L05	0	0	1
Fire Lieutenant	F04 - F05	0	0	3
Firefighter	F02 - F03	0	0	3
Police Deputy Chief	L14	0	0	1

	Salary Grade	FY 2019 Budget	FY 2020 Budget	FY 2021 Proposed
Police Officer I - II	Lo7 - Lo8	0	0	2
Total Public Safety		0	0	10
Street Division				
Clerk IV (Public Works Analyst)	Lo8	1	1	1
Concrete Finisher IV	Lo8	0	0	2
Concrete Finisher V	Lo9	0	0	1
Equipment Operator I	Lo5	1.5	2.5	3.5
Equipment Operator II	Lo6	3	3	2
Equipment Operator III	Lo7	6	6	5
Equipment Operator IV	Lo8	1	1	0
Equipment Operator V	Lo9	2	2	1
Operations Manager (Street Maintenance)	L12	1	1	1
Operations Manager (Street Projects)	L12	1	1	1
Street Superintendent	L14	1	1	1
Total Street Division		17.5	18.5	18.5
Tourism				
Office Support Assistant	Lo5	0.5	0.5	1
Tourism Director	L13	1	1	1
Total Tourism		1.5	1.5	2
Codes Administration				
Code Administrator	L14	1	1	1
Codes Administration Representative	Lo9	1	1	1
Equipment Technician III (Draft Technician)	Lo7	1	1	1
Inspector I	Lo7	2	3	3
Office Support Assistant	Lo5	1	1	1
Project Manager	L11	1	1	1
Total Codes Administration		7	8	8
Garage				
Equipment Technician II	Lo6	0	1	1
Equipment Technician IV	Lo8	1	1	1
Equipment Technician V	Lo9	1	1	1
Total Garage		2	3	3

	Salary Grade	FY 2019 Budget	FY 2020 Budget	FY 2021 Proposed
Purchasing & Warehouse				
Inventory Specialist	L07	1	2	2
Maintenance/Operations Worker I	L02	0.5	0	0
Purchasing Agent	L09	1	1	1
Total Purchasing & Warehouse		2.5	3	3
Information Technology				
Help Desk Administrator	L06	1	1	1
IT Director	L15	1	1	1
Network Manager	L11	1	1	1
System Administrator	L08	1	1	1
Total Information Technology		4	4	4
Facilities Management				
Maintenance/Operations Worker I	L02	1	0	1
Maintenance/Operations Worker III	L04	1	1	0
Maintenance/Operations Worker V	L07	1	1	1
Operations Manager	L12	1	1	1
Seasonal Maintenance Worker	L00	3	1	1
Total Facilities Management		7	4	4
Janitorial Services				
Custodian	L01	2.5	2.5	2.5
Total Janitorial Services		2.5	2.5	2.5
Total Service Fund		18	16.5	16.5
Airport				
Airport Supervisor	L10	1	1	1
Maintenance/Operations Worker I	L02	0.5	0.5	0.5
Maintenance/Operations Worker V	L07	1	1	1
Total Airport		2.5	2.5	2.5
Parks				
Assistant Park Director	L08	1	1	1
Front Desk/Concession Attendant	L00	1.5	7	5
Lifeguard I	L00	6	6	6
Lifeguard II	L01	1.5	1.5	1.5

	Salary Grade	FY 2019 Budget	FY 2020 Budget	FY 2021 Proposed
Maintenance/Operations Worker I	L02	3	3.5	1
Maintenance/Operations Worker II	L03	1	1	1
Maintenance/Operations Worker III	L07	1	0	1
Parks Director	L15	1	1	1
Pool Manager	L02	0.5	0.5	0.5
Seasonal Maintenance Worker	L00	1	1.5	3.5
Total Parks		17.5	23	21.5
Electric				
Apprentice Lineman I	L09	6	5	2
Apprentice Lineman III	L11			4
Customer Service Representative	L06	1	1	1
Electric Superintendent	L15	1	1	1
Equipment Operator I - II	L05 - L06	3	3	4
Equipment Operator III	L07	2	2	2
Equipment Technician III	L07	1	1	1
Journeyman Lineman I	L13	3	4	3
Journeyman Lineman II	L14	4	4	4
Operations Manager	L12	2	2	2
Operations Specialist	L14	1	1	1
Utility Operations Supervisor	L10	1	1	1
Total Electric		25	25	26
Wastewater				
Customer Service Representative	L06	1	1	1
Environmental Services Superintendent	L14	1	1	1
Equipment Operator I	L05	0.5	1.5	0.5
Equipment Operator II	L06	3	3	1
Equipment Operator III	L07	1	1	1
Equipment Technician I	L05	0	0	1
Equipment Technician II	L06	1	1	2
Equipment Technician III	L07	2	2	3
Equipment Technician IV	L08	2	2	1
Equipment Technician V	L09	2	2	2
Maintenance/Operations Worker II	L03	1.5	1.5	1.5
Operations Manager	L12	1	1	1
Total Wastewater		16	17	16

	Salary Grade	FY 2019 Budget	FY 2020 Budget	FY 2021 Proposed
Water				
Customer Service Representative	Lo6	1	1	1
Equipment Operator I	Lo5	0.5	0.5	0.5
Equipment Operator II	Lo6	1	1	1
Equipment Operator III	Lo7	1	1	1
Equipment Operator IV	Lo8	2	2	2
Equipment Technician II	Lo6	1	1	2
Equipment Technician III	Lo7	1	1	1
Equipment Technician IV	Lo8	1	1	0
Operations Manager	L12	1	1	1
Public Works Director	L16	1	1	1
Total Water		10.5	10.5	10.5
All City				
		200	208	217

Personnel Changes

The City has an overall staffing increase of 9 FTE's. Below is the explanation by department:

A new Public Safety was passed, and a new fund was created. 6 Fire and 4 Police staff were added as a passing of this tax.

Tourism will see an increase of 0.5 FTE to move a part-time position to full-time.

Parks will see an overall decrease of 1.5 FTE's in direct relation to their concession and pool activities.

Electric will see an overall increase of 1 FTE from adding two internships.

Wastewater will see a decrease of 1 FTE as a result of operations.

Revenues & Expenditures by Fund – 3 years

The Revenue and Expenditures from the last three years illustrate the stability of our community. The revenue in FY 2021 is estimated to be higher than FY 2020 due bond proceeds received during the fiscal year and for improvements to our Wastewater treatment system and Water towers. While sales tax revenue shows an overall increase that is related to a newly implemented Public Safety Sales Tax effective April 1, 2020. Overall sales tax has been projected to decline by approximately 5% due to COVID-19. The variance in expenses is typically directly tied to the amount of capital improvements completed in a given year. In this current fiscal year, however, personnel also has been affected. This is due largely in part to the hiring of 10 Public Safety employees with the passage of the sales tax and the implementation of the second half of the pay study. One notable category is supplies and materials, this is where our wholesale power is expensed.

City of Lebanon	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$8,932,439	\$8,606,900	\$8,937,905	\$10,154,500
Franchise Fees	\$648,838	\$605,000	\$605,517	\$565,000
PILOTs	\$1,365,538	\$1,296,750	\$1,235,235	\$1,166,275
Intergovernmental	\$705,882	\$3,139,041	\$1,246,137	\$2,766,000
Service Charges	\$30,599,469	\$31,157,430	\$29,566,605	\$29,053,080
Rentals	\$1,430,405	\$1,350,970	\$1,461,646	\$1,399,191
Licenses and Permits	\$65,389	\$32,500	\$62,632	\$50,000
Fines	\$153,045	\$134,500	\$111,846	\$112,500
Benefit Revenue	\$3,378,703	\$3,658,928	\$3,465,024	\$3,885,105
Other	\$1,143,348	\$6,393,345	\$3,661,002	\$9,348,197
Internal Service Revenue	\$1,717,836	\$2,150,785	\$2,010,236	\$2,216,816
Total Revenues	\$50,140,892	\$58,526,149	\$52,363,785	\$60,716,664
Expenses				
Personnel	\$10,549,049	\$12,113,276	\$11,140,857	\$12,845,082
Capital	\$5,203,986	\$13,995,479	\$12,597,628	\$17,373,254
Debt	\$368,150	\$1,466,182	\$1,094,164	\$2,239,150
Grant Capital	\$169,740	\$2,389,581	\$714,080	\$1,000
Utilities	\$904,841	\$869,820	\$855,879	\$890,337
Professional Services	\$3,514,931	\$3,365,488	\$3,265,788	\$3,663,577
Supplies and Materials	\$21,564,493	\$21,961,993	\$21,139,505	\$20,606,151
Tools, Equipment, and Vehicles	\$691,833	\$787,535	\$714,300	\$707,605
Benefit Expense	\$2,653,003	\$3,213,174	\$3,466,642	\$3,597,098
Internal Service Expense	\$1,574,543	\$2,150,785	\$2,020,039	\$1,953,149
Total Expenses	\$47,194,569	\$62,313,314	\$57,008,882	\$64,141,403

Capital

Capital is defined as outflows for a good that has an expected life of more than one year and the cost of which is in excess of \$5,000. Capital items include real property, office equipment, furnishings and vehicles. A capital improvement is a necessary or desirable project that extends or improves infrastructure and enhances the City's ability to provide safe and desirable services for the benefit of the community and the quality of life in Lebanon. These projects directly affect the way citizens live, travel and conduct business within the community. By ordinance, all capital purchases in excess of \$5,000 must appear before council.

The proposed FY21 budget includes \$17,373,252 worth of capital expenses.

FY 2021 Capital Schedule

Project Number	Project Information		FY 21 Budget
01 - General Fund			
01-PDA-003-18	01 - 115 - Police Department	Replace Existing Computer Systems	\$10,000
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of desktops or laptops with Win 7 32-bit OS with Win 10 or greater	
	Justification	Current desktops and in-car tablets are at end of life and most were already years old since they were received from DoD free program. Through DoD the department will continue to stay on the list, but some systems are not compatible with .NET framework 4.5, which is required by CJIS and Omnigo (application manager). Without Omnigo the officers have no digital way to communicate with dispatch and all calls will be OTAR, versus silent dispatch. As cars are replaced, so should the tablets.	
01-CCC-001-19	01 - 130 - Civic Center	Replace Computer Systems/Wireless	\$4,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of existing desktops and laptops with Win 7	
	Justification	Current computers have reached end of life. Normal life due to technology is 4-5 years. CCC computers will be 8 years old and were upgraded in 2014 to Win 7. The City is migrating to Win 10, and most systems will have a harder time computing as applications evolve. The new 64-bit Win 10 systems will run quicker and process data across the network in a more efficient manner. The wireless nodes will be 5 years old as well and will need to be upgraded and expanded	
01-CCK-001-19	01 - 150 - City Clerk Office	Replace Existing Computer Systems	\$2,500
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of desktops or laptops that are on Win 7, 32-bit. Note: Formerly 01- OCK-001-19	
	Justification	The City Clerk systems will be at end of life, end of service, in FY24 and will need to be replaced. The Deputy City Clerk will need the same setup as the City Clerk for FY21 but will need to be moved to the FY20 budget as the position will be filled earlier than FY21. The IT Department recommends the Surface Pro 6, 1TB HDD, with 16Gb, and 2.2 processor as the positions are application driven and processing speeds are critical.	
01-FIN-001-19	01 - 170 - Finance Department	Replace Existing Computer Systems	\$2,500
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of desktops or laptops with Win 7, 32-bit OS with current OS provided by Microsoft.	

Project Number	Project Information		FY 21 Budget
	Justification	Current systems will have reached their end of life and operate on Win 7. Applications and suites will modify the way Finance is driven. Higher computing capacity will be required to process data efficiently. As Incode, CMMS, and other databases are used more and more, the system must keep up. Current systems were purchased or upgraded in 2014. The IT Department has recommended 2020 as the year to purchase new systems. The new systems will have Win 10 or greater with faster processing speeds and larger HD for storage. They will be more mobile oriented and allow the Cash Collections to dock and undock to each station	
General Fund Total			\$19,000
03 - Public Safety			
01-FDE-001-19	03 - 510 - Fire Public Safety	Electric Hydraulic Rescue Tools	\$28,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase	
	Justification	Replacement of aging gas powered rescue tools. Electric tools eliminate need for extended deployment time. Remove weight from front of truck. Increase capability of tools.	
01-FDE-002-16	03 - 510 - Fire Public Safety	Replacement of Cardiac Monitors	\$60,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of outdated cardiac monitors/AED	
	Justification	The department currently utilizes Physio Control LifePak 12 cardiac monitor/AED combination machine. This platform is several years old and has reached its end of service life. Physio Control is no longer supporting the current platform with parts. Physio Control has released the LifePak 15 as the new field monitor. The LifePak 15 has been improved for field service. It is a more durable device and offers a variety of options for patient care. Mercy EMS utilizes this platform as well. The use of equipment which is compatible with our ambulance service allows for fluid patient care. This replacement plan replaces all our cardiac monitors over the next five years. Beginning in FY16 and completing the program in FY22, we hope to purchase one monitor each year	
03-FDS-001-21	03 - 510 - Fire Public Safety	Furniture	\$1,500
	Improvement Type	Furniture & Office Equipment	
	Description	Purchase	
	Justification	Replacement of damaged and no longer usable kitchen chairs.	
03-FDS-002-21	03 - 510 - Fire Public Safety	Public Safety Building Equipment/Frniture	\$450,000
	Improvement Type	Furniture & Office Equipment	
	Description	Equip the new Public Safety Building	
	Justification	0	
22-FDE-003-15	03 - 510 - Fire Public Safety	Quick Attack Engine	\$388,000
	Improvement Type	Machinery & Equipment	
	Description	Lease Purchase	
	Justification	The 2004 Precision Engine has reached its life cycle. The vehicle is 16 years old and due for replacement. A new concept of fire apparatus is being planned for. A smaller but just as capable quick attack engine is be designed. This new vehicle will be smaller and better fit to respond to EMS, MVA, and other such incidents while providing similar fire suppression capabilities.	
03-FDS-003-21	03 - 515 - Police Public Safety	IP Camera Solution	\$30,000
	Improvement Type	Machinery & Equipment	
	Description	IP cameras through locations within city	
	Justification	0	

Project Number	Project Information		FY 21 Budget
03-FDS-004-21	03 - 515 - Police Public Safety	Radio Wireless for PD/Fire within Jr and Sr High	\$40,000
	Improvement Type	Machinery & Equipment	
	Description	Radio access for PD and FD within schools	
	Justification	0	
03-FDS-005-21	03 - 515 - Police Public Safety	Cellebrite Tool	\$9,300
	Improvement Type	Machinery & Equipment	
	Description	Digital Forensic Euipment	
	Justification	0	
22-PDA-002-21	03 - 515 - Police Public Safety	Body Cameras	\$32,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase 28 Body Cameras	
	Justification	The Police Department has migrated to the Motorola dash cameras with full integration into the radio system. The body cameras will add another level of safety, security, and evidence collection. The Motorola platform will also link to the storage enabling one CAD event into Omnigo	
22-PDA-003-15	03 - 515 - Police Public Safety	Patrol Cars	\$264,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of Police Vehicles	
	Justification	The Police Department has implemented a replacement cycle to replace three aging and high mileage patrol vehicles each year. This replacement program will keep the police department patrol fleet in reliable condition and eliminate the necessity of replacing large numbers of vehicles at one time. The three vehicles scheduled to be replaced in FY-19 are three 2011 model Dodge Charger used by the patrol division. At time of replacement based on current usage these vehicles will have in excess of 100,000 miles and be out of warranty. Under the City's fixed asset policy ordinance 5052 the anticipated service life of a patrol vehicle is three (3) years. The below cost estimate does not include ancillary equipment to transform these vehicles into a serviceable patrol vehicle. This might include but not limited to painting, striping, emergency equipment, push bumpers, cages and the computer consoles/docking station or other items which may not be transferable from the old to new vehicles. Any equipment needed to outfit the vehicles would be budgeted for in the department's vehicle equipment fund account. The vehicles removed from use by the patrol division will be rotated within the department to replace older vehicles or removed from police service and offered to other city departments, or for public sale	
Public Safety Fund Total			\$1,302,800
08 - Street Fund			
08-STR-001-21	08 - 500 - Street Operation	Mountrose Street Improvements	\$180,000
	Improvement Type	Land & Land Improvements	
	Description	Widening to 22 linear feet and asphalt overlay of 5,280ft of Mountrose Street from MO Hwy. 5 to Tower Road with shoulders and storm sewer	
	Justification	Mountrose Street improvements are needed to address street surface, storm drainage system, and street width.	
08-STR-003-19	08 - 500 - Street Operation	Hoover Avenue	\$32,500
	Improvement Type	Land & Land Improvements	
	Description	Asphalt pavement overlay of 1283' of Hoover Avenue from Dilworth Road to Kennedy Stree	

Project Number	Project Information		FY 21 Budget
	Justification	The majority of the pavement on Hoover Avenue is in very poor condition on the Pavement Condition Index. This approach to rehabilitation will improve ride quality and reduce pavement distresses, while increasing the useful life of the roadway	
08-STR-003-21	08 - 500 - Street Operation	Tower Road Surface Treatment	\$17,000
	Improvement Type	Land & Land Improvements	
	Description	Chip and Seal surface treatment of 2,820 linear feet of Tower Road from Copeland Drive to Hospital Drive.	
	Justification	This section of the pavement on Tower Road is in fair to poor condition on the Pavement Condition Index. Chip and Seal surface treatment is needed to protect the paved surface of Tower Road.	
08-STR-004-21	08 - 500 - Street Operation	Raef Road Asphalt Overlay	\$77,900
	Improvement Type	Land & Land Improvements	
	Description	Asphalt overlay of 2,580 linear feet of Raef Road from Highway YY to Lynn Street.	
	Justification	The majority of the pavement on Raef Road is in very poor condition on the Pavement Condition Index. An asphalt overlay is needed to protect the paved surface of Raef Road.	
08-STR-005-20	08 - 500 - Street Operation	Half Ton 4X4 Pickup Trucks	\$60,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase of three new half-ton 4 x 4 pickups to replace 2005 model units.	
	Justification	Half-ton pickups are used to transport personnel, tools, and equipment to jobsites. Pickups being replaced are approaching the end of service life and in line with the City Capitalization policy.	
08-STR-006-21	08 - 500 - Street Operation	Adams Avenue Improvements	\$35,800
	Improvement Type	Land & Land Improvements	
	Description	Surface Treatment on 5,221 linear feet of existing asphalt pavement from Brice Street to Fourth Street and the Railroad Tracks to Elm Street. This project includes reconstruction of sidewalk curb ramps at street intersections from Seventh Street to Fifth Street and from Pierce Street to Elm Street	
	Justification	The pavement on Adams Avenue ranges from very poor to very good condition on the Pavement Condition Index. This approach to rehabilitation of Adams Avenue will improve ride quality and reduce pavement distresses. Sidewalk curb ramp reconstruction is due to ADA compliance issues	
08-STR-009-22	08 - 500 - Street Operation	Beckett Street Asphalt Overlay	\$30,200
	Improvement Type	Land & Land Improvements	
	Description	Approved by City Council March 26, 2018	
	Justification		0
08-STR-009-25	08 - 500 - Street Operation	Salt Storage Building	\$75,000
	Improvement Type	Building & Building Improvements	
	Description	Construction of salt storage building for storage of rock salt for snow removal	
	Justification	A salt storage building is needed at the Public Works facility to store salt used for winter snow and ice removal operations.	
08-STR-010-18	08 - 500 - Street Operation	Owens Drive Improvements	\$77,950
	Improvement Type	Land & Land Improvements	
	Description	Approved by City Council February 12, 2018	
	Justification		0
08-STR-010-21	08 - 500 - Street Operation	Herndon Road Surface Treatment	\$13,200
	Improvement Type	Land & Land Improvements	

Project Number	Project Information		FY 21 Budget
	Description	Chip and Seal surface treatment of 2670 linear feet of Herndon Road from Rolling Hills Road to Northview Street	
	Justification	The majority of the pavement on Herndon Road is in fair condition on the Pavement Condition Index. Chip and Seal surface treatment is needed to protect the paved surface of Herndon Road.	
08-STR-010-22	08 - 500 - Street Operation	Perry & Beckett Street Improvements	\$111,000
	Improvement Type	Land & Land Improvements	
	Description	Reconstruction of 550' of Perry & 250' of Beckett Streets	
	Justification	The pavement on Perry and Beckett Streets are in failing condition on the Pavement Condition Index. This approach to rehabilitation will improve ride quality and increase the useful life of the roadway.	
08-STR-011-19	08 - 500 - Street Operation	Lenz Drive Asphalt Overlay	\$10,560
	Improvement Type	Land & Land Improvements	
	Description	Approved by City Council October 9, 2018	
	Justification	0	
08-STR-011-20	08 - 500 - Street Operation	Skid Steer Loader	\$55,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase of a new skid steer loader to replace a 2010 model unit	
	Justification	A skid steer loader is used to excavate, grade, remove snow, and do dirt work on projects. The skid steer loader being replaced is approaching the end of expected life. Staff anticipates trading in the unit being replaced to help defray purchase cost of the new unit.	
08-STR-011-21	08 - 500 - Street Operation	Jackson Avenue Surface Treatment	\$10,500
	Improvement Type	Land & Land Improvements	
	Description	Chip and Seal surface treatment of 1416 linear feet of Jackson Avenue from Commercial Street to Fourth Street.	
	Justification	The pavement on Jackson Avenue is in poor condition on the Pavement Condition Index. Chip and Seal surface treatment is needed to protect the paved surface of Jackson Avenue.	
08-STR-015-18	08 - 500 - Street Operation	Millcreek Road Improvements	\$120,000
	Improvement Type	Land & Land Improvements	
	Description	Approved by City Council October 22, 2018	
	Justification	0	
08-STR-021-20	08 - 500 - Street Operation	New Street Improvements	\$65,000
	Improvement Type	Land & Land Improvements	
	Description	Approved by City Council August 12, 2019	
	Justification	0	
08-STR-022-21	08 - 500 - Street Operation	Adams Avenue Sidewalk	\$44,000
	Improvement Type	Land & Land Improvements	
	Description	Construction of sidewalk along one side of 1,900 linear feet of Adams Avenue from Brice Street to Lynn Street	
	Justification	An ADA compliant sidewalk along Adams Avenue is needed to meet pedestrian traffic and safety issues.	
08-STR-23-21	08 - 500 - Street Operation	Computer Systems	\$3,500
	Improvement Type	Machinery & Equipment	
	Description	Replacement systems	
	Justification	Current systems are older and were upgraded from Win 7	
Street Fund Total			\$1,019,110
22 - Capital Fund			
01-CCC-001-21	22 - 605 - General	Exhibition Hall Chairs	\$30,000
	Improvement Type	Furniture & Office Equipment	
	Description	Parts to refurbish the red chairs used for events in the Civic Center Exhibition Hall.	

Project Number	Project Information		FY 21 Budget
	Justification	The Civic Center has red chairs for the Exhibition Hall that were purchased in 1998. After consultation with the manufacturer it was determined the City could replace damaged components in-house and realize a significant savings over buying the same quantity of new chairs. Chairs will need to be repaired periodically to maintain amount needed for events.	
01-CCC-001-21	22 - 605 - General	New Table and Chairs for Community Buildings	\$30,000
	Improvement Type	Furniture & Office Equipment	
	Description	New Tables and Chairs	
	Justification	Existing tables are over 30 years old. Many have holes in the tops, legs are no longer sturdy enough for some events. We have been using some tables from Civic Center to compensate for broken or defective tables at Mills Center. We have many wedding receptions and family gatherings and the tables need to be usable.	
01-FDE-001-20	22 - 605 - General	Update Computers	\$9,000
	Improvement Type	Furniture & Office Equipment	
	Description	Purchase	
	Justification	Fire Department computers are several years old and do not operate well with Windows 10.	
01-FDE-002-18	22 - 605 - General	Mobile Tablets	\$15,000
	Improvement Type	Machinery & Equipment	
	Description	Provide computer tablets to replace Toughbook computers. Devices are more mobile and are replacing laptop computers across the nation. Tablets are used to complete pre-plans, hydrant testing, and other mobile functions including report writing. Devices can also provide additional GIS data through City system. Tablets are less expensive than laptop computers	
	Justification	Fire Stations 1 and 2	
01-FDE-005-17	22 - 605 - General	Improvements to Fire Station 1 Roof	\$25,000
	Improvement Type	Building & Building Improvements	
	Description	Replacement or improvement of station roof	
	Justification	The roof at Station 1 has three different sections. Two of them are TPO membrane type roof coverings and the third is a metal roof. The two TPO roof surfaces over the living and office space are flat and nearing 20 years of age. Roof leaks are common in this area and multiple attempts to repair leaks have been completed. The metal roof over the bay area is also nearly 20 years old. This portion of the roof is overlapped metal sheets which are screwed into a frame with rubber washer, metal screws. Water damage is evident in large portions of the bay area. Metal roofs contract and move over time due to exposure to heat and cold. Phase 1 of this project repairs the roof over the bay area in FY20, the same year the insulation in the bay is recommended for replacement. During this phase a tar or membrane surface should be placed over the metal sheeting. Phase two in FY21 places a new membrane cover over the remaining portions of the roof. Maintenance of these roofs will extend the life of the structures	
01-FDE-012-17	22 - 605 - General	Concrete Replacement Sta. 2	\$1,500
	Improvement Type	Building & Building Improvements	
	Description	Construction	
	Justification	Replacement of sidewalk which is damaged, large portions missing.	
01-FDE-012-17a	22 - 605 - General	Concrete Replacement Sta. 1	\$32,500
	Improvement Type	Building & Building Improvements	
	Description	Construction	

Project Number	Project Information		FY 21 Budget
	Justification	Replacement of damaged concrete at rear entrance of Sta. 1. Replacement of complete apron and parking lot area of Sta. 1. Concrete is cracked, rebar visible, severe pitting of surface.	
01-SWC-003-21	22 - 605 - General	Stormwater: Tower and Fremont Improvements	\$125,000
	Improvement Type	Land & Land Improvements	
	Description	Construct Detention Facility	
	Justification	Existing Drainage-way lacks capacity	
01-SWC-004-14	22 - 605 - General	Assessment and Restoration of Detention Facilities	\$5,000
	Improvement Type	Land & Land Improvements	
	Description	Assess existing detention facilities throughout the City for adequate capacity and review existing flow control structure, then perform maintenance. Improvement needs to restore capacity and assure correct flow release. Note: Formally 01-ENV-004-14	
	Justification	Many detention facilities have been in operation several years without evaluations or maintenance that can be improved to storm water control.	
01-SWC-004-21	22 - 605 - General	Stormwater: Highway 64 Stormwater Improvements	\$65,000
	Improvement Type	Land & Land Improvements	
	Description	Construct Detention Facility	
	Justification	Existing Drainage-way lacks capacity	
22-FDE-003-14	22 - 605 - General	Staff Vehicle	\$43,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase	
	Justification	Inspectors 2011 Dodge Charger was damaged and was not feasible financially to repair it. Therefore with the hiring of a Deputy Fire Chief an additional staff vehicle is needed. The current 2006 Expedition will be transferred to the Inspector. The 2016 3/4 ton truck will be moved to the Deputy Chief as they will be able to haul training equipment and other items. The Fire Chief will utilize this new staff vehicle which is purposed to be a 1/2 ton 4x4 crew cab. This will allow equipment carried by the Fire Chief to remain outside the passenger area. This has been the direction taken by the Department for all staff vehicles.	
22-FDX-01-21	22 - 605 - General	Firefighting Helmets	\$10,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase	
	Justification	The helmets worn by fire personnel during fires, MVAs, and other emergency incidents have reached their end of life cycle. They are all ten years old. At this age NFPA recommends the replacement of helmets.	
22-FMS-005-20	22 - 605 - General	Elm Street Christmas Decorations	\$6,000
	Improvement Type	Land & Land Improvements	
	Description	Acquisition of Christmas decorations along Elm Street/Route 66	
	Justification	Christmas decorations have been added along Elm Street over the last several years and this project seeks to continue that effort. The addition of these decorations (candy canes) would provide a decoration on poles past Booten and Springfield Road in 2018 and additional decorations the future years to go the entire length of Elm Street.	
22-PDA-002-18	22 - 605 - General	Automatic License Plate Reader (APLR)	\$24,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase of complete permanent LPR camera system	

Project Number	Project Information		FY 21 Budget
	Justification	Ensures more plates are valid and registered to proper vehicle and assists officers in removing "tagged" vehicles off the street. The system reads license plates through four cameras and runs the plates through a variety of databases resulting with immediate responses to the officer. If the plate is "tagged" meaning is stolen or is wanted for any reason, the officer can immediately take action. In a 10-mile loop, the scan processed over 200 plates. Initial cost is \$22,000 with \$1,200 annual fee. This will be evaluated annually based on grants, cost, and equipment modifications.	
22-PDA-004-14	22 - 605 - General	Patrol Car (Dash) Camera	\$3,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of Digital Ally In-Car Camera System	
	Justification	The current configuration as setup in FY19. From that point the Police Department would like to expand the camera units to the non-patrol vehicles and replace defective ones after their end-of-life, end-of-service	
99-FDE-001-16	Multi-Departmental	Fire Station #3	\$437,000
	Improvement Type	Building & Building Improvements	
	Description	Construction and staffing of a third fire station in the Beck and Ivey Lane area	
	Justification	A third fire station will improve response times to the southwest district of the City where current response times are nearly two to three minutes longer than the other two response districts. Additional on-duty firefighters will improve effectiveness during emergency incidents and could reduce the number of off-duty callbacks. This will allow a portion of the labor costs to be absorbed by the existing budget. The additional on-duty personnel and improved coverage should assist in lowering our ISO rating from a 4 to a 3. Call volume in the southwest district continues to increase. This portion of the City has more open area for development in both commercial and residential lots. This project could take a phased in approach. Phase One, would include land purchase and architectural design of the facility. The current target area for Station 3 is Beck Lane and Ivey Lane. Pricing for land in this area was determined from conversations with local realtors. Sufficient land should be purchased to locate a training facility at the same location. Costs are projected at \$70,000 for 3 acres of land. Phase Two is construction. Cost estimates have been determined from a local contractor and the City of West Plains who just constructed a similar fire station. Construction cost is based on 9000 square feet at \$135.00 per square foot. An additional \$15,000 from the General Fund is allocated for furniture, appliances, and other needs of the station	
99-ITS-003-20	Multi-Departmental	Printer Replacement Konica	\$7,500
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of networked high-end printer for city hall	
	Justification	The current printer (Konica Minolta) will have reached its end of service life in 2020. The printer was swapped with the PW Konica in FY16 and will be well over 4 million prints. The printer is used by all departments across the city, but heavily used by billing and utilities. Beyond FY20, network printers will need to be replaced city-wide	
99-ITX-001-21	Multi-Departmental	City-wide Cameras	\$22,000
	Improvement Type	Machinery & Equipment	

Project Number	Project Information		FY 21 Budget
	Description	Verkada VOIP	
	Justification	Continues safety and security throughout city facilities and parks	
22-APT-001-21	22 - 640 - Airport	T-Hanger/OTC Replacement Building	\$250,000
	Improvement Type	Building & Building Improvements	
	Description	Replacement of FBO Building used for OTC classes destroyed during the Storm. The building will include class space for OTC and attached T-Hangers	
	Justification		0
Capital Fund Total			\$1,140,500
40 - Tourism Fund			
40-TRM-001-21	40 - 500 - Tourism	Replace Computer Systems/Printer	\$2,000
	Improvement Type	Furniture & Office Equipment	
	Description	The creation and implementation of a fully functional visitation website and mobile application to use as tools to promote interest and educate visitors of local attractions	
	Justification	Tourism for Lebanon and the surrounding area is steadily growing each year and to keep up with the demand for information and continued interest in the area a tool is needed that is easily adjusted to that changing climate. More functionality and adaptability is needed than the current website allows for	
Tourism Fund Total			\$2,000
50 - Code Administration Fund			
22-CDC-001-21	50 - 305 - Codes Administration	Replacement of Network Systems	\$2,550
	Improvement Type	Machinery & Equipment	
	Description	Replace Aging iPad tablets and cases	
	Justification	Rotation of current systems as they reach end of life and will need to be replaced to maintain appropriate processing speeds associated with software	
22-CDC-002-21	50 - 305 - Codes Administration	Replacement of Network System	\$4,000
	Improvement Type	Machinery & Equipment	
	Description	Replace Aging Desktop Computers	
	Justification	Rotation of current systems as they reach end of life and will need to be replaced to maintain appropriate processing speeds associated with software.	
50-CDC-002-16	50 - 305 - Codes Administration	Sub Division Development	\$147,100
	Improvement Type		0
	Description	Wrinkle Drive 50,000, new projects 85,000 - Big-O - 12,100 carryover from previous year	
	Justification	Developers are planning to develop subdivision, or have shown interest in developing areas with city subdivision program.	
Tourism Fund Total			\$153,650
60 - Internal Services Fund			
60-GFM-001-23	60 - 305 - Garage	Refrigerant management System	\$7,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase of one (1) refrigerant management system	
	Justification	This will reclaim, recover and recycle Freon, lower the amount spent on the purchase of Freon and have a positive impact on the environment as required by law. Fleet vehicles are currently sent to outside vendors to perform air conditioner discharge and charging of pressure system.	
60-GFM-002-21	60 - 305 - Garage	Vehicle Lift (Warehouse)	\$18,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of one (1) 4-post vehicle lift	
	Justification	Replacement of one (1) 4-post vehicle lift used by the Garage. The existing lift was purchased in 1999 and has been rebuilt once. It has exceeded its service life	

Project Number	Project Information		FY 21 Budget
60-GRG-001-21	60 - 305 - Garage	Rolling Air/Hydraulic Jacks	\$12,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase two (2) new rolling air/hydraulic jacks	
	Justification	Purchase jacks for the truck lift to better service brakes, suspension, etc.	
60-PRW-002-22	60 - 310 - Warehouse	Warehouse Forklift	\$46,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of Warehouse Forklift used for inventory. Note: Formerly 60-GFM002-22	
	Justification	The forklift presently operated by the Warehouse was bought in 1998 and sees usage associated with maintaining inventory supplies for the City operation. There is heavy use and wear on the lift. In 2022 this piece of equipment will be 24 years old, which is within the typically anticipated service life of a well-maintained fork lift. Recommending upgrade to 10,000 lb. lift, mass side shift and fork hydraulic shift, backup mirrors, backup alarm, strobe light	
01-ITS-001-20	60 - 315 - Information Technology	Replace Existing Computer Systems	\$5,000
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of desktops, laptops, and tablets with Win 7 to Win 10 or greater	
	Justification	Current systems will have reached the end of life and operate under Win 7, 32-bit. Win 10 or greater will be required to continue processing data in efficient manner. The tablets will be used for remote work or field operations. The IT Department is often stretched thin and all over the city. The tablet will allow remote access to servers for troubleshooting.	
Service Fund Total			\$88,000
73 - Airport Fund			
73-APT-001-24	73 - 100 - Airport General	Replace Existing Computer Systems/Printer	\$2,200
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of desktops or laptops that are on Win 7, 32-bit.	
	Justification	Current systems will have reached the end of life as they were purchased in 2016 and 2017. The 2016 systems were upgrade options and not suitable for Win10. As the airport continues to use applications and software suites, the systems must meet the demand. Modifications were made in FY17, which will keep current systems applicable until FY20.	
73-APT-003-21	73 - 100 - Airport General	Ramp and Parking Lot Repair	\$25,000
	Improvement Type	Land & Land Improvements	
	Description	The removal and repair of failing sections of the Parking lot and aircraft ramp	
	Justification	Both the public parking lot and aircraft ramp adjacent to the city t-hangars have undergone patch work and crack seal coats. Additional heaving and cracking have proven the continuous deterioration of the surfaces. Repairs are needed to ensure the safety of airport users and prevent damage to their vehicles and aircraft.	
73-APX-001-21	73 - 100 - Airport General	Runway 18-36 Mill and Overlay	\$2,400,000
	Improvement Type	Land & Land Improvements	
	Description	Mill and overlay	
	Justification	Runway needs repaired	
Airport Fund Total			\$2,427,200
79 - Parks Fund			
79-PKX-001-21	79 - 500 - Parks Operation and Administration	Sand Volleyball Courts	\$10,000
	Improvement Type	Land & Land Improvements	
	Description	Build sand volleyball courts at 3 locations	

Project Number	Project Information		FY 21 Budget
	Justification	The survey of the high school students listed sand volleyball courts as a top addition they would like to see in the parks	
79-PKX-002-21	79 - 500 - Parks Operation and Ad	Amphitheater Boswell Park	\$65,000
	Improvement Type	Building & Building Improvements	
	Description	Build amphitheater at Boswell Park	
	Justification	Route 66 Festival needs a stage for the event also would provide a location for other events such as concerts and plays	
79-PKX-003-21	79 - 500 - Parks Operation and Ad	Sidewalks- Gasconade, Boswell, Wallace	\$10,000
	Improvement Type	Land & Land Improvements	
	Description	Additional sidewalks at Gasconade, Boswell, and Wallace Park.	
	Justification	Completion of sidewalks to connect existing sidewalks to each other. Also to connect Boswell Park to Nelson Lake	
79-PKX-004-21	79 - 500 - Parks Operation and Ad	Atchley Park Ballfield Lights	\$15,000
	Improvement Type	Machinery & Equipment	
	Description	Update Lights for Atchley Park Ballfields	
	Justification	Ballfield lights are outdated	
79-PKX-005-21	79 - 515 - Boswell Aquatic Center	Boswell Aquatic Center equipment	\$20,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of shelter covers and floating toys in 2021 and of lounge chairs and picnic tables in 2026 at Boswell Aquatic Center	
	Justification	Normal replacement of equipment that wear out or are broken over time	
Parks Fund Total			\$120,000
80 - Electric Fund			
80-ELF-001-20	80 - 200 - Electric Operating	Replace Existing Computer Systems	\$6,500
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of desktops or laptops	
	Justification	Current systems will have reached their end of life based on usage and capitalization policy. As the Electric Division continues to operate in the field and develop and or use software suites, more computing power will be needed. The current systems were purchased in 2016 and 2017	
80-ELF-003-21	80 - 200 - Electric Operating	Forestry Truck and Brush Chipper (Not getting brush chipper so	\$250,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase a new Forestry Truck and Brush Chipper for our right-of-way crew	
	Justification	Plans to replace a 2002 Chevrolet with a HI-Ranger unit and 2004 Chip More Chipper with 2,083 hours. Both units have exceeded the end of their useful life in accordance with the capitalization policy	
80-ELF-008-20	80 - 200 - Electric Operating	New Bucket Truck (rollover won't get paid in FY20)	\$248,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase a substation/service bucket truck.	
	Justification	This will replace a bucket truck that was removed from service over 9 years ago and never replaced.	
80-ELF-013-21	80 - 200 - Electric Operating	Cable Reel Pulling Trailer	\$100,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase a cable reel pulling trailer	
	Justification	This pulling trailer will enable us to complete the aerial electric cable projects listed above and future projects as well. This can also be used to pull fiber cable	
80-ELF-020-21	80 - 200 - Electric Operating	Backyard Machine	\$150,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase a backyard machine	

Project Number	Project Information		FY 21 Budget
	Justification	This will help us work in areas where we have right of way restrictions. It can also be utilized during the aerial cable projects by allowing us to work without shutting off the power.	
80-ELF-003-15	80 - 215 - Electric Reserve	LED Streetlight Conversion	\$60,000
	Improvement Type	Machinery & Equipment	
	Description	Replace High Pressure Sodium Bulbs with LED Bulbs. We have found that we can replace just the bulb at considerably lower cost than replacing the whole fixture.	
	Justification	By replacing existing bulbs with LED's we will see a savings in energy consumption and maintenance costs due to longer life expectancy. This will also be a means of reducing energy consumption and our carbon footprint.	
80-ELF-004-15	80 - 215 - Electric Reserve	Distribution Pole Changes	\$100,000
	Improvement Type	Building & Building Improvements	
	Description	Replacement of distribution poles.	
	Justification	As a component of the Electric Department's system reliability Toth and Associates was hired to perform a system inspection. During this inspection they identified 75 poles that met our requirements to be replaced.	
80-ELF-004-20	80 - 215 - Electric Reserve	Automated Sectionalizing Switches	\$150,000
	Improvement Type	Machinery & Equipment	
	Description	Replace existing blade type 600-amp switches with automated switches. This project will also change existing gang operated switches that we cannot repair due to age.	
	Justification	Many of these existing blade type switches will not open due to load and age. During line switching operations these switches must be opened one at a time versus a gang type switch operating all three phases at once.	
80-ELF-004-21	80 - 215 - Electric Reserve	Aerial Cable Project-North and South side of Birchbark Lane	\$40,000
	Improvement Type	Building & Building Improvements	
	Description	Replace overhead lines with aerial cable in areas that have right of way restrictions. We plan on having the overhead single-phase lines engineered for cost estimates and replacement in previously identified locations.	
	Justification	Many of these lines are costly to maintain due to yard fences and vegetative growth. Replacement will add reliability while lowering maintenance costs.	
80-ELF-005-21	80 - 215 - Electric Reserve	Aerial Cable Project-South side of Hunters Creek Drive	\$30,000
	Improvement Type	Building & Building Improvements	
	Description	Replace overhead lines with aerial cable in areas that have right of way restrictions. Overhead lines will be engineered for cost estimates.	
	Justification	Many of these lines are costly to maintain due to yard fences and vegetative growth. Replacement will add reliability while lowering maintenance costs.	
80-ELF-007-21	80 - 215 - Electric Reserve	Aerial Cable Project-Arbour Drive and Northbrook Street	\$15,000
	Improvement Type	Building & Building Improvements	
	Description	Replace existing overhead lines with aerial cable in areas that have right of way restrictions. Overhead lines will be engineered for cost estimates.	
	Justification	Many of these lines are costly to maintain due to yard fences and vegetative growth. Replacement will add reliability while lowering maintenance costs.	
80-ELF-008-14	80 - 215 - Electric Reserve	Line Reconductor/Pole Changeouts	\$600,000

Project Number	Project Information		FY 21 Budget
	Improvement Type	Land & Land Improvements	
	Description	We have identified feeder 3050 to replace existing conductors due to capacity limits, or line extensions to serve future developments. Feeder 3050 consists of 35 poles and 15,905 linear feet of wire. There will be poles identified to change out on this feeder. This will be a reoccurring project extending to additional feeders.	
	Justification	This feeder was identified through our system inspection and determined to be below industry standards. On feeder 3050, most of the poles are from the 1990's. The wire on feeder 3050 is nearing capacity.	
80-ELF-014-21	80 - 215 - Electric Reserve	Substation Recloser Upgrades	\$300,000
	Improvement Type	Land & Land Improvements	
	Description	Replacement of aging substation reclosers in substations.	
	Justification	This project will change out our dated reclosers that were installed in 1992 and upgrade to a recloser that have better safety options and will save on maintenance costs. The new recloser will have polymer insulators that will reduce the possibility of flashovers.	
80-ELF-018-21	80 - 215 - Electric Reserve	Insulator Upgrades	\$30,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of existing porcelain insulators.	
	Justification	Porcelain insulators are brittle making them crack and break rather easy. Replacing them with polymer insulators increases their lifespan therefore reducing material costs and potential outages. This will increase reliability, improve system longevity and decrease maintenance costs.	
Electric Fund Total			\$2,079,500
85 - Waste Water Fund			
85-WWO-001-14	85 - 200 - WWTP and Operation	Collection Improvements- Goodwin Hollow Watershed	\$350,000
	Improvement Type	Land & Land Improvements	
	Description	Sanitary Sewer Evaluation Study (SSES) of Goodwin Hollow watershed and rehabilitation/improvements identified within report (MULTIYEAR FUNDING). Improvements anticipated include lining of pipes and manholes, creation of new design standards, and other best management practices. Note: Formerly 85-ENV-001-14	
	Justification	This project will reduce the number and duration of sanitary sewer overflows in this watershed by repairing/replacing collection system pipes and manholes that have numerous defects that allow rainwater to exceed the capacity of the lines	
85-WWO-001-16	85 - 200 - WWTP and Operation	Oxidation Ditch Clean out & Rehabilitation (North and South)	\$30,000
	Improvement Type	Machinery & Equipment	
	Description	Clean out Replace Concrete Catwalks, Rehabilitate Rotors and Enclosures, Reseal Concrete Seams. Note: Formerly 85-WWT-001-16	
	Justification	The Existing ditches are 35 years old and need rehabilitation to increase reliability of the clarification operation at the Wastewater Treatment plant, to meet operational and reliability needs and to stay in compliance with regulatory requirements.	
85-WWO-001-19	85 - 200 - WWTP and Operation	Lift Station Improvements	\$60,000
	Improvement Type	Land & Land Improvements	

Project Number	Project Information		FY 21 Budget
	Description	Replacement of electrical control panels and installing access hatches and pump slide rails to approximately 15 current lift stations. Conversion of 9 wet well mounted lift stations to submersible pump lift stations. Replace/Rebuild pumps and motors on the existing 43 lift stations. Note: Formerly 85-ENV-001-19	
	Justification	The existing aged lift stations need improvements to maintain reliable service. By installing slide rails for the pumps it almost eliminates the need for a manned entry into the confined space to perform maintenance and repairs	
85-WWO-001-21	85 - 200 - WWTP and Operation	Sewer Main: Mizer Street	\$15,000
	Improvement Type	Land & Land Improvements	
	Description	Dig up and replace 3 manholes and 450 linear feet of 8 inch diameter Clay Tile pipe with 8 inch diameter PVC. This will be in conjunction with planned street rehabilitation. Note: Formerly 85-ENV-001-21	
	Justification	Existing sewer mains that have countless defects identified during routine collection system inspections considered failed infrastructure. These lines allow inflow and infiltration into the collection system during rain events contributing to wet-weather peak flows and sanitary sewer overflows	
85-WWO-002-14	85 - 200 - WWTP and Operation	WWTP Improvements Phase 2	\$6,279,992
	Improvement Type	Building & Building Improvements	
	Description	Filter and sludge improvements will include: new disc filters, conversion of backwash basin to a 30ft diameter 16ft deep waste basin providing 74k gallons of storage), bar screen upgrade at the head of plant, new sludge holding basin (80ft diameter 20ft deep holding 750k gallons), new electrical equipment control center, new bio-solids hauling truck, installation of mixers, and dissolved oxygen meters in the existing oxidation ditches. Note: Formerly 85- ENV-002-14	
	Justification	The existing equipment has been in continuous service for 35 years and has exceeded their life cycles and is reaching design capacity. The sludge improvements are needed to continue to meet the 503 regulations set by the Environmental Protection Agency	
85-WWO-002-21	85 - 200 - WWTP and Operation	Sewer Main: Barlow Street	\$12,000
	Improvement Type	Land & Land Improvements	
	Description	Dig up and replace 1 manhole and 400 linear feet of 8 inch diameter Clay Tile pipe with 8 inch diameter PVC. This will be in conjunction with planned street rehabilitation. Note: Formerly 85-ENV-002-21	
	Justification	Existing sewer mains that have countless defects identified during routine collection system inspections considered failed infrastructure. These lines allow inflow and infiltration into the collection system during rain events contributing to wet-weather peak flows and sanitary sewer overflows	
85-WWO-003-18	85 - 200 - WWTP and Operation	Replace Existing Wastewater Computer Systems	\$5,000
	Improvement Type	Furniture & Office Equipment	
	Description	Replacement of desktops, laptops, or tablets Win 7, 32 bit with Win 10 or greater. Note: Formerly 85-ENV-003-18	

Project Number	Project Information		FY 21 Budget
	Justification	Current systems are at their end of life and were purchased in 2014 and 2015. Some were received from Jefferson City state program and were already a few years old. We would like to implement tablets in the field as well to become more mobile and digital. The new systems would be capable of handling current suites and or applications. The tablets will ensure field operations are streamlined into daily business functions and enhance efficiency. The IT Department has worked with a variety of tablets and field tested many. Training has been provided and users understand the VPN capabilities. A new printer will need to be installed at WWTP	
85-WWO-003-21	85 - 200 - WWTP and Operation	Sewer Main: Marvin Avenue	\$27,000
	Improvement Type	Land & Land Improvements	
	Description	Dig up and replace 3 manholes and 1,000 linear feet of 8 inch diameter Clay Tile pipe with 8 inch diameter PVC. This will be in conjunction with planned street rehabilitation. Note: Formerly 85-ENV-003-21	
	Justification	Existing sewer mains that have countless defects identified during routine collection system inspections considered failed infrastructure. These lines allow inflow and infiltration into the collection system during rain events contributing to wet-weather peak flows and sanitary sewer overflows	
85-WWO-004-19	85 - 200 - WWTP and Operation	Dump Truck	\$150,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase of new tandem axle dump truck. Note: Formerly 85-ENV-004-19	
	Justification	Tandem axle dump trucks are used to haul dirt, haul aggregate, plow snow, and to spread de-icing materials. Tandem axle dump trucks being replaced are approaching the end of expected life.	
85-WWO-005-19	85 - 200 - WWTP and Operation	Standby Generator	\$80,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of Standby Generator. Note: Formerly 85-ENV-005-19	
	Justification	This will enable the division to operate the Goodwin Hollow lift station during a power outage. The Goodwin Hollow lift station is responsible for about half of the wastewater that is generated every day and pumps it to the WWTP. This should insure that there is not a sanitary sewer overflow (SSO). This generator has reached its end of life. It has been 10 years since it was rehabilitated and replacement parts availability are diminishing. The second generator will be replacing the older of the two currently at the WWTP. It is reaching the end of life and repairs are needed more frequently.	
85-WWO-005-20	85 - 200 - WWTP and Operation	Biosolids Application Truck	\$185,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase of a new biosolids application truck to replace a 1995 Kodiak unit that is reaching the end of its service life. Note: Formerly 85-ENV-005-20	
	Justification	This will replace one of the two trucks used to haul and apply biosolids from the wastewater treatment plant to local fields and pastures. Currently approximately 1200 loads are hauled yearly. The existing truck will be 24 years old and is past the end of its useful life.	
85-WWO-006-16	85 - 200 - WWTP and Operation	Mechanical bar Screen	\$795,000
	Improvement Type	Machinery & Equipment	

Project Number	Project Information		FY 21 Budget
	Description	Install Mechanical Bar screen at the Goodwin Hollow Liftstation	
	Justification	The existing manual bar screen requires an operator to enter a pit 3 days a week to remove trash from the bar screen with a pitchfork and put it into a bucket that has to be lifted out of the pit by a rope. By adding the mechanical bar screen it will increase employee safety and improve efficiencies.	
85-WWO-006-20	85 - 200 - WWTP and Operation	Equipment and Material Trailer	\$15,000
	Improvement Type	Machinery & Equipment	
	Description	Equipment and Material Trailer. Note: Formerly 85-ENV-006-20	
	Justification	This will replace an older lightweight utility trailer that is not rated to haul some of the materials and equipment used by the department	
85-WWO-007-15	85 - 200 - WWTP and Operation	Lift Station SCADA	\$20,000
	Improvement Type	Machinery & Equipment	
	Description	Install wireless communication network and Programmable Logic Controllers (PLC). Note: Formerly 85-ENV-007-15	
	Justification	Installation of the SCADA system will provide better management and maintenance of critical lift station infrastructure. Use of SCADA technology will allow staff to remotely monitor and operate the lift stations. It will create enhanced reporting as the system would log the run hours from the meters on each pump, as well as provide alarm notification if there was a change in the operating condition of the lift station.	
85-WWO-008-21	85 - 200 - WWTP and Operation	Wastewater Equipment Repairs	\$100,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement/Rebuild of Wastewater Pumps, Motors, and Equipment	
	Justification	Maintain equipment to insure reliability and to help reduce wastewater backups/overflows	
85-WWO-009-19	85 - 200 - WWTP and Operation	Liftstation Critical Parts	\$25,000
	Improvement Type	Machinery & Equipment	
	Description	Critical parts to keep the 43 liftstations operational	
	Justification	Purchasing Critical parts and having them on hand will help eliminate a wastewater backup and/or overflow	
85-WWX-001-21	85 - 200 - WWTP and Operation	Clarifiers #1,#2 and #3 Rehabilitation	\$90,000
	Improvement Type	Machinery & Equipment	
	Description	Sandblast and repaint 3 54 foot diameter clarifiers with epoxy paint	
	Justification	The existing paint is flaking off and causing buildup of algae which affects the quality of treatment	
85-WWX-002-21	85 - 200 - WWTP and Operation	Samplers	\$8,000
	Improvement Type	Machinery & Equipment	
	Description	Portable Sampler used for the Industrial pretreatment program	
	Justification	Portable samplers are used in the departments industrial pretreatment program. and with the recent changes to the program two additional samplers are needed	
Wastewater Fund Total			\$8,246,992
87 - Water Fund			
87-WTR-002-21	87 - 200 - Water Operation	Water Main: Mizer	\$16,000
	Improvement Type	Land & Land Improvements	
	Description	Replace 600 linear feet of 4-inch cast iron main line with 6-inch PVC. Note: Formerly 87-ENV-002-21	

Project Number	Project Information		FY 21 Budget
	Justification	The existing cast iron lines have a history of leaks. Installing the 6-inch main line will improve the fire flows to this area of the distribution system.	
87-WTR-002-25	87 - 200 - Water Operation	Water Main: Gateway Road	\$45,000
	Improvement Type	Land & Land Improvements	
	Description	Replace approximately 2,850 linear feet of 2-inch galvanized line with 6-inch PVC water line along Gateway Rd to the driveway to Goodwin hollow lift station. Note: Formerly 87- ENV-002-25	
	Justification	This existing aged 2-inch galvanized pipe has a history of leaks and by installing a new 6-inch PVC line it will improve the water distribution system in this area.	
87-WTR-003-18	87 - 200 - Water Operation	Pickup Trucks	\$30,000
	Improvement Type	Machinery & Equipment	
	Description	Purchase of one new ¾ ton and two new ½ ton 4 x 4 pickups to replace 2005 and 2006 model units. Purchase of new tandem axle dump truck to replace a 2002 model unit. Note: Formerly 87-ENV-003-18	
	Justification	Pickups are used to transport personnel, tools, and equipment to jobsites. Pickups being replaced are approaching the end of service life and in line with the City Capitalization policy	
87-WTR-003-21	87 - 200 - Water Operation	Water Main: Barlow	\$17,000
	Improvement Type	Land & Land Improvements	
	Description	Replace 450 linear feet of 4-inch cast iron main line with 6-inch PVC. Note: Formerly 87-ENV-003-21	
	Justification	The existing cast iron lines have a history of leaks. Installing the 6-inch main line will improve the fire flows to this area of the distribution system.	
87-WTR-004-19	87 - 200 - Water Operation	Water Wells: Chlorine Analyzer Replacements	\$10,000
	Improvement Type	Machinery & Equipment	
	Description	Replacement of the existing chlorine analyzers in the seven wells. Note: Formerly 87-ENV-004-19	
	Justification	The existing chlorine analyzers have reached the end of their useful life. The analyzers are used to monitor the chlorine levels at the well. This is a useful tool to better manage the water system and insure safe drinking water is delivered to our customers.	
87-WTR-004-21	87 - 200 - Water Operation	Water Main: Marvin	\$32,000
	Improvement Type	Land & Land Improvements	
	Description	Replace 1,000 linear feet of 4-inch cast iron main line with 6-inch PVC. Note: Formerly 87-ENV-004-21	
	Justification	The existing cast iron lines have a history of leaks. Installing the 6-inch main line will improve the fire flows to this area of the distribution system.	
87-WTR-005-21	87 - 200 - Water Operation	Water Main: Albert	\$13,000
	Improvement Type	Land & Land Improvements	
	Description	Replace 350 linear feet of 4-inch cast iron main line with 6-inch PVC. Note: Formerly 87-ENV-005-21	
	Justification	The existing cast iron lines have a history of leaks. Installing the 6-inch main line will improve the fire flows to this area of the distribution system.	
87-WTR-006-21	87 - 200 - Water Operation	Water Main: Dickinson	\$13,000
	Improvement Type	Land & Land Improvements	
	Description	Install approximately 500 linear feet of 6-inch water line and 2 fire hydrants. Note: Formerly 87-ENV-006-21	
	Justification	The existing cast iron lines have a history of leaks. Installing the 6-inch main line will improve the fire flows to this area of the distribution system.	
87-WTR-007-18	87 - 200 - Water Operation	Replace Existing Water Computer Systems	\$5,000
	Improvement Type	Furniture & Office Equipment	

Project Number	Project Information		FY 21 Budget
	Description	Replacement of desktops, laptops, or tablets with Win 7 32-bit to Win 10. Note: Formerly 87-ENV-005-18	
	Justification	Current systems are at their end of life and were purchased in 2014 and 2015. Some were received from Jefferson City state program and were already a few years old. We would like to implement tablets in the field as well to become more mobile and digital. The new systems would be capable of handling current suites and or applications. The tablets will ensure field operations are streamlined into daily business functions and enhance efficiency. The IT Department has worked with a variety of tablets and field tested many. Training has been provided and users understand the VPN capabilities	
87-WTR-007-21	87 - 200 - Water Operation	Water Services: New Buffalo Road	\$7,500
	Improvement Type	Land & Land Improvements	
	Description	Move 6 customers from the 4-inch cast iron water line to the 12-inch PVC water line along New Buffalo Road between Marvin and Dickinson Avenue. Note: Formerly 87-ENV007-21	
	Justification	This will eliminate approximately 450' of aged 4-inch cast iron water main line, improving the water distribution system in this area of the distribution system.	
87-WTR-008-20	87 - 200 - Water Operation	Water Well Critical Parts	\$20,000
	Improvement Type	Machinery & Equipment	
	Description	Keep in stock critical parts for the operation and maintenance of the water wells and towers.	
	Justification	To keep the wells and towers in good operating condition	
87-WTX-001-21	87 - 200 - Water Operation	Water Towers	\$527,000
	Improvement Type	Building & Building Improvements	
	Description	0	
	Justification	0	
Water Fund Total			\$735,500
99 - Multi-Funds / Departments			
99-ITS-001-21	Multi-Departmental	SCALE Nodes	\$23,000
	Improvement Type	Furniture & Office Equipment	
	Description	Purchase additional SCALE nodes	
	Justification	With the Ag Barn, Atchley Park, Palmer, and Downtown Business District additions to the network, the SCALE will be overworked. Two additional hardware devices will ensure the routing and storage of information is seamless. The cost will be spread across departments as they will become data access points for the closest processing point	
99-ITS-002-21	Multi-Departmental	Switches	\$16,000
	Improvement Type	Furniture & Office Equipment	
	Description	Purchase switches for expansion	
	Justification	With the Ag Barn and Palmer additions to the fiber ring, the switches will enable network access and communication. Both buildings do not have City of Lebanon access. Fiber is located at both buildings but has yet to be terminated	
Multiple Funds Total			\$39,000
All Capital Improvements			\$17,373,252

Statement of Budgeted Revenues and Expenditures and Changes in Fund Balance

	Estimated Beginning Balance	Revenues	Expenditures	Projected Ending Balance	Percent Change in Fund balance	Dollar Change in Fund balance
General	\$2,751,774	\$6,524,225	\$7,474,349	\$1,801,650	-34.53%	(\$950,124)
Public Safety	\$146,636	\$2,352,000	\$2,217,722	\$280,914	91.57%	\$134,278
Street	\$1,066,403	\$2,255,730	\$2,910,618	\$411,515	-61.41%	(\$654,888)
Capital	\$719,483	\$1,736,750	\$1,813,653	\$642,580	-10.69%	(\$76,903)
Tourism	\$141,099	\$210,100	\$284,872	\$66,327	-52.99%	(\$74,772)
Economic Development	\$505,597	\$1,099,391	\$1,011,964	\$593,024	17.29%	\$87,427
Community Development	\$258,027	\$845,551	\$742,671	\$360,907	39.87%	\$102,880
Service	\$0	\$1,181,852	\$1,181,852	\$0	0.00%	\$0
Benefits	\$1,169,280	\$3,885,105	\$3,598,098	\$1,456,287	24.55%	\$287,007
Airport	\$0	\$2,808,303	\$2,808,303	\$0	0.00%	\$0
Downtown Business District	\$62,052	\$46,500	\$74,095	\$34,457	-44.47%	(\$27,595)
Parks	\$511,801	\$752,800	\$911,909	\$352,692	-31.09%	(\$159,109)
Electric	\$9,369,527	\$23,435,515	\$25,562,357	\$7,242,685	-22.70%	(\$2,126,842)
Fiber	\$100,647	\$75,000	\$104,444	\$71,203	-29.25%	(\$29,444)
Wastewater	\$1,095,539	\$11,214,192	\$10,974,532	\$1,335,199	21.88%	\$239,660
Water	\$727,088	\$2,293,650	\$2,469,962	\$550,776	-24.25%	(\$176,312)
GRAND TOTAL	\$18,624,953	\$60,716,664	\$64,141,401	\$15,200,216	-18.39%	(\$3,424,737)

Explanation of Changes in Fund Balance Greater than 10%:

The **General Fund** is scheduled to decrease by 34.53% due to expected reduction in revenues related to COVID-19, increase in personnel costs and increased costs in the service funds.

The **Public Safety Fund** is scheduled to increase by 91.57%. This is an anomaly related to the Public Safety Tax beginning April 1, 2020 and only two months reporting in the prior fiscal year.

The **Street Fund** is scheduled to decrease by 61.41% due to planned capital activity and a projected decline in revenues related to COVID-19.

The **Capital Fund**, scheduled to decrease by 10.69% as a result of planned capital activity and a projected decline in revenues related to COVID-19.

The **Tourism Fund** is scheduled to decrease by 52.99% due to additional investment in funding a full time position, increased advertising and professional services.

The **Economic Development Fund** is scheduled to increase by 17.29% as a result of increased revenue and decreased expenditures.

The **Community Development Fund** is scheduled to increase due to an investment from the Economic Development Fund to offset stimulating the housing growth.

The **Benefits Fund** is scheduled to increase by 24.55%. This fund is susceptible to major changes based upon claims utilization each year and requires a healthy fund balance.

The **Downton Business District Fund** is scheduled to decrease by 44.47% due to investment in projects to include clean-up efforts and partial funding of a contract employee.

The **Parks Fund** is scheduled to decrease by 31.09% due to planned spending of the Park Master Plan projects and an increase in personnel costs.

The **Electric Fund** is scheduled to decrease by 22.70% due to planned investment in capital projects and a projected decline in revenues related to COVID-19.

The **Fiber Fund** is scheduled to decrease by 29.25% as a result of investment in projects for fiber and a projected decline in revenues.

The **Wastewater Fund** is scheduled to decrease by 21.88% due to major planned capital improvements to our wastewater treatment plant and capital purchases.

The **Water Fund** is scheduled to decrease 24.25% due to an investment of major capital improvements and purchases.

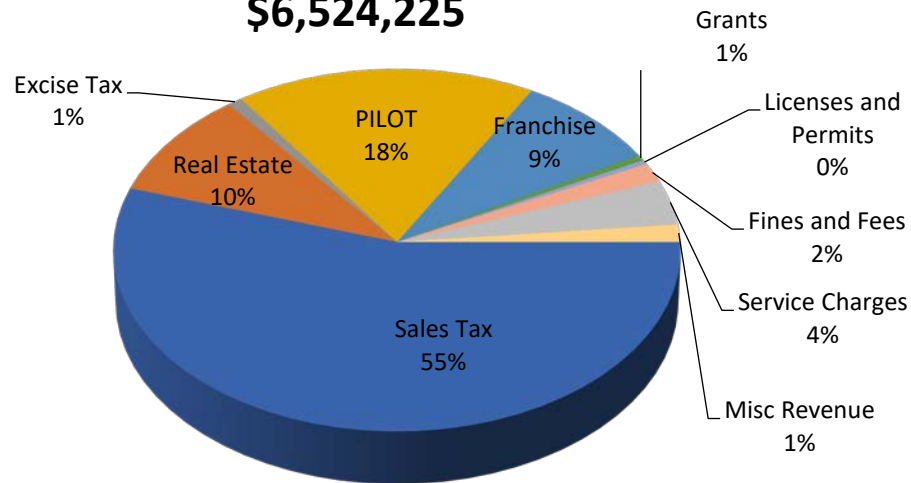
Departmental Summaries



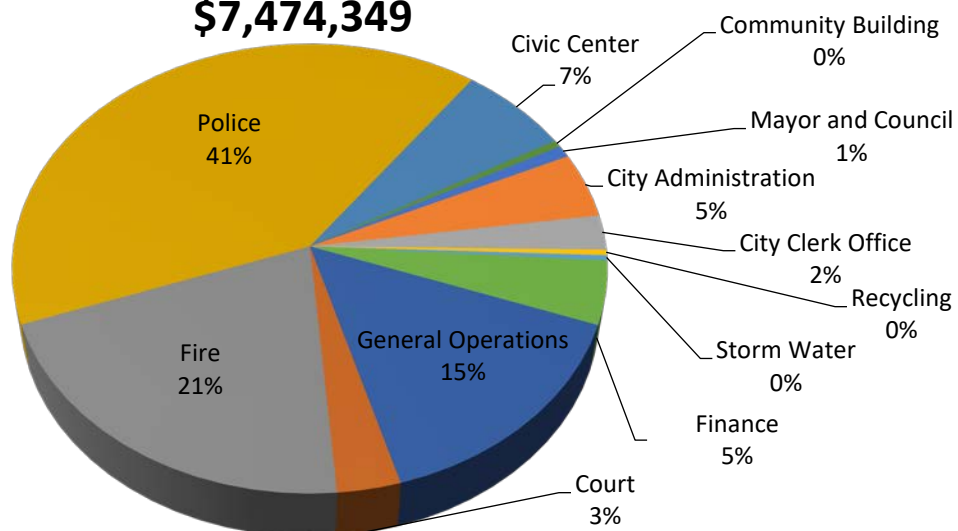
General Fund

The General Fund accounts for all revenue and expenses associated with the traditional services provided by the city government. These services fall into the broad categories of finance and administration, public safety, Civic Center, community buildings, municipal court, recycling, and storm water. Primary revenue resources for this fund include taxes-sales, real estate, and cigarette; franchise fees; PILOTs (payment in lieu of taxes); beverage licenses; court fines and fees; and other service payments.

General Funds Available by Category \$6,524,225



General Fund Expense by Department \$7,474,349



General Fund Revenue and Expenses by Category

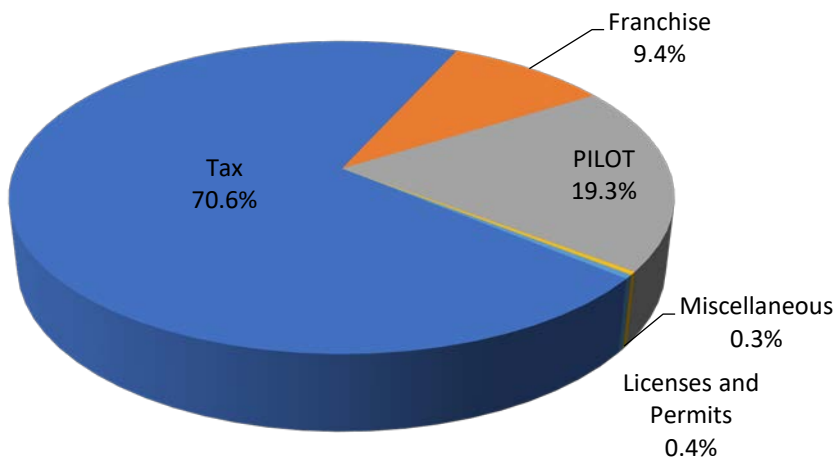
General Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$4,471,074	\$4,274,000	\$4,409,842	\$4,263,000
Franchise Fees	\$648,838	\$605,000	\$605,517	\$565,000
PILOTs	\$1,365,538	\$1,296,750	\$1,235,235	\$1,166,275
Intergovernmental	\$65,838	\$35,774	\$17,752	\$31,000
Service Charges	\$1,617	\$3,000	\$6,908	\$1,900
Rentals	\$251,061	\$230,000	\$246,271	\$257,550
Licenses and Permits	\$26,518	\$25,000	\$25,045	\$25,000
Fines	\$153,045	\$134,500	\$111,846	\$112,500
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$219,595	\$88,000	\$146,768	\$102,000
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$7,203,124	\$6,692,024	\$6,805,184	\$6,524,225
Expenses				
Personnel	\$4,646,506	\$5,292,925	\$4,875,264	\$5,394,706
Capital	\$235,884	\$95,839	\$130,060	\$43,476
Grants	\$34,434	\$37,182	\$36,226	\$1,000
Utilities	\$305,515	\$277,100	\$303,223	\$305,320
Professional Services	\$852,190	\$828,719	\$803,143	\$788,795
Supplies and Materials	\$113,390	\$138,625	\$139,878	\$123,241
Tools, Equipment, and Vehicles	\$241,744	\$213,050	\$223,147	\$219,300
Internal Service Expense	\$706,933	\$643,601	\$511,187	\$598,512
Total Expenses	\$7,136,596	\$7,527,041	\$7,022,128	\$7,474,350

General Administration

This program accounts for the revenues which include taxes, franchise, PILOT, permits, and licenses revenues as well as expenditures such as utilities for municipal center, professional services and insurances city wide.

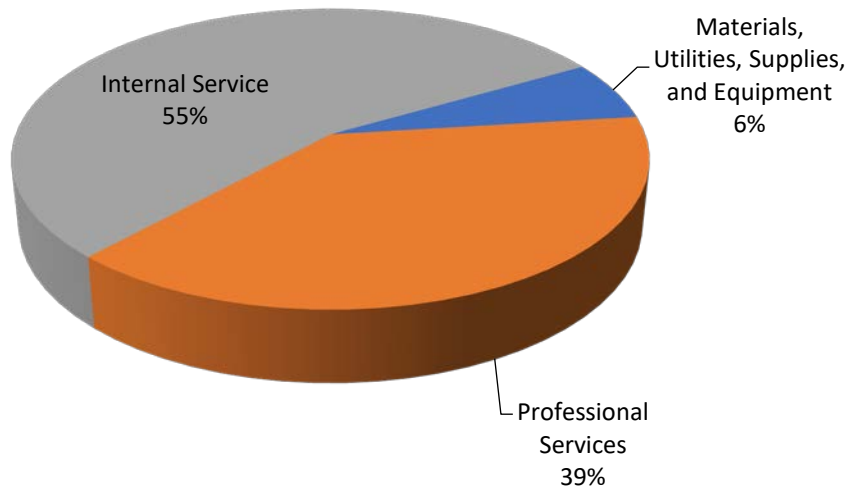
General Revenue by Category

\$6,037,775



General Expenses by Category

\$1,091,097



01 - 100 - General			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
01	4_1000_001	Tax-Sales 1%	3,550,000	3,600,000	3,717,962	3,580,000
01	4_1000_003	Tax-Real Estate	615,000	615,000	633,523	625,000
01	4_1000_004	Tax-Cigarette	59,000	59,000	58,356	58,000
	Total Tax		4,224,000	4,274,000	4,409,842	4,263,000
01	4_1005_001	Franchise-Telephone	20,000	20,000	30,002	20,000
01	4_1005_002	Franchise-Natural Gas	180,000	215,000	238,582	215,000
01	4_1005_003	Franchise-Cable Television	85,000	80,000	64,772	60,000
01	4_1005_004	Franchise-Cellular	215,000	180,000	165,281	165,000
01	4_1005_005	Franchise-Laclede Electric	100,000	110,000	106,879	105,000
	Total Franchise		600,000	605,000	605,517	565,000
01	4_1010_001	PILOT-Electric	1,180,000	1,197,250	1,151,716	1,077,525
01	4_1010_002	PILOT-Water	85,000	95,000	81,533	85,000
01	4_1010_003	PILOT-Fiber	3,750	4,500	1,986	3,750
	Total PILOT		1,268,750	1,296,750	1,235,235	1,166,275
	Total Local		6,092,750	6,175,750	6,250,593	5,994,275
01	4_3000_006	Compliance Cleanup	0	0	4,615	0
	Total Service		0	0	4,615	0
01	4_3010_002	Misc-Donations	0	0	0	15,000
01	4_3010_003	Misc-Interest Income	8,000	8,000	19,665	0
01	4_3010_006	Misc-Miscellaneous	4,500	2,500	3,469	2,500
01	4_3010_008	Misc-Gain/Loss-Asset Disposal	0	0	18,685	0
01	4_3010_012	Misc-Purchasing Card Rebate	1,500	1,000	951	1,000
	Total		14,000	11,500	42,770	18,500
	Total Service		14,000	11,500	47,385	18,500
01	4_4000_001	Licenses-Beverage	25,000	25,000	25,045	25,000
	Total License		25,000	25,000	25,045	25,000
	Total License &		25,000	25,000	25,045	25,000
	Total Revenues		6,131,750	6,212,250	6,323,022	6,037,775
01	5_1025_002	Employee-	45	45	0	45
	Total Employee		45	45	0	45
	Total Personnel		45	45	0	45

01 - 100 - General			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
01	5_2005_000	Capital Exp-Land and	0	0	8,030	0
01	5_2010_000	Capital Exp-Building and	0	0	598	0
01	5_2015_000	Capital Exp-Furniture and	9,000	2,000	525	0
01	5_2015_000	Capital Exp-Furniture and	0	0	525	0
01	5_2015_000IMP	Capital Exp-Furniture and	9,000	2,000	0	0
01	5_2020_000	Capital Exp-Machinery and	5,750	0	0	0
	Total Capital		14,750	2,000	9,153	0
01	5_5000_001	Utilities-Electric	50,000	49,000	50,170	52,000
01	5_5000_002	Utilities-Water	200	200	100	150
01	5_5000_003	Utilities-Sewer	200	200	165	175
01	5_5005_002	Utilities-Natural Gas	850	850	1,135	1,200
01	5_5010_001	Utilities-Landline and Fiber	11,500	9,000	9,757	10,000
	Total Utilities		62,750	59,250	61,327	63,525
01	5_6000_001	Prof Services-Legal	55,000	60,000	54,447	57,000
01	5_6000_002	Prof Services-Engineering	35,000	5,000	0	0
01	5_6000_006	Prof Services-Auditing	31,000	31,500	34,500	32,000
01	5_6000_011	Prof Services-Dues/License	7,000	7,000	929	7,000
01	5_6000_013	Prof Service-Studies	26,730	0	955	0
01	5_6000_014	Prof Service-Events and	40,000	40,000	21,463	25,000
01	5_6000_015	Prof Service-Service Contracts	43,000	77,790	94,926	107,950
01	5_6000_016	Prof Service-Taxes/Fees	200	0	0	0
01	5_6000_018	Prof Service-Damage Claims	1,000	1,000	250	500
01	5_6000_019	Prof Service-Credit Card Fee	50	50	50	50
	Total		238,980	222,340	207,520	229,500
01	5_6005_001	Insurance-Vehicle	615	505	994	1,000
01	5_6005_002	Insurance-Equipment	0	0	393	500
01	5_6005_003	Insurance-Building & Property	7,830	7,755	7,728	7,850
01	5_6005_004	Insurance-Boiler & Machinery	33,780	31,900	31,576	31,900
01	5_6005_006	Insurance-Terrorism	0	560	434	450
01	5_6005_007	Insurance-City Government	67,450	67,165	66,658	67,000
01	5_6005_009	Insurance-Directors and Officers	2,595	2,570	2,699	2,750
01	5_6005_010	Insurance-Umbrella	40,960	41,275	43,140	44,000
01	5_6005_017	Insurance-Employee Benefits	320	315	314	315
01	5_6005_018	Insurance-Employee Practices	5,585	5,530	5,288	5,400
01	5_6005_020	Insurance-Cyber Liability	5,380	13,670	13,687	13,750
	Total Insurance		164,515	171,245	172,910	174,915

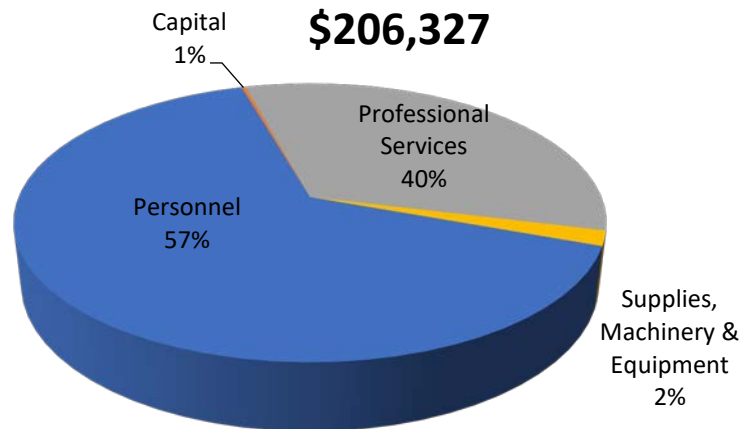
01 - 100 - General			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
01	5_6010_001	Advertising-Public Notices	0	0	538	550
01	5_6010_003	Advertising-Print	200	550	25	50
01	5_6010_004	Advertising-Internet	0	0	25	50
	Total		200	550	588	650
01	5_6020_001	Software-Purchase	17,750	17,750	6,454	17,750
01	5_6020_003	Software-Agreement	0	2,000	0	0
	Total Software -		17,750	19,750	6,454	17,750
	Total		421,445	413,885	387,472	422,815
01	5_7000_001	Supplies-Operational	2,500	2,500	2,260	2,100
01	5_7005_003	Supplies-Postage	250	250	213	250
01	5_7005_006	Supplies-Promo-Education	0	500	458	0
01	5_7010_001	Supplies-Janitorial	0	0	0	300
01	5_7010_003	Supplies-Break Room	1,750	4,250	1,581	300
	Total Supplies		4,500	7,500	4,512	2,950
01	5_7500_004	Materials-Landscaping	500	500	520	550
01	5_7510_001	Materials-Paint	0	0	426	0
01	5_7510_005	Materials-Fixtures	500	500	178	250
01	5_7525_001	Materials-Infrastructure	500	500	260	350
	Total Materials		1,500	1,500	1,384	1,150
01	5_8300_001	Equipment-Repair	1,500	1,500	1,398	1,400
01	5_8300_002	Equipment-Maintenance	500	500	603	700
01	5_8300_005	Equipment-Fuel	0	0	(287)	0
	Total		2,000	2,000	1,714	2,100
01	5_9910_000	Internal Service-Personnel	671,190	643,601	511,187	0
01	CommDev_In	Code Administration Allocation In	0	0	0	374,087
01	Engineering_In	Code Administration Revenue	0	0	0	(146,035)
01	Garage_In	Garage Allocation In	0	0	0	39,743
01	IT_In	IT Allocation In	0	0	0	143,860
01	Facility_In	Facility Mgmt Allocation In	0	0	0	127,008
01	Janitorial_In	Janitorial Allocation In	0	0	0	39,221
01	Purchasing_In	Purchasing / Warehouse	0	0	0	20,627
	Total Internal		671,190	643,601	511,187	598,512
01	5_9999_000	Interfund Transfer	90,000	0	0	0
	Total Interfund		90,000	0	0	0

01 - 100 - General			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated	
					Ending	Proposed
	Total Other		761,190	643,601	511,187	598,512
	Total Expenses		1,268,180	1,129,781	976,748	1,091,097
	Change in		4,863,570	5,082,469	5,346,274	4,946,678

Municipal Court

The Court is the judicial branch of City government. The municipal court has original jurisdiction to hear and determine all cases involving alleged violations of the Code of Ordinances and other ordinances of the city. The municipal court is subject to the general administrative authority of the presiding judge of the circuit court, and the municipal judge and municipal court personnel obey his directives. The municipal judge designates who is to serve as the clerk of the municipal court and has the power to designate one or more deputy clerks to serve in absence of the clerk. The duties of the clerk and the deputy clerks include but are not limited to issuing warrants, collecting fines, taking oaths and affirmations, accepting signed complaints, and signing and issuing subpoenas.

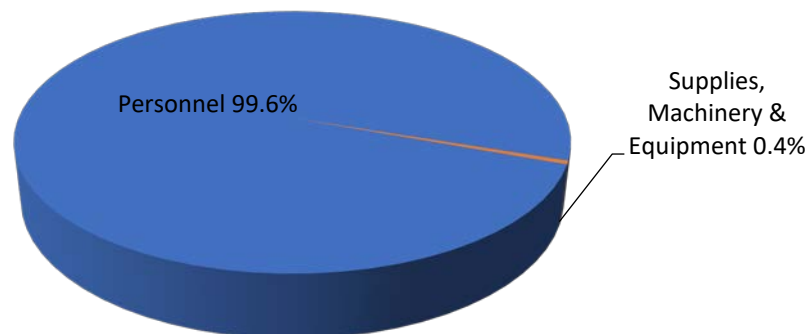
Municipal Court Expense by Category



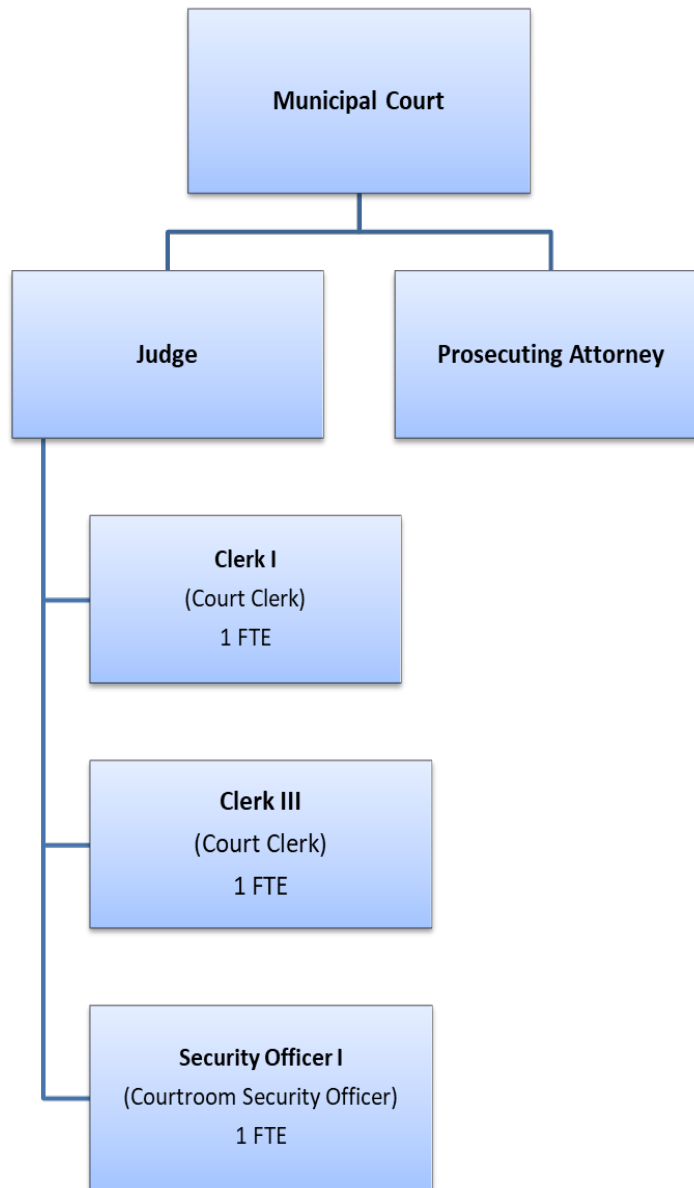
A separate budget is allocated for the Prosecuting Attorney .

Prosecuting Attorney Expense by Category

\$23,523



Municipal Court Organizational Chart



01 - 105 - Municipal Court			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
014	5000_001	Fines-Court Fines and Costs	110,000	105,000	89,886	90,000
014	5000_002	Fines-Court Ordered Payments	30,000	26,000	18,412	19,000
		Total Fines	140,000	131,000	108,298	109,000
		Total	140,000	131,000	108,298	109,000
015	1000_001	Fulltime Salary	61,567	62,489	64,911	93,392
015	1000_002	Part Time Salary	38,779	39,901	29,674	13,700
		Total	100,346	102,391	94,585	107,091
015	1005_001	Health Premium-Employee	0	0	7,895	7,896
015	1005_002	Health Premium-Family	7,900	7,900	0	0
015	1005_003	Dental Premium-Employee	0	0	300	300
015	1005_004	Dental Premium-Family	325	325	0	0
015	1010_001	Life Insurance	130	130	125	278
		Total	8,355	8,355	8,321	8,474
015	1015_001	Lagers-General	8,190	8,190	8,506	8,839
015	1015_004	Deferred Comp-Employer	1,300	1,300	1,300	1,300
		Total	9,490	9,490	9,806	10,139
015	1020_001	FICA-Employer	6,225	6,350	6,001	5,301
015	1020_002	Medicare-Employer	1,460	1,485	1,403	1,240
015	1020_003	Unemployment Compensation	1,005	1,025	951	575
		Total Payroll	8,690	8,860	8,355	7,115
015	1025_001	Employee-Uniforms	250	100	0	0
015	1025_002	Employee-	400	450	450	450
015	1025_004	Employee-Travel/Hotel	650	650	0	0
015	1025_005	Employee-Training	900	900	800	800
		Total	2,200	2,100	1,250	1,250
		Total	129,081	131,196	122,317	134,069
015	2015_000	Capital Exp-Furniture and	0	0	0	538
015	2015_000	Capital Exp-Furniture and	0	0	0	538
015	2020_000	Capital Exp-Machinery and	1,034	1,204	3,069	0
		Total Capital	1,034	1,204	3,069	538
015	6000_005	Prof Services-Temporary	1,000	500	0	25
015	6000_007	Prof Services-Toxicology Testing	100	50	24	25

01 - 105 - Municipal Court			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
015	6000_008	Prof Services-MSHP Background	26	25	25	25
015	6000_011	Prof Services-Dues/License	500	250	0	50
015	6000_015	Prof Service-Service Contracts	75,000	75,000	64,024	64,000
	Total		76,626	75,825	64,073	64,125
015	6005_002	Insurance-Equipment	20	20	18	20
	Total		20	20	18	20
015	6020_001	Software-Purchase	3,400	0	908	0
015	6020_003	Software-Agreement	3,400	990	808	4,000
	Total		6,800	990	1,717	4,000
	Total		83,446	76,835	65,808	68,145
015	7000_001	Supplies-Operational	1,500	1,500	3,033	2,500
015	7000_002	Supplies-Computer Accessories	0	0	250	250
015	7000_003	Supplies-Desk Accessories-Small	700	500	0	0
015	7005_001	Supplies-Printing	600	250	0	50
015	7005_002	Supplies-Mailing	400	250	0	50
015	7005_003	Supplies-Postage	75	50	0	50
015	7005_004	Supplies-Paper	150	150	89	125
	Total		3,425	2,700	3,373	3,025
015	8300_002	Equipment-Maintenance	2,500	1,500	500	500
	Total		2,500	1,500	500	500
015	8600_005	Vehicle-Fuel	50	50	50	50
	Total		50	50	50	50
	Total		219,536	213,485	195,117	206,327
	Change in		(79,536)	(82,485)	(86,818)	(97,327)

Prosecuting Attorney

01 - 106 - Prosecuting Attorney's Office			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	015_1000_001	Fulltime Salary	0	0	0	21,600
	015_1000_002	Part Time Salary	21,600	21,600	21,600	0
	Total		21,600	21,600	21,600	21,600
	015_1010_001	Life Insurance	0	0	0	56
	Total		0	0	0	56
	015_1020_001	FICA-Employer	1,340	1,340	1,340	1,339
	015_1020_002	Medicare-Employer	315	315	315	313
	015_1020_003	Unemployment	220	220	220	115
	015_1020_004	Workman's Compensation	0	0	0	0
	Total		1,875	1,875	1,875	1,767
	Total		23,475	23,475	23,475	23,423
	015_7005_001	Supplies-Printing	140	50	0	25
	015_7005_002	Supplies-Mailing	100	50	0	25
	015_7005_003	Supplies-Postage	25	25	0	25
	015_7005_004	Supplies-Paper	50	50	0	25
	Total		315	175	0	100
	Total		23,790	23,650	23,475	23,523
	Change in		(23,790)	(23,650)	(23,475)	(23,523)

Fire Department

The City of Lebanon Fire Department is a dedicated team committed to providing the highest level of public safety to the community, visitors, and neighbors. The department protects lives and property through the delivery of fire suppression, emergency medical care, technical rescue, hazardous material mitigation, disaster management, fire prevention and public education. This department budget supports training, equipment, supplies, and personnel that are needed to provide these services. The Fire Department is committed to providing professional fire services that meet the expectations of the community.

Fiscal Year 2019-2020

Accomplishments:

FY20 was a productive year for the Lebanon Fire Department. The citizens of Lebanon passed a ½% sales tax for public safety.

These additional funds will have a direct impact on Fire and Law Enforcement in the City of Lebanon. Both

departments are planning expansion of services, staffing, and facilities. After the completion of a outside review of Fire Department Operations by Matrix, just over three acres of land was purchased at the intersection of Beck Lane and Ivey Lane where a new public safety building will be constructed on this site beginning in FY21.

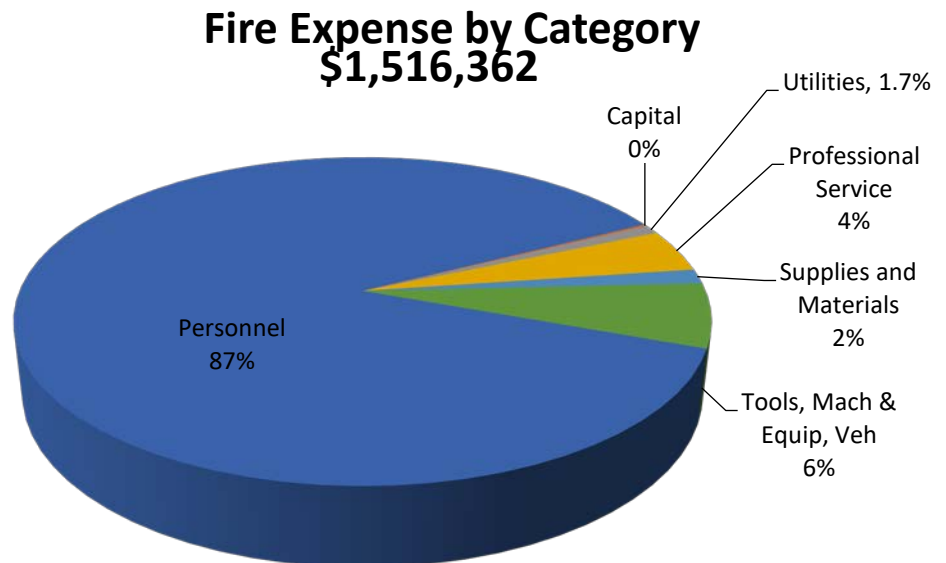
Fiscal Year 2021 Goals:

- I. **Goal:** Reduce Fire Fighter exposure to cancer causing products of combustion.

Strategy: Recent research indicates Fire Fighters are many times more likely to contract certain forms of cancer including lung, prostate, breast, and colon. One of the leading causes of these cancers is exposure to products of combustion. Research shows Fire Fighters can and should do more to protect themselves. Current recommendations include washing bunker gear after every call, rotating gear, utilizing gear specifically designed to decrease exposure to toxins, showering as soon as possible after calls, and completing an annual cancer screening.

To reach our goal our approach will encompass four strategies, protective gear, cancer screening, operational changes, and education.

Operational changes and education involve modification of some of our methods and tactics commonly deployed to fight fire and frankly some of our deep-rooted attitudes



and cultural. These changes will be the most difficult part to accomplish, and we do not expect to obtain complete success in one year.

The purchase of protective gear will require additional research as the development of this equipment is responding to the needs of the industry. There are a wide variety of products available and we must select the best products for our staff. Numerous companies are now offering cancer screenings for fire fighters. Recommendations and resources are available through national and regional organizations to aid in selecting the most appropriate screening methods.

Budgetary Factor: In FY21 the anticipated expenses are \$75,000 for bunker gear and \$10,000 for cancer screenings. If completed as planned, the bunker gear purchase would give each Fire Fighter at least one set of gear and ancillary equipment such as hoods which have been designed to reduce exposure to carcinogens during fire fighting activities.

The costs of cancer screenings for all Department personnel is estimated at \$10,000. This expense should be planned for annually and be considered a benefit for our fire fighters. In FY21 a baseline would be created for each member of the Department.

- II. **Goal:** Continue to improve life safety directly related to residential structure fires within the City.

Strategy: Continue with the Life Safety initiative began in 2018. Through this program the Department goal in FY21 is to install smoke detectors in a minimum of 150 residences within the City. Strategies include door-to-door canvassing of neighborhoods, utilization of social and traditional media releases, monthly utility billing messages, and public relation events during which participants can request installation of smoke detectors. This year the Department plans to make a push on the disbursement of CO detectors, escape ladders, and fire extinguishers.

Budgetary Factor: With the donation of 5000 smoke detectors in 2018 the Department does not anticipate the need to purchase additional smoke detectors. Escape ladders, CO detectors, and fire extinguishers will need to be obtained through purchase or donations. In FY21 expenditures from the program managed by the LAF will be utilized to purchase these items. These expenditures will be limited to \$5000.

Performance Measurements:

Average Response Times	2015	2016	2017	2018	2019
North District	4:50	5:35	4:53	5:03	5:35
South District	5:18	5:52	5:47	5:51	6:18
Southwest District	7:24	8:13	7:30	7:28	8:10
Overall City Average	5:16	5:59	5:28	5:33	6:05

6 Minute 59 Second Response Time Percentage Within City of Lebanon				
2015	2016	2017	2018	2019
78.50%	68.00%	76.50%	76.30%	70.10%

Actual 90% Response Time (+) Within City of Lebanon				
2015	2016	2017	2018	2019
92.60%	91.50%	91.10%	91.00%	93.30%
8:59	9:59	8:59	8:59	9:59

Life Safety Program	2018	2019
Homes Receiving Item(s)	79	191
Smoke Detectors Installed	282	863
CO Detectors Installed	0	0
Escape Ladders Provided	0	0
Fire Extinguishers Provided	0	0
Fire Extinguisher Training Classes	0	3

Call Volume	2015		2016		2017		2018		2019	
Incident Type	#	%	#	%	#	%	#	%	#	%
Fires	73	3.84	117	5.54	137	6.29	176	7.70	153	7.03%
Over Pressure/Explosion	1	0.05	4	0.18	0	0	1	0.04	1	0.05%
Rescue, MVA, EMS	1346	70.8	1526	72.32	1500	68.96	1539	67.38	1442	66.24%
Hazardous Conditions	33	1.73	47	2.22	70	3.21	46	2.01	41	1.88%
Service Calls	108	5.68	116	5.49	127	5.83	136	5.95	139	6.38%
Good Intent	164	8.62	149	7.06	174	8	226	9.89	271	12.45%
False Alarms	124	6.52	149	7.06	165	7.58	159	6.96	119	5.47%
Weather Related	1	0.05	2	0.04	2	0.09	1	0.04	11	0.51%
Total	1901		2110		2175		2284		2177	

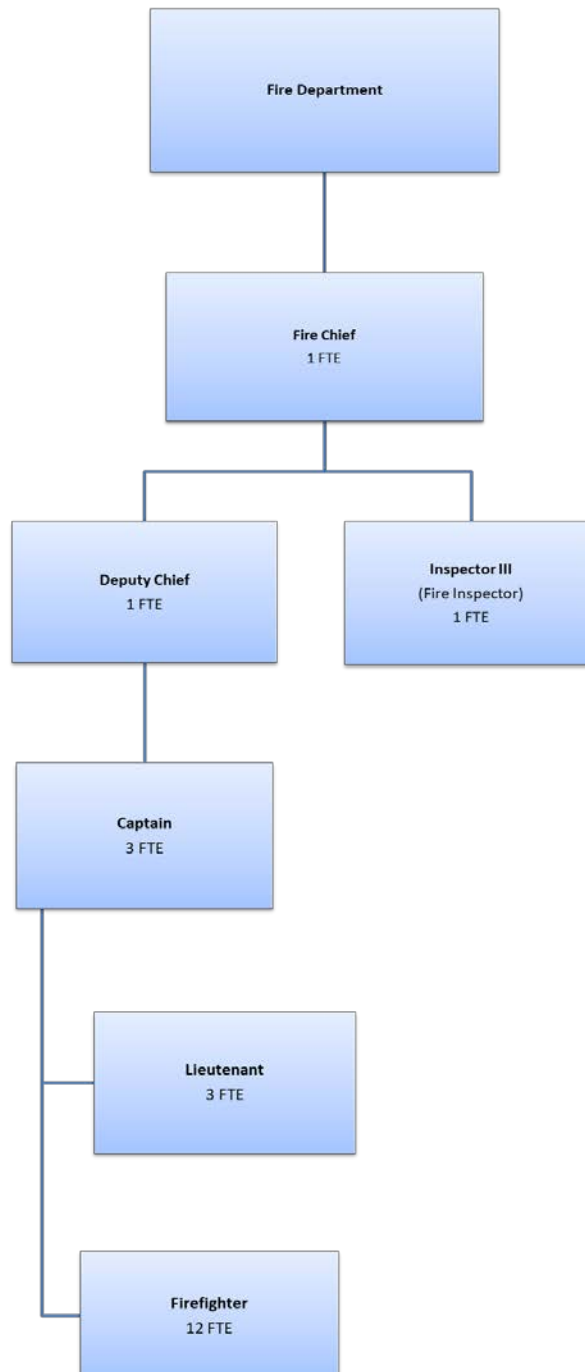
Previous Years' Goals:

- I. Goal: Improve community safety through citizen awareness and training. Our goal is to provide training to six businesses or manufacturing facilities with a secondary goal of reaching a minimum of 50 people in conjunction with the chosen locations.
Status: As part of our overall Life Safety Program the Department had hoped to deliver a minimum of six fire extinguisher classes to downtown businesses. In conjunction, our desire was to reach a minimum of 50 people through this training. Unfortunately, we missed our goals. A total of three classes reaching 44 people were completed. In FY21 the Department is planning to conduct 10 classes and reach a total of 100 people.
- II. Goal: Improve life safety directly related to residential structure fires within the City.

Status: Our goal was to install smoke detectors in a minimum of 150 homes. The Department surpassed this goal by 41. A total of 863 smoke detectors were installed in 191 homes. These detectors will provide early detection of fires in their homes to 295 adults and 94 children.

In FY21 the Department will continue with this program with a goal of again installing smoke detectors in 150 homes. We hope to install CO detectors in at least 10 homes and provide 5 fire extinguishers and 5 escape ladders. Tracking of these goals has been improved with changes to our Firehouse Reporting Software.

Fire Department Organizational Chart



01 - 110 - Fire Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
014	3010_002	Misc-Donations	0	0	6,100	0
014	3010_006	Misc-Miscellaneous	0	0	22	0
	Total		0	0	6,122	0
	Total		0	0	6,122	0
015	1000_001	Fulltime Salary	749,435	766,328	670,608	829,566
015	1000_005	Fulltime Overtime	0	0	0	105,103
015	1000_008	Fire Call Back Pay	84,585	90,063	66,033	0
	Total Salaries		834,020	856,391	736,641	934,669
015	1005_001	Health Premium-Employee	52,935	52,935	27,427	214,971
015	1005_002	Health Premium-Family	177,215	181,755	163,861	0
015	1005_003	Dental Premium-Employee	5,500	5,500	4,848	7,659
015	1005_004	Dental Premium-Family	600	600	543	0
015	1010_001	Life Insurance	1,200	1,260	1,102	1,166
	Total Benefits		237,450	242,050	197,780	223,796
015	1015_003	Lagers-Fire	36,700	35,970	29,383	28,040
015	1015_004	Deferred Comp-Employer	12,350	12,350	8,025	7,800
	Total Benefits		49,050	48,320	37,408	35,840
015	1020_001	FICA-Employer	51,710	53,100	42,323	38,105
015	1020_002	Medicare-Employer	12,095	12,420	9,833	8,912
015	1020_003	Unemployment Compensation	8,345	8,565	7,133	4,475
015	1020_004	Workman's Compensation	29,959	37,706	40,930	47,446
015	1020_004	Workman's Compensation	0	0	40,930	47,446
	Total Payroll		102,109	111,791	100,218	98,937
015	1025_001	Employee-Uniforms	7,000	8,500	15,353	7,250
015	1025_002	Employee-	500	600	535	600
015	1025_003	Employee-Books	0	200	394	500
015	1025_004	Employee-Travel/Hotel	1,000	1,500	3,877	0
015	1025_005	Employee-Training	10,000	10,000	5,780	0
015	1025_006	Employee-Recognition	1,750	1,750	644	1,750
015	1025_008	Employee-Hazmat Physicals	0	14,700	1,848	15,000
	Total		20,250	37,250	28,431	25,100
	Total		1,242,879	1,295,802	1,100,478	1,318,342
015	2010_000	Capital Exp-Building and	24,500	0	1,405	0
015	2015_000	Capital Exp-Furniture and	3,500	0	250	2,690

01 - 110 - Fire Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
015	2020_000	Capital Exp-Machinery and	50,172	13,521	38,556	0
	Total Capital		78,172	13,521	40,387	2,690
015	5000_001	Utilities-Electric	6,800	7,200	8,453	8,900
015	5000_002	Utilities-Water	140	150	173	180
015	5000_003	Utilities-Sewer	200	240	240	250
015	5010_001	Utilities-Landline and Fiber	750	700	660	700
015	5015_001	Utilities-Cell Phones	725	800	647	800
015	5020_002	Utilities-Internet Mobile	2,000	2,000	764	2,000
015	5025_001	Utilities-Solid Waste	725	725	1,520	700
	Total Utilities		11,340	11,815	12,457	13,530
015	6000_001	Prof Services-Legal	20,000	10,000	6,549	10,000
015	6000_007	Prof Services-Toxicology Testing	700	500	184	500
015	6000_008	Prof Services-MSHP Background	100	100	52	100
015	6000_011	Prof Services-Dues/License	3,000	1,000	15	750
015	6000_015	Prof Service-Service Contracts	9,100	8,200	9,569	5,500
015	6000_018	Prof Service-Damage Claims	500	500	150	500
015	6000_019	Prof Service-Credit Card Fee	60	30	0	30
	Total		33,460	20,330	16,519	17,380
015	6005_001	Insurance-Vehicle	27,195	28,280	29,376	26,000
015	6005_002	Insurance-Equipment	2,340	2,425	1,788	1,800
015	6005_003	Insurance-Building & Property	875	1,010	3,646	3,650
	Total		30,410	31,715	34,810	31,450
015	6010_002	Advertising-Employee	0	0	0	100
015	6010_003	Advertising-Print	0	0	0	100
015	6010_006	Advertising-Radio	0	0	624	624
	Total		0	0	624	824
015	6020_001	Software-Purchase	16,038	2,500	7,535	7,300
015	6020_003	Software-Agreement	0	11,129	4,127	7,000
	Total		16,038	13,629	11,662	14,300
	Total		79,908	65,674	63,615	63,954
015	7000_001	Supplies-Operational	3,000	3,400	3,032	3,500
015	7000_002	Supplies-Computer Accessories	500	750	0	500
015	7000_003	Supplies-Desk Accessories-	500	500	281	248
015	7000_005	Supplies-Small Accessories	0	0	0	248

01 - 110 - Fire Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
	015_7005_001	Supplies-Printing	100	100	215	100
	015_7005_002	Supplies-Mailing	100	100	0	100
	015_7005_003	Supplies-Postage	200	100	34	100
	015_7005_004	Supplies-Paper	100	100	35	100
	015_7005_005	Supplies-Forms	100	100	0	100
	015_7005_006	Supplies-Promo-Education	2,500	3,000	5,637	1,000
	015_7010_001	Supplies-Janitorial	2,000	2,000	656	2,000
	015_7010_002	Supplies-Cleaning and	250	250	250	400
	015_7010_003	Supplies-Break Room	1,200	1,200	1,100	1,200
	015_7015_001	Supplies-Medical	3,500	3,500	3,653	6,000
	015_7015_002	Supplies-Hazmat	5,000	5,000	4,085	2,500
	015_7015_004	Supplies-Safety	250	4,250	300	500
	Total Supplies		19,300	24,350	19,276	18,596
	015_7510_004	Materials-Hardware	900	1,500	1,202	1,000
	015_7510_005	Materials-Fixtures	500	500	299	1,000
	015_7510_006	Materials-Wire	0	0	65	0
	015_7525_001	Materials-Infrastructure	4,000	5,500	1,263	1,250
	Total		5,400	7,500	2,829	3,250
	015_8000_001	Tools-Repair	100	100	100	100
	015_8000_002	Tools- Maintenance	100	100	100	100
	015_8000_003	Tools-Supplies	750	500	186	2,250
	Total Tools &		950	700	386	2,450
	015_8300_001	Equipment-Repair	4,500	5,000	4,890	4,500
	015_8300_002	Equipment-Maintenance	3,000	5,000	4,089	5,600
	015_8300_003	Equipment-Supplies	1,500	1,000	530	750
	015_8300_004	Equipment-Equipment	750	6,200	5,544	6,200
	015_8300_005	Equipment-Fuel	0	0	10	0
	Total		9,750	17,200	15,064	17,050
	015_8600_001	Vehicle-Repair	35,000	40,000	46,134	52,000
	015_8600_002	Vehicle-Maintenance	4,500	4,500	7,291	4,500
	015_8600_003	Vehicle-Supplies	750	750	643	750
	015_8600_004	Vehicle-Equipment	100	100	982	250
	015_8600_005	Vehicle-Fuel	17,000	20,000	17,558	19,000
	Total Vehicles		57,350	65,350	72,608	76,500

01 - 110 - Fire Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total		1,505,049	1,495,845	1,327,099	1,516,362
	Change in		(1,505,049)	(1,495,845)	(1,320,977)	(1,516,362)

Police Department

The City of Lebanon Police Department is committed to providing excellent law enforcement services to the citizens of the community. This department is also committed to providing professional police services that meet the expectations of the community and maximizing the use of department resources enhancing the safety and security for the citizens of Lebanon.

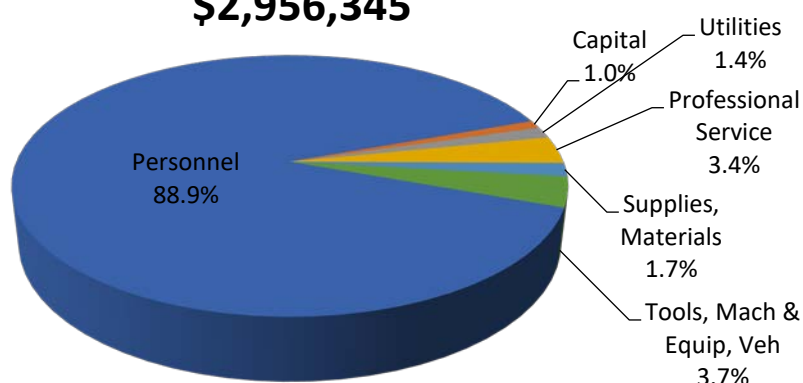
FY 2019-2020 Accomplishments:

Enhanced officer safety by transitioning to new Glock 9mm pistols and issued 15 new Ruger 5.56 caliber rifles to ensure each road officer was issued and qualified on their assigned weapon. Purchased 16 sets of soft body armor to replace aging vests.

Animal Control Officers received training for national certification.

Advanced training for K9 Zidane included certification in narcotics and tracking by the North American Police Work Dog Association and the Missouri Police Canine Association.

Police Expense by Category \$2,956,345



Implemented focused crime reduction efforts by utilizing the Data Driven Approaches to Crime and Traffic Safety Program.

Conducted 6,664 business checks and left the newly implemented Business Check Cards that informed businesses that an officer has performed a check of the premises.

Fiscal Year 2021 Goals:

- I. **Goal:** Develop and enhance partnerships with other agencies and residents to improve community safety, services, and reduce costs.
Strategy: Implement two neighborhood watch groups in crime-driven areas. Utilize intermittent foot patrols in the business district and Utility Vehicle patrols in city parks. Enhance community relations by designating each police officer to preform six hours of community outreach each year. Partner with the Laclede County Sheriff's Office for training opportunities and a combined crime bulletin.
Budgetary Factor: Minimal impact as employees will be on-duty.
- II. **Goal:** Reduce the impact of illegal drug use through treatment options, education, and enforcement.
Strategy: Establish relationships with local and regional organizations to identify resources available to assist citizens with drug addiction and mental health issues. Participate in community forums and public meetings to educate citizens about the

impact of illegal drug use. Continue to provide support to the Lake Area Narcotics Enforcement Group and the Drug Take Back Program. Move forward on the implementation of camera systems and license plate readers.

Budgetary Factor: Availability of funds and resources.

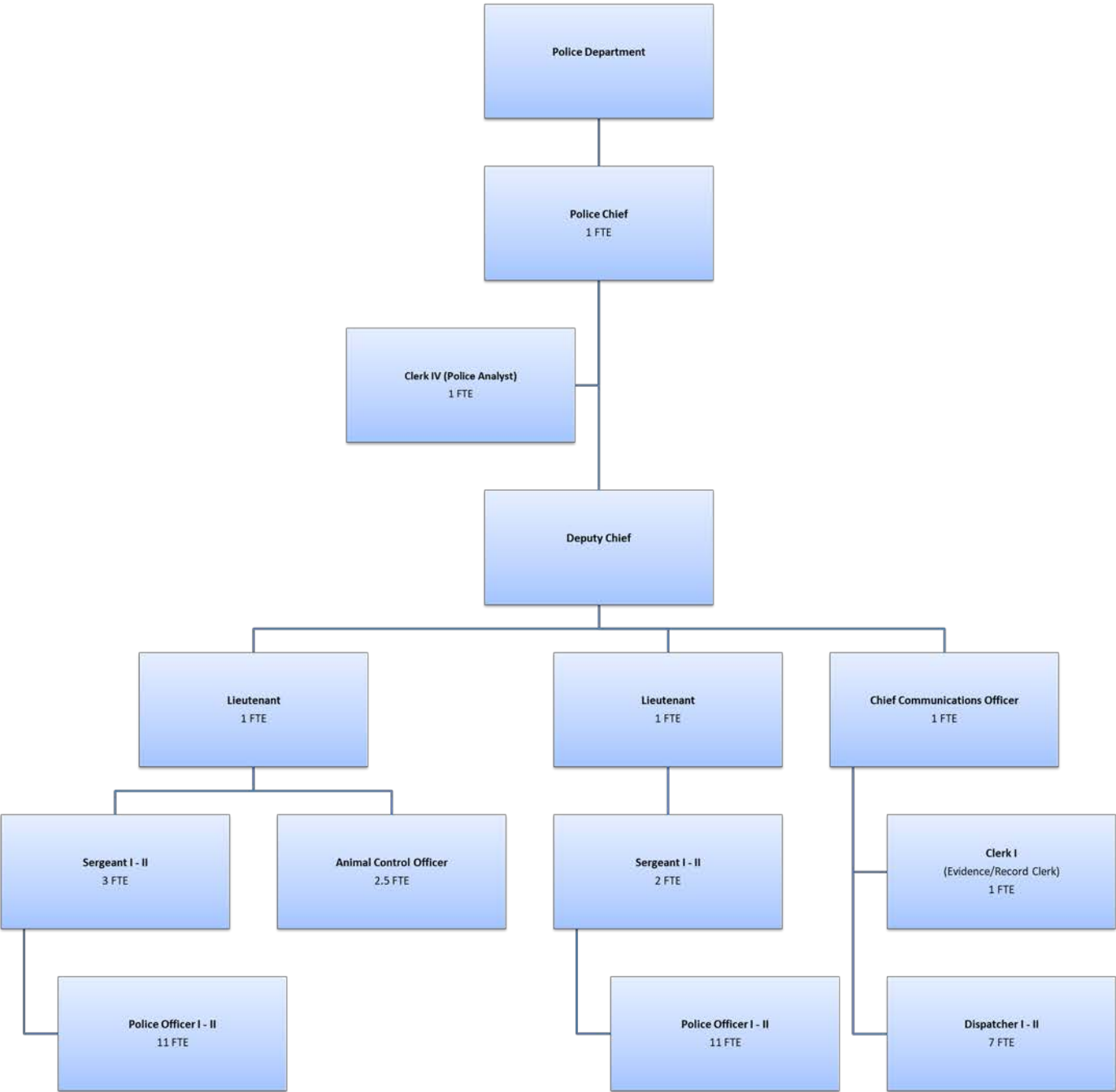
Performance Measures

	2013	2014	2015	2016	2017	2018	2019
Total Arrests	3,886	4,470	4,640	4,735	4,917	4,790	4,662
Total Reports	2,967	3,292	3,297	3,302	3,456	3,685	3,689
Total Calls for Service (CAD)	24,252	24,796	23,807	21,875	24,464	25,032	37,603

Previous Years' Goals

- I. **Goal:** Deliver quality emergency and public safety services to citizens in an efficient, productive, and cost-effective method. Educate and protect citizens through various services and community outreach.
Status: On going.
- II. **Goal:** Decrease the number of drug arrests, overdoses, and deaths in the community.
Status: On going.

Police Department Organizational Chart



01 - 115 - Police Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
014	2005_001	Grants-Operative Rev	10,000	10,000	7,211	7,000
	Total Grant		10,000	10,000	7,211	7,000
	Total		10,000	10,000	7,211	7,000
014	3000_001	Impound Fees	850	200	1,114	500
014	3000_002	Animal Removal	1,000	800	403	400
	Total Service		1,850	1,000	1,517	900
014	3010_002	Misc-Donations	0	0	3,600	0
014	3010_006	Misc-Miscellaneous	2,000	1,500	1,397	1,250
014	3010_009	Misc-Agreements	74,000	74,000	74,000	74,000
014	3010_014	Misc-Insurance Recoveries	0	0	11,070	0
	Total		76,000	75,500	90,066	75,250
	Total Service		77,850	76,500	91,583	76,150
014	5000_005	Fines-Recoupment Fees	2,000	1,500	1,500	1,500
	Total Fines		2,000	1,500	1,500	1,500
014	5000.004	Fines-Police Training Fees	3,000	2,000	2,048	2,000
	Total Revenues		92,850	90,000	102,343	86,650
015	1000_001	Fulltime Salary	1,543,218	1,553,156	1,577,839	1,718,955
015	1000_002	Part Time Salary	19,788	19,119	16,560	20,075
015	1000_005	Fulltime Overtime	36,580	38,612	39,955	45,712
	Total Salaries -		1,599,586	1,610,887	1,634,354	1,784,742
015	1005_001	Health Premium-Employee	174,590	182,485	145,763	380,047
015	1005_002	Health Premium-Family	220,990	227,920	206,756	0
015	1005_003	Dental Premium-Employee	11,700	11,700	10,202	14,938
015	1005_004	Dental Premium-Family	1,400	1,710	1,656	0
015	1010_001	Life Insurance	2,650	2,650	2,437	2,387
	Total Benefits -		411,330	426,465	366,815	397,372
015	1015_001	Lagers-General	48,050	45,545	43,395	52,296
015	1015_002	Lagers-Police	206,355	213,380	164,617	184,337
015	1015_004	Deferred Comp-Employer	19,500	19,500	12,600	14,300
	Total Benefits -		273,905	278,425	220,612	250,933
015	1020_001	FICA-Employer	99,175	99,880	113,861	83,012

01 - 115 - Police Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
015_1020_002		Medicare-Employer	23,195	23,360	26,631	19,414
015_1020_003		Unemployment	16,000	16,110	19,056	9,383
015_1020_004		Workman's Compensation	33,748	38,520	47,347	54,895
015_1020_004		Workman's Compensation	0	0	47,347	54,895
Total Payroll Taxes			172,118	177,870	206,894	166,704
015_1025_001		Employee-Uniforms	15,000	18,000	18,124	20,000
015_1025_002		Employee-	3,000	3,000	4,556	5,500
015_1025_004		Employee-Travel/Hotel	5,000	5,000	5,155	0
015_1025_005		Employee-Training	21,800	20,000	16,526	0
015_1025_006		Employee-Recognition	1,500	1,500	1,500	2,500
Total Employee -			46,300	47,500	45,862	28,000
Total Personnel			2,503,239	2,541,147	2,474,538	2,627,751
015_2015_000		Capital Exp-Furniture and	0	0	0	27,483
015_2020_000		Capital Exp-Machinery and	46,821	48,134	54,329	0
Total Capital			46,821	48,134	54,329	27,483
015_4005_001		Grants-Capital Equipment	1,000	1,000	0	1,000
Total Grants -			1,000	1,000	0	1,000
015_4030_001		Forfeiture-Operational	7,739	7,739	7,485	0
Total Other Grants			7,739	7,739	7,485	0
Total Grants			8,739	8,739	7,485	1,000
015_5000_001		Utilities-Electric	4,000	4,500	4,500	4,500
015_5000_002		Utilities-Water	500	250	184	250
015_5000_003		Utilities-Sewer	500	250	250	250
015_5005_001		Utilities-Propane	3,500	4,500	4,204	4,500
015_5010_001		Utilities-Landline and Fiber	500	350	350	350
015_5015_001		Utilities-Cell Phones	3,500	3,500	3,500	3,500
015_5020_001		Utilities-Internet	750	750	718	750
015_5020_002		Utilities-Internet Mobile	14,000	14,500	24,650	27,000
015_5025_001		Utilities-Solid Waste	300	250	240	250
Total Utilities			27,550	28,850	38,597	41,350
015_6000_001		Prof Services-Legal	20,000	20,000	3,571	10,000
015_6000_007		Prof Services-Toxicology	1,500	1,500	1,500	1,500
015_6000_008		Prof Services-MSHP	150	150	150	150
015_6000_010		Prof Services-Animal	1,000	1,000	1,000	1,000

01 - 115 - Police Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
	015_6000_011	Prof Services-Dues/License	3,200	3,200	1,268	3,200
	015_6000_015	Prof Service-Service	4,500	3,500	5,239	17,500
	015_6000_019	Prof Service-Credit Card Fee	15	25	25	25
	015_6000_020	Prof Service-Legal	0	0	5,000	0
	Total Professional		30,365	29,375	17,753	33,375
	015_6005_001	Insurance-Vehicle	25,090	25,690	25,294	19,000
	015_6005_002	Insurance-Equipment	1,045	155	(168)	1,500
	015_6005_003	Insurance-Building &	200	210	379	350
	015_6005_012	Insurance-Crime Insurance	1,080	1,465	1,465	1,465
	015_6005_013	Insurance-Law Enforcement	26,275	29,490	30,287	30,287
	015_6005_015	Insurance-Notary Public	30	30	50	50
	015_6005_023	Insurance-Drone Liability	0	1,310	1,310	1,310
	Total Insurance -		53,720	58,350	58,618	53,962
	015_6010_002	Advertising-Employee	500	500	800	500
	015_6010_003	Advertising-Print	500	500	500	500
	015_6010_006	Advertising-Radio	0	0	624	624
	Total Advertising -		1,000	1,000	1,924	1,624
	015_6015_002	Agreements - Service	10,250	10,250	10,000	10,250
	Total Agreements		10,250	10,250	10,000	10,250
	015_6020_001	Software-Purchase	15,965	0	8,170	0
	015_6020_003	Software-Agreement	76,550	63,850	76,897	0
	Total Software -		92,515	63,850	85,066	0
	Total Professional		187,850	162,825	173,361	99,211
	015_7000_001	Supplies-Operational	9,500	7,500	28,642	10,000
	015_7000_002	Supplies-Computer	750	1,000	3,005	4,000
	015_7000_003	Supplies-Desk Accessories-	4,000	4,000	2,603	4,000
	015_7005_001	Supplies-Printing	5,500	6,000	8,637	8,500
	015_7005_002	Supplies-Mailing	1,250	750	469	500
	015_7005_003	Supplies-Postage	1,000	850	438	500
	015_7005_004	Supplies-Paper	1,000	1,000	1,000	1,000
	015_7005_005	Supplies-Forms	1,000	1,000	1,905	2,000
	015_7005_006	Supplies-Promo-Education	4,000	4,000	4,000	4,000
	015_7010_002	Supplies-Cleaning and	500	750	750	750
	015_7010_003	Supplies-Break Room	1,800	1,800	1,314	1,800
	015_7015_004	Supplies-Safety	5,000	10,200	5,012	6,000

01 - 115 - Police Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
015_7020_001		Supplies-Animal Control	3,500	2,500	3,633	3,500
015_7020_002		Supplies-K-9	3,000	2,500	531	1,000
		Total Supplies	41,800	43,850	61,939	47,550
015_7525_001		Materials-Infrastructure	2,000	2,000	2,000	2,000
		Total Materials	2,000	2,000	2,000	2,000
015_8000_002		Tools- Maintenance	1,000	1,000	510	1,000
		Total Tools &	1,000	1,000	510	1,000
015_8300_002		Equipment-Maintenance	6,500	6,500	9,855	6,500
		Total Machinery &	6,500	6,500	9,855	6,500
015_8600_001		Vehicle-Repair	26,000	20,000	17,260	20,000
015_8600_002		Vehicle-Maintenance	11,000	11,000	11,000	11,000
015_8600_003		Vehicle-Supplies	8,000	8,000	8,000	8,000
015_8600_004		Vehicle-Equipment	13,500	13,500	10,027	13,500
015_8600_005		Vehicle-Fuel	50,000	50,000	50,000	50,000
		Total Vehicles	108,500	102,500	96,287	102,500
		Total Expenses	2,933,999	2,945,545	2,918,900	2,956,345
		Change in	(2,841,149)	(2,855,545)	(2,818,605)	(2,816,557)

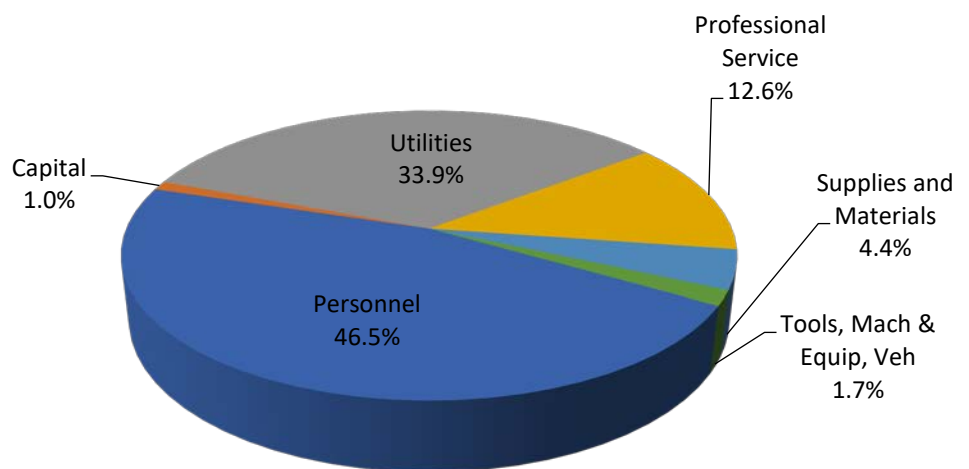
Civic Center

The Kenneth E. Cowan Civic Center is a multipurpose facility which accommodates conventions, trade shows, expositions, sporting events, weddings, theatrical productions, and business meetings to name a few. The Civic Center features several areas that are available to rent which include an exhibition hall, meeting rooms, a foyer and a 675 seat theater.

FY 2020 Accomplishments:

- Added a new fulltime Promotions Coordinator position to handle rentals and promotion of local events that take place at the Cowan Civic Center
- Purchased a new auto scrubber allowing facility to be cleaned quicker and more efficiently for a faster turn-around time on events.
- Added linen services as an upgrade to events.
- Revamped the event booking process to include updated contracts, deposits, rental fees and set up for a more efficient process.
- Developed a strategic process for scheduling of events to cut down on labor cost and turnaround time.
- Additional marketing of the Cowan Civic Center to promote opportunities for sporting events.

Civic Center Expense by Category \$486,780



Fiscal Year 2021 Goals:

- Goal:** Increase the number of profitable events.
Strategy: Strategic booking of events to maximize the potential of space and dates.
Budgetary Factor: None.
- Goal:** Update the facility aesthetically and structurally in a timely manner with minimal effect on events.
Strategy: Close communication with contractors and project coordinators.
Budgetary Factor: None.

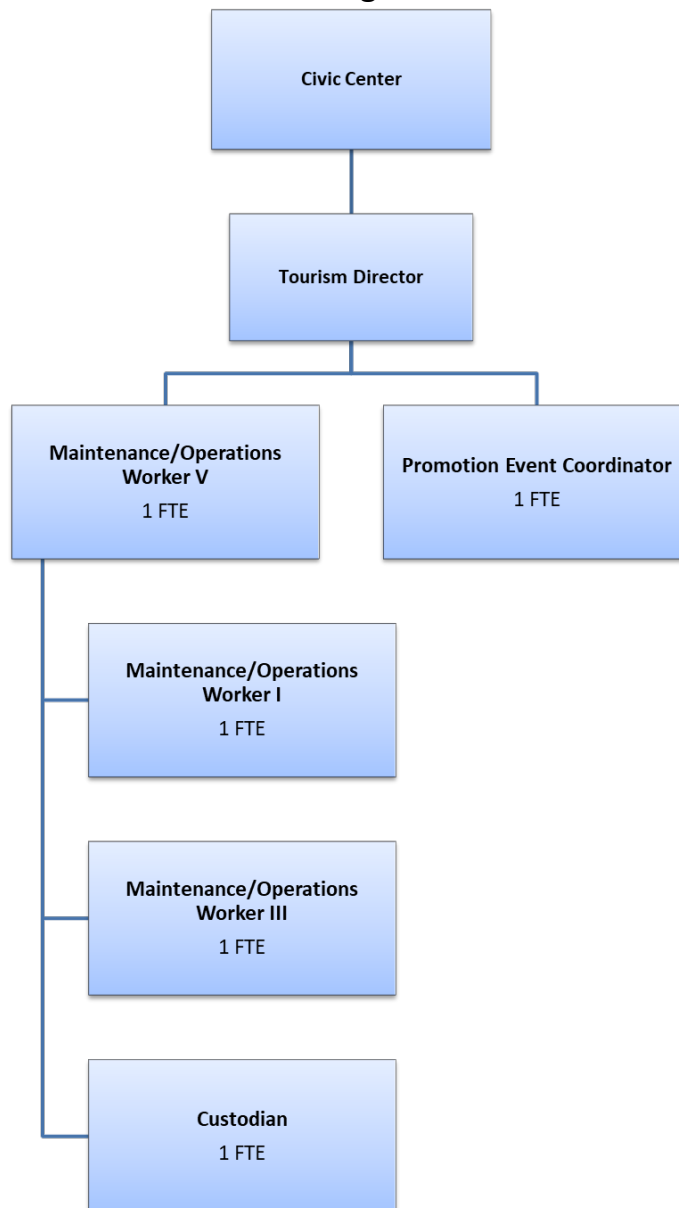
Performance Measurements:

	2017	2018	2019	Estimated 2020
Number of Events	260	265	126	220
Free Events	70	22	10	10
CCC Revenue	\$200,000	\$200,000	\$221,795	270,000

Previous Years' Goals:

- I. Goal: Increase the number of profitable events.
Status: Completed.
- II. Goal: Make aesthetic improvements to the facility.
Status: CIP passed and is scheduled.

Civic Center Organizational Chart



01 - 130 - Civic Center			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
014	3005_001	Rentals-Building/Land	90,000	90,000	90,000	90,000
014	3005_002	Rentals-Contract Concessions	5,000	2,500	2,736	5,100
014	3005_003	Rentals-Exhibition Hall	75,000	80,000	92,971	92,000
014	3005_004	Rentals-Meeting Room	8,000	10,000	14,494	15,250
014	3005_005	Rentals-Theatre	17,000	17,000	14,475	16,800
014	3005_006	Rentals-Gymnasium	500	500	3,300	3,200
	Total Rental		195,500	200,000	217,976	222,350
014	3010_006	Misc-Miscellaneous	500	1,000	7,811	8,250
	Total		500	1,000	7,811	8,250
	Total Service		196,000	201,000	225,787	230,600
	Total		196,000	201,000	225,787	230,600
015	1000_001	Fulltime Salary	122,429	119,369	112,337	132,481
015	1000_002	Part Time Salary	16,724	27,282	22,614	23,731
015	1000_004	On Call	909	1,216	922	0
015	1000_005	Fulltime Overtime	0	0	231	0
015	1000_006	Part Time Overtime	0	0	45	0
	Total Salaries		140,062	147,867	136,148	156,213
015	1005_001	Health Premium-Employee	23,688	31,194	22,722	36,831
015	1005_002	Health Premium-Family	0	17,325	6,458	0
015	1005_003	Dental Premium-Employee	0	0	1,061	1,350
015	1005_004	Dental Premium-Family	1,500	1,500	0	0
015	1010_001	Life Insurance	265	255	225	319
	Total Benefits		25,453	50,274	30,466	38,500
015	1015_001	Lagers-General	16,405	15,800	12,019	16,877
015	1015_004	Deferred Comp-Employer	1,950	1,950	1,300	1,300
	Total Benefits		18,355	17,750	13,319	18,177
015	1020_001	FICA-Employer	8,685	9,170	8,186	5,930
015	1020_002	Medicare-Employer	2,035	0	1,913	1,387
015	1020_003	Unemployment Compensation	1,405	1,480	1,308	859
015	1020_004	Workman's Compensation	5,474	3,276	4,407	5,111
	Total Payroll		17,599	13,926	15,815	13,287
015	1025_001	Employee-Uniforms	500	400	149	0
015	1025_002	Employee-	0	100	0	0

01 - 130 - Civic Center			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
015	1025_005	Employee-Training	100	100	913	0
	Total		600	600	1,062	0
	Total		202,069	230,417	196,809	226,178
015	2015_000	Capital Exp-Furniture and	4,000	0	0	807
015	2020_000	Capital Exp-Machinery and	8,052	1,806	2,935	4,000
	Total Capital		12,052	1,806	2,935	4,807
015	5000_001	Utilities-Electric	90,000	105,000	102,787	105,000
015	5000_002	Utilities-Water	1,500	1,600	1,510	1,600
015	5000_003	Utilities-Sewer	1,800	2,200	2,040	2,100
015	5005_002	Utilities-Natural Gas	55,000	45,000	58,176	52,000
015	5010_001	Utilities-Landline and Fiber	2,000	2,000	1,980	2,000
015	5015_001	Utilities-Cell Phones	1,500	1,000	753	630
015	5025_001	Utilities-Solid Waste	1,600	1,600	1,824	1,600
	Total Utilities		153,400	158,400	169,070	164,930
015	6000_001	Prof Services-Legal	0	100	0	0
015	6000_007	Prof Services-Toxicology Testing	100	100	92	100
015	6000_008	Prof Services-MSHP Background	26	30	0	0
015	6000_011	Prof Services-Dues/License	1,000	1,200	729	800
015	6000_014	Prof Service-Events and Functions	1,800	1,200	584	1,500
015	6000_015	Prof Service-Service Contracts	13,000	13,000	17,906	19,000
015	6000_019	Prof Service-Credit Card Fee	350	120	120	120
	Total		16,276	15,750	19,432	21,520
015	6005_001	Insurance-Vehicle	1,290	1,295	1,295	600
015	6005_002	Insurance-Equipment	1,270	1,205	1,634	1,650
015	6005_003	Insurance-Building & Property	14,360	14,825	28,158	32,000
	Total		16,920	17,325	31,087	34,250
015	6010_003	Advertising-Print	475	120	120	0
015	6010_006	Advertising-Radio	475	120	120	0
	Total		950	240	240	0
015	6020_001	Software-Purchase	4,500	0	2,558	3,200
015	6020_003	Software-Agreement	0	4,050	102	2,500
	Total		4,500	4,050	2,660	5,700
	Total		38,646	37,365	53,419	61,470

01 - 130 - Civic Center			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
	015_7000_001	Supplies-Operational	1,500	1,000	2,374	1,800
	015_7000_002	Supplies-Computer Accessories	0	0	0	250
	015_7000_003	Supplies-Desk Accessories-Small	350	500	937	700
	015_7000_004	Supplies-Small Tools	300	300	300	300
	015_7005_001	Supplies-Printing	100	0	0	0
	015_7005_002	Supplies-Mailing	50	0	0	45
	015_7005_003	Supplies-Postage	50	150	150	150
	015_7005_004	Supplies-Paper	1,000	600	1,112	750
	015_7010_001	Supplies-Janitorial	1,500	1,000	1,000	750
	015_7010_002	Supplies-Cleaning and Sanitation	7,000	6,500	6,500	6,500
	015_7010_004	Supplies-Chemicals	6,500	6,500	6,500	5,200
	015_7015_003	Supplies-First Aid	50	50	50	50
	015_7015_004	Supplies-Safety	50	50	50	50
	Total Supplies		18,450	16,650	18,973	16,545
	015_7500_002	Materials-Rock	1,000	500	500	500
	015_7500_003	Materials-Concrete	500	500	500	500
	015_7500_004	Materials-Landscaping	1,500	500	500	800
	015_7505_002	Materials-Pipe-PVC	50	100	100	100
	015_7510_001	Materials-Paint	250	300	300	200
	015_7510_006	Materials-Wire	100	100	100	0
	015_7510_007	Materials-Lumber	50	100	100	100
	015_7525_001	Materials-Infrastructure	4,500	4,500	4,500	2,500
	Total		7,950	6,600	6,600	4,700
	015_8000_002	Tools- Maintenance	100	100	100	100
	Total Tools &		100	100	100	100
	015_8300_001	Equipment-Repair	8,000	5,000	17,018	3,500
	015_8300_002	Equipment-Maintenance	2,500	3,000	3,238	3,000
	015_8300_003	Equipment-Supplies	500	500	500	0
	015_8300_005	Equipment-Fuel	500	400	676	650
	015_8300_006	Equipment-Rental	0	200	200	0
	Total		11,500	9,100	21,631	7,150
	015_8600_001	Vehicle-Repair	200	250	250	100
	015_8600_002	Vehicle-Maintenance	350	300	300	300
	015_8600_005	Vehicle-Fuel	1,500	1,700	1,700	500
	Total Vehicles		2,050	2,250	2,250	900

01 - 130 - Civic Center			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
		Total	446,217	462,688	471,787	486,779
		Change in	(250,217)	(261,688)	(246,000)	(256,179)

Community Buildings

This program was established to account for revenue and expenditures associated with City owned properties that are rented to the public. These buildings include the Mills Center, the Wallace Building, and the Fairgrounds.

FY 2020 Accomplishments:

Began work on the Mills Center to update it aesthetically to increase the potential number of renters. Added fiber, VOIP phone and 2 TV's for presentations to Mills building and Wallace had fiber network drops installed.

Fiscal Year 2021 Goals:

- III. **Goal:** Increase the number of events held in the Ag Arena.
Strategy: Provide potential renters with a price break on the rental cost of the Ag arena to obtain new customers. Make adjustments to facility for easier and more comfortable use.
Budgetary Factor: None.
- IV. **Goal:** Continue to make aesthetic improvements to Mills and Wallace buildings.
Strategy: Mills center to receive updates that include improvements to the kitchen, flooring, and bathrooms.
Budgetary Factor: Cost of upgrades.

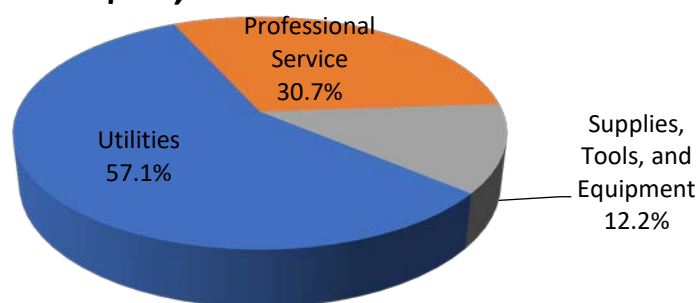
Performance Measurements:

Mills Center - Usage Days						
2014	2015	2016	2017	2018	2019	Estimated 2020
139	190	145	134	130	130	145
Wallace Center - Usage Days						
2014	2015	2016	2017	2018	2019	Estimated 2020
140	121	125	140	135	140	150
Ag Barn/Fairgrounds - Usage Days						
2014	2015	2016	2017	2018	2019	Estimated 2020
54	52	51	54	54	54	85

Previous Years' Goals:

Community Buildings Expense by Category

\$36,000



- I. Increase the number of events at in the new Ag Arena.
 Status: On going.
 Continue to make aesthetic improvements to the buildings.
 Status: On going

01 - 135 - Community Buildings/NEC			FY2019	FY2020	FY2020	FY2021
Fund	Account		Budget	Budget	Estimated	
	Account	Name			Ending	Proposed
014	3005_001	Rentals-Building/Land	33,000	30,000	28,295	5,029
014	3005_002	Rentals-Contract Concessions	500	0	0	5,029
014	3005_003	Rentals-Exhibition Hall	0	0	0	5,029
014	3005_004	Rentals-Meeting Room	0	0	0	5,029
014	3005_005	Rentals-Theatre	0	0	0	5,029
014	3005_006	Rentals-Gymnasium	0	0	0	5,029
014	3005_007	Rentals-Parties	0	0	0	5,029
	Total Rental		33,500	30,000	28,295	35,200
	Total Service		33,500	30,000	28,295	35,200
	Total		33,500	30,000	28,295	35,200
015	2010_000	Capital Exp-Building and	0	4,000	5,075	0
	Total Capital		0	4,000	5,075	0
015	5000_001	Utilities-Electric	20,000	14,000	17,534	17,500
015	5000_002	Utilities-Water	600	1,400	197	300
015	5000_003	Utilities-Sewer	400	250	90	150
015	5005_002	Utilities-Natural Gas	2,000	1,000	1,289	1,300
015	5020_002	Utilities-Internet Mobile	480	250	0	0
015	5025_001	Utilities-Solid Waste	1,600	1,400	1,242	1,300
	Total Utilities		25,080	18,300	20,350	20,550
015	6000_015	Prof Service-Service Contracts	2,000	2,000	6,610	7,000
015	6000_019	Prof Service-Credit Card Fee	100	300	46	100
	Total		2,100	2,300	6,656	7,100
015	6005_003	Insurance-Building & Property	3,570	3,590	3,867	3,950
	Total		3,570	3,590	3,867	3,950
	Total		5,670	5,890	10,523	11,050
015	7000_001	Supplies-Operational	600	1,000	86	150
015	7010_001	Supplies-Janitorial	600	700	350	700
015	7010_002	Supplies-Cleaning and	3,000	2,800	1,225	1,300

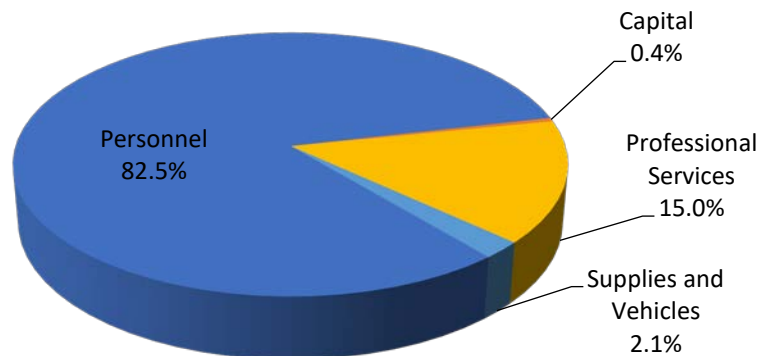
01 - 135 - Community Buildings/NEC			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	
		Name			Ending	Proposed
		Total Supplies	4,200	4,500	1,660	2,150
	015_7500_004	Materials-Landscaping	250	100	0	250
	015_7510_001	Materials-Paint	250	250	0	250
	015_7510_005	Materials-Fixtures	500	200	559	300
	015_7525_001	Materials-Infrastructure	2,000	1,000	427	500
		Total	3,000	1,550	986	1,300
	015_8000_003	Tools-Supplies	100	100	0	250
		Total Tools &	100	100	0	250
	015_8300_001	Equipment-Repair	750	600	210	350
	015_8300_002	Equipment-Maintenance	300	300	312	350
		Total	1,050	900	522	700
		Total	39,100	35,240	39,117	36,000
		Change in	(5,600)	(5,240)	(10,822)	(800)

Mayor and Council

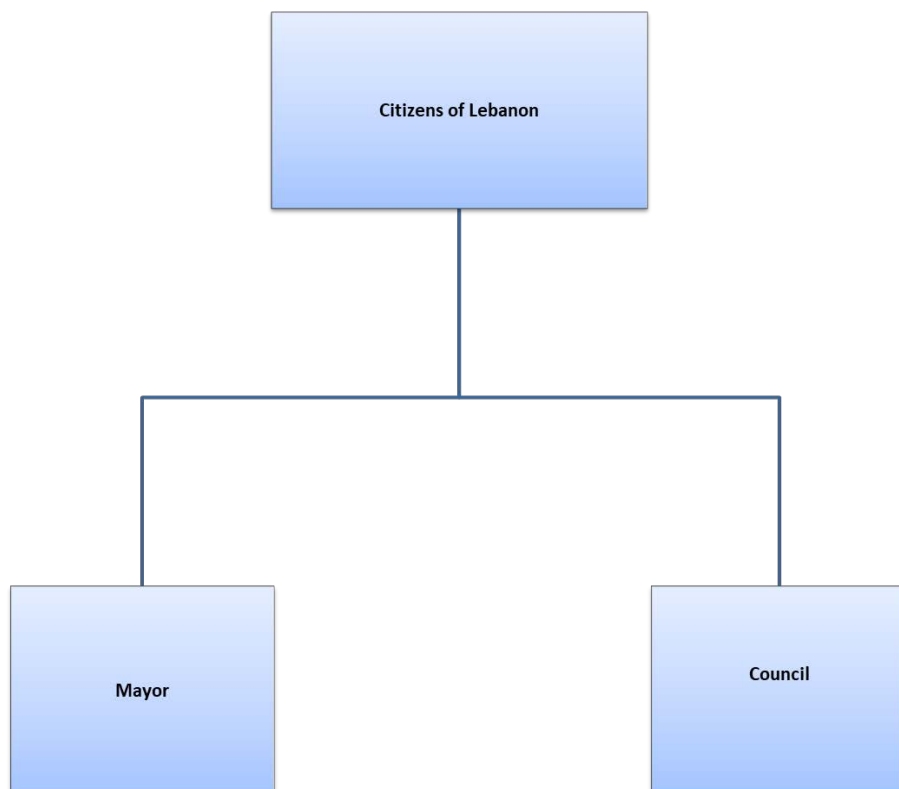
The Mayor and eight Councilmember's are elected at large with the Mayor serving a term of four and Council two years. The duties of and responsibilities of the Mayor and Council are outlined in City Ordinances

Mayor Expense by Category

\$62,355



Mayor and Council Organizational Chart



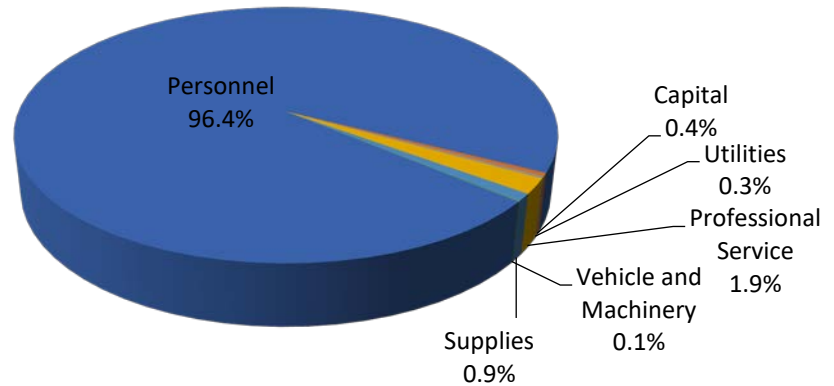
01 - 140 - Mayor & Council			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
015_1000_001	Fulltime Salary		0	0	0	38,400
015_1000_002	Part Time Salary		24,500	24,000	24,000	0
015_1000_005	Fulltime Overtime		0	0	0	0
015_1000_006	Part Time Overtime		0	0	0	0
	Total Salaries -		24,500	24,000	24,000	38,400
015_1010_001	Life Insurance		0	0	0	500
	Total Benefits -		0	0	0	500
015_1020_001	FICA-Employer		1,520	1,490	1,490	2,381
015_1020_002	Medicare-Employer		360	350	350	557
015_1020_003	Unemployment Compensation		245	240	240	384
015_1020_004	Workman's Compensation		0	0	0	0
	Total Payroll		2,125	2,080	2,080	3,322
015_1025_001	Employee-Uniforms		100	100	0	100
015_1025_002	Employee-		210	250	0	250
015_1025_004	Employee-Travel/Hotel		3,500	3,500	3,978	3,500
015_1025_005	Employee-Training		7,500	7,500	3,245	5,000
015_1025_007	Employee-Bonds		385	385	385	375
	Total Employee		11,695	11,735	7,608	9,225
	Total Personnel		38,320	37,815	33,688	51,446
015_2015_000	Capital Exp-Furniture and		0	0	0	269
015_2020_000	Capital Exp-Machinery and		1,517	602	2,554	0
015_2020_001	IMP Capital Exp - Machinery and		1,517	0	0	0
	Total Capital		1,517	0	2,554	269
015_6000_014	Prof Service-Events and		3,500	5,000	7,217	6,000
	Total		3,500	5,000	7,217	6,000
	Total Insurance		0	0	0	0
015_6010_006	Advertising-Radio		200	200	50	100
	Total		200	200	50	100
015_6020_001	Software-Purchase		0	0	1,856	0
015_6020_003	Software-Agreement		0	2,700	154	3,240
	Total Software -		0	2,700	2,010	3,240
	Total		3,700	7,900	9,276	9,340

01 - 140 - Mayor & Council			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
015_7000_001	Supplies-Operational		250	250	0	0
015_7000_002	Supplies-Computer Accessories		0	0	900	250
015_7005_001	Supplies-Printing		0	0	508	500
015_7005_006	Supplies-Promo-Education		2,000	1,000	121	500
Total Supplies			2,250	1,250	1,529	1,250
015_8600_001	Vehicle-Repair		150	150	0	0
015_8600_005	Vehicle-Fuel		50	50	40	50
Total Vehicles			200	200	40	50
Total Expenses			45,987	47,767	47,088	62,355
Change in			(45,987)	(47,767)	(47,088)	(62,355)

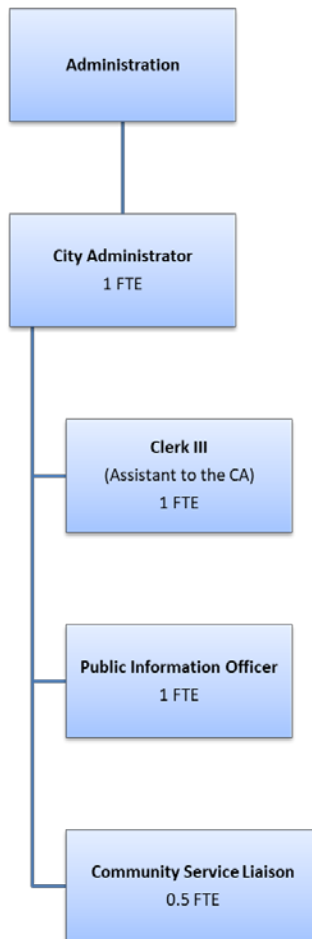
City Administration

The City Administrator, appointed by the City Council, is responsible for the day-to-day oversight and management of all City departments. This position is responsible for implementing the City Council goals and objectives, ensuring the coordination of municipal programs and services, and providing recommendations to the City Council as appropriate on the operation, financial condition, and needs of the City.

City Administration Expense by Category \$340,700



City Administration Organizational Chart



01 - 145 - City Administration			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
	015_1000_001	Fulltime Salary	299,451	192,887	195,531	207,199
	015_1000_002	Part Time Salary	0	13,898	24,216	25,028
	015_1000_005	Fulltime Overtime	580	501	0	0
	015_1000_009	Employee - Allowance	4,800	4,800	4,800	0
	Total		304,831	212,086	224,547	232,227
	015_1005_001	Health Premium-Employee	31,194	0	0	40,851
	015_1005_002	Health Premium-Family	10,494	41,631	40,858	0
	015_1005_003	Dental Premium-Employee	900	900	707	1,753
	015_1005_004	Dental Premium-Family	60	100	428	0
	015_1010_001	Life Insurance	255	190	188	222
	Total		43,443	43,721	42,180	42,826
	015_1015_001	Lagers-General	39,904	25,334	21,708	27,143
	015_1015_004	Deferred Comp-Employer	2,600	1,950	1,950	1,950
	Total		42,504	27,284	23,658	29,093
	015_1020_001	FICA-Employer	18,900	13,150	12,818	10,314
	015_1020_002	Medicare-Employer	4,425	3,080	3,022	2,412
	015_1020_003	Unemployment Compensation	3,050	2,125	2,107	435
	015_1020_004	Workman's Compensation	438	483	562	648
	015_1020_004	Workman's Compensation	0	0	562	648
	Total Payroll		26,813	18,838	18,508	13,809
	015_1025_001	Employee-Uniforms	200	200	0	200
	015_1025_002	Employee-	2,500	2,000	1,501	2,500
	015_1025_003	Employee-Books	750	250	0	250
	015_1025_004	Employee-Travel/Hotel	14,500	4,000	2,454	2,500
	015_1025_005	Employee-Training	5,000	5,000	2,167	3,500
	015_1025_006	Employee-Recognition	6,000	1,500	760	1,500
	015_1025_007	Employee-Bonds	175	175	75	75
	Total		29,125	13,125	6,956	10,525
	Total		446,716	315,534	315,849	328,480
	015_2015_000	Capital Exp-Furniture and	5,000	0	0	1,345
	015_2020_000	Capital Exp-Machinery and	7,086	1,204	5,791	0
	015_2025_000	Capital Exp-Vehicles	40,000	0	0	0
	Total Capital		52,086	1,204	5,791	1,345
	015_5015_001	Utilities-Cell Phones	0	480	941	950

01 - 145 - City Administration			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total		0	480	941	950
	015_6000_007	Prof Services-Toxicology Testing	150	150	40	150
	015_6000_008	Prof Services-MSHP	100	100	100	100
	015_6000_014	Prof Service-Events and	1,750	1,750	882	1,000
	Total		2,000	2,000	1,022	1,250
	015_6010_002	Advertising-Employee	300	300	0	150
	015_6010_004	Advertising-Internet	0	5,100	1,480	1,500
	Total		300	5,400	1,480	1,650
	015_6020_001	Software-Purchase	3,906	2,000	1,511	0
	015_6020_003	Software-Agreement	0	1,995	434	3,600
	Total		3,906	3,995	1,945	3,600
	Total		6,206	11,395	4,447	6,500
	015_7000_001	Supplies-Operational	600	850	1,238	1,250
	015_7000_002	Supplies-Computer Accessories	100	700	679	750
	015_7000_004	Supplies-Small Tools	0	0	0	500
	015_7005_001	Supplies-Printing	100	100	108	150
	015_7005_002	Supplies-Mailing	300	300	145	200
	015_7005_003	Supplies-Postage	50	50	70	75
	015_7005_004	Supplies-Paper	100	100	75	100
	015_7005_006	Supplies-Promo-Education	150	150	104	150
	015_7015_004	Supplies-Safety	250	250	0	0
	Total		1,650	2,500	2,419	3,175
	015_8300_001	Equipment-Repair	250	250	0	0
	Total		250	250	0	0
	015_8600_001	Vehicle-Repair	250	250	26	0
	015_8600_002	Vehicle-Maintenance	250	250	0	0
	015_8600_005	Vehicle-Fuel	550	350	134	250
	Total		1,050	850	160	250
	Total		507,958	332,213	329,606	340,699
	Change in		(507,958)	(332,213)	(329,606)	(340,699)

City Clerk

The City Clerk is an appointed officer of the City with duties described by RSMo 77.410, City Code of Ordinances Chapter 2 Administration Section 2-98 Duties of the City Clerk, and Article VII Open Meetings and Records. The City Clerk serves at the pleasure of the Mayor and City Council and is the Custodian of Records. As the Custodian of Records, the City Clerk maintains official records for the City,

including minutes,

ordinances, resolutions,

contracts and other vital

documents. The City Clerk is

the official election authority

for the City and administers

all oaths of office. The City

Clerk also oversees the

issuance of various licenses,

serves as clerical support to

the Mayor and City Council

and various appointed

boards/committees, and

writes or oversees the writing of all operational/code ordinances and resolutions.

FY 2020 Accomplishments:

The City Clerk's Office applied for a 50/50 Local Records Preservation Program Grant through the Secretary of State's Office and was awarded funding in the amount of \$6,000 to assist with the purchase of high-density mobile shelving for records storage.

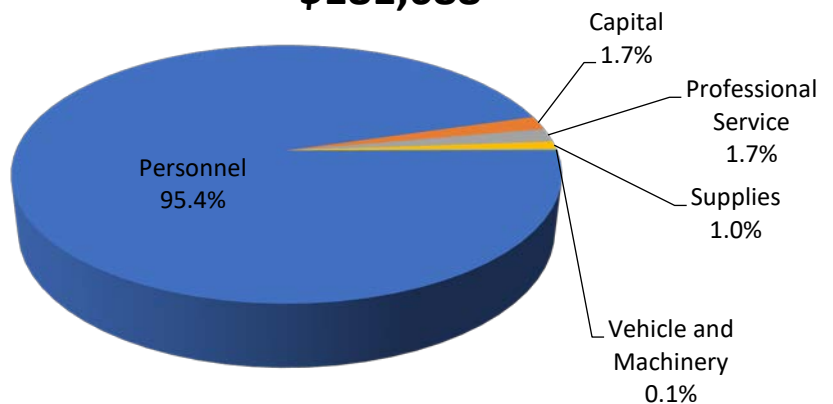
The City Clerk's Office utilized free services offered through the Secretary of State's Office by engaging a state archivist to assist the Deputy Clerk with identifying records that had met retention. Doing so allowed the Deputy Clerk the opportunity to learn about records retention and the various kinds of records that government entities generate.

In an effort to be more efficient and maintain continuity should one of the two-person department be out of the office, the City Clerk's Office began storing more files in digital format and making internal notes. This decreased paper usage and allowed information to be more accessible.

The City Clerk's Office became the support office for Code Administration with regard to business of the Planning and Zoning Commission and Board of Adjustment. Taking on duties such as managing/publishing public hearing notices, attending meetings and transcribing

City Clerk Expense by Category

\$181,688



meeting minutes has helped Code Administration stay on task and freed up more time for them to devote to code related issues.

A free version of NextRequest software was successfully implemented to manage and track submitted records requests. This software assists the City Clerk, who serves as the Custodian of Records, with electronic tracking of records requests and Missouri Sunshine Law compliance.

Fiscal Year 2021 Goals:

- I. **Goal:** Fine tune retention program to include “annual” disposition of records and departmental training.
Strategy: Identify records that have met retention, meet with department heads to identify records they wish to retain, and dispose of the rest. Repeat this process on an annual basis and provide departmental training on how to identify a record and determine its retention.
Budgetary Factor: Other than the continued expense of records disposition, fine tuning the process and providing training has little to no impact on the budget.
- II. **Goal:** Explore software options for board, committees, commissions, and elected officials tracking.
Strategy: Seek input from other cities to see what software they utilize, put out an RFP, review software through demos and make a selection.
Budgetary Factor: Purchasing software to track this information will have an impact on the budget, but how much is not known at this time.

Performance Measurements:

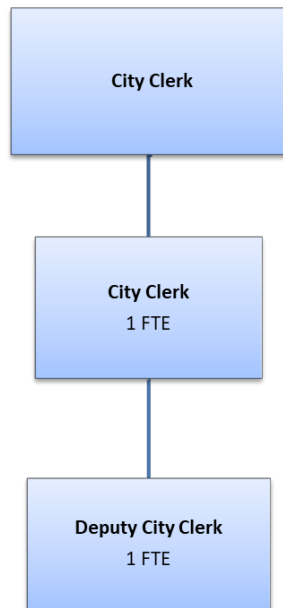
Calendar Year Performance Measurers					
Metrics	2015	2016	2017	2018	2019
Number of Ordinances Passed by City Council	127	133	140	180	176
Number of Resolutions Passed by City Council	3	4	12	7	9
Number of Liquor Licenses Issued	60	64	58	60	69
Number of Itinerant Vendor Licenses Issued	21	38	25	29	36
Number of Downtown Business District Licenses Issued	107	94	99	94	106

Previous Years' Goals:

- III. **Goal:** Make the license application processes more efficient by placing fillable forms on our website. (Liquor Licenses, Itinerant Vendor Licenses, Peddler/Solicitors Licenses, etc.)
Status: The City Clerk's Office is currently working on a code amendment related to taxicab business licenses and taxi driver permits to present to Council for approval and a new application form is being created to place online for public access. The City Clerk's

Office is also working with Code Administration to amend code related to itinerant vendors, and peddler/solicitor licenses. Once completed and approved by City Council, new applications will be created and placed online for those as well. The process will continue until all licenses have been reviewed.

City Clerk Organizational Chart



01 - 150 - City Clerk Office			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
015	1000_001	Fulltime Salary	174,580	107,324	107,282	109,388
	Total		174,580	107,324	107,282	109,388
015	1005_001	Health Premium-Employee	23,688	7896	3,948	29,088
015	1005_002	Health Premium-Family	10,884	11,763	23,403	0
015	1005_003	Dental Premium-Employee	1,250	350	600	1,026
015	1005_004	Dental Premium-Family	600	450	213	0
015	1010_001	Life Insurance	255	130	125	111
	Total		36,677	20,589	28,289	30,225
015	1015_001	Lagers-General	23,219	14,059	12,833	14,330
015	1015_004	Deferred Comp-Employer	2,600	1,300	1,300	1,300
	Total		25,819	15,359	14,133	15,630
015	1020_001	FICA-Employer	10,825	6,655	6,072	4,979
015	1020_002	Medicare-Employer	2,535	1,560	1,420	1,164
015	1020_003	Unemployment Compensation	1,750	1,075	1,072	345
015	1020_004	Workman's Compensation	1,679	322	343	394
015	1020_004	Workman's Compensation	0	0	343	394
	Total Payroll		16,789	9,612	8,906	6,882
015	1025_002	Employee-	500	700	627	700
015	1025_004	Employee-Travel/Hotel	5,500	4,000	2,580	4,000
015	1025_005	Employee-Training	5,500	3,500	1,983	3,500
015	1025_006	Employee-Recognition	200	200	115	200
015	1025_007	Employee-Bonds	200	100	350	400
	Total		11,900	8,500	5,655	8,800
	Total		265,765	161,384	164,265	170,925
015	2015_000	Capital Exp-Furniture and	0	0	0	3,038
015	2020_000	Capital Exp-Machinery and	2,069	2,239	2,058	0
	Total Capital		2,069	2,239	2,058	3,038
015	6000_007	Prof Services-Toxicology Testing	200	100	9	100
015	6000_008	Prof Services-MSHP Background	100	50	0	50
015	6000_015	Prof Service-Service Contracts	500	0	0	0
	Total		800	150	9	150
015	6005_001	Insurance-Vehicle	860	0	0	0
015	6005_015	Insurance-Notary Public	50	100	0	100

01 - 150 - City Clerk Office			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total		910	100	0	100
	015_6010_001	Advertising-Public Notices	200	200	131	200
	015_6010_002	Advertising-Employee	200	200	0	200
	015_6010_003	Advertising-Print	250	0	0	0
	Total		650	400	131	400
	015_6020_001	Software-Purchase	3,030	0	2,208	0
	015_6020_003	Software-Agreement	0	7,280	51	5,000
	Total		3,030	7,280	2,260	5,000
	Total		5,390	7,930	2,400	5,650
	015_7000_001	Supplies-Operational	750	750	400	650
	015_7000_002	Supplies-Computer Accessories	100	300	0	250
	015_7000_003	Supplies-Desk Accessories-Small	400	400	0	250
	015_7000_004	Supplies-Small Tools	100	0	0	0
	015_7005_001	Supplies-Printing	100	100	169	175
	015_7005_002	Supplies-Mailing	300	300	100	200
	015_7005_003	Supplies-Postage	200	200	100	150
	015_7005_004	Supplies-Paper	200	200	100	150
	015_7005_005	Supplies-Forms	200	0	0	0
	015_7005_006	Supplies-Promo-Education	500	0	0	0
	Total		2,850	2,250	868	1,825
	015_8600_001	Vehicle-Repair	500	500	0	0
	015_8600_002	Vehicle-Maintenance	500	500	0	0
	015_8600_005	Vehicle-Fuel	500	500	89	250
	Total		1,500	1,500	89	250
	Total		277,574	175,303	169,681	181,688
	Change in		(277,574)	(175,303)	(169,681)	(181,688)

Recycling

This program was established to fund services, for 104,826 residents of Solid Waste Management District T (SWMD'T'), to reduce the amount of recyclable refuse being transferred into local landfills. Partial funding is provided via Missouri's DNR Solid Waste Management program.

Fiscal Year 2020

Accomplishments:

The month-long school recycling challenge that took place in February of 2019 resulted in the participation of four (4) local schools and a total of forty (40) lbs. of household hazardous waste collected.

Joel E. Barber won the challenge and celebrated with the showing of the movie Wall-E and snacks. The Earth Day Recycling Event resulted in more than double the participation of the previous year. This was due in part to the added collection of furniture, mattresses, and plastic furniture/toys. Sponsored a Citizen Appreciation Day at the Boswell Aquatic Center. During the event free food and drinks were offered along with educational goodie bags

providing information on recycling and energy conservation. Partnered with Eyeseen Recycling to start recycling ink/toner cartridges. Joined with Laclede Industries to provide an additional recycling location/opportunity for our residents at the Public Works facility.

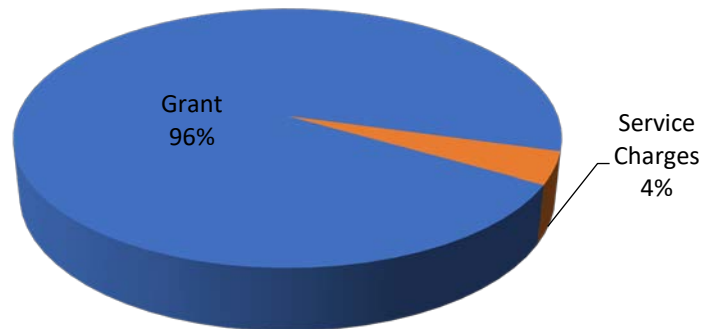
Fiscal Year 2021 Goals:

Goal: Increase awareness and participation in Lebanon's recycling program.

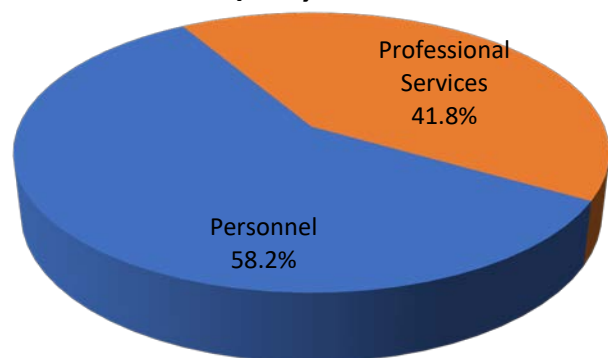
Strategy: Lebanon intends to increase awareness and participation by;

1. Continue to offer multi-waste stream FREE recycling service options for residents of SWMD'T'

Recycling Revenue by Category
\$25,000



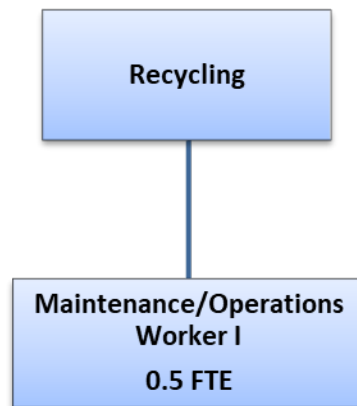
Recycling Expense by Category
\$29,070



2. Promote and conduct the Earth Day recycling event.
3. Sponsor a free citizen appreciation movie night in the park.
4. Continue to coordinate/conduct community recycling utilizing platforms that include online media, newspaper, and local radio.

Budgetary Factor: Total program costs are expected to be \$65,805.58 for fiscal year 2021. MoDNR's solid waste management program has offered to cover \$33,297.04 via grant funding, with an expected match of \$32,508.54 from Lebanon.

Recycling Organizational Chart



Performance Measurements:

Data From	MEASURES	2015	2016	2017	2018	2019	2020
Lebanon's Recycling Facility	# of visits	345	288	545	291	235	200
	HHW received (tonnage)	23.73	7.11	13.99	3.8334	6.49	7
	# of yard debris loads dropped off	3300	3296	4207	2906	3037	3000
	Tire Redamation (# of 40 ft trailers)	3	X	X	X	0	0
	Electronic Waste (raw tonnage)	X	X	4.321	2.98	4	4
	Non-HHW (paper, plastic, etc.) # of 30 ft trailers	1	1	2	2	2	2
	Heavy Metals Collection (# of 30 yd dumpsters)	X	X	4	6	3	5
Satellite Event(s)	# of visitors	408	*	*	*	*	*
	HHW Material received (tonnage)	10.5	*	*	*	*	*
	Electronic Waste (raw tonnage)	8	*	*	*	*	*
	Recyclable Metals (white goods)	6	*	*	*	*	*
	Non-HHW (paper, plastic, etc.) # of 30 ft trailers	2	*	*	*	*	*

* denotes no participation efforts

X denotes no data available

Previous Years' Goals:

- I. Increase participation numbers of Camden and Miller county citizens by three-fold and achieve a reduced diversion goal of 7 tons during the 2019-20 program period.
Status: Ongoing. Actual total diversions reached 6.49 tons.

01 - 155 - Recycling			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	
		Name			Ending	Proposed
014	2005_001	Grants-Operative Rev	10,540	25,774	10,540	24,000
	Total Grant		10,540	25,774	10,540	24,000
	Total		10,540	25,774	10,540	24,000
014	3000_004	Brush Drop-off/Scrap	5,150	2,000	776	1,000
	Total Service		5,150	2,000	776	1,000
	Total Revenues		15,690	27,774	11,316	25,000
015	1000_002	Part Time Salary	5,673	11,517	12,202	16,849
	Total Salaries -		5,673	11,517	12,202	16,849
015	1020_001	FICA-Employer	355	715	762	0
015	1020_002	Medicare-Employer	85	170	178	0
015	1020_003	Unemployment Compensation	60	120	125	0
015	1020_004	Workman's Compensation	0	0	0	0
Total Payroll Taxes			500	1,005	1,065	0
Total Personnel			6,173	12,522	13,267	16,905
015	4010_001	Grants-Operational-Personnel	22,300	28,443	28,741	0
	Total Grants -		22,300	28,443	28,741	0
	Total Grants		22,300	28,443	28,741	0
Total Utilities			0	0	0	0
015	6000_007	Prof Services-Toxicology Testing	150	100	9	100
015	6000_008	Prof Services-MSHP Background	25	25	0	25
015	6000_015	Prof Service-Service Contracts	5,535	5,535	5,535	12,000
015	6000_019	Prof Service-Credit Card Fee	50	40	0	40
Total Professional			5,760	5,700	5,544	12,165
Total Professional			5,760	5,700	5,544	12,165
015	8300_001	Equipment-Repair	0	0	1,266	0
	Total Machinery &		0	0	1,266	0
Total Expenses			34,233	46,665	48,818	29,070
Change in			(18,543)	(18,891)	(37,502)	(4,070)

Storm Water

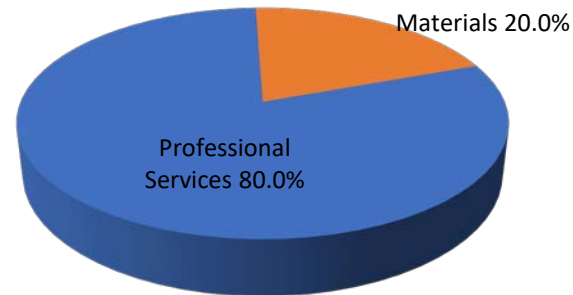
This program is responsible for managing the storm water conveyance and detention maintenance and improvements.

FY 2020 Accomplishments:

Preformed preliminary hydraulic studies on Tower and Fremont, and Highway 64 and North Highway 5 areas. Inspected ten existing detention facilities and cleaned two facilities.

Replaced approximately 125 feet of twin 42-inch failing stormwater piping with concrete pipes on Washington and Jefferson.

Storm Water Expense by Category \$25,000



Fiscal Year 2021 Goals:

- V. **Goal:** Improve Stormwater conveyance and retention.
Strategy: Study and Design detention facilities
Budgetary Factor: Funding from General Fund to design and construct detention facilities.
- VI. **Goal:** Continue maintaining current capacity in existing detention facilities.
Strategy: Inspect ten detention facilities and clean as needed.
Budgetary Factor: Funding from General Fund.

Performance Measurements:

Detention Facility Maintenance	2019	2020 Projected	2020 Estimated	2021 Projected
Inspection	10	10	10	10
Cleaning	5	2	2	2

Previous Years' Goals:

- I. **Goal:** Continue maintaining current capacity in existing detention facilities.
Status: Inspected ten detention facilities, scheduled to clean one.
- II. **Goal:** Obtain right of way and construct detention facility on Mountrose as proposed by consultant.
Status: Project placed on hold.

01 - 165 - Storm Water			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
	015_2005_000	Capital Exp-Land and	0	0	0	0
	015_2030_000	Capital Exp-Infrastructure	55,000	0	901	0
	Total		55,000	0	901	0
	015_6000_003	Prof Services-Surveying	23,700	15,000	14,924	15,000
	015_6000_015	Prof Service-Service Contracts	10,000	5,000	4,901	5,000
	Total		33,700	20,000	19,824	20,000
	Total		33,700	20,000	19,824	20,000
	015_7500_002	Materials-Rock	1,500	1,500	1,000	1,000
	015_7500_003	Materials-Concrete	2,000	2,000	1,481	1,000
	015_7500_004	Materials-Landscaping	500	500	500	500
	015_7500_005	Materials-Vacant1	1,000	1,000	0	0
	015_7500_006	Materials-Vacant2	1,000	1,000	0	0
	015_7505_003	Materials-Pipe-Misc.	0	0	0	1,500
	015_7505_006	Materials-Precast	0	0	0	1,000
	Total		6,000	6,000	2,981	5,000
	Total		94,700	26,000	23,706	25,000
	Change in		(94,700)	(26,000)	(23,706)	(25,000)

Finance Department

The Finance Department is responsible for the oversight and integrity of all fiscal activities of the City. The department consists of Accounting, Budgeting, Purchasing, and Financing. The department ensures the

accurate accounting, disbursement, and safeguarding of City funds by maintaining accounting and fixed asset records and issuing reports in conformance with generally accepted accounting principles. Services and support provided to the City's operating departments/divisions include procurement, financial reporting, cash management, debt

management, investment management, risk management, payroll, accounts payable, capital asset control, budget management, inventory supply control, and accounts receivable.

Finance also oversees the auditing of the City.

The City continues to participate in and receive the GFOA Distinguished Budget Presentation Award Programs.

Fiscal Year 2020 Accomplishments:

Finance has undertaken implementation of a financial management software. The budgeting phase has largely been completed. This upcoming fiscal year finance will deploy additional tools within this software to help the City make more informed financial decisions.

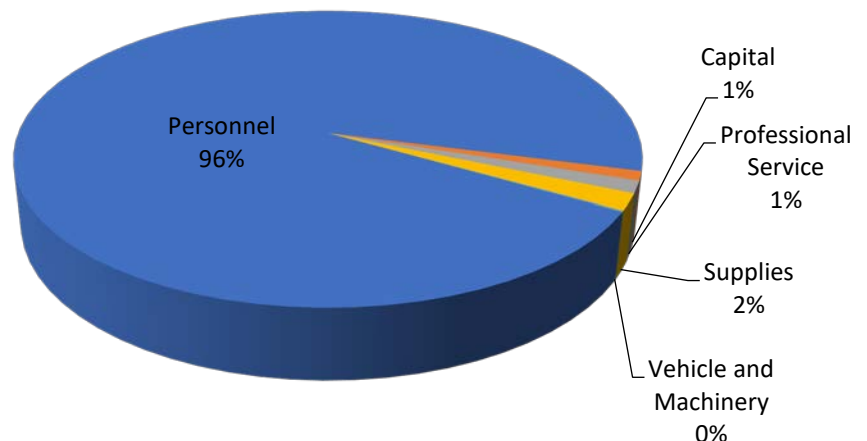
Fiscal Year 2021 Goals:

- I. **Goal:** Promote sound financial management for the City of Lebanon and provide complete and informative financial information to the citizens of Lebanon and elected officials.

Strategy: Develop an annual operating budget that continues to meet the standards established by the GFOA for the budget award program.

Budgetary Factor: Non-budgeted, no additional funding required

Finance Department Expense by Category
\$333,180



- II. **Goal:** Maintain an unmodified opinion on the annual audit.
Strategy: Ensure the capital assets are booked in compliance with GASB.
Budgetary Factor: Non-budgeted, no additional funding required
- III. **Goal:** Develop written financial policies/accounting procedures manual
Strategy: Review existing procedures/policies and put into written format all policies and practices.
Budgetary Factor: Non-budgeted, no additional funding required
- IV. **Goal:** Provide superior customer service to the City of Lebanon's internal and external customers through the use of technology, facilities, resource management, and applied financial best practices.
Strategy: Implement Financial Management software to provide more efficient tools for the City for more informed financial decisions. Review cost allocations across all departments/funds to ensure expenses and activity reflect actual costs and are charged appropriately.
Budgetary Factor: Already budgeted and approved – no additional fiscal impact.
- V. **Goal:** Partner with City Departments to achieve the efficient use of City resources.
Strategy: Create a maintenance cost schedule for life cycle maintenance needs.
Budgetary Factor: Available staff time and resources.

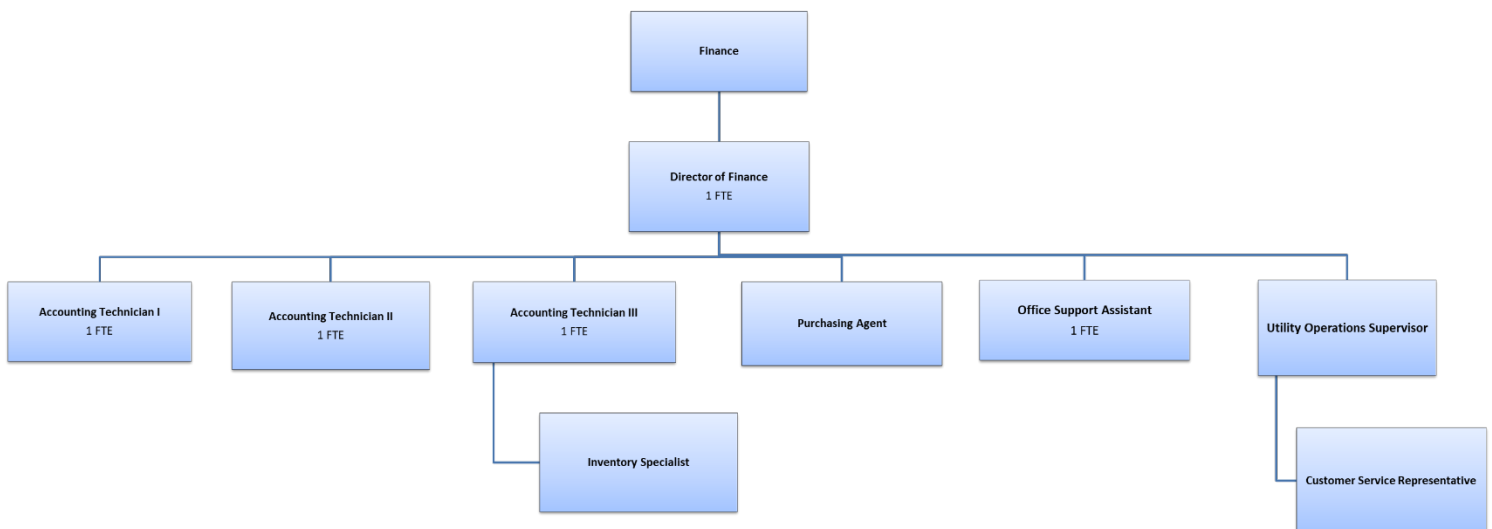
Performance Measurements:

Fiscal Year Performance Measures						
Metrics	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Number of Initial Purchase Orders Issued	287	383	372	357	412	359
Number of Accounts Payable Checks Issued	3687	3713	3959	3838	3636	3065
Number of Payroll issued	4753	4887	4932	5099	4868	5013
Number of Accounts Receivable Invoices Issued	639	643	666	1545	2928	2869
Amount of Payroll	5,998,091	5,963,727	6,171,320	6,721,585	6,721,871	7,012,233
Collection Rate	97.02%	98.70%	98.47%	99.55%	99.32%	96.07%
Number of Accounting Funds	17	17	17	17	17	17
Calendar Year Performance Measures						
Metrics	2014	2015	2016	2017	2018	2019
Average Return on Investments	0.38%	0.36%	0.55%	0.55%	0.81%	0.88%
Debt Ratings (Standard & Poors)	A-	A-	A-	A-	A-	A-
Debt Issues Outstanding	2	2	2	2	1	1
City of Lebanon Sales Tax Rate	2%	2%	2%	2%	2%	2%
Property Tax Rate (per \$100 Assessed Valuation)	\$0.5138	\$0.5204	\$0.5214	\$0.5214	\$0.5214	\$0.5216

Previous Years' Goals:

- I. Goal: Promote sound financial management of the City of Lebanon and provide complete and informative financial information to the citizens of Lebanon and elected officials.
Status: On-going; received the budget award for FY2020
- II. Goal: Attain an unmodified opinion on the annual audit
Status: This year we obtained an unmodified opinion as a result of booking our capital assets.
- III. Goal: Develop written financial policies/accounting procedures manual
Status: In progress. Currently reviewing and researching other Cities policies/procedures. Completed Fund Balance Policy and Debt Management Policy this year.
- IV. Goal: Training of Finance Department staff
Status: On-going. Sufficient training opportunities were provided to staff throughout the budget year.
- V. Partner with City Departments to achieve the efficient use of City resources.
Status: Not complete: Currently working in the software to better manage the CIP data.
- VI. Develop measurement tools and performance standards for service delivery to internal customers.
Status: Not Complete. 5-year history is built. Still working on the forecast piece with the proper assumptions.

Finance Department Organizational Chart



01 - 170 - Finance Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
015	1000_001	Fulltime Salary	186,908	228,341	183,840	221,958
	Total		186,908	228,341	183,840	221,958
	1005_001	Health Premium-Employee	7,896	15,402	16,269	33,117
	1005_002	Health Premium-Family	17,715	17,715	4,666	0
	1005_003	Dental Premium-Employee	0	0	718	1,326
	1005_004	Dental Premium-Family	1,050	1,350	0	0
	1010_001	Life Insurance	255	315	259	278
	Total		26,916	34,782	21,913	34,721
	1015_001	Lagers-General	24,860	29,915	20,199	29,077
	1015_004	Deferred Comp-Employer	2,600	2,600	2,450	3,250
	Total		27,460	32,515	22,649	32,327
	1020_001	FICA-Employer	11,590	14,160	11,281	11,708
	1020_002	Medicare-Employer	2,715	3,315	2,620	2,738
	1020_003	Unemployment Compensation	1,870	2,285	1,842	911
	1020_004	Workman's Compensation	265	805	849	985
	Total Payroll		16,440	20,565	16,591	16,342
015	1025_001	Employee-Uniforms	200	500	464	500
	1025_002	Employee-	950	950	930	915
	1025_003	Employee-Books	500	500	680	500
	1025_004	Employee-Travel/Hotel	2,500	4,000	599	4,000
	1025_005	Employee-Training	5,500	7,500	7,470	7,500
	1025_007	Employee-Bonds	250	225	150	225
	Total		9,900	13,675	10,293	13,640
	Total		267,624	329,730	255,285	318,988
015	2015_000	Capital Exp-Furniture and	0	0	0	3,307
	2020_000	Capital Exp-Machinery and	2,069	14,323	3,490	0
	Total Capital		2,069	14,323	3,490	3,307
015	5015_001	Utilities-Cell Phones	485	485	480	485
	Total		485	485	480	485
015	6000_005	Prof Services-Temporary	0	0	15	0
	6000_007	Prof Services-Toxicology	100	100	206	100
	6000_008	Prof Services-MSHP	75	50	15	50
	6000_014	Prof Service-Events and	150	150	0	150

01 - 170 - Finance Department			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	Proposed
		Name			Ending	
	015_6000_015	Prof Service-Service Contracts	0	0	3,941	1,300
	015_6000_016	Prof Service-Taxes/Fees	425	425	345	350
	Total		750	725	4,523	1,950
	015_6010_002	Advertising-Employee	100	100	0	100
	015_6010_003	Advertising-Print	200	100	150	100
	Total		300	200	150	200
	015_6020_001	Software-Purchase	4,170	0	2,119	0
	015_6020_002	Software-Upgrade	0	2,500	0	0
	015_6020_003	Software-Agreement	0	5,900	68	1,800
	Total		4,170	8,400	2,187	1,800
	Total		5,220	9,325	6,860	3,950
	015_7000_001	Supplies-Operational	1,500	1,500	1,500	1,500
	015_7000_002	Supplies-Computer Accessories	250	1,800	1,800	1,000
	015_7005_001	Supplies-Printing	250	1,500	1,500	1,500
	015_7005_002	Supplies-Mailing	1,000	600	633	750
	015_7005_003	Supplies-Postage	150	100	140	150
	015_7005_004	Supplies-Paper	100	100	80	100
	015_7005_005	Supplies-Forms	1,000	750	775	1,000
	Total		4,250	6,350	6,428	6,000
	015_8600_001	Vehicle-Repair	100	100	0	100
	015_8600_002	Vehicle-Maintenance	100	100	0	100
	015_8600_005	Vehicle-Fuel	500	250	80	250
	Total		700	450	80	450
	Total		280,348	360,811	272,623	333,179
	Change in		(280,348)	(360,811)	(272,623)	(333,179)

Human Resources

The Human Resources Department is responsible for administering education and development, labor and employee relations, employee benefits, compensation, recruitment, certification and selection, and retirement. The Human Resources Department assists all City departments in meeting their service delivery responsibilities to the citizens.

FY 2020 Accomplishments:

PayPoint HR presented a compensation study during the fiscal year 2020 and several adjustments were partially implemented to address pay compression issues, retention, recruitment, and to ensure fair compensation.

New three (3) year contracts were successfully negotiated with IBEW, IAFF, and IUPA.

Fiscal Year 2021 Goals:

- I. **Goal:** Create and maintain a highly qualified, professional, diverse, and responsive workforce that accurately reflects the labor force in the City of Lebanon and supports the City's mission, vision, and values.

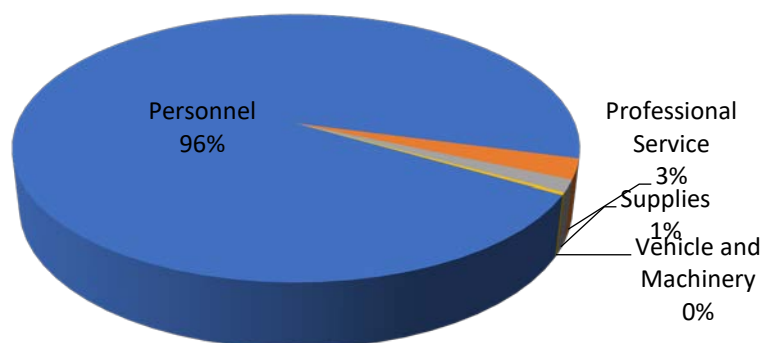
Strategy:

- Improve employment recruiting, application process, testing, and new employee orientation to provide a quality employee experience.
- Implement a social media recruitment strategy.
- Develop and implement a recruitment plan to include a contract employment status strategy for difficult to fill positions.
- Identify key positions within the organization and develop a succession plan strategy.

Budgetary Factor: Funds and resources available.

Performance Measurements:

Human Resource Expense by Category \$185,925



Calendar Year Performance Measures	2013	2014	2015	2016	2017	2018	2019
Number of New Hires Processed (includes FT.PT, Temporary, and Seasonal)	38	57	80	78	58	74	64
Number of Retirements Processed	6	5	4	8	1	4	3

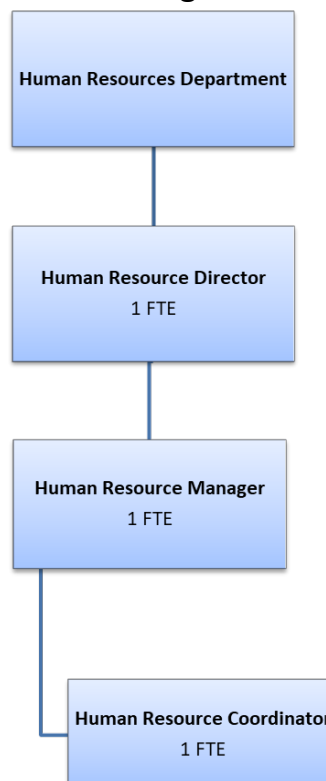
Previous Years' Goals:

- II. Create and maintain a highly qualified, professional, diverse, and responsive workforce that accurately reflects the labor force in the City of Lebanon and supports the City's mission, vision, and values.

Status:

- Develop, educate, and implement, a mechanism to recognize employee contributions informally and formally. - COMPLETE
- Improve employee recruitment, selection, retention, and training process; fill positions from vacancy to date of hire within 60 business days. - ONGOING
- Assess job performance based on meaningful standards and measures. - ONGOING
- Institute an Employee Engagement Committee in an effort to maintain open communication across the organization, increase employee morale and job satisfaction, increase retention, and brand the City of Lebanon as the "employer of choice". - COMPLETE
- Develop, educate, and implement an employee suggestion program which includes multi-departmental review and feedback. - COMPLETE
- Develop an employee-based survey tool to be used at least annually to gauge employee satisfaction. - COMPLETE
- Develop and distribute an "explanation of benefits and compensation" information sheets and distribute annually. - ONGOING
- Develop a standard tool to conduct exit interview with separating employees. - COMPLETE

Human Resources Organizational Chart



01 - 175 - HR			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account	Budget	Budget	Estimated	
		Name			Ending	Proposed
	015_1000_001	Fulltime Salary	0	140,686	133,023	123,716
	015_1000_005	Fulltime Overtime	0	486	0	0
	Total		0	141,172	133,023	123,716
	015_1005_001	Health Premium-Employee	0	7,896	7,895	13,777
	015_1005_002	Health Premium-Family	0	17,325	0	0
	015_1005_003	Dental Premium-Employee	0	300	300	750
	015_1005_004	Dental Premium-Family	0	430	755	0
	015_1010_001	Life Insurance	0	190	172	139
	Total		0	26,141	9,123	14,666
	015_1015_001	Lagers-General	0	18,494	15,101	16,207
	015_1015_004	Deferred Comp-Employer	0	1,950	1,100	975
	Total		0	20,444	16,201	17,182
	015_1020_001	FICA-Employer	0	8,755	8,149	6,816
	015_1020_002	Medicare-Employer	0	2,050	1,906	1,594
	015_1020_003	Unemployment Compensation	0	1,415	1,330	340
	015_1020_004	Workman's Compensation	0	483	500	591
	Total Payroll		0	12,703	11,885	9,341
	015_1025_001	Employee-Uniforms	0	150	118	150
	015_1025_002	Employee-	0	500	369	500
	015_1025_003	Employee-Books	0	100	0	100
	015_1025_004	Employee-Travel/Hotel	0	2,000	687	2,000
	015_1025_005	Employee-Training	0	4,500	1,780	4,500
	015_1025_006	Employee-Recognition	0	6,000	2,107	6,000
	Total		0	13,250	5,061	13,250
	Total		0	213,621	175,293	178,155
	015_2015_000	Capital Exp-Furniture and Fixtures	0	5,000	319	0
	015_2020_000	Capital Exp-Machinery and	0	1,806	0	0
	Total Capital		0	6,806	319	0
	015_6000_007	Prof Services-Toxicology Testing	0	150	61	150
	015_6000_008	Prof Services-MSHP Background	0	50	0	50
	015_6000_015	Prof Service-Service Contracts	0	0	532	550
	Total		0	200	593	750
	015_6020_001	Software-Purchase	0	1,500	0	1,500

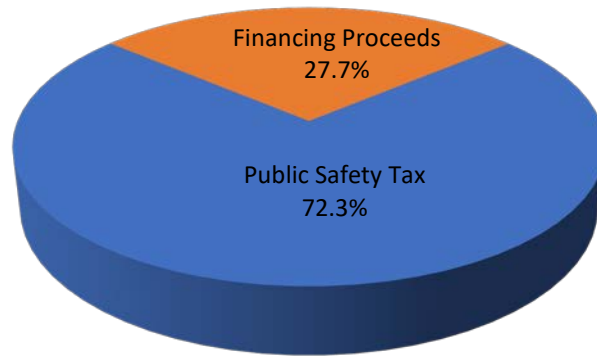
015_6020_003 Software-Agreement	0	2,295	0	2,295
Total	0	3,795	0	3,795
Total	0	3,995	593	4,545
015_7000_001 Supplies-Operational	0	350	552	800
015_7000_002 Supplies-Computer Accessories	0	300	168	200
015_7005_001 Supplies-Printing	0	100	964	1,000
015_7005_002 Supplies-Mailing	0	100	95	125
015_7005_003 Supplies-Postage	0	150	43	150
015_7005_004 Supplies-Paper	0	150	0	150
015_7005_006 Supplies-Promo-Education	0	150	300	150
015_7015_004 Supplies-Safety	0	100	0	100
Total	0	1,400	2,122	2,675
015_8600_001 Vehicle-Repair	0	100	0	100
015_8600_002 Vehicle-Maintenance	0	100	0	100
015_8600_003 Vehicle-Supplies	0	100	0	100
015_8600_005 Vehicle-Fuel	0	250	35	250
Total	0	550	35	550
Total	0	226,461	178,361	185,925
Change in	0	(226,372)	(178,361)	(185,925)

Public Safety Fund

The Public Safety Fund is used to fund Public Safety in the City of Lebanon. It provides for additional funding for both Fire and Police. This allows for additional resources of staff and capital projects. The revenue source is a ½ cent voter approved sales tax.. This tax was approved and began April 1, 2020

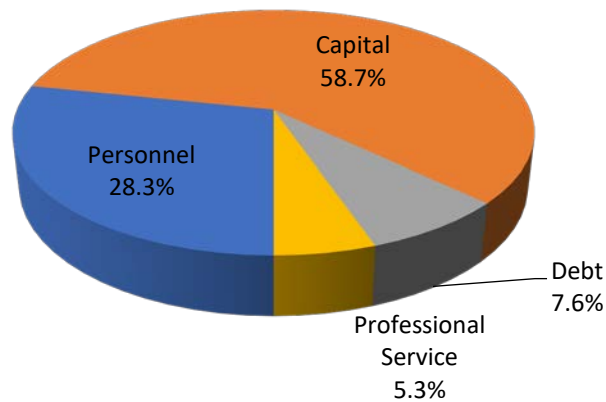
Public Safety Funds Available by Category

\$2,352,000



Public Safety Expense by Category

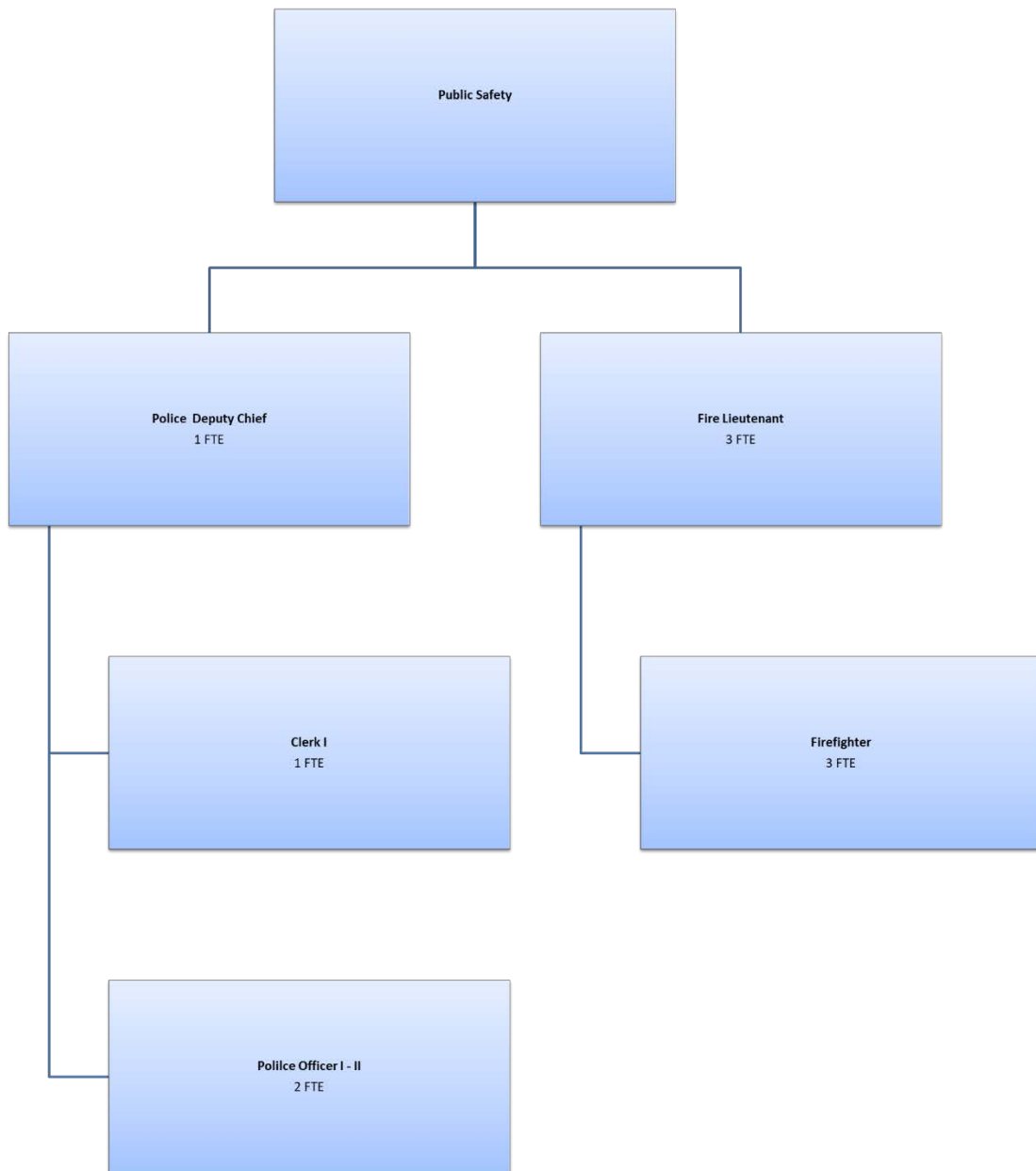
\$2,217,722



Public Safety Fund Revenue and Expense by Category

Public Safety	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$146,636	\$1,700,000
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$0	\$0	\$0	\$0
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$652,000
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$146,636	\$2,352,000
Expenses				
Personnel	\$0	\$0	\$0	\$627,922
Capital	\$0	\$0	\$0	\$1,302,800
Debt	\$0	\$0	\$0	\$169,500
Grants	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0
Professional Services	\$0	\$0	\$0	\$117,500
Supplies and Materials	\$0	\$0	\$0	\$0
Tools, Equipment, and Vehicles	\$0	\$0	\$0	\$0

Public Safety Fund Organizational Chart



03 - 500 - Public Safety			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
034	1000_002	Tax-Sales 0.5%	0	0	146,636	1,700,000
		Total Tax	0	0	146,636	1,700,000
		Total Local	0	0	146,636	1,700,000
034	3010_001	Misc-Bond Proceeds	0	0	0	652,000
		Total	0	0	0	652,000
		Total Service	0	0	0	652,000
		Total	0	0	146,636	2,352,000
		Change in	0	0	146,636	2,352,000

03 - 510 - Fire Public Safety			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
035	1000_001	Fulltime Salary	0	0	0	195,875
035	1000_005	Fulltime Overtime	0	0	0	28,609
		Total	0	0	0	224,484
035	1005_001	Health Premium-Employee	0	0	0	65,868
035	1005_003	Dental Premium-Employee	0	0	0	2,226
035	1010_001	Life Insurance	0	0	0	333
		Total	0	0	0	68,428
035	1015_003	Lagers-Fire	0	0	0	6,735
035	1015_004	Deferred Comp-Employer	0	0	0	3,900
		Total	0	0	0	10,635
035	1020_001	FICA-Employer	0	0	0	8,060
035	1020_002	Medicare-Employer	0	0	0	1,885
035	1020_003	Unemployment Compensation	0	0	0	1,285
		Total	0	0	0	11,231
035	1025_001	Employee-Uniforms	0	0	0	5,000
035	1025_004	Employee-Travel/Hotel	0	0	0	3,500
035	1025_005	Employee-Training	0	0	0	15,000
035	1025_008	Employee-Hazmat Physicals	0	0	0	3,000
		Total	0	0	0	26,500

03 - 510 - Fire Public Safety			FY2019	FY2020	FY2020	FY2021
Account Name					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	Total		0	0	0	341,277
	035_2015_000	Capital Exp-Furniture and	0	0	0	451,500
	035_2020_000	Capital Exp-Machinery and	0	0	0	476,000
	Total		0	0	0	927,500
	035_3020_000	Debt-Lease Purchase	0	0	0	75,000
	Total Debt		0	0	0	75,000
	035_6000_015	Prof Service-Service Contracts	0	0	0	12,500
	Total		0	0	0	12,500
	035_6005_001	Insurance-Vehicle	0	0	0	3,500
	Total		0	0	0	3,500
	Total		0	0	0	16,000
	Total		0	0	0	1,359,777
	Change in		0	0	0	(1,359,777)

03 - 515 - Police Public Safety			FY2019	FY2020	FY2020	FY2021
Account Name					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	035_1000_001	Fulltime Salary	0	0	0	159,376
	035_1000_005	Fulltime Overtime	0	0	0	3,016
	Total		0	0	0	162,392
	035_1005_001	Health Premium-Employee	0	0	0	47,478
	035_1005_003	Dental Premium-Employee	0	0	0	1,626
	035_1010_001	Life Insurance	0	0	0	222
	Total		0	0	0	49,327
	035_1015_002	Lagers-Police	0	0	0	21,923
	035_1015_004	Deferred Comp-Employer	0	0	0	2,600
	Total		0	0	0	24,523
	035_1020_001	FICA-Employer	0	0	0	6,938

03 - 515 - Police Public Safety			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	035_1020_002	Medicare-Employer		0	0	1,623
	035_1020_003	Unemployment Compensation		0	0	843
	Total Payroll			0	0	9,404
	035_1025_001	Employee-Uniforms		0	0	5,000
	035_1025_004	Employee-Travel/Hotel		0	0	6,000
	035_1025_005	Employee-Training		0	0	30,000
	Total			0	0	41,000
	Total			0	0	286,645
	035_2020_000	Capital Exp-Machinery and		0	0	375,300
	Total Capital			0	0	375,300
	035_3020_000	Debt-Lease Purchase		0	0	94,500
	Total Debt			0	0	94,500
	035_6005_001	Insurance-Vehicle		0	0	6,500
	Total			0	0	6,500
	035_6020_001	Software-Purchase		0	0	20,000
	035_6020_003	Software-Agreement		0	0	75,000
	Total			0	0	95,000
	Total			0	0	101,500
	Total			0	0	857,945
	Change in			0	0	(857,945)

Street Fund

The Street Fund is used for transportation purposes in the City of Lebanon. It provides for the maintenance and expansion of transportation needs of our citizens; such as, repair and maintenance of existing public road system, and upgrades to local transportation system. The current City street network has approximately 112 miles of streets to serve the residents, commercial, and industrial segments within the City's incorporated limits. Revenue sources are transportation tax; state gas and motor vehicle tax; and funding grants for projects.

Fiscal Year 2020 Accomplishments:

Asphalt overlay has been completed on 3.7 miles of City streets. The construction of 2,400 linear feet of new sidewalk has been completed to City streets. Curbed islands in the Downtown Lebanon area, 59 total, were removed and replaced with new curbing and asphalt. After collaboration with MoDOT, the Jefferson Avenue traffic signal synchronization project was completed. Parking improvements have been made at Fire Station Number 2. The first half of the street name sign replacement project was completed with 811 new street name signs installed.

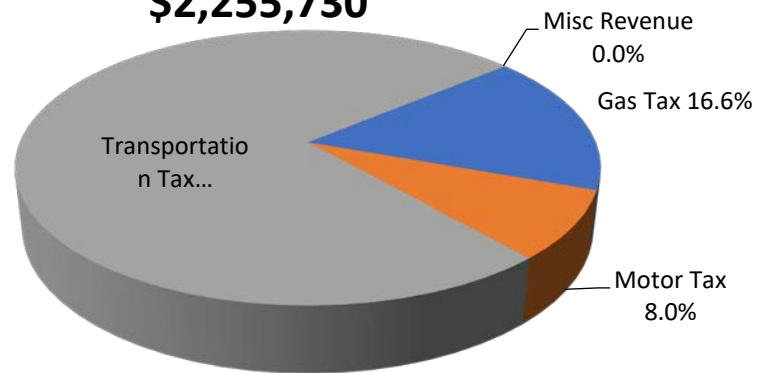
Additional projects planned to be completed before the end of the 2020 fiscal year include 1.1 miles of asphalt overlay, 400 linear feet of concrete paving, and 1,675 linear feet of street reconstruction.

Fiscal Year 2021 Goals:

- I. **Goal:** Develop solutions and identify funding strategies to address traffic flow in Lebanon

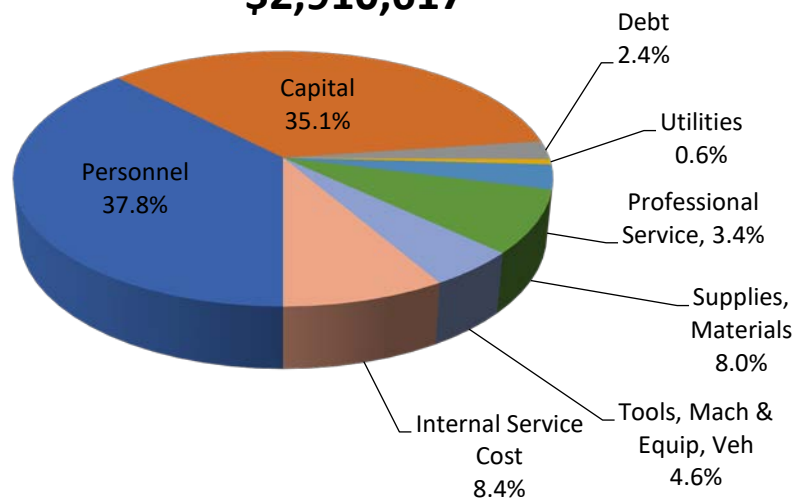
Street Funds Available by Category

\$2,255,730



Street Expense by Category

\$2,910,617



Strategy: Develop solutions to address traffic flow by continuing to monitor traffic counts and complete 20% of traffic studies on a 5-year cycle to be reported with the revision of the Street Maintenance Master Plan. Study a connector road from Beck Lane to Fourth Street to create an internal West loop and present the report to City Council. Continue quarterly meetings with MoDOT to discuss traffic issues and develop strategies to improve traffic flow. Identify funding strategies by pursuing partnerships with MoDOT, Lebanon Special Road District, Laclede County, and possible grant opportunities as they become available.

Budgetary Factor: Availability of Funds. As improvements are proposed funding will be needed for the proposed improvements.

II. **Goal:** Improve the appearance of street rights of way

Strategy: Improve the appearance of street rights of way by continuing the routine street sweeping program by sweeping 112 miles of streets per quarter. Implement phase 2 of standard street signage plan including a minimum of one sign at a corner of each intersection where both streets are clearly marked. Continue implementation of adopted annual street striping program with 6.6 miles of center striping, 8.0 miles of edge striping, and 8 pedestrian crossings.

Budgetary Factor: Availability of Funds. The pavement marking program requires funding estimated at \$20,000 annually, for street marking materials.

III. **Goal:** Expedite response to changing road conditions and customer concerns, including sidewalks

Strategy: Evaluate existing sidewalk network for ADA improvements and update Lebanon ADA Transition Plan. Develop sidewalk expansion master plan with scoring matrix and present funding strategies to City Council. Design and construct a sidewalk joining Lebanon High School with area businesses.

Budgetary Factor: Availability of Funds. While evaluation of the existing sidewalk network and the development of a sidewalk master plan will be accomplished with existing staff and resources. As sidewalk improvements are proposed funding will be needed for the proposed improvements.

IV. **Goal:** Improve the Pavement Condition Index (PCI) score for the City of Lebanon street network.

Strategy: Perform street maintenance and re-construction on streets identified through street pavement inspections and recommended in the City of Lebanon Street Maintenance Master Plan. Fiscal year 2021 plans include performing activities to improve the asphalt surface on 1.8 miles of arterial streets, 1.7 miles of collector streets, and 0.2 miles of local streets for an overall total of 3.7 miles of street. Maintenance activities to preserve the asphalt surface on 10.8 miles of streets are also planned.

Budgetary Factor: Availability of Funds. In fiscal year 2020, 58% of the asphalt maintenance budget and 75% of the capital budget was used for this purpose.

Performance Measurements:

Performance Measures	2017	2018	2019	2020 Estimate	2021 Projected
Blocks of City streets requiring pothole patching	199	166	200	150	150
Blocks of City streets in which tree trimming was performed	10	60	60	30	20
Blocks of City streets with new striping painted	4	40	84	131	131
Blocks of City streets crack sealed	77	160	57	60	100
Blocks of City streets in which asphalt surface was treated	0	11	5	0	30

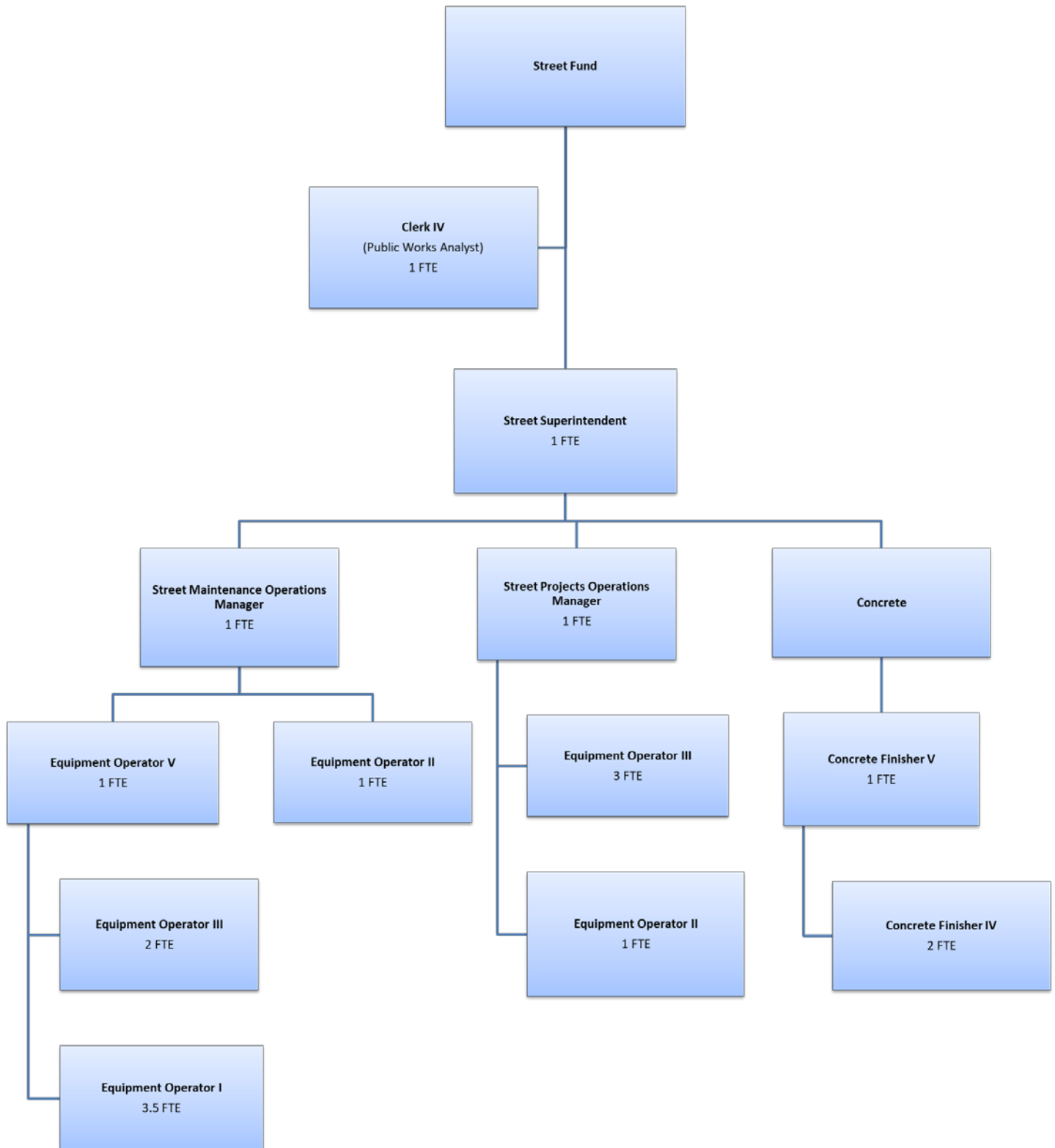
Previous Years' Goals:

- I. Goal: Develop solutions and identify funding strategies to address traffic flow in Lebanon
 Status: The Jefferson Avenue traffic signal synchronization project has been completed. The City and MoDOT partnered in purchasing needed equipment and the work needed to complete the project. The City Street Division and MoDOT Traffic Division have quarterly meetings to discuss traffic related issues. The Van Buren/Springfield Road realignment project is under construction and scheduled to be completed this Spring. A Traffic Engineering Assistance Program (TEAP) grant was awarded to the City to study the intersection of Beck Lane and Highway 32 and the intersection of Fourth Street and Jefferson Avenue. The information from this study will be used in planning of a possible West loop connecting Beck Lane to Fourth Street.
- II. Goal: Improve appearance of street rights of way.
 Status: The routine street sweeping program sweeping 112 miles of street per quarter has been accomplished. Currently 16 of 31 streets in the Adopt a Street litter pickup program have been adopted totaling 11.4 miles of street currently adopted. Street Division staff completed litter pickups on 4.4 miles of City street. Street striping has been completed on 9.9 miles of City street. Phase 1 of the street name sign replacement program was completed with 811 new street name signs installed.
- III. Goal: Expedite response to changing road conditions and customer concerns.
 Status: Records are kept of category of concern reported, date reported, date repaired or addressed, and type of work as required in performance standards. Activity reports have been presented to City Council.
- IV. Goal: Improve the Pavement Condition Index (PCI) score for the City of Lebanon street network.
 Status: Principal arterial streets are currently below the minimum average pavement condition index goal set for the classification of street. All other classifications of streets are currently at or above the minimum average pavement condition index goal set.

Street Fund Revenue and Expense by Category

Street Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$1,843,805	\$1,775,000	\$1,778,129	\$1,700,000
Franchise Fees	\$0	\$0		
PILOTs	\$0	\$0		
Intergovernmental	\$615,841	\$583,000	\$683,994	\$555,000
Service Charges	\$1	\$0		
Rentals	\$0	\$0		
Licenses and Permits	\$0	\$0		
Fines	\$0	\$0		
Benefit Revenue	\$0	\$0		
Other	\$10,011	\$0	\$19,938	\$730
Internal Service Revenue		\$0		
Total Revenues	\$2,469,658	\$2,358,000	\$2,482,061	\$2,255,730
Expenses				
Personnel	\$1,009,303	\$1,078,674	\$1,031,454	\$1,099,564
Capital	\$592,660	\$1,035,895	\$1,306,355	\$1,020,455
Debt	\$69,353	\$69,357	\$69,353	\$69,357
Grants	\$7,753	\$0	\$147,701	\$0
Utilities	\$17,730	\$16,377	\$20,007	\$18,702
Professional Services	\$127,652	\$90,095	\$142,274	\$90,923
Supplies and Materials	\$206,377	\$221,428	\$205,382	\$231,758
Tools, Equipment, and Vehicles	\$104,629	\$173,335	\$115,335	\$135,155
Internal Service Expense	\$132,824	\$287,576	\$190,579	\$244,703
Total Expenses	\$2,268,281	\$2,972,737	\$3,228,440	\$2,910,617

Street Fund Organizational Chart



08 - 500 - Street Operation			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
084	1000_002	Tax-Sales 0.5%	1,750,000	1,775,000	1,778,129	1,700,000
	Total Tax Revenue		1,750,000	1,775,000	1,778,129	1,700,000
	Total Local Taxes		1,750,000	1,775,000	1,778,129	1,700,000
084	2000_001	State Tax-Gas	390,000	390,000	384,637	375,000
084	2000_002	State Tax-Motor Vehicle	193,000	193,000	188,757	180,000
	Total State Tax		583,000	583,000	573,395	555,000
084	2005_002	Grants-Capital Rev	105,000	0	110,599	0
	Total Grant		105,000	0	110,599	0
	Total		688,000	583,000	683,994	555,000
084	3010_003	Misc-Interest Income	0	0	1,728	0
084	3010_006	Misc-Miscellaneous	0	0	628	600
084	3010_008	Misc-Gain/Loss-Asset Disposal	0	0	14,655	0
084	3010_012	Misc-Purchasing Card Rebate	0	0	135	130
084	3010_014	Misc-Insurance Recoveries	0	0	2,792	0
	Total		0	0	19,938	730
	Total Service		0	0	19,938	730
	Total Revenues		2,438,000	2,358,000	2,482,061	2,255,730
085	1000_001	Fulltime Salary	622,592	633,895	616,496	655,410
085	1000_002	Part Time Salary	29,702	54,266	49,302	58,638
085	1000_005	Fulltime Overtime	12,108	12,911	7,796	13,359
085	1000_006	Part Time Overtime	594	603	412	1,111
	Total Salaries -		664,996	701,675	674,006	728,518
085	1005_001	Health Premium-Employee	69,114	61,608	57,521	171,420
085	1005_002	Health Premium-Family	105,369	105,369	102,898	0
085	1005_003	Dental Premium-Employee	4,280	4,250	4,370	7,232
085	1005_004	Dental Premium-Family	1,248	650	532	0
085	1010_001	Life Insurance	945	945	834	1,138
085	1010_001	Life Insurance	945	945	834	1,138
	Total Benefits -		180,956	172,822	166,155	179,790
085	1015_001	Lagers-General	84,420	84,740	76,442	84,633
085	1015_004	Deferred Comp-Employer	10,400	10,400	7,205	8,125
	Total Benefits -		94,820	95,140	83,647	92,758

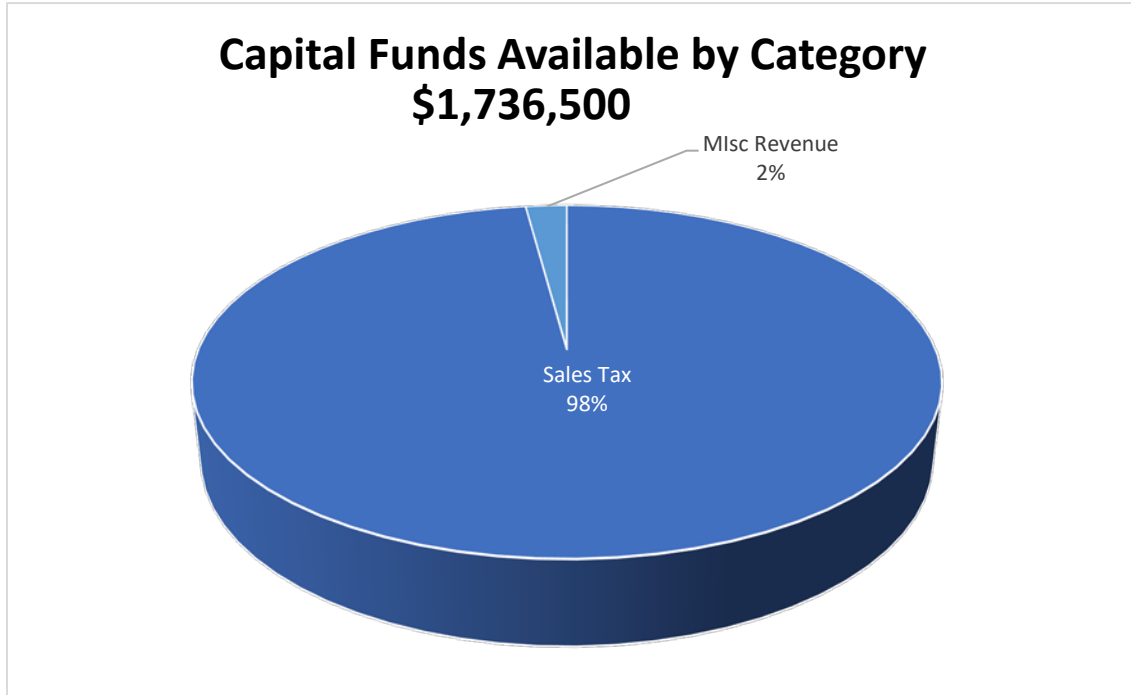
08 - 500 - Street Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	085_1020_001	FICA-Employer	41,230	43,510	39,172	30,007
	085_1020_002	Medicare-Employer	9,650	10,180	9,130	7,018
	085_1020_003	Unemployment Compensation	6,650	7,020	6,549	3,183
	085_1020_004	Workman's Compensation	25,959	30,632	40,895	40,349
	Total Payroll Taxes		83,489	91,342	95,746	80,558
	085_1025_001	Employee-Uniforms	9,880	11,500	10,882	11,845
	085_1025_002	Employee-	869	895	389	895
	085_1025_003	Employee-Books	290	300	30	200
	085_1025_005	Employee-Training	8,200	5,000	599	5,000
	Total Employee -		19,239	17,695	11,900	17,940
	Total Personnel		1,043,500	1,074,949	1,031,454	1,099,564
	085_2005_000	Capital Exp-Land and	686,000	779,485	1,042,489	825,610
	085_2010_000	Capital Exp-Building and	0	0	0	75,000
	085_2015_000	Capital Exp-Furniture and	0	0	0	1,345
	085_2020_000	Capital Exp-Machinery and	44,586	151,010	141,004	118,500
	085_2025_000	Capital Exp-Vehicles	35,000	75,000	71,391	0
	085_2030_000	Capital Exp-Infrastructure	6,600	30,400	51,472	0
	Total Capital		772,186	1,035,895	1,306,355	1,020,455
	085_3020_000	Debt-Lease Purchase	69,357	69,357	69,353	69,357
	Total Debt		69,357	69,357	69,353	69,357
	085_4005_002	Grants-Capital Improvement	180,000	0	147,701	0
	Total Grants -		180,000	0	147,701	0
	Total Grants		180,000	0	147,701	0
	085_5005_001	Utilities-Propane	9,000	9,270	14,478	12,500
	085_5010_001	Utilities-Landline and Fiber	1,100	1,135	0	500
	085_5015_001	Utilities-Cell Phones	4,000	4,120	3,823	3,850
	085_5025_001	Utilities-Solid Waste	1,798	1,852	1,706	1,852
	Total Utilities		15,898	16,377	20,007	18,702
	085_6000_001	Prof Services-Legal	0	0	52	0
	085_6000_002	Prof Services-Engineering	45,000	45,000	96,088	45,000
	085_6000_003	Prof Services-Surveying	5,000	5,000	0	5,000
	085_6000_007	Prof Services-Toxicology	1,270	1,270	776	1,000
	085_6000_008	Prof Services-MSHP	1,270	500	60	150

08 - 500 - Street Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	085_6000_011	Prof Services-Dues/License	20	20	0	20
	085_6000_013	Prof Service-Studies	11,165	0	7,179	0
	085_6000_015	Prof Service-Service Contracts	230	230	1,424	893
	085_6000_018	Prof Service-Damage Claims	3,200	3,200	1,850	2,000
	Total Professional		67,155	55,220	107,429	54,063
	085_6005_001	Insurance-Vehicle	14,295	15,885	17,735	18,000
	085_6005_002	Insurance-Equipment	7,050	6,600	5,925	6,000
	085_6005_003	Insurance-Building & Property	685	700	1,371	1,400
	085_6005_008	Insurance-City Street	1,450	1,230	1,215	1,250
	Total Insurance -		23,480	24,415	26,247	26,650
	085_6010_001	Advertising-Public Notices	0	500	475	500
	085_6010_003	Advertising-Print	582	1,000	111	500
	085_6010_006	Advertising-Radio	0	100	150	100
	Total Advertising -		582	1,600	735	1,100
	085_6020_001	Software-Purchase	7,735	1,750	4,852	2,000
	085_6020_003	Software-Agreement	0	7,110	3,011	7,110
	Total Software -		7,735	8,860	7,863	9,110
	Total Professional		98,952	90,095	142,274	90,923
	085_7000_001	Supplies-Operational	1,000	1,750	1,188	1,500
	085_7000_002	Supplies-Computer	0	0	350	500
	085_7005_003	Supplies-Postage	0	0	23	0
	085_7015_004	Supplies-Safety	2,600	2,678	1,564	2,758
	Total Supplies		3,600	4,428	3,125	4,758
	085_7500_001	Materials-Asphalt	120,000	125,000	124,769	125,000
	085_7500_002	Materials-Rock	15,000	10,000	5,451	10,000
	085_7500_004	Materials-Landscaping	0	0	738	0
	085_7505_003	Materials-Pipe-Misc.	1,000	1,000	27	1,000
	085_7510_001	Materials-Paint	14,000	25,000	23,739	25,000
	085_7510_002	Materials-Signs	25,700	5,000	13,402	15,000
	085_7525_001	Materials-Infrastructure	51,500	51,000	34,132	51,000
	Total Materials		227,200	217,000	202,257	227,000
	085_8000_001	Tools-Repair	1,300	1,300	1,239	1,300
	085_8000_002	Tools- Maintenance	1,300	1,300	591	1,300
	085_8000_003	Tools-Supplies	5,600	5,770	5,770	5,770

08 - 500 - Street Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total Tools &		8,200	8,370	7,600	8,370
	085_8300_001	Equipment-Repair	42,640	30,500	18,108	20,000
	085_8300_002	Equipment-Maintenance	33,700	26,400	18,386	23,000
	085_8300_003	Equipment-Supplies	500	500	109	500
	085_8300_004	Equipment-Equipment	1,000	1,000	106	1,000
	085_8300_005	Equipment-Fuel	5,616	5,785	6,242	5,785
	085_8300_006	Equipment-Rental	5,500	5,500	5,564	5,500
	Total Machinery &		88,956	69,685	48,515	55,785
	085_8600_001	Vehicle-Repair	28,080	28,080	7,401	13,000
	085_8600_002	Vehicle-Maintenance	31,920	24,000	21,489	24,000
	085_8600_003	Vehicle-Supplies	500	500	0	500
	085_8600_004	Vehicle-Equipment	1,000	1,900	487	1,000
	085_8600_005	Vehicle-Fuel	39,624	40,800	29,844	32,500
	Total Vehicles		101,124	95,280	59,220	71,000
	085_9910_000	Internal Service-Personnel	237,758	287,576	190,579	0
	08CommDev_In	Code Administration	0	0	0	50,472
	08Garage_In	Garage Allocation In	0	0	0	75,073
	08IT_In	IT Allocation In	0	0	0	54,003
	08Facility_In	Facility Mgmt Allocation In	0	0	0	35,586
	08Janitorial_In	Janitorial Allocation In	0	0	0	4,816
	08Purchasing_In	Purchasing / Warehouse	0	0	0	24,753
	Total Internal		237,758	287,576	190,579	244,703
	Total Other		237,758	287,576	190,579	244,703
	Total Expenses		2,846,731	2,972,237	3,228,441	2,910,618
	Change in		(408,731)	(614,237)	(746,380)	(654,888)

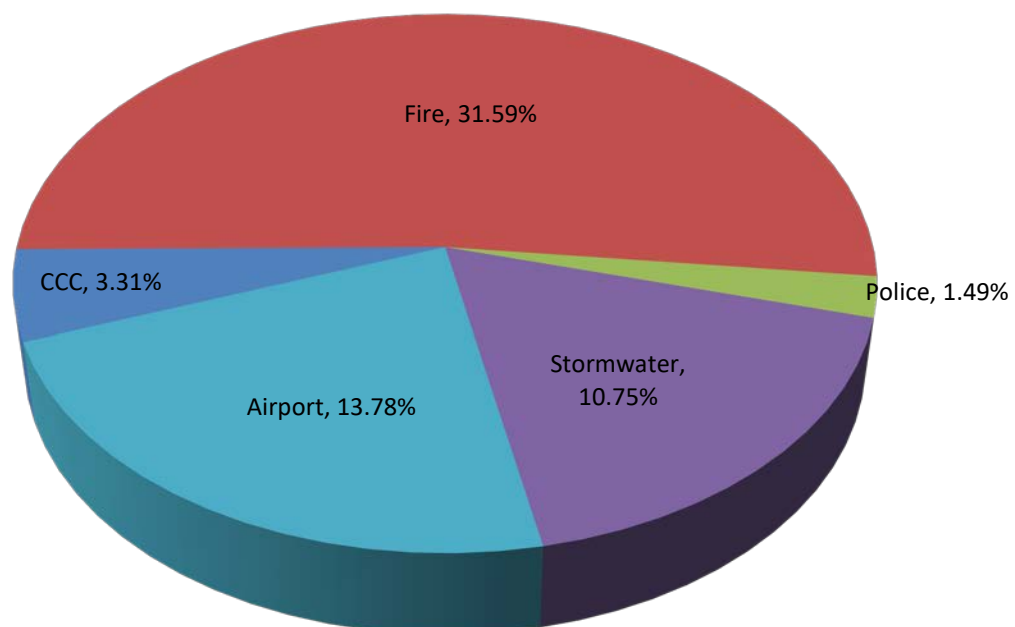
Capital Fund

The Capital Fund is used for capital infrastructure and recreational projects. Additionally, the fund pays for the debt service related to these types of projects. The monies collected are from a ½ cent voters approved sales tax.



Capital Expense by Category

\$1,813,653



Capital Fund Revenue and Expense by Category

Capital Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$1,811,070	\$1,775,000	\$1,800,281	\$1,700,000
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$0	\$0	\$0	\$0
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$338,797	\$0	\$2,379,516	\$36,750
Internal Service Revenue	\$0	\$0	\$200,000	\$0
Total Revenues	\$2,149,867	\$1,775,000	\$4,379,797	\$1,736,750
Expenses				
Personnel	\$0	\$0	\$0	\$0
Capital	\$1,629,312	\$1,820,210	\$4,785,392	\$1,140,500
Debt	\$0	\$0	\$0	\$324,153
Grants	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0
Professional Services	\$0	\$0	\$45,000	\$84,000
Supplies and Materials	\$0	\$0	\$19,152	\$0
Tools, Equipment, and Vehicles	\$0	\$0	\$0	\$0
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$265,000
Internal Service Expense	\$0	\$0	\$0	\$0
Total Expenses	\$1,629,312	\$1,820,210	\$4,849,544	\$1,813,653

22 - Capital Fund			FY2019	FY2020	FY2020	FY2021
					Estimated	
Fund	Account	Account Name	Budget	Budget	Ending	Proposed
224	1000_002	Tax-Sales 0.5%	1,725,000	1,775,000	1,800,281	1,700,000
	Total Tax		1,725,000	1,775,000	1,800,281	1,700,000
	Total Local		1,725,000	1,775,000	1,800,281	1,700,000
224	3010_001	Misc-Bond Proceeds	0	0	2,375,000	0
224	3010_003	Misc-Interest Income	0	0	4,516	0
224	3010_006	Misc-Miscellaneous	0	0	0	36,750
	Total		0	0	2,379,516	36,750
	Total Service		0	0	2,379,516	36,750
224	9999_001	Interfund Transfer	0	0	200,000	0
	Total Employee		0	0	200,000	0
	Total Revenues		1,725,000	1,775,000	4,379,796	1,736,750
225	2005_000	Capital Exp-Land and	130,000	556,060	140,099	201,000
225	2005_000IMP	Capital Exp-Land and	130,000	556,060	0	0
225	2010_000	Capital Exp-Building and	497,000	873,650	4,182,206	746,000
225	2010_000IMP	Capital Exp-Building and	497,000	873,650	0	0
225	2015_000	Capital Exp-Furniture and	0	11,000	0	76,500
225	2015_000	Capital Exp-Furniture and	0	0	0	76,500
225	2015_000IMP	Capital Exp-Furniture and	0	11,000	0	0
225	2020_000	Capital Exp-Machinery and	225,000	132,000	354,389	117,000
225	2025_000	Capital Exp-Vehicles	645,000	95,000	35,198	0
225	2030_000	Capital Exp-Infrastructure	164,900	76,000	73,500	0
	Total Capital		1,661,900	1,743,710	4,785,392	1,140,500
225	3005_000	Debt-COPS	0	0	0	324,153
	Total Debt		0	0	0	324,153
225	6000_015	Prof Service-Service Contracts	0	0	0	35,000
	Total		0	0	0	35,000
225	6020_001	Software-Purchase	0	45,000	45,000	49,000
	Total Software -		0	45,000	45,000	49,000
	Total		0	45,000	45,000	84,000
225	7510_002	Materials-Signs	0	25,000	19,152	0
225	7525_001	Materials-Infrastructure	0	6,500	0	0

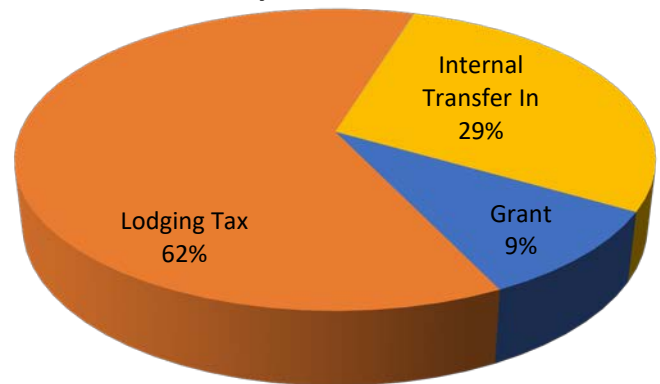
22 - Capital Fund			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
		Total Materials	0	31,500	19,152	0
225	9999_000	Interfund Transfer	0	0	0	265,000
		Total Interfund	0	0	0	265,000
		Total Other	0	0	0	265,000
		Total Expenses	1,661,900	1,820,210	4,849,544	1,813,653
		Change in	63,100	(45,210)	(469,748)	(76,903)

Tourism Fund

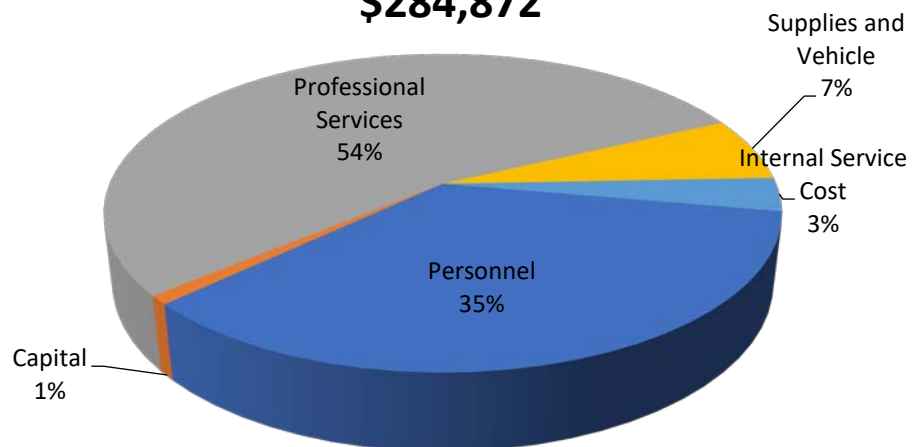
Tourism is responsible for properly positioning and branding the Lebanon and Laclede County area as a viable travel destination for targeted audiences in a way that will result in increased visitation, the extension of length a traveler stays and the increase of traveler expenditures in the Lebanon/Laclede County area. This is accomplished through both conventional and non-conventional marketing strategies. In addition, the Tourism Director attends trade shows throughout the state as well as local and surrounding community events during the year marketing all the resources available in Lebanon and the surrounding Laclede County area that are available to visitors during their stay. The Tourism Director stays engaged with the pulse of the community through various efforts that include being a member of FLW SOP Regional Tourism Committee, Friends of the Fort, Rotary, a Lebanon Area Chamber of Commerce board member as well as the Lebanon-Laclede County Route 66 Society board member. On a state level, the Tourism Director is a member of the Missouri Association of CVB's as well as serves on the board for the Missouri Travel Council representing the Central Region of the State. All engagements serve as avenues for education and an increased awareness of Lebanon and Laclede County as a travel destination.

The main revenue source is the lodging tax paid by hoteliers located within the City limits at the current 2.5% rate with the addition of Bennett Spring participating in the voluntary assessment. This tax is solely utilized for marketing efforts.

Tourism Funds Available by Category \$210,100



Tourism Expense by Category \$284,872



An advisory committee was established to advise the director of tourism and governing body and make recommendations regarding lodging tax and other tourism revenues which may be generated, tourism and marketing committee membership, programs and expenditures for promotion of convention and tourism related activities. The advisory committee consists of nine members who are appointed by the mayor and approved by a majority of the members of city council. The membership consists of a community leader or a representative of a business in the City of Lebanon, one from each sector: an hotelier, a retailer, a restaurateur, an operator from the Bennett Spring area, a Route 66 Society member, a member of the city council, two at-large representatives residing in the City of Lebanon with working tourism/marketing knowledge, and a citizen at-large from within Laclede County, not within the incorporated limits of the city, with working tourism/marketing knowledge. The city administrator, the President of the Lebanon Regional Economic Development Incorporated and the executive director of the Lebanon Area Chamber of Commerce sit on the committee as non-voting members.

FY 2020 Accomplishments:

Increased visitation to the area as shown by lodging tax collections and the DED NAICS codes calculations. A Tourism website was launched in May of 2019, www.VisitLebanonMO.org with a new visitor count of 46,312 as of April 1, 2020. The visitor count is comprised of 4% international 96% domestic. A new a new tradeshow was added for Sports Tourism to market the Cowan Civic Center and Lebanon Area Parks for Sporting events. A marketing firm was hired to assist with creating a marketing plan to widen our marketing reach and increase our media purchasing power. Began the implementation of city-wide wayfinding signage designed last fiscal year.

Fiscal Year 2021 Goals:

- I. **Goal:** To increase economic impact of tourism to the area through increased visitation.
Strategy: Maintain a consistent presence on the tourism website to keep our SEO at its peak performance. Work with marketing firm to implement new marketing strategies in a variety of markets. Create and participate in a marketing study to see where Lebanon is currently and avenues of improvement. This was not accomplished in the last fiscal year due to the need to have the website live for a full year. Create and implement a marketing plan that will focus on items identified in the marketing study. Work closely with code enforcement and finance on implementing new lodging codes as well as getting more nightly home rentals online with lodging tax collections to increase our budget.
Budgetary Factor: Lodging tax collections and tourism expenditures for FY21 could be impacted from COVID-19. Anticipation of a significant decline in collections as well as the State Tourism Budget cuts will decrease our grant funding amount for FY21.

Performance Measurements:

Metrics	2014	2015	2016	2017	2018	2019
Laclede County Tourism Expenditures	\$49,448,868	\$52,229,119	\$54,675,941	\$55,946,723	\$57,149,685	\$60,310,676
Lodging Tax Contributors (Ord/Vol)	13- 12/1	12-11/1	12-11/1	12-11/1	12-11/1	12-11/1
Lodging Tax Revenue	\$114,073	\$124,361	\$127,215	\$136,811	\$139,855	\$147,017

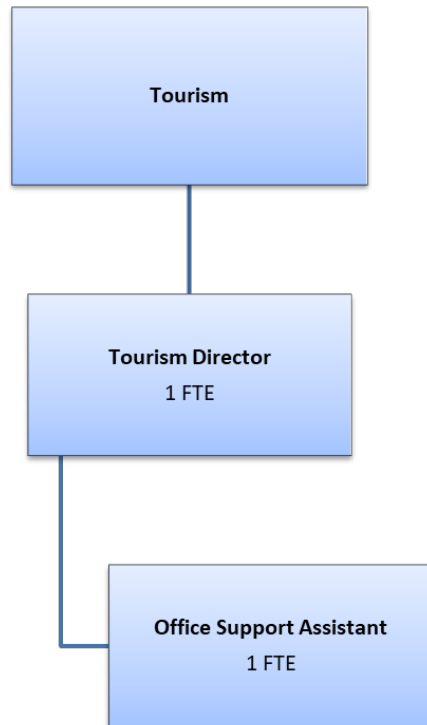
Previous Years' Goals:

- I. Goal: To increase economic impact of tourism to the area through increased visitation.
 Status: Increased Lodging Tax collections by 5.12% as well as a 5.53% increase in Laclede County Tourism Expenditures as reported by the Missouri Division of Tourism and Department of Economic Development.

Tourism Fund Revenue and Expense by Category

Tourism Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$147,017	\$135,000	\$139,790	\$130,000
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$17,276	\$30,000	\$25,000	\$20,000
Service Charges	\$0	\$0	\$0	\$0
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$113	\$70	\$122	\$100
Internal Service Revenue	\$60,000	\$60,000	\$60,000	\$60,000
Total Revenues	\$224,406	\$225,070	\$224,912	\$210,100
Expenses				
Personnel	\$104,068	\$108,839	\$99,378	\$100,330
Capital	\$1,029	\$1,204	\$1,991	\$2,538
Debt	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0
Utilities	\$350	\$400	\$383	\$390
Professional Services	\$116,184	\$178,628	\$148,387	\$154,000
Supplies and Materials	\$6,397	\$18,490	\$16,057	\$17,615
Tools, Equipment, and Vehicles	\$115	\$250	\$257	\$350
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$5,585	\$6,372	\$11,081	\$9,649
Total Expenses	\$233,728	\$314,183	\$277,534	\$284,872

Tourism Organizational Chart



40 - 500 - Tourism			FY2019	FY2020	FY2020	FY2021
		Account			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
404	1000_006	Tax-Lodging	130,000	135,000	139,790	130,000
	Total Tax Revenue		130,000	135,000	139,790	130,000
	Total Local Taxes		130,000	135,000	139,790	130,000
404	2005_001	Grants-Operative Rev	15,000	30,000	25,000	20,000
	Total Grant		15,000	30,000	25,000	20,000
	Total		15,000	30,000	25,000	20,000
404	3010_012	Misc-Purchasing Card Rebate	65	70	122	100
	Total		65	70	122	100
	Total Service		65	70	122	100
404	9999_001	Interfund Transfer	60,000	60,000	60,000	60,000
	Total Employee		60,000	60,000	60,000	60,000
	Total Revenues		205,065	225,070	224,912	210,100

40 - 500 - Tourism			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
405_1000_001		Fulltime Salary	49,130	77,308	54,811	63,199
405_1000_002		Part Time Salary	17,116	0	18,381	11,280
Total Salaries -			66,246	77,308	73,192	74,480
405_1005_001		Health Premium-Employee	7,506	7,506	7,504	13,143
405_1005_002		Health Premium-Family	0	0	0	0
405_1005_003		Dental Premium-Employee	300	650	300	450
405_1005_004		Dental Premium-Family	0	0	0	0
405_1010_001		Life Insurance	65	130	64	97
Total Benefits -			7,871	8,286	7,868	13,690
405_1015_001		Lagers-General	6,534	10,127	7,179	7,802
405_1015_004		Deferred Comp-Employer	650	1,300	0	0
Total Benefits -			7,184	11,427	7,179	7,802
405_1020_001		FICA-Employer	4,110	4,795	4,457	3,103
405_1020_002		Medicare-Employer	965	1,125	1,038	726
405_1020_003		Unemployment Compensation	665	775	727	135
405_1020_004		Workman's Compensation	92	322	382	394
Total Payroll Taxes			5,832	7,017	6,604	4,359
405_1025_002		Employee-	900	1,200	840	0
405_1025_004		Employee-Travel/Hotel	1,068	3,000	3,285	0
405_1025_005		Employee-Training	979	600	410	0
Total Employee -			2,947	4,800	4,535	0
Total Personnel			90,080	108,779	99,378	100,330
405_2015_000		Capital Exp-Furniture and	0	0	0	2,538
405_2020_000		Capital Exp-Machinery and	1,034	1,204	1,991	0
Total Capital			1,034	1,204	1,991	2,538
405_5020_002		Utilities-Internet Mobile	400	400	383	390
Total Utilities			400	400	383	390
405_6000_007		Prof Services-Toxicology Testing	150	150	9	20
405_6000_008		Prof Services-MSHP Background	14	14	0	0
405_6000_013		Prof Service-Studies	300	0	15	0
405_6000_014		Prof Service-Events and	15,000	15,000	1,501	11,000
405_6000_015		Prof Service-Service Contracts	0	30,000	12,786	30,000

40 - 500 - Tourism			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated	
					Ending	Proposed
405	6000_019	Prof Service-Credit Card Fee	20	0	0	0
	Total Professional		15,484	45,164	14,311	41,020
405	6010_003	Advertising-Print	56,042	56,042	42,439	34,200
405	6010_004	Advertising-Internet	31,548	32,150	36,994	20,000
405	6010_005	Advertising-Billboard	7,250	14,000	34,462	30,000
405	6010_006	Advertising-Radio	2,000	2,000	2,925	3,200
405	6010_007	Advertising-Television	12,000	25,062	16,344	22,000
	Total Advertising -		108,840	129,254	133,163	109,400
405	6020_001	Software-Purchase	3,044	2,500	878	0
405	6020_003	Software-Agreement	0	1,710	34	3,580
	Total Software -		3,044	4,210	913	3,580
	Total Professional		127,368	178,628	148,387	154,000
405	7000_001	Supplies-Operational	650	540	54	600
405	7000_002	Supplies-Computer Accessories	0	3,600	0	500
405	7005_002	Supplies-Mailing	100	100	16	15
405	7005_003	Supplies-Postage	953	750	572	1,500
405	7005_006	Supplies-Promo-Education	14,000	13,500	14,677	15,000
	Total Supplies		15,703	18,490	15,319	17,615
405	7500_004	Materials-Landscaping	0	0	738	0
	Total Materials		0	0	738	0
405	8600_002	Vehicle-Maintenance	400	0	0	0
405	8600_003	Vehicle-Supplies	400	0	0	0
405	8600_005	Vehicle-Fuel	600	250	257	350
	Total Vehicles		1,400	250	257	350
405	9910_000	Internal Service-Personnel	10,657	6,373	11,081	0
40	Garage_In	Garage Allocation In	0	0	0	17
40	IT_In	IT Allocation In	0	0	0	7,203
40	Facility_In	Facility Mgmt Allocation In	0	0	0	366
40	Purchasing_In	Purchasing / Warehouse	0	0	0	2,063
	Total Internal		10,657	6,373	11,081	9,649
	Total Other		10,657	6,373	11,081	9,649
	Total Expenses		246,642	314,183	277,534	284,872
	Change in		(41,577)	(89,054)	(52,622)	(74,772)

Economic Development

The Economic Development Fund accounts for revenue and expenditures associated with city owned properties that are rented to various businesses and industries.

Fiscal Year 2021 Goals:

- I. **Goal:** Increase exposure and recruitment of events, attractions, and benefits of visiting Lebanon.

Strategy: Develop and implement a marketing strategy that attracts visitors along with military personnel, retired and active, to become Lebanon residents. Promote community-wide events at the airport including potential sites for businesses to use.

Budgetary Factor: Available staff time and resources.

- II. **Goal:** Continue to meet the objectives set forth in the annual agreement

Strategy: Develop an incentive policy to attract and retain business in the City. Establish and maintain communication with potential business partners and provide them with updated information on potential available properties and incentives that would attract them to the City.

Budgetary Factor: Available staff time and resources

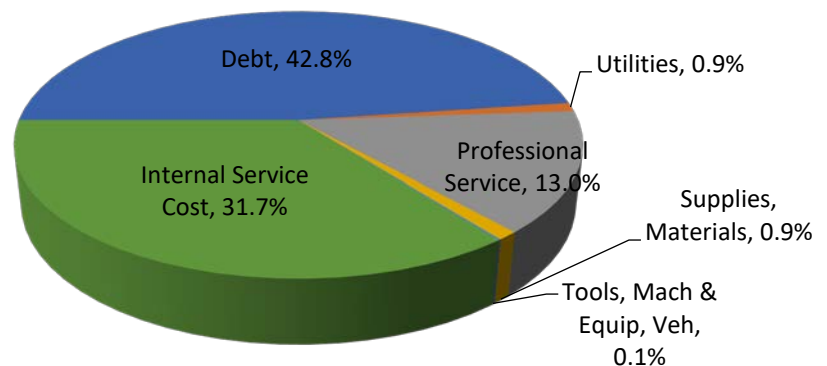
Economic Development Sources of

Revenue
\$1,099,391



Economic Development Expense

\$1,011,964



Previous Years' Goals:

- I. Develop an incentive policy and process to attract and retain businesses in the City.
Status: On-going.
- II. Continue to meet the objectives set forth in the annual agreement
Status: On-going

Economic Development Fund Revenue and Expense by Category

Economic Development Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$1,121	\$0	\$0	\$0
Rentals	\$1,132,976	\$1,065,220	\$1,169,930	\$1,099,391
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$107,220	\$0	\$2,578	\$0
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$1,241,317	\$1,065,220	\$1,172,508	\$1,099,391
Expenses				
Personnel	\$14,974	\$15,000	\$15,000	\$15,000
Capital	\$604,125	\$35,000	\$33,195	\$0
Debt	\$134,816	\$483,966	\$483,966	\$483,966
Grants	\$0	\$0	\$0	\$0
Utilities	\$2,081	\$2,575	\$9,399	\$10,550
Professional Services	\$196,221	\$73,395	\$122,790	\$132,250
Supplies and Materials	\$2,076	\$9,345	\$2,766	\$10,225
Tools, Equipment, and Vehicles		\$2,250	\$217	\$1,500
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$326,345	\$508,162	\$519,645	\$358,473
Total Expenses	\$1,280,735	\$1,129,693	\$1,186,978	\$1,011,964

45 - 700 - Economic General			FY2019	FY2020	FY2020	FY2021
					Estimated	
Fund	Account	Account Name	Budget	Budget	Ending	Proposed
454	3010_003	Misc-Interest Income	0	0	2,578	0
454	3010_006	Misc-Miscellaneous	6,000	0	0	0
	Total		6,000	0	2,578	0
	Total Service		6,000	0	2,578	0
	Total Revenues		6,000	0	2,578	0
455	1025_002	Employee-	15,000	15,000	15,000	15,000
	Total Employee		15,000	15,000	15,000	15,000
	Total Personnel		15,000	15,000	15,000	15,000
455	2005_000	Capital Exp-Land and	35,000	35,000	12,345	0
455	2005_000IMP	Capital Exp-Land and	35,000	35,000	0	0
455	2010_000	Capital Exp-Building and	5,000	0	0	0
455	2010_000IMP	Capital Exp-Building and	5,000	0	0	0
455	2020_000	Capital Exp-Machinery and	0	0	0	0
	Total Capital		40,000	35,000	12,345	0
455	5000_001	Utilities-Electric	1,500	1,200	8,866	9,500
455	5000_002	Utilities-Water	400	400	0	250
455	5000_003	Utilities-Sewer	450	450	0	250
455	5010_001	Utilities-Landline and Fiber	525	525	533	550
	Total Utilities		2,875	2,575	9,399	10,550
455	6000_013	Prof Service-Studies	13,487	0	32,100	35,000
455	6000_014	Prof Service-Events and	0	0	3,000	3,500
455	6000_015	Prof Service-Service Contracts	0	0	15,195	20,000
455	6000_016	Prof Service-Taxes/Fees	1,000	1,000	0	1,000
	Total		14,487	1,000	50,296	59,500
455	6005_003	Insurance-Building & Property	2,075	2,145	2,244	2,500
	Total Insurance		2,075	2,145	2,244	2,500
455	6010_001	Advertising-Public Notices	100	250	250	250
	Total		100	250	250	250
455	6015_002	Agreements - Service	70,000	70,000	70,000	70,000
	Total		70,000	70,000	70,000	70,000
	Total Software -		0	0	0	0

45 - 700 - Economic General			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total		86,662	73,395	122,790	132,250
455_7000_001	Supplies-Operational		250	250	250	100
455_7005_002	Supplies-Mailing		150	150	150	150
455_7005_003	Supplies-Postage		0	20	20	25
455_7005_004	Supplies-Paper		25	25	51	50
455_7005_006	Supplies-Promo-Education		2,500	2,000	2,295	2,500
	Total Supplies		2,925	2,445	2,766	2,825
455_7510_003	Materials-Fittings		150	150	0	250
455_7525_001	Materials-Infrastructure		1,000	1,000	0	1,000
	Total Materials		1,150	1,150	0	1,250
455_8300_001	Equipment-Repair		250	250	0	0
	Total		250	250	0	0
455_8600_005	Vehicle-Fuel		500	500	0	0
	Total Vehicles		500	500	0	0
	Total		0	0	0	0
455_9910_000	Internal Service-Personnel		6,558	46,658	7,528	0
45Garage_In	Garage Allocation In		0	0	0	938
45IT_In	IT Allocation In		0	0	0	26,651
45Facility_In	Facility Mgmt Allocation In		0	0	0	7,060
45Purchasing_In	Purchasing / Warehouse		0	0	0	2,063
	Total Internal		6,558	46,658	7,528	36,712
455_9999_000	Interfund Transfer		325,181	461,504	512,117	321,761
	Total Interfund		325,181	461,504	512,117	321,761
	Total Other		331,739	508,162	519,645	358,473
	Total Expenses		481,102	638,477	681,945	520,348
	Change in		(475,102)	(638,477)	(679,367)	(520,348)

Detroit Tool Metal Products

This program was developed to manage the expenses for the lease agreement between the City and Detroit Tool Metal Products

45 - 715 - Detroit Tool Metal Products			FY2019	FY2020	FY2020	FY2021
Account			Budget	Budget	Estimated	
Fund	Account	Name			Ending	Proposed
454	3005_001	Rentals-Building/Land	557,325	557,325	603,769	557,327
	Total Rental		557,325	557,325	603,769	557,327
	Total Service		557,325	557,325	603,769	557,327
	Total		557,325	557,325	603,769	557,327
455	2005_000	Capital Exp-Land and	0	0	0	0
455	2020_000	Capital Exp-Machinery and	0	0	0	0
455	3025_000	Debt-Internal Obligation	484,000	483,966	483,966	483,966
	Total Debt		484,000	483,966	483,966	483,966
	Total		0	0	0	0
455	7000_001	Supplies-Operational	250	250	0	100
455	7000_004	Supplies-Small Tools	250	250	0	200
	Total Supplies		500	500	0	300
455	7500_001	Materials-Asphalt	2,500	2,500	0	2,500
455	7500_003	Materials-Concrete	1,000	1,000	0	1,000
455	7510_003	Materials-Fittings	500	500	0	250
455	7510_004	Materials-Hardware	1,000	1,000	0	1,000
	Total		5,000	5,000	0	4,750
	Total		0	0	0	0
	Total		489,500	489,466	483,966	489,016
	Change in		67,825	67,859	119,803	68,311

Copeland

This program was established to manage the expenses for the lease agreement between Copeland and the City.

45 - 730 - Copeland			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
454	3005_001	Rentals-Building/Land	622,095	507,895	562,461	519,864
	Total Rental		622,095	507,895	562,461	519,864
	Total Service		622,095	507,895	562,461	519,864
	Total Revenues		622,095	507,895	562,461	519,864
455	2005_000	Capital Exp-Land and	0	0	0	0
455	2010_000	Capital Exp-Building and	210,000	0	20,850	0
455	2015_000	Capital Exp-Furniture and	0	0	0	0
455	2020_000	Capital Exp-Machinery and	0	0	0	0
	Total Capital		210,000	0	20,850	0
	Total		0	0	0	0
	Total Materials		0	0	0	0
455	8300_001	Equipment-Repair	500	500	0	500
455	8300_002	Equipment-Maintenance	1,000	1,000	217	1,000
	Total		1,500	1,500	217	1,500
	Total		0	0	0	0
	Total Expenses		211,750	1,750	21,067	1,600
	Change in		410,345	506,145	541,394	518,264

Code Administration Fund

The City of Lebanon Code Administration Department is responsible for the administration and enforcement of codes, as set forth by the City Council, regulating construction, use or occupancy of buildings and structures. This department administers all zoning, building, access management, and subdivision ordinances adopted by the City Council.

Fiscal Year 2020

Accomplishments:

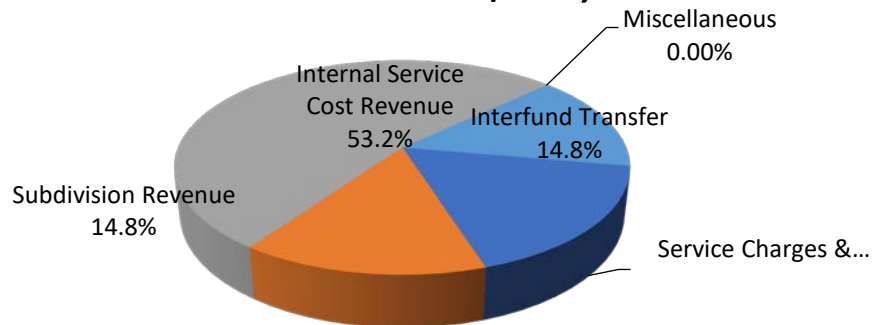
The City of Lebanon Community Development Department has implemented a Lodging ordinance, updated the nuisance ordinance, implemented a medical marijuana ordinance, and assisted in the formation of a community assistance program called Love Your Neighbor Project.

Increased nuisance enforcement and realized a significant increase of building permits.

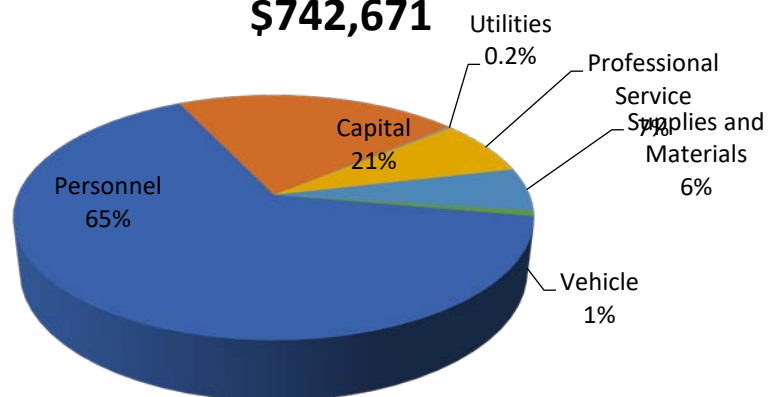
Fiscal Year 2021 Goals:

- I. **Goal:** Identify and present for review best practices and ordinances to address code compliance needs with a focus on mobile homes and dangerous buildings.
Strategy: Draft an ordinance for review and adoption for mobile homes and dangerous buildings.
Budgetary Factor: Cost of staff labor.
- II. **Goal:** Review rental property inspection program.
Strategy: Update the rental property inspection program and meet with the property managers, relators, landlords and property owners.
Budgetary Factor: Cost of staff labor.

Code Administration Revenue by Category \$845,551



Code Administration Expense by Category \$742,671



- III. **Goal:** Explore certificates of occupancy process and develop a business license component including intermittent vendors.

Strategy: Draft an ordinance for review and adoption for business license and intermittent vendors

Budgetary Factor: Cost of staff labor.

Performance Measurements:

Performance Measures	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 *Projected
Number of building permits issued	27	40	42	48	42	115	*80
Number of Housing Inspections	1480	1471	1490	1350	710	968	*850
Number of Compliances	205	197	219	248	220	679	*450
Number of Demolitions	30	18	34	27	25	40	*25
Number of Planning & Zoning meetings	11	11	11	12	10	11	*10

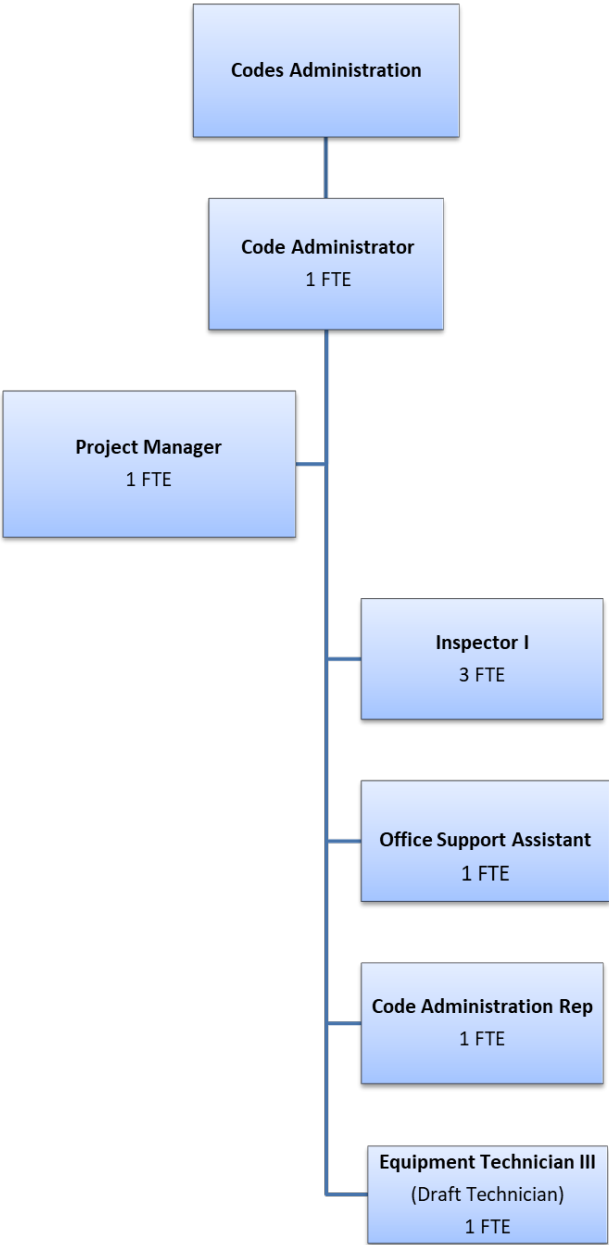
Previous Years' Goals:

- I. **Goal:** Develop and implement a chronic nuisance ordinance.
Status: Completed the draft ordinance.
- II. **Goal:** Revise and update our existing nuisance ordinance
Status: Completed.
- III. **Goal:** Assist in the formation of a community assistance program.
Status: Completed the Love Your Neighbor Project.
- IV. **Goal:** Develop and implement a compliance ordinance that would focus on motels, chronic offenders, mobile homes and dangerous buildings.
Status: Ongoing. The Lodging ordinance has been completed.

Code Administration Revenue and Expense by Category

Code Administration	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$133,494	\$186,580	\$328,885	\$270,980
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$88	\$60	\$2,282	\$35
Internal Service Revenue	\$336,250	\$580,252	\$468,781	\$574,536
Total Revenues	\$469,832	\$766,892	\$799,948	\$845,551
Expenses				
Personnel	\$325,125	\$440,447	\$433,679	\$483,588
Capital	\$21,655	\$126,795	\$60,610	\$155,533
Debt	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0
Utilities	\$3,549	\$2,000	\$2,208	\$2,000
Professional Services	\$24,393	\$51,800	\$44,412	\$54,050
Supplies and Materials	\$18,513	\$17,300	\$49,569	\$42,500
Tools, Equipment, and Vehicles	\$2,984	\$4,500	\$3,582	\$5,000
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	-\$1,132	\$0	\$0	\$0
Total Expenses	\$395,087	\$642,842	\$594,060	\$742,671

Code Administration Organizational Chart



50 - 300 - Code Administration General			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
504	3000_003	Knox Box/Material Sales	0	0	24,625	15,000
504	3000_005	House Inspections	50,000	45,000	70,605	45,000
504	3000_006	Compliance Cleanup	10,000	10,000	99,718	85,000
504	3000_008	Subdivision Projects	170,000	116,580	132,887	124,980
504	3000_014	Meter Base Sales	12,000	12,000	1,050	0
504	3000_015	Meter Base Installation	0	0	0	1,000
504	3000_029	Knox Box Sales	3,000	3,000	0	0
	Total Service		245,000	186,580	328,885	270,980
504	3010_008	Misc-Gain/Loss-Asset Disposal	0	0	2,248	0
504	3010_012	Misc-Purchasing Card Rebate	0	60	35	35
	Total		0	60	2,282	35
	Total Service		245,000	186,640	331,167	271,015
504	9910_000	Internal Service - Personnel	0	455,252	343,781	449,536
504	9999_001	Interfund Transfer	5,000	125,000	125,000	125,000
	Total Employee		5,000	580,252	468,781	845,551
	Total Revenues		250,000	766,832	799,948	845,551

50 - 305 - Codes Administration			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
505	1000_001	Fulltime Salary	191,892	277,749	284,640	317,232
505	1000_005	Fulltime Overtime	0	0	0	4,005
	Total Salaries -		191,892	277,749	284,640	321,237
505	1005_001	Health Premium-Employee	0	23,688	24,297	78,133
505	1005_002	Health Premium-Family	59,346	58,077	49,734	0
505	1005_003	Dental Premium-Employee	0	1,500	1,713	2,890
505	1005_004	Dental Premium-Family	905	950	428	0
505	1010_001	Life Insurance	255	445	380	416
	Total Benefits		60,506	84,660	76,552	81,439
505	1015_001	Lagers-General	25,525	36,390	37,237	42,082
505	1015_004	Deferred Comp-Employer	2,600	2,600	4,425	4,550
	Total Benefits		28,125	38,990	41,662	46,632
505	1020_001	FICA-Employer	11,900	17,225	16,409	14,824

50 - 305 - Codes Administration			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	505_1020_002	Medicare-Employer	2,785	4,030	3,838	3,467
	505_1020_003	Unemployment Compensation	1,919	2,777	2,841	1,610
	505_1020_004	Workman's Compensation	827	966	1,189	1,378
	Total Payroll		17,431	24,998	24,277	21,280
	505_1025_001	Employee-Uniforms	1,000	1,800	684	1,000
	505_1025_002	Employee-	500	750	335	500
	505_1025_003	Employee-Books	1,000	1,500	1,104	1,500
	505_1025_004	Employee-Travel/Hotel	4,000	5,000	0	5,000
	505_1025_005	Employee-Training	3,000	5,000	4,425	5,000
	Total		9,500	14,050	6,548	13,000
	Total		307,454	440,447	433,679	483,588
	505_2015_000	Capital Exp-Furniture and Fixtures	0	0	0	1,883
	505_2020_000	Capital Exp-Machinery and	5,000	10,215	8,610	6,550
	505_2025_000	Capital Exp-Vehicles	22,552	0	0	0
	505_2030_000	Capital Exp-Infrastructure	235,000	116,580	52,000	147,100
	Total Capital		262,552	126,795	60,610	155,533
	505_5015_001	Utilities-Cell Phones	2,000	2,000	2,208	2,000
	Total Utilities		2,000	2,000	2,208	2,000
	505_6000_001	Prof Services-Legal	1,000	1,000	400	500
	505_6000_003	Prof Services-Surveying	3,000	3,000	46	0
	505_6000_007	Prof Services-Toxicology Testing	200	200	100	200
	505_6000_008	Prof Services-MSHP Background	0	50	0	50
	505_6000_011	Prof Services-Dues/License	0	50	0	50
	505_6000_013	Prof Service-Studies	900	900	70	0
	505_6000_015	Prof Service-Service Contracts	20,000	20,000	14,894	32,000
	505_6000_019	Prof Service-Credit Card Fee	150	750	1,278	1,300
	Total		25,250	25,950	16,787	34,100
	505_6005_001	Insurance-Vehicle	910	1,500	1,392	1,500
	Total		910	1,500	1,392	1,500
	505_6010_001	Advertising-Public Notices	2,000	2,000	2,188	2,200
	505_6010_002	Advertising-Employee	100	350	0	100
	505_6010_006	Advertising-Radio	0	0	213	250
	Total		2,100	2,350	2,400	2,550

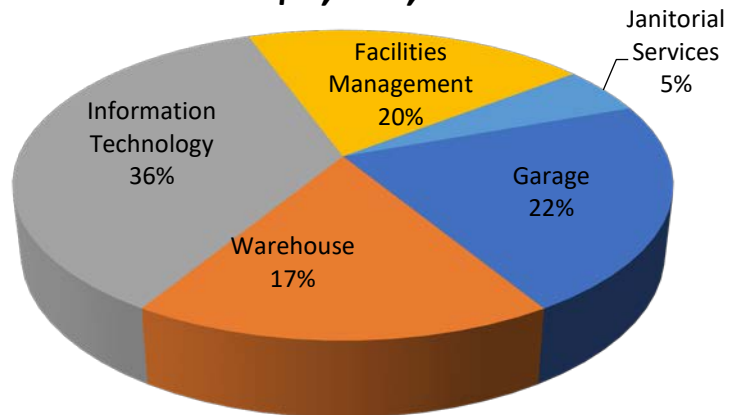
50 - 305 - Codes Administration			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	505_6020_001	Software-Purchase	16,230	0	2,993	0
	505_6020_003	Software-Agreement	0	22,000	20,840	15,900
	Total Software		16,230	22,000	23,833	15,900
	Total		44,490	51,800	44,412	54,050
	505_7000_001	Supplies-Operational	2,000	3,100	1,676	2,000
	505_7000_002	Supplies-Computer Accessories	1,000	1,800	734	1,500
	505_7000_004	Supplies-Small Tools	500	750	570	750
	505_7005_001	Supplies-Printing	200	350	890	1,000
	505_7005_002	Supplies-Mailing	100	200	81	300
	505_7005_003	Supplies-Postage	100	800	1,678	1,750
	505_7005_004	Supplies-Paper	500	300	844	1,000
	505_7015_004	Supplies-Safety	100	0	0	200
	Total Supplies		4,500	7,300	6,473	8,500
	505_7999_006	Cost of Goods Sold-Meter Boxes	10,000	10,000	40,273	30,000
	505_7999_007	Cost of Goods Sold-Knox Boxes	0	0	2,823	4,000
	Total		10,000	10,000	43,096	34,000
	505_8600_001	Vehicle-Repair	2,000	2,000	300	2,000
	505_8600_002	Vehicle-Maintenance	1,000	1,000	670	1,000
	505_8600_005	Vehicle-Fuel	1,500	1,500	2,613	2,000
	Total Vehicles		4,500	4,500	3,582	5,000
	Total Expenses		635,496	642,842	594,061	742,671
	Change in		(385,496)	123,990	205,887	102,880

Internal Service Fund

The Service Fund is comprised of Garage, Purchasing and Warehouse, Information Technology, Facility Management, and Janitorial Service.

This fund is used to account for the funding of goods and services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Services accounted for in Internal Service Funds are tangible and it is possible to determine the extent to which they benefit the individual department or agency.

Internal Service Fund Expense \$1,181,852



Internal Service Fund Revenue

Internal Service Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$0	\$0	\$0	\$0
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$6,600	\$0	\$15,447	\$3,500
Internal Service Revenue	\$905,923	\$1,234,029	\$954,338	\$1,178,352
Total Revenues	\$912,523	\$1,234,029	\$969,785	\$1,181,852
Expenses				
Personnel	\$737,613	\$943,128	\$760,617	\$868,671
Capital	\$119,277	\$46,821	\$29,536	\$90,690
Debt	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0
Utilities	\$25,032	\$25,718	\$21,901	\$16,725
Professional Services	\$73,269	\$154,527	\$99,161	\$142,030
Supplies and Materials	\$19,138	\$24,235	\$22,618	\$27,287
Tools, Equipment, and Vehicles	\$37,872	\$39,600	\$35,952	\$36,450
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$0	\$0	\$0	\$0
Total Expenses	\$1,012,201	\$1,234,029	\$969,785	\$1,181,853

60 - 300 - Internal Services General			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
604_3010_006	Misc-Miscellaneous		0	0	543	0
604_3010_008	Misc-Gain/Loss-Asset Disposal		0	0	11,210	0
604_3010_012	Misc-Purchasing Card Rebate		1,500	1,500	3,694	3,500
Total			1,500	1,500	15,447	3,500
Total Service			1,500	1,500	15,447	3,500
604_9910_000	Internal Service - Personnel		0	1,232,529	954,338	1,178,852
Total			0	1,232,529	954,338	1,178,852
Total			1,500	1,234,029	969,785	1,181,852

Garage

The garage provides preventative maintenance and repair of City vehicles and equipment. The mechanics perform routine and major repairs, change tires, install and maintain fleet mobile radios, and repair records.

Fiscal Year 2021 Goals:

I. **Goal:** Reduce vehicle/equipment repair expenses.

Strategy: Schedule more preventative maintenance service.

Budgetary Factor: None, work to be performed by garage personnel.

II. **Goal:** Purchase jacks for the truck lift to better service brakes, suspension, etc.

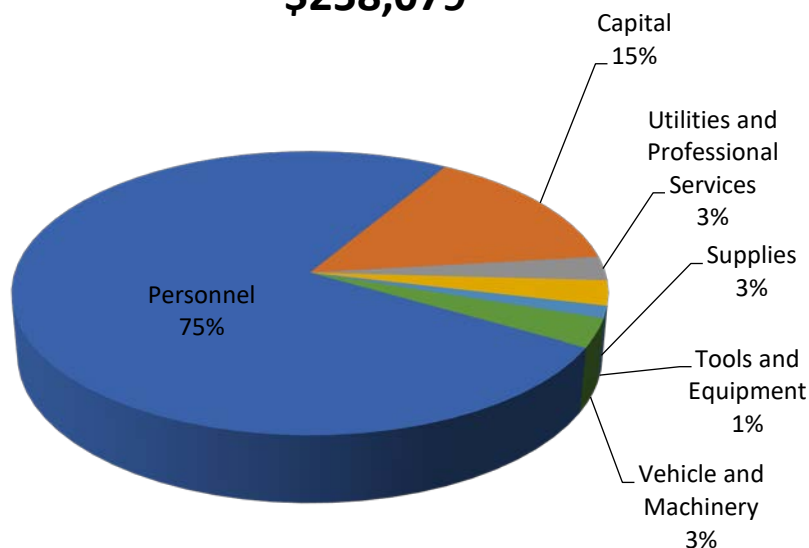
Strategy: Purchase 2 new rolling air/hydraulic jacks

Budgetary Factor: Budgeted \$12,000 in the 2021-2025 CIP

Performance Measurements:

Garage Expense by Category

\$258,079



Performance Measures	2016	2017	2018	2019	Estimated 2020
Repair work orders completed*	868	800	850	850	850
Vehicles Maintained**	124	129	129	129	150
Equipment Maintained***	115	72	72	72	100
Number of Vehicles and Equipment	239	201	201	201	201
Work Order Hours per Year	1,989	4,069	2,000	2,000	2,000
Vehicles Retained from Previous FY	203	190	190	190	190
Average Age of Vehicles	10	11	11	11	12
Average Repair Cost	\$124	\$100	\$100	\$100	\$100
Total Miles Fleet-wide	2,500,000	2,375,000	2,500,000	2,500,000	2,500,000
Total Fleet Repair Costs	\$107,892	\$79,240	\$85,000	\$85,000	\$85,000
Vehicle/Mechanic Ratio	100:1	100:1	100:1	100:1	100:1

*Includes passenger vehicles, construction/off road equipment & non-mobile assets (generators, etc.)

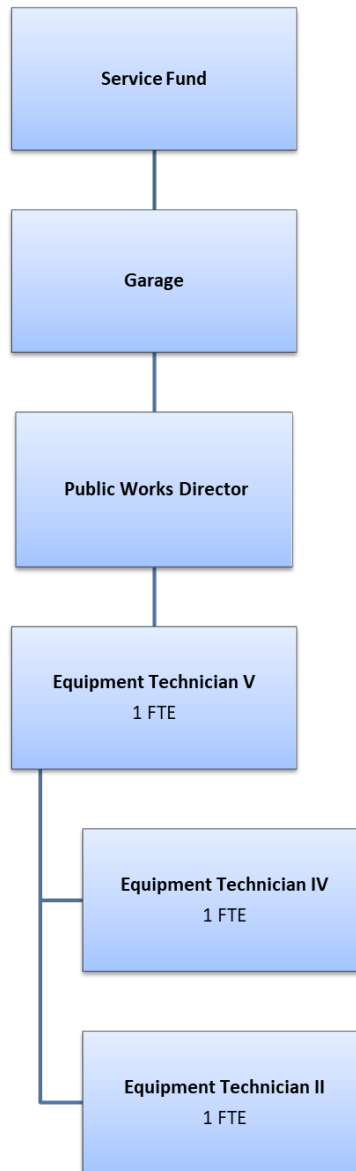
** Passenger vehicles only

***Off Road and Construction Equipment (backhoe, dump truck, tractor, etc.)

Previous Years' Goals:

- I. Goal: Install a new truck lift to better service units.
Status: Complete
- II. Goal: Replace the 1999 ¾ ton service truck with a new truck that has a utility bed.
Status: Rescheduled for FY21
- III. Goal: Add one (1) fulltime equipment technician III
Status: Complete

Garage Organizational Chart



60 - 305 - Garage			FY2019	FY2020	FY2020	FY2021
		Account			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
605_1000_001		Fulltime Salary	159,052	113,604	97,756	113,919
605_1000_002		Part Time Salary	11,690	0	0	0
605_1000_005		Fulltime Overtime	5,619	5,761	1,159	4,289
605_1000_005IMP		Fulltime Overtime - Imported	5,619	5,761	0	0
Total Salaries -			176,361	119,364	98,915	118,208
605_1005_001		Health Premium-Employee	22,908	7,896	8,475	42,546
605_1005_002		Health Premium-Family	17,715	29,478	25,061	0
605_1005_003		Dental Premium-Employee	750	905	557	2,179
605_1005_004		Dental Premium-Family	600	1,280	428	0
605_1010_001		Life Insurance	255	190	159	167
Total Benefits -			42,228	39,749	34,679	44,892
605_1015_001		Lagers-General	21,905	15,640	10,850	15,485
605_1015_004		Deferred Comp-Employer	2,600	1,950	1,300	1,300
Total Benefits -			24,505	17,590	12,150	16,785
605_1020_001		FICA-Employer	10,935	7,405	5,682	4,425
605_1020_002		Medicare-Employer	2,560	1,735	1,337	1,035
605_1020_003		Unemployment Compensation	1,765	1,195	979	590
605_1020_004		Workman's Compensation	1,520	1,951	1,054	1,212
Total Payroll			16,780	12,286	9,052	7,262
605_1025_001		Employee-Uniforms	3,350	3,900	4,935	3,900
605_1025_002		Employee-	105	105	0	108
605_1025_003		Employee-Books	400	100	0	108
605_1025_004		Employee-Travel/Hotel	1,000	1,000	483	1,500
605_1025_005		Employee-Training	2,500	1,500	1,345	1,500
Total Employee			7,355	6,605	6,763	7,116
Total Personnel			267,229	195,594	161,559	194,264
605_2010_000		Capital Exp-Building and	6,000	10,000	2,869	0
605_2015_000		Capital Exp-Furniture and Fixtures	0	0	0	538
605_2020_000		Capital Exp-Machinery and	1,034	20,102	18,420	37,000
Total Capital			7,034	30,102	21,289	37,538
605_5010_001		Utilities-Landline and Fiber	225	225	0	225
605_5015_001		Utilities-Cell Phones	1,488	1,488	980	0
Total Utilities			1,713	1,713	980	225

60 - 305 - Garage			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
605_6000_007	Prof Services-Toxicology Testing		200	200	221	228
605_6000_008	Prof Services-MSHP Background		20	0	15	24
605_6000_013	Prof Service-Studies		675	0	38	48
Total			895	200	274	300
605_6005_001	Insurance-Vehicle		970	950	951	950
605_6005_002	Insurance-Equipment		135	135	135	135
605_6005_003	Insurance-Building & Property		2,400	2,465	3,481	3,483
Total Insurance			3,520	3,550	4,567	4,568
605_6010_001	Advertising-Public Notices		0	0	188	192
605_6010_003	Advertising-Print		200	200	0	200
Total			200	200	188	392
605_6020_001	Software-Purchase		17,155	0	1,070	500
605_6020_003	Software-Agreement		0	1,045	51	1,045
Total Software -			17,155	1,045	1,121	1,545
Total			21,775	5,015	6,149	6,805
605_7000_001	Supplies-Operational		6,500	6,500	5,451	5,500
605_7000_002	Supplies-Computer Accessories		500	500	181	250
605_7000_003	Supplies-Desk Accessories-Small		575	575	16	350
605_7000_004	Supplies-Small Tools		500	500	500	500
605_7005_003	Supplies-Postage		0	0	32	32
605_7005_004	Supplies-Paper		0	0	11	15
605_7010_004	Supplies-Chemicals		600	600	600	600
605_7015_004	Supplies-Safety		100	100	100	100
Total Supplies			8,775	8,775	6,890	7,347
Total Materials			0	0	0	0
605_8000_001	Tools-Repair		2,000	2,000	2,000	1,000
605_8000_002	Tools- Maintenance		1,000	1,000	1,000	550
605_8000_003	Tools-Supplies		2,000	2,000	1,516	2,000
Total Tools &			5,000	5,000	4,516	3,550
605_8300_001	Equipment-Repair		5,000	2,500	2,500	2,500
605_8300_002	Equipment-Maintenance		1,500	1,500	1,500	1,500
605_8300_003	Equipment-Supplies		100	150	303	150
605_8300_005	Equipment-Fuel		1,000	500	93	500

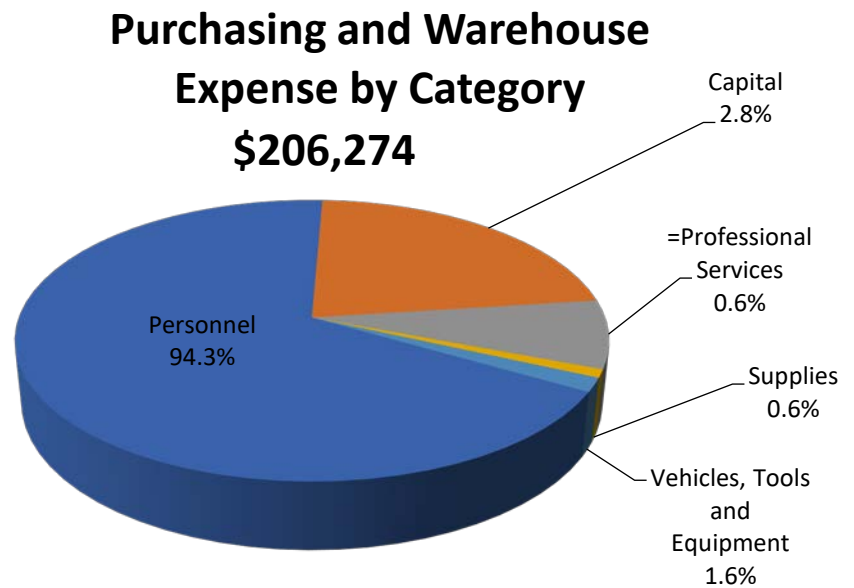
60 - 305 - Garage			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total		7,600	4,650	4,396	4,650
605	8600_001	Vehicle-Repair	1,000	1,000	29	500
605	8600_002	Vehicle-Maintenance	1,000	1,000	267	1,000
605	8600_005	Vehicle-Fuel	2,200	2,200	2,200	2,200
	Total Vehicles		4,200	4,200	2,496	3,700
	Total Expenses		323,307	254,049	208,276	258,079
	Change in		(323,307)	(254,049)	(208,276)	(258,079)0

Purchasing and Warehouse

Purchasing provides for goods and services for all departments in the City of Lebanon to provide the City with the highest quality in the most cost effective, timely and fiscally responsible manner in compliance with applicable regulations and policies using a fair and transparent process. The warehouse provides for the receiving of freight deliveries, as well as stocking and maintaining the inventory of parts for water, sewer, electric, construction and street departments.

Fiscal Year 2021 Goals:

- I. **Warehouse Goal:** Improve inventory procedures/processes
Strategy: Once we fully staff the warehouse again, a plan to implement locking down warehouse access in coordination with maintaining the ability to handle the workflow will commence. This includes, implementing emergency after hours procedures, deployment of software and re-aligning access to the warehouse.
Budgetary Factor: One-time investment of improvements to the warehouse, and funds for the purchase of software.
- II. **Purchasing Goal:** Ensure timely, effective and compliant procurement bids and contracts issued for major projects.
Strategy: Develop a set schedule of the amount of time it will take to complete verbal, written, and formal procurement bids after the receipt of the request by the department. Continue to expand on an efficient and accurate way to manage the status of contracts.
Budgetary Factor: Non-budgeted, no additional funding required.
- III. **Purchasing Goal:** Explore the contracting of services
Strategy: Review services to determine if efficiencies are gained by doing the work in-house or contracting out.
Budgetary Factor: Funds are one factor and will be considered based on our current cost as well as our abilities to perform the work in-house in a timely and efficient manner.



- IV. **Purchasing Goal:** Partner with City Departments to achieve the efficient use of City resources.
Strategy: Improve processing time for contracts by implementing a standard contract review template. Also provide training on the attachment elements and requirements for all contracts.
Budgetary Factor: Available training funds for each department employee.

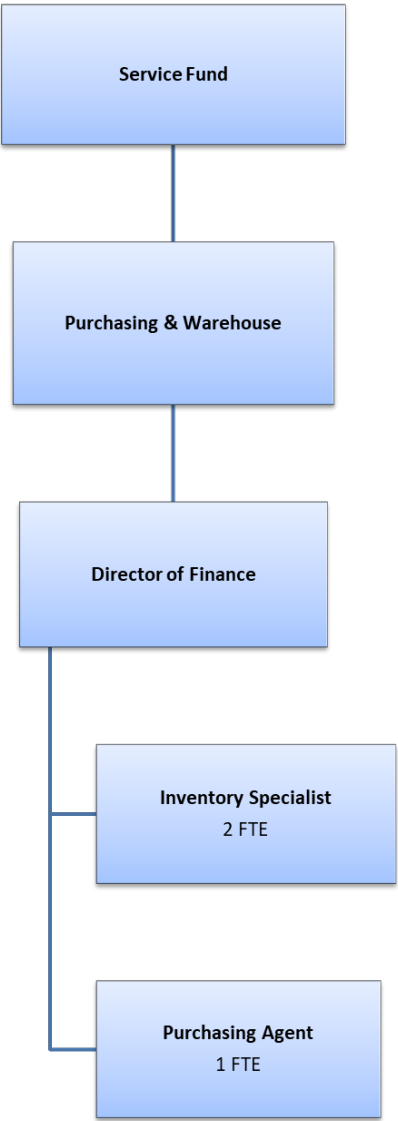
Performance Measurements:

Performance Measures	2015	2016	2017	2018	2019
Number of Written Bids	18	22	25	16	61
Number of Formal Bids	24	27	31	46	40
Number of New Contracts	71	71	73	87	89
Rejection/Rebid % Per Year	10%	4%	16%	13%	12%

Previous Years' Goals:

- I. Goal: Continue improving inventory procedures/processes
Status: On-going – Increase in 0.5 FTE was implemented the first of January. Unfortunately, the warehouse dealt with an unexpected loss and then COVID-19. The warehouse has been limping along with 1 new FTE. Hiring to fill the spot and then deciding on the inventory system to track inventory will be the next goal.
- II. Goal: Ensure timely, effective and compliant procurement bids and contracts issued for major projects.
Status: Not complete. Created a tracking system to monitor the status of documents before issuing out notice to proceeds. The schedule is still being developed.
- III. Goal: Explore the contracting of services.
Status: Ongoing. Contracted services for lawn maintenance at multiple facilities.
- IV. Goal: Partner with City Departments to achieve the efficient use of City resources.
Status: Not complete: Standard Templates are still in review.

Purchasing and Warehouse Organizational Chart



60 - 310 - Warehouse			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
605_1000_001	Fulltime Salary		0	115,362	79,759	93,359
605_1000_002	Part Time Salary		0	0	9,033	0
605_1000_004	On Call		0	5,377	0	0
605_1000_005	Fulltime Overtime		0	0	0	1,918
605_1000_006	Part Time Overtime		0	0	0	0
Total Salaries -			0	120,739	88,792	95,277
605_1005_001	Health Premium-Employee		0	15,402	11,845	16,559
605_1005_002	Health Premium-Family		0	17,325	0	0
605_1005_003	Dental Premium-Employee		0	905	492	1,090
605_1005_004	Dental Premium-Family		0	1,280	442	0
605_1010_001	Life Insurance		0	190	121	139
Total Benefits -			0	35,102	12,901	17,787
605_1015_001	Lagers-General		0	15,820	8,804	12,481
605_1015_002	Lagers-Police		0	0	0	0
605_1015_003	Lagers-Fire		0	0	0	0
605_1015_004	Deferred Comp-Employer		0	1,950	550	975
Total Benefits -			0	17,770	9,354	13,456
605_1020_001	FICA-Employer		0	7,490	5,368	4,762
605_1020_002	Medicare-Employer		0	1,755	1,258	1,114
605_1020_003	Unemployment Compensation		0	1,210	881	542
605_1020_004	Workman's Compensation		0	161	1,046	1,211
Total Payroll			0	10,616	8,553	7,628
605_1025_001	Employee-Uniforms		0	2,600	429	500
605_1025_002	Employee-		0	0	123	150
605_1025_003	Employee-Books		0	150	100	100
605_1025_004	Employee-Travel/Hotel		0	250	285	500
605_1025_005	Employee-Training		0	3,500	3,500	3,500
Total Employee			0	6,500	4,437	4,750
Total			0	190,727	124,037	138,899
605_2010_000	Capital Exp-Building and		0	5,000	0	0
605_2015_000	Capital Exp-Furniture and Fixtures		0	0	0	0
605_2020_000	Capital Exp-Machinery and		0	602	1,629	46,000
Total Capital			0	5,602	1,629	46,000
605_6000_007	Prof Services-Toxicology Testing		0	100	40	50

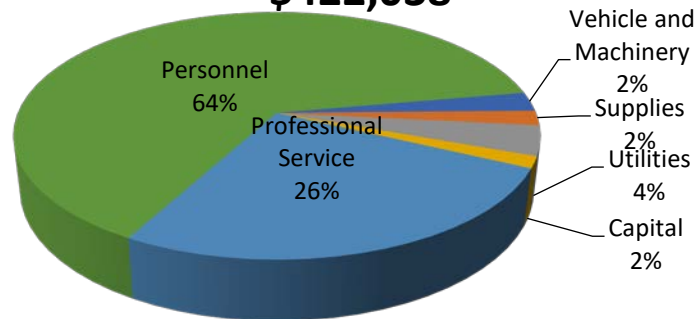
60 - 310 - Warehouse			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
605_6000_008	Prof Services-MSHP Background		0	50	17	25
	Total		0	150	56	75
605_6005_002	Insurance-Equipment		0	100	0	100
	Total Insurance		0	100	0	100
605_6020_001	Software-Purchase		0	0	0	15,000
605_6020_003	Software-Agreement		0	1,045	240	1,000
	Total Software		0	1,045	240	16,000
	Total		0	1,295	296	16,175
605_7000_001	Supplies-Operational		0	750	1,244	1,250
605_7000_002	Supplies-Computer Accessories		0	250	218	250
605_7000_003	Supplies-Desk Accessories-Small		0	0	0	100
605_7000_004	Supplies-Small Tools		0	100	100	150
605_7005_003	Supplies-Postage		0	50	30	50
605_7005_004	Supplies-Paper		0	100	50	100
	Total Supplies		0	1,250	1,642	1,900
605_8300_001	Equipment-Repair		0	1,800	1,800	1,800
605_8300_002	Equipment-Maintenance		0	1,500	1,000	1,000
605_8300_005	Equipment-Fuel		0	0	500	500
	Total		0	3,300	3,300	3,300
605_8600_005	Vehicle-Fuel		0	0	15	0
	Total Vehicles		0	0	15	0
	Total Expenses		0	202,174	130,919	206,274
	Change in		0	(202,174)	(130,919)	(206,274)

Information Technology

The Information Technology Division is responsible for the security, planning, implementation, and continual support of the City's data, networking equipment, and computer systems. This division is responsible for installing and maintaining all computer related hardware, as well as for installing and upgrading all software executed on these systems. Direction is also provided to the departments to determine future computer system and software needs.

Information Technology Expense by Category

\$422,038



Fiscal Year 2020

Accomplishments:

The IT Department incorporated more WiFi access points throughout the city and will continue to expand infrastructure in 2021. All helpdesk operations are controlled through one platform, which now provides analytics for management. Public safety software is now linked to Livescan for centralized processing. Dash cameras have provided instrumental security for patrol officers. All firewall activity is captured, managed, and monitored for vulnerabilities. Multiple forms and processes have been concluded to assist employee engagement and retention.

Fiscal Year 2021 Goals:

- I. **Goal:** Expand and incorporate services such as WiFi, License Plate Readers (LPRs), and IP camera solutions throughout strategic locations in the City of Lebanon.
Strategy: Solutions vary, but the focus will be on fiber. Locations such as the Palmer Building, Wallace Building, Animal Control Office, Nelson Park, and Downtown Business District will be the primary focus.
Budgetary Factor: Each location will require hardware, which will also require infrastructure growth. Software maintenance costs will increase as nodes are put throughout the city.
- II. **Goal:** Construct a Fiber Master Plan (FMP) for future growth and current opportunities.
Strategy: The FMP will outline current fiber locations and partners throughout the city and identify areas of concern and areas for growth. The plan will also outline all partners that have fiber and current agreements with such partners.

Budgetary Factor: The plan will be designed by IT and reviewed, possibly modified, by Olsson. Growth of the fiber infrastructure will inherently cost. The City will leverage partnerships and cost savings through contracts for fiber expansion.

III. **Goal:** Expand radio services throughout the schools and city departments.

Strategy: Coordinate all efforts to ensure the PD, FD, and all of Public Works can communicate through a dispatching radio system. PD and FD operate through MOSWIN, which is designed for public safety. Their radios will need to be programmed for an additional channel used by PW. The PW departments will need to operate OTAR and ensure their frequency can be programmed in the public safety radios.

Budgetary Factor: PW will need to migrate from a legacy, non-functional system to a modern dispatching system.

Performance Measurements:

	2015	2016	2017	2018	2019	2020	2021
Number of Computers Added/Upgraded	142	147	155	159	159	159	175
Number of Software Modifications/Upgrades	40	11	12	8	45	75	*100

* indicates planned additions

	2015	2016	2017	2018	2019	2020	2021
Number of Trouble Tickets	433	448	455	742	738	1054	**1100

* indicates on pace for amount

** indicates an increase as more tech

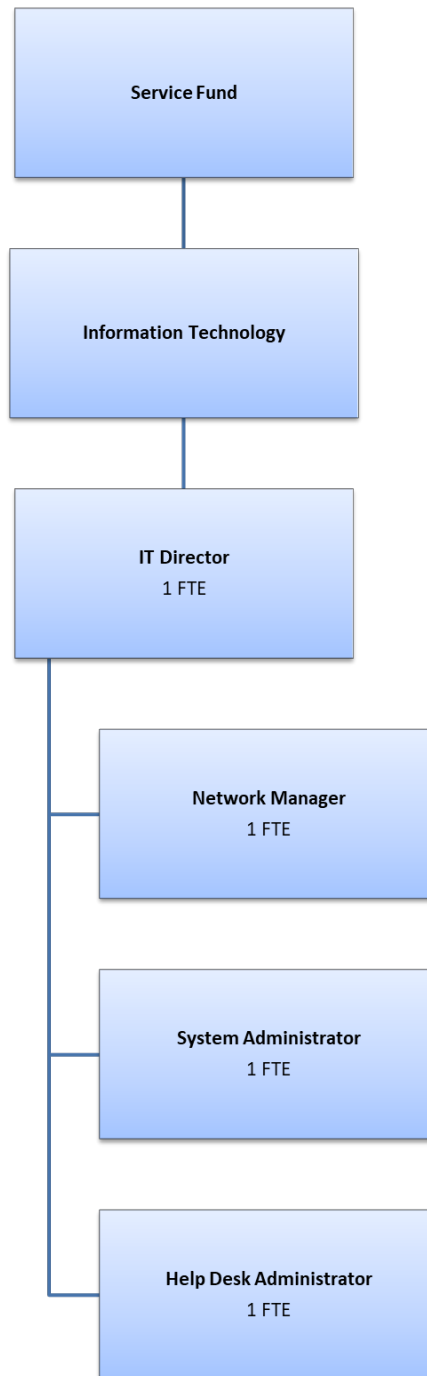
	2015	2016	2017	2018	2019	2020	2021
Network Uptime	98%	97%	96%	97%	98%	98.5%	*98.50%

* indicates expected increase due to new switches

	2015	2016	2017	2018	2019	2020	2021
Security Violations	1	1	3	2	0	0	**0

** expect zero due to software purchase

Information Technology Organizational Chart



60 - 315 - Information Technology			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	605_1000_001	Fulltime Salary	167,462	178,016	181,338	187,414
	605_1000_004	On Call	1,752	1,500	0	0
	605_1000_005	Fulltime Overtime	1,643	1,406	1,637	4,324
	605_1000_006	Part Time Overtime	0	0	0	0
	Total		170,857	180,922	182,975	191,739
	605_1005_001	Health Premium-Employee	22,518	22,518	18,706	33,117
	605_1005_002	Health Premium-Family	17,325	17,325	17,327	0
	605_1005_003	Dental Premium-Employee	900	1,200	1,050	1,326
	605_1010_001	Life Insurance	255	255	255	222
	Total		40,998	41,298	37,338	34,666
	605_1015_001	Lagers-General	22,725	23,705	23,971	25,118
	605_1015_004	Deferred Comp-Employer	1,950	1,950	1,688	1,950
	Total		24,675	25,655	25,659	27,068
	605_1020_001	FICA-Employer	10,595	11,220	10,436	9,566
	605_1020_002	Medicare-Employer	2,480	2,625	2,442	2,237
	605_1020_003	Unemployment Compensation	1,520	1,810	2,176	690
	605_1020_004	Workman's Compensation	224	644	679	788
	Total Payroll		14,819	16,299	15,733	13,281
	605_1025_003	Employee-Books	500	200	0	200
	605_1025_004	Employee-Travel/Hotel	1,000	1,000	885	750
	605_1025_005	Employee-Training	8,500	2,500	2,500	3,500
	Total		10,000	3,700	3,385	4,450
	Total		261,349	267,755	265,089	271,203
	605_2005_000	Capital Exp-Land and Improvement	0	0	0	0
	605_2010_000	Capital Exp-Building and	0	0	0	0
	605_2015_000	Capital Exp-Furniture and Fixtures	0	0	0	6,345
	605_2020_000	Capital Exp-Machinery and	4,586	3,010	2,573	0
	Total Capital		4,586	3,010	2,573	6,345
	605_5015_001	Utilities-Cell Phones	3,000	3,205	4,820	3,300
	605_5020_001	Utilities-Internet	12,600	16,000	13,968	12,600
	605_5020_002	Utilities-Internet Mobile	2,400	2,400	0	600
	Total		18,000	21,605	18,788	16,500
	605_6000_007	Prof Services-Toxicology Testing	180	180	9	150

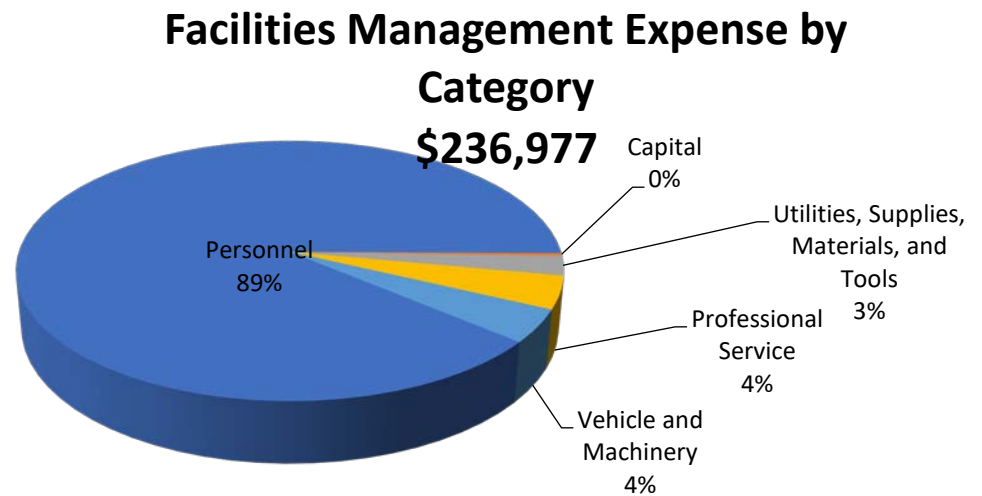
60 - 315 - Information Technology			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
605	6000_008	Prof Services-MSHP Background	50	50	0	50
605	6000_013	Prof Service-Studies	900	900	43	0
605	6000_015	Prof Service-Service Contracts	15,500	31,700	38,720	42,000
	Total		16,630	32,830	38,772	42,200
605	6005_002	Insurance-Equipment	615	0	3,631	3,200
	Total		615	0	3,631	3,200
605	6010_002	Advertising-Employee Recruitment	0	1,492	0	0
	Total		0	1,492	0	0
605	6020_001	Software-Purchase	43,900	0	2,668	0
605	6020_002	Software-Upgrade	0	0	0	18,000
605	6020_003	Software-Agreement	0	39,100	40,791	46,000
	Total		43,900	39,100	43,459	64,000
	Total		61,145	73,422	85,862	109,400
605	7000_001	Supplies-Operational	6,000	6,000	6,000	6,000
605	7000_004	Supplies-Small Tools	2,000	2,000	2,000	2,000
605	7005_001	Supplies-Printing	0	0	56	75
605	7005_002	Supplies-Mailing	250	100	63	0
605	7005_004	Supplies-Paper	10	10	22	15
	Total		8,260	8,110	8,142	8,090
605	8300_001	Equipment-Repair	5,000	5,000	4,998	5,000
605	8300_002	Equipment-Maintenance	5,000	5,000	4,992	5,000
	Total		10,000	10,000	9,990	10,000
605	8600_005	Vehicle-Fuel	250	250	388	500
	Total		250	250	388	500
	Total		363,590	384,271	390,832	422,038
	Change in		(363,590)	(384,271)	(390,832)	(422,038)

Facilities Management

Facilities Management maintains and enhances all City properties and grounds.

Fiscal Year 2020 Accomplishments:

- Contracted out the mowing of city facilities.
- General maintenance of City Hall, Police Department, Civic Center & Public Works.
- Completed specifications for renovations of the Civic Center.



Fiscal FY 2021 Goals:

- I. **Goal:** Provide ongoing maintenance to all City of Lebanon buildings and grounds.
 - **Strategy:** Develop and implement a maintenance schedule document for each asset and complete a maintenance cost schedule for large life cycle maintenance needs.
 - Budgetary Factor:** Availability of funds to complete the maintenance needs.
- II. **Goal:** Develop a plan to ensure proper maintenance of City assets
 - Strategy:** Create and execute a maintenance schedule document for each asset based on the assets value
 - Budgetary Factor:** Available staff time and resources.

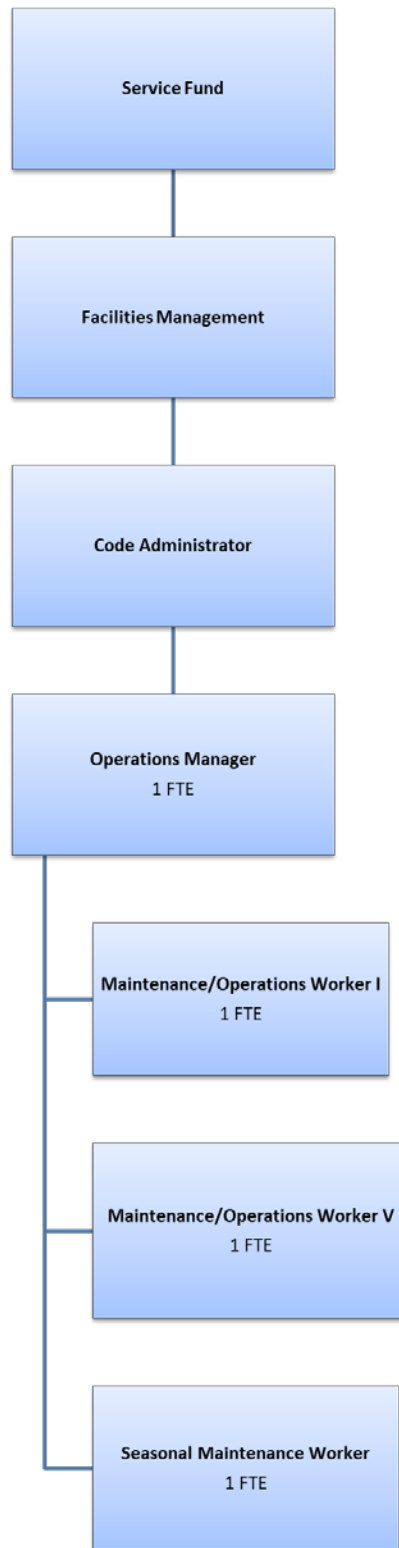
Performance Measurements:

	2015	2016	2017	2018	2019	Estimated 2020
Work Orders Completed	200	200	308	360	321	300
Acres Mowed	440	440	250	250	250	250
Christmas Decorations	190	130	150	200	220	220

Previous Years' Goals:

- I. **Goal:** Provide ongoing maintenance to all City of Lebanon buildings and grounds.
Status: On Going
- II. **Goal:** Develop a plan to ensure proper maintenance of City assets.
Status: On Going

Facilities Management Organizational Chart



60 - 320 - Facilities Management			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
605_1000_001	Fulltime Salary		140,956	118,930	99,776	118,117
605_1000_002	Part Time Salary		50,674	17,488	8,450	8,895
605_1000_004	On Call		3,075	2,251	1,215	0
605_1000_005	Fulltime Overtime		0	2,030	13	1,450
605_1000_006	Part Time Overtime		0	0	0	0
Total			194,705	140,699	109,454	128,462
605_1005_001	Health Premium-Employee		15,402	7,506	1,780	42,546
605_1005_002	Health Premium-Family		17,715	47,193	26,174	0
605_1005_003	Dental Premium-Employee		650	1,200	486	1,753
605_1005_004	Dental Premium-Family		875	900	428	0
605_1010_001	Life Insurance		190	255	162	222
Total			34,832	57,054	29,030	44,521
605_1015_001	Lagers-General		19,160	16,145	13,213	15,663
605_1015_004	Deferred Comp-Employer		1,950	2,600	1,325	1,950
Total			21,110	18,745	14,538	17,613
605_1020_001	FICA-Employer		12,075	8,725	5,784	4,685
605_1020_002	Medicare-Employer		2,825	2,045	1,355	1,096
605_1020_003	Unemployment Compensation		1,950	1,410	1,010	465
605_1020_004	Workman's Compensation		6,109	4,270	10,549	10,578
Total Payroll			22,959	16,450	18,699	16,824
605_1025_001	Employee-Uniforms		2,200	2,200	1,913	2,500
605_1025_002	Employee-		150	150	75	150
605_1025_005	Employee-Training		100	100	0	1,000
Total			2,450	2,450	1,988	3,650
Total			276,056	235,398	173,709	211,070
605_2005_000	Capital Exp-Land and Improvement		0	0	0	0
605_2010_000	Capital Exp-Building and		0	0	0	0
605_2015_000	Capital Exp-Furniture and Fixtures		0	0	0	807
605_2020_000	Capital Exp-Machinery and		3,152	8,106	4,045	0
605_2025_000	Capital Exp-Vehicles		26,000	0	0	0
Total Capital			29,152	8,106	4,045	807
605_5015_001	Utilities-Cell Phones		2,400	2,400	2,133	0
Total			2,400	2,400	2,133	0

60 - 320 - Facilities Management			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
605_6000_001	Prof Services-Legal		250	0	0	0
605_6000_007	Prof Services-Toxicology Testing		400	400	163	400
605_6000_008	Prof Services-MSHP Background		150	150	2	150
605_6000_011	Prof Services-Dues/License		100	100	11	100
605_6000_013	Prof Service-Studies		1,350	1,000	243	1,000
605_6000_015	Prof Service-Service Contracts		200	65,500	457	500
605_6000_018	Prof Service-Damage Claims		250	1,200	400	1,200
Total			2,700	68,350	1,276	3,350
605_6005_001	Insurance-Vehicle		3,875	3,650	4,109	3,650
605_6005_002	Insurance-Equipment		335	595	235	600
Total			4,210	4,245	4,343	4,250
605_6010_001	Advertising-Public Notices		0	0	45	0
605_6010_002	Advertising-Employee Recruitment		50	50	0	50
Total			50	50	45	50
605_6020_001	Software-Purchase		3,528	0	1,128	0
605_6020_003	Software-Agreement		0	2,030	0	2,000
Total			3,528	2,030	1,128	2,000
Total			10,488	74,675	6,792	9,650
605_7000_001	Supplies-Operational		500	500	498	500
605_7000_002	Supplies-Computer Accessories		0	0	250	1,000
605_7000_004	Supplies-Small Tools		500	400	381	2,500
605_7005_003	Supplies-Postage		0	0	1	0
605_7015_003	Supplies-First Aid		0	0	0	200
605_7015_004	Supplies-Safety		500	500	400	500
Total			1,500	1,400	1,530	4,700
605_8000_001	Tools-Repair		0	0	0	500
605_8000_002	Tools- Maintenance		500	400	425	500
605_8000_003	Tools-Supplies		1,000	300	354	0
Total Tools &			1,500	700	779	1,000
605_8300_001	Equipment-Repair		3,000	1,500	3,487	1,500
605_8300_002	Equipment-Maintenance		1,500	1,000	981	1,000
605_8300_003	Equipment-Supplies		1,700	1,000	955	0
605_8300_006	Equipment-Rental		0	0	18	0
Total			6,200	3,500	5,441	2,500

60 - 320 - Facilities Management			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
605	8600_001	Vehicle-Repair	1,000	1,000	700	1,500
605	8600_002	Vehicle-Maintenance	500	500	588	750
605	8600_004	Vehicle-Equipment	500	1,500	750	1,000
605	8600_005	Vehicle-Fuel	5,000	5,000	2,593	4,000
	Total		7,000	8,000	4,631	7,250
	Total		334,296	334,180	199,060	236,977
	Change in		(334,296)	(334,180)	(199,060)	(236,977)

Janitorial

This program was established to ensure a sanitary working environment for staff, citizens, and visitors.

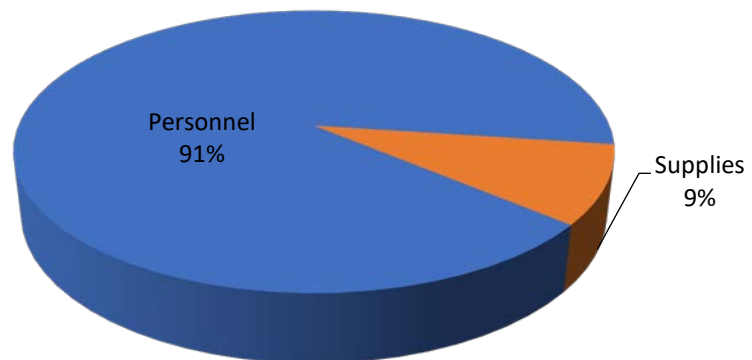
Fiscal Year 2020 Accomplishments:

While providing quality services, Janitorial Services was able to stay within the budgeted amount and still maintain minimal quantiles of chemicals used to clean the buildings.

Fiscal Year 2021 Goals:

- I. **Goal:** Provide quality services while staying within budgeted amount.
Strategy: Maintain each building's chemical usage to a minimum quantity while still providing quality results.
Budgetary Factor: None.
- II. **Goal:** Continue to provide maintenance on the floors and fixtures.
Strategy: Ensure the floors are buffed on a regular basis.
Budgetary Factor: None.

Janitorial Service Expense by Category \$58,484



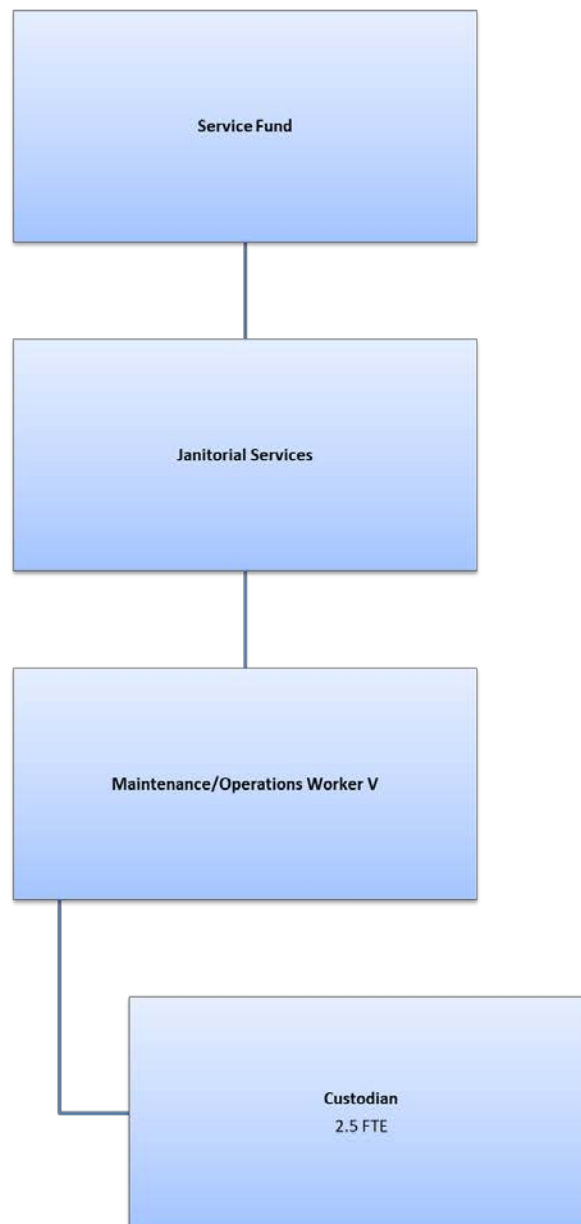
Performance Measurements:

	2016	2017	2018	2019	Estimated 2020
Cleanliness Quality	70%	80%	80%	80%	90%
Customer Satisfaction	85%	90%	90%	90%	90%
Financial Metrics	90%	90%	90%	90%	90%

Previous Years' Goals:

- I. Goal: Provide quality services while staying within budgeted amount.
Status: On going.
- II. Goal: Continue to provide maintenance of the floors and fixtures.
Status: On going.

Janitorial Service Organizational Chart



60 - 325 - Janitorial Services			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
605_1000_001	Fulltime Salary		0	0	0	0
605_1000_002	Part Time Salary		45,805	48,805	33,580	52,985
	Total Salaries		45,805	48,805	33,580	52,985
605_1010_001	Life Insurance		0	0	0	250
	Total		0	0	0	250
605_1020_001	FICA-Employer		2,840	3,030	1,871	0
605_1020_002	Medicare-Employer		665	710	438	0
605_1020_003	Unemployment Compensation		460	490	334	0
605_1020_004	Workman's Compensation		0	0	0	0
	Total Payroll		3,965	4,230	2,643	0
605_1025_001	Employee-Uniforms		500	500	0	0
	Total		500	500	0	0
	Total		50,270	53,535	36,222	53,234
605_6000_007	Prof Services-Toxicology Testing		70	70	61	0
605_6000_008	Prof Services-MSHP Background		50	50	0	0
	Total		120	120	61	0
	Total		120	120	61	0
605_7010_001	Supplies-Janitorial		1,000	1,000	67	750
605_7010_002	Supplies-Cleaning and Sanitation		4,500	4,500	4,347	4,500
605_7015_003	Supplies-First Aid		100	100	0	0
605_7015_004	Supplies-Safety		100	100	0	0
	Total		5,700	5,700	4,414	5,250
	Total		56,090	59,355	40,698	58,484
	Change in		(56,090)	(59,355)	(40,698)	(58,484)

Benefits Fund

The Benefit Fund is used to capture all the activity related to employee health insurance, Wellness Program, Local Government Employees Retirement System (LAGERS), Safety Program, unemployment, and worker's compensation. Each department contributes to this Fund during the payroll process.

FY 2020

Accomplishments:

During this fiscal year, the City of Lebanon enriched its fringe benefits to eligible employees. The Life and AD&D benefit increased from \$20,000 to \$25,000. Effective January 1, 2020, the City of Lebanon began offering Vision Insurance.

Fiscal Year 2021 Goals:

- I. **Goal:** Maintain financial stability of the City's partially self-funded health insurance fund.

Strategy:

- Retain a stable reserve position.
- Deliver fair and consistent insurance premium levels.
- Allocate insurance premiums based on relative loss experience and/or exposure

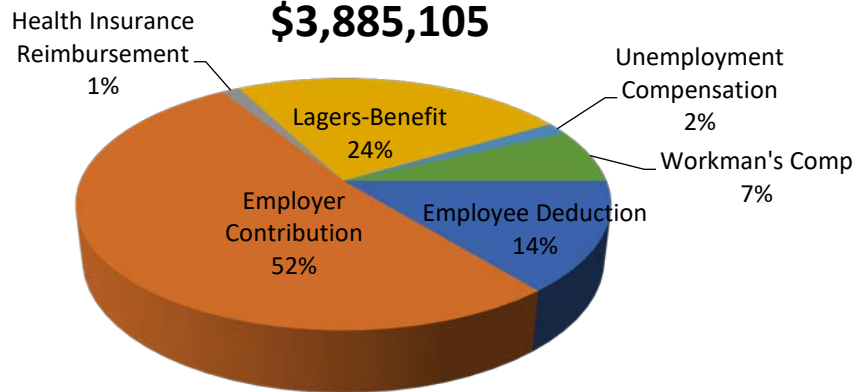
Budgetary Factor: Availability of funding.

- II. **Goal:** Promote a safe and healthy work environment for employees to experience job satisfaction in their achievements and contributions to the City's mission and vision.

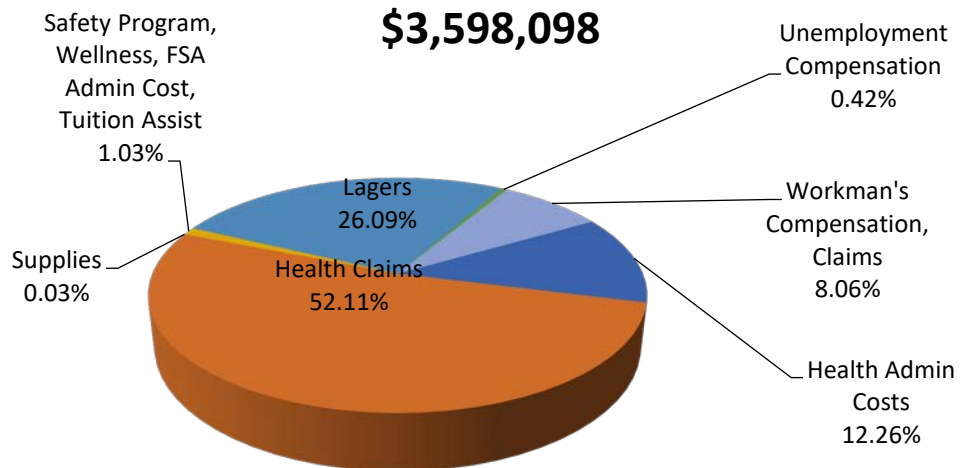
Strategy:

- Provide ongoing safety training.
- Report accidents/incidents in an accurate and timely manner.

Benefits Funds Available by Category \$3,885,105



Benefits Expense by Category \$3,598,098



- Increase employees' awareness and understanding of their individual safety responsibilities.
- Reduce costs associated with accidents by maintaining an active safety program that promotes a safe and healthy work environment that is committed to bringing injured employees back to work as quickly as possible following an injury or occupational disease.

Budgetary Factor: Availability of funding.

Benefits Fund Revenue and Expense by Category

Performance Measurements:

	9/19/2013	9/19/2014	7/01/2015	7/01/2016	7/01/2017	7/01/2018	7/01/2019
	—	—	—	—	—	—	—
Worker's Compensation (by policy year)	9/10/2014	7/01/2015	7/01/2016	7/01/2017	7/01/2018	7/01/2019	7/01/2020
Number of Claims	34	20	27	39	50	44	31
Total Claims	\$67,081	\$47,937	\$62,669	\$181,155	\$99,530	\$36,929	\$136,852

	7/01/2013	7/01/2014	7/01/2015	7/01/2016	7/01/2017	7/01/2018	7/1/2019
	—	—	—	—	—	—	6/30/20
Health Insurance (by policy year)	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	
Total Claims	\$1,260,875	\$1,085,441	\$1,425,554	\$1,640,611	\$1,375,187	\$1,274,254	\$1,571,111
Specific Deductible	\$70,000	\$70,000	\$70,000*	\$70,000*	\$70,000	\$70,000	\$70,000
Number of Enrollees 50% of Specific	7	2	5	7	5	6	9

*An enrollee has a laser of \$90,000 and is currently 50% of this amount

Previous Years' Goals:

- I. Goal: Promote a safe and healthy work environment for employees to experience job satisfaction in their achievements and contributions to the City's mission and vision.
Status: ONGOING
- II. Goal: Maintain financial stability of the City's partially self-funded health insurance fund.
Status: ONGOING

Benefits Fund Revenue and Expense by Category

Benefits Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$0	\$0	\$0	\$0
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$3,378,703	\$3,658,928	\$3,465,024	\$3,885,105
Other	\$0	\$0	\$10,967	\$0
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$3,378,703	\$3,658,928	\$3,475,991	\$3,885,105
Expenses				
Personnel	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0
Debt	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0
Professional Services	\$0	\$0	\$0	\$0
Supplies and Materials	\$0	\$0	\$0	\$0
Tools, Equipment, and Vehicles	\$0	\$500	\$3,688	\$1,000
Benefit Expense	\$2,653,003	\$3,213,173	\$3,466,642	\$3,597,098
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$0	\$0	\$0	\$0
Total Expenses	\$2,653,003	\$3,213,673	\$3,470,330	\$3,598,098

70 - 400 - Benefits			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
704	3010_003	Misc-Interest Income	0	0	10,967	0
	Total		0	0	10,967	0
	Total Service		0	0	10,967	0
704	9500_001	Health-Health Deduc. Family	413,932	482,719	411,233	546,992
704	9500_002	Health-Employee Benefits	1,771,700	1,927,770	1,676,300	2,019,215
704	9500_003	Health-Health Ins. Reimbursement	100,000	50,000	284,848	50,000
704	9505_001	Retirement-LAGERS	920,048	933,764	805,551	938,898
704	9510_001	Work Comp-Unemployment Comp	60,000	60,000	72,407	60,000
704	9510_002	Work Comp-Workman's Comp	173,159	204,675	214,686	270,000
	Total		3,438,839	3,658,927	3,465,024	3,885,105
	Total		3,438,839	3,658,927	3,475,992	3,885,105
705	7000_001	Supplies-Operational	1,000	500	3,688	1,000
	Total Supplies		1,000	500	3,688	1,000
705	9500_001	Health-Health Admin Cost	357,150	400,000	473,819	440,000
705	9500_003	Health-Employee Claims	1,615,534	1,615,534	1,920,928	1,875,000
705	9500_004	Health-FSA Admin Cost	1,200	1,200	1,200	1,200
	Total Health		1,973,884	2,016,734	2,395,948	2,316,200
705	9505_001	Retirement-LAGERS	920,048	933,764	805,551	938,898
	Total		920,048	933,764	805,551	938,898
705	9510_001	Work Comp-Unemployment Comp	15,000	15,000	12,550	15,000
705	9510_002	Work Comp-Workman's Comp	173,159	204,675	214,686	270,000
705	9510_003	Work Comp-Workman's Comp	12,000	20,000	9,511	20,000
	Total Workers		200,159	239,675	236,746	305,000
705	9515_001	Employee Relations-Tuition	7,000	7,000	8,000	12,000
705	9515_002	Employee Relations-Safety	8,000	8,000	13,255	15,000
705	9515_003	Employee Relations-Wellness	8,000	8,000	7,143	10,000
	Total		23,000	23,000	28,398	37,000
	Total		3,117,091	3,213,673	3,466,642	3,597,098
	Total		3,118,091	3,213,673	3,470,330	3,598,098
	Change in		320,748	445,254	5,661	287,008

Airport Fund

The Airport Fund is responsible for the maintenance, operation, and development of the Floyd W. Jones, Lebanon Airport. Expenditures from this fund provide materials, labor, and services that allow for staff to maintain the airport and ensure the safety of its patrons and users.

Expenditures

include the maintenance of and improvements to landside and airside pavement surfaces, hangars, navigational aids, and fueling facilities. Revenue sources include hangar and ground leases; aviation fuel

sales; and state and federal grants. The Airport Advisory Board is a group of citizens and City Council members that oversees staff and helps communicate the airport's current and future needs to city administration and City Council.

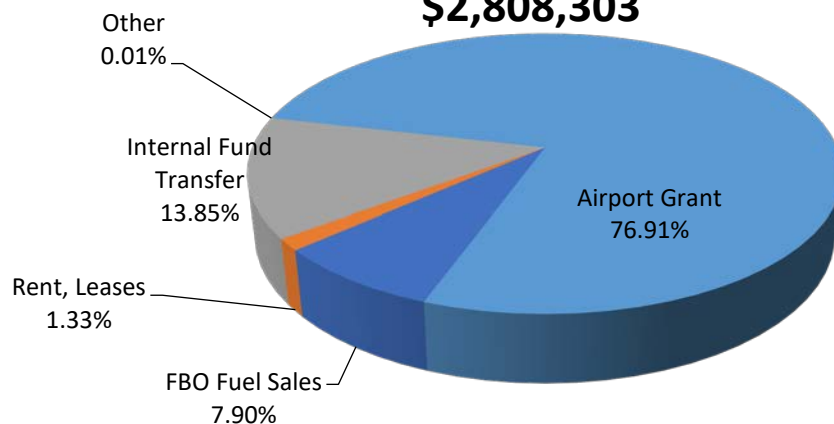
Fiscal Year 2020 Accomplishments:

The Floyd W Jones Lebanon Airport hosted two events, an appreciation day and a Santa Clause open house, to promote the airport in a positive manner for growth. The OTC aviation program at the airport is fully operational. A full-time airport supervisor position was hired during the fiscal year.

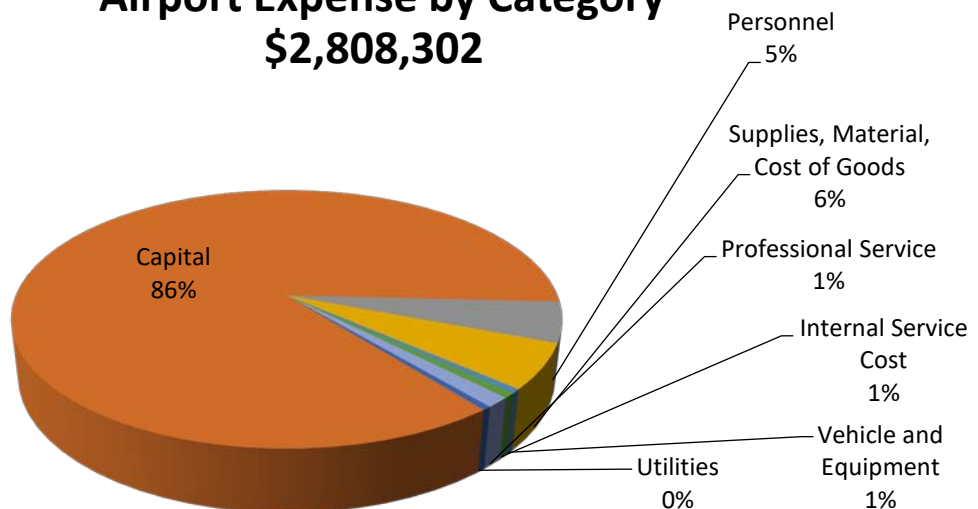
Fiscal Year 2021 Goals:

- I. **Goal:** Incorporate AVGas self-serve pumps for sport and hobby pilots.

Airport Revenue by Category
\$2,808,303



Airport Expense by Category
\$2,808,302



Strategy: A request for information was issued out and upon results a request for proposal shall be issued to select the contracted firm.

Budget Factor: This project will be funded by General Fund, Capital Tax, or MoDOT Aviation grant.

- II. **Goal:** Provide improvements to the runway through 90/10 state grant approved by MoDOT Aviation.

Strategy: Work with contractor to finalize the project and provide a safer runway for airport operations.

Budgetary Factor: Funding will come from both city funds and a 90/10 grant.

- III. **Goal:** Improve infrastructure deficiencies outlined by MoDOT Aviation inspection team.

Strategy: Use City owned equipment and manpower to complete the majority of projects required by MoDOT.

Budgetary Factor: Complete Airport Master Plan to highlight any other issues that require attention and funding.

Performance Measures:

	2017	2018	2019	2020	Estimated 2021
Jet Fuel Sales	41,000 gallons	33,000 gallons	35,429 gallons	41,186 gallons	37,000 gallons
100LL Sales	14,000 gallons	14,000 gallons	20,896 gallons	30,451 gallons	25,000 gallons
Hangar occupancy rates	95%	100%	100%	100%	100%
Customer service rating	90%	95%	95%	90%	95%

Previous Years' Goals:

- I. **Goal:** Remove 100LL fuel pumps and replace with self-serve pumps.
Status: A request for information has been issued and will provided date for the request for proposal. This project will carry over through FY21.
- II. **Goal:** Provide improvements to the runway through mill and overlay work.
Status: Mill and overlay is scheduled for July 2020. This project will be finished in FY21.
- III. **Goal:** Promote the Floyd W. Jones Airport as an asset to the community.
Status: Updated social media and webpage to include more information. The airport pushes our data throughout the Missouri Airport Managers Association as well. The Lebanon Bucks program has brought in new customers, which has helped the local community.

Airport Fund Revenue and Expense by Category

Airport Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$2,268,899	\$509,391	\$2,160,000
Service Charges	\$239,347	\$241,600	\$217,060	\$221,900
Rentals	\$30,685	\$42,000	\$37,250	\$37,250
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$891	\$1,350	\$4,901	\$225
Internal Service Revenue	\$415,663	\$276,504	\$327,117	\$388,928
Total Revenues	\$686,586	\$2,830,353	\$1,095,719	\$2,808,303
Expenses				
Personnel	\$144,893	\$143,434	\$177,961	\$142,161
Capital	\$140,464	\$34,804	\$52,393	\$2,427,738
Debt	\$1,558	\$12,750	\$25,917	\$0
Grants	\$127,553	\$2,352,399	\$530,153	\$0
Utilities	\$11,821	\$13,150	\$12,398	\$12,750
Professional Services	\$40,791	\$21,080	\$48,738	\$35,375
Supplies and Materials	\$165,054	\$182,870	\$169,093	\$158,150
Tools, Equipment, and Vehicles	\$9,775	\$11,050	\$20,250	\$14,050
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$44,678	\$58,816	\$58,816	\$18,078
Total Expenses	\$686,587	\$2,830,353	\$1,095,719	\$2,808,302

Airport Organizational Chart



73 - 100 - Airport General			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
734	2005_002	Grants-Capital Rev	535,517	2,268,899	509,391	2,160,000
	Total Grant		535,517	2,268,899	509,391	2,160,000
	Total		535,517	2,268,899	509,391	2,160,000
734	3000_022	Lubricant Sales	2,800	1,500	1,985	1,900
734	3000_026	Merchandise Sales	450	100	77	0
734	3000_027	Jet Fuel Sales	167,400	150,000	111,117	120,000
734	3000_028	100LL Fuel Sales	101,050	90,000	103,881	100,000
	Total Service		271,700	241,600	217,059	221,900
734	3005_001	Rentals-Building/Land	42,570	42,000	37,250	37,250
	Total Rental		42,570	42,000	37,250	37,250
734	3010_002	Misc-Donations	5,000	0	104	0
734	3010_006	Misc-Miscellaneous	250	200	200	175
734	3010_008	Misc-Gain/Loss-Asset Disposal	5,000	1,000	0	0
734	3010_012	Misc-Purchasing Card Rebate	65	150	97	50
734	3010_014	Misc-Insurance Recoveries	0	0	4,500	0
	Total		10,315	1,350	4,901	225
	Total Service		324,585	284,950	259,210	259,375
734	9999_001	Interfund Transfer	350,181	276,504	327,117	388,928
	Total Employee		350,181	276,504	327,117	388,928
	Total Revenues		1,210,283	2,830,353	1,095,718	2,808,303
735	1000_001	Fulltime Salary	94,759	72,153	98,248	80,298
735	1000_002	Part Time Salary	16,366	11,865	4,561	5,948
735	1000_004	On Call	2,264	2,349	8,055	0
735	1000_005	Fulltime Overtime	0	0	1,309	2,001
735	1000_006	Part Time Overtime	0	0	0	0
	Total Salaries -		113,389	86,368	112,172	88,247
735	1005_001	Health Premium-Employee	15,012	0	5,725	29,088
735	1005_002	Health Premium-Family	11,763	29,088	29,480	0
735	1005_003	Dental Premium-Employee	772	600	829	1,026
735	1005_004	Dental Premium-Family	0	600	0	0
735	1010_001	Life Insurance	180	190	171	139
	Total Benefits -		27,727	30,478	36,204	30,253

73 - 100 - Airport General			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
735_1015_001	Lagers-General		12,905	9,760	13,985	10,781
735_1015_004	Deferred Comp-Employer		650	650	900	650
Total Benefits -			13,555	10,410	14,885	11,431
735_1020_001	FICA-Employer		7,035	5,355	5,883	3,175
735_1020_002	Medicare-Employer		1,645	1,255	1,376	743
735_1020_003	Unemployment Compensation		1,135	865	1,119	460
735_1020_004	Workman's Compensation		4,505	7,253	5,437	6,302
Total Payroll Taxes			14,320	14,728	13,816	10,680
735_1025_001	Employee-Uniforms		250	250	295	250
735_1025_002	Employee-		375	200	253	200
735_1025_004	Employee-Travel/Hotel		5,000	1,000	335	750
735_1025_005	Employee-Training		750	0	0	250
735_1025_008	Employee-Hazmat Physicals		0	0	0	100
Total Employee -			6,375	1,450	883	1,550
Total Personnel			175,366	143,434	177,961	142,161
735_2005_000	Capital Exp-Land and		0	0	0	2,425,000
735_2010_000	Capital Exp-Building and		63,000	33,600	51,364	0
735_2015_000	Capital Exp-Furniture and		0	0	0	2,738
735_2020_000	Capital Exp-Machinery and		121,034	1,204	1,029	0
Total Capital			184,034	34,804	52,393	2,427,738
735_3025_000	Debt-Internal Obligation		12,750	12,750	25,917	0
Total Debt			12,750	12,750	25,917	0
735_4005_002	Grants-Capital Improvement		581,700	2,352,399	530,153	0
Total Grants -			581,700	2,352,399	530,153	0
Total Grants			581,700	2,352,399	530,153	0
735_5000_001	Utilities-Electric		7,000	8,000	7,178	7,500
735_5000_002	Utilities-Water		100	100	61	100
735_5000_003	Utilities-Sewer		150	150	69	100
735_5005_002	Utilities-Natural Gas		350	500	924	800
735_5010_001	Utilities-Landline and Fiber		3,500	2,800	3,170	3,200
735_5015_001	Utilities-Cell Phones		1,250	1,000	461	500
735_5025_001	Utilities-Solid Waste		600	600	536	550
Total Utilities			12,950	13,150	12,398	12,750

73 - 100 - Airport General			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
735_6000_003		Prof Services-Surveying	0	1,000	0	1,000
735_6000_007		Prof Services-Toxicology Testing	100	100	9	100
735_6000_008		Prof Services-MSHP Background	100	50	0	50
735_6000_011		Prof Services-Dues/License	0	200	75	200
735_6000_013		Prof Service-Studies	900	200	25	0
735_6000_014		Prof Service-Events and	5,000	1,000	523	1,500
735_6000_015		Prof Service-Service Contracts	3,500	0	31,477	15,000
735_6000_018		Prof Service-Damage Claims	1,000	500	0	0
735_6000_019		Prof Service-Credit Card Fee	5,000	5,000	5,262	5,000
Total Professional			15,600	8,050	37,371	22,850
735_6005_001		Insurance-Vehicle	2,775	2,915	2,509	2,750
735_6005_002		Insurance-Equipment	555	555	297	500
735_6005_003		Insurance-Building & Property	1,590	1,570	2,280	2,500
735_6005_007		Insurance-City Government	4,100	4,060	4,197	4,200
Total Insurance -			9,020	9,100	9,283	9,950
735_6010_001		Advertising-Public Notices	0	75	0	75
735_6010_002		Advertising-Employee	0	50	0	50
735_6010_003		Advertising-Print	0	1,500	365	1,000
735_6010_004		Advertising-Internet	100	250	0	250
735_6010_006		Advertising-Radio	750	100	26	100
Total Advertising -			850	1,975	391	1,475
735_6020_001		Software-Purchase	2,085	0	1,409	0
735_6020_003		Software-Agreement	0	2,030	282	1,100
Total Software -			2,085	2,030	1,691	1,100
Total Professional			27,555	21,155	48,738	35,375
735_7000_001		Supplies-Operational	2,500	2,000	1,349	1,700
735_7000_003		Supplies-Desk Accessories-Small	500	500	458	500
735_7000_004		Supplies-Small Tools	250	300	233	300
735_7005_001		Supplies-Printing	150	150	150	150
735_7005_003		Supplies-Postage	20	20	108	100
735_7005_004		Supplies-Paper	100	100	77	50
735_7010_002		Supplies-Cleaning and Sanitation	500	400	329	350
735_7010_003		Supplies-Break Room	1,200	1,200	906	1,000
Total Supplies			5,220	4,670	3,610	4,150
735_7500_004		Materials-Landscaping	250	250	247	250

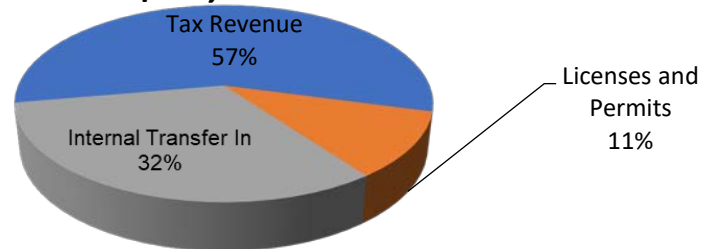
73 - 100 - Airport General			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
735_7510_001		Materials-Paint	1,000	250	0	200
735_7510_004		Materials-Hardware	500	300	261	250
735_7525_001		Materials-Infrastructure	1,000	1,000	1,000	1,000
735_7999_002		Cost of Goods Sold-Jet Fuel	112,000	110,000	77,783	67,200
735_7999_003		Cost of Goods Sold-100LL Fuel	76,750	65,000	83,197	82,000
735_7999_004		Cost of Goods Sold-Oil	2,100	1,300	2,931	3,000
735_7999_005		Cost of Goods Sold-Merchandise	300	100	65	100
Total Materials			193,900	178,200	165,483	154,000
735_8300_001		Equipment-Repair	5,000	5,000	10,511	7,500
735_8300_002		Equipment-Maintenance	1,500	1,300	5,119	3,500
735_8300_006		Equipment-Rental	0	250	120	250
Total Machinery &			6,500	6,550	15,750	11,250
735_8600_001		Vehicle-Repair	1,000	1,000	1,000	1,000
735_8600_002		Vehicle-Maintenance	2,000	2,000	2,000	0
735_8600_005		Vehicle-Fuel	750	1,500	1,500	1,800
Total Vehicles			3,750	4,500	4,500	2,800
735_9910_000		Internal Service-Personnel	6,558	58,816	58,816	0
73Facility_In		Facility Mgmt Allocation In	0	0	0	16,016
73Purchasing_In		Purchasing / Warehouse	0	0	0	2,063
Total Internal			6,558	58,816	58,816	18,078
Total Other			6,558	58,816	58,816	18,078
Total Expenses			1,210,283	2,830,353	1,095,718	2,808,303
Change in			0	0	0	0

Downtown Business District Fund

The Downtown Business District (DTBD) was established as a special business district in 1976 by petition of business owners and Ordinance 1979 of the City Council. The Downtown Business District Board of Directors is comprised of property owners or senior managers of businesses within the district boundaries and provides advice and guidance to the City Council related to the use of the DTBD fund. The DTBD fund is used to make capital improvements to the district, promote downtown through marketing and advertising, and maintain and provide landscaping and other beautification services. . The primary revenue sources for the Downtown Business District Fund are real property and business license taxes paid by property and business owners within the boundaries of the district, unless specifically exempted by statute.

Downtown Business Funds Available by Category

\$46,500

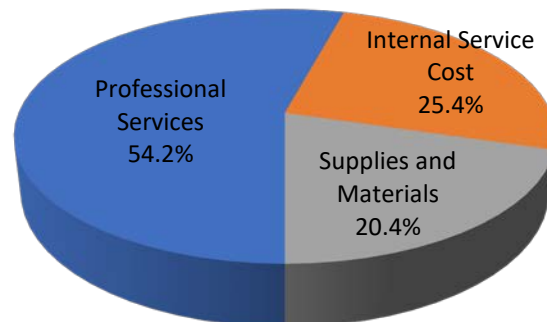


Fiscal Year 2020
Accomplishments:

The DTBD saw continuing accomplishments in the form of physical enhancements within the district in FY20. The DTBD contracted out lawn maintenance services to keep the area aesthetically pleasing.

Downtown Business Expense by Category

\$74,095



Fiscal Year 2021 Goals:

- I. **Goal:** Create and advertise a vacant properties list to inform new businesses of potential sites that may not current e on the market but with property owners with interest in selling.
Strategy: Develop a list of vacant properties and discuss wit the owner if they would be interested in selling. Continue to update the list as properties are bought or sold to provide current information to businesses. Additionally, provided new businesses with the DTBD welcome packet.

Budgetary Factor: Minimal. Possible low dollar cost to promote or advertise vacant properties.

- II. **Goal:** Expand Downtown event offerings.

Strategy: Work with various stakeholders to create, move, or improve events downtown and increase overall foot traffic and visibility for local businesses.

Budgetary Factor: Minimal. Possible low dollar sponsorship of events would be required.

- III. **Goal:** Achieve 100% remittance of business license taxes from eligible businesses.

Strategy: Work with the Office of the City Clerk and Finance Department to contact delinquent businesses identified as being required to pay. Conduct an annual tour of the DTBD boundaries to ascertain whether new businesses have opened, or old businesses have closed.

Budgetary Factor: Minimal. Some staff time will be required, but the overall project could improve the amount of revenue coming to fund 75.

Performance Measures:

	2015	2016	2017	2018	2019
Number of Tree Canopies Lit at Christmas	0	4	6	10	10
Number of Downtown Events	*	4	4	1	1
Number of Business Licenses Issued	107	94	99	94	106
Number of Welcome Packets Issued**	*	*	*	*	*

* No data available

** Program beginning in FY 2019

Previous Years' Goals:

- I. **Goal:** Create and advertise a vacant properties list to inform new businesses of potential sites that may not currently be on the market but with property owners with interest in selling.
Status: Ongoing.
- II. **Goal:** Expand Downtown event offerings.
Status: Downtown events were held including a Food Truck day and Christmas on Commercial Street. Additional events are planned for FY21.
- III. **Goal:** Achieve 100% remittance of business license taxes from eligible businesses.
Status: Staff continues to work with local merchants to ensure 100% remittance.

Downtown Business District Fund Revenue and Expense by Category

Downtown Business District Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$27,284	\$27,900	\$26,887	\$26,500
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$0	\$0	\$0	\$0
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$5,021	\$5,000	\$4,627	\$5,000
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$28,200	\$0
Internal Service Revenue		\$0		\$15,000
Total Revenues	\$32,305	\$32,900	\$59,714	\$46,500
Expenses				
Personnel	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$259	\$0
Debt	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0
Professional Services	\$6,080	\$11,145	\$12,563	\$40,180
Supplies and Materials	\$5,695	\$15,100	\$9,877	\$15,115
Tools, Equipment, and Vehicles	\$0	\$0	\$0	\$0
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$15,890	\$26,166	\$12,741	\$18,800
Total Expenses	\$27,665	\$52,411	\$35,440	\$74,095

75 - 500 - DTBD General Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
754	1000_003	Tax-Real Estate	26,000	25,500	25,570	25,500
754	1000_005	Tax-Financial Institute	2,400	2,400	1,317	1,000
	Total Tax		28,400	27,900	26,887	26,500
	Total Local		28,400	27,900	26,887	26,500
754	3010_002	Misc-Donations	0	0	8,050	0
754	3010_005	Misc-Agreements	0	0	20,150	0
	Total		0	0	28,200	0
	Total Service		0	0	28,200	0
754	4000_002	Licenses-Merchant	5,200	5,000	4,627	5,000
	Total License		5,200	5,000	4,627	5,000
	Total License		5,200	5,000	4,627	5,000
754	9999_001	Interfund Transfer	0	0	0	15,000
	Total		0	0	0	15,000
	Total		33,600	32,900	59,714	46,500
755	2005_000	Capital Exp-Land and	0	0	259	0
	Total Capital		0	0	259	0
755	6000_001	Prof Services-Legal	72	150	72	150
755	6000_011	Prof Services-Dues/License	0	0	275	0
755	6000_014	Prof Service-Events and Functions	1,200	1,200	2,509	2,500
755	6000_015	Prof Service-Service Contracts	200	9,700	8,366	37,500
755	6000_019	Prof Service-Credit Card Fee	30	65	88	0
755	6010_001	Advertising-Public Notices	0	0	365	0
755	6010_003	Advertising-Print	0	0	99	0
	Total		0	0	464	0
755	6020_001	Software-Purchase	750	0	758	0
755	6020_003	Software-Agreement	0	30	30	30
	Total		750	30	788	30
	Total		2,252	11,145	12,563	40,180
755	7000_001	Supplies-Operational	200	100	100	100
755	7005_002	Supplies-Mailing	0	0	0	15

75 - 500 - DTBD General Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	755_7005_003	Supplies-Postage	0	0	9	0
	Total Supplies		200	100	109	115
	755_7500_004	Materials-Landscaping	5,000	5,000	3,400	5,000
	755_7510_002	Materials-Signs	5,000	5,000	2,833	5,000
	755_7510_005	Materials-Fixtures	5,000	5,000	3,535	5,000
	Total		15,000	15,000	9,768	15,000
	755_9910_000	Internal Service-Personnel	23,160	26,166	12,741	0
75	Facility_In	Facility Mgmt Allocation In	0	0	0	18,800
	Total Internal		23,160	26,166	12,741	18,800
	Total Other		23,160	26,166	12,741	18,800
	Total		40,612	52,411	35,440	74,095
	Change in		(7,012)	(19,511)	24,274	(27,595)

Parks Fund

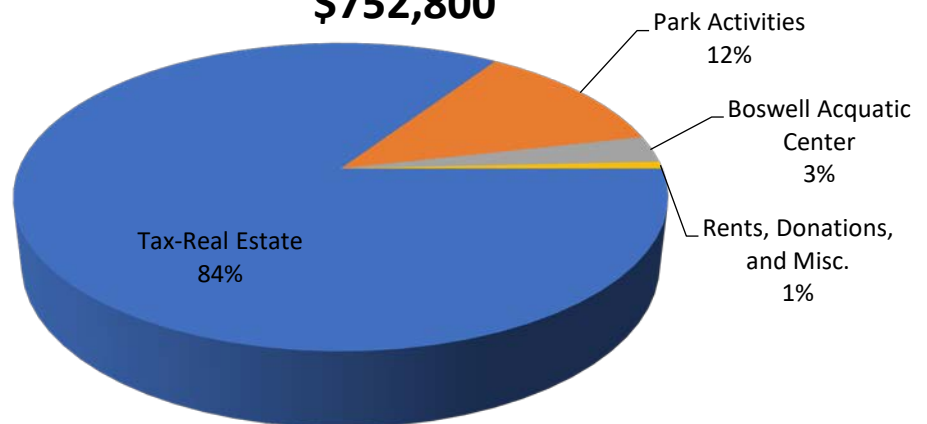
The Lebanon Parks Department is overseen by the Lebanon Park Board. The Park Board is created and empowered under Sections 90.500 through 90.570 of the Revised Statutes of the State of Missouri and Chapter 15 Article II Section 15-16 of the Code of Ordinances of the City of Lebanon.

The Parks Department gets its operational budget from a \$0.2607 ad valorem tax levy per \$100.00 of the assessed valuation of all taxable, tangible property within the City limits in addition to user fees. The Parks and Recreation Department is responsible for maintaining ten parks that cover over 185 acres.

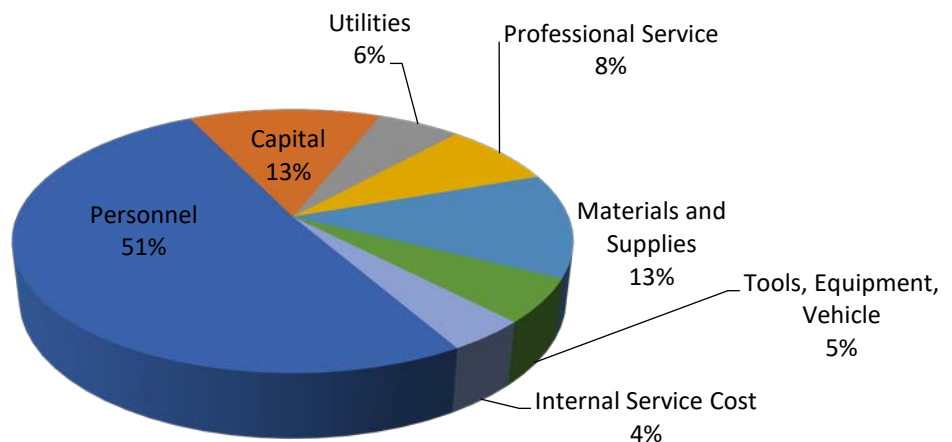
Located within these parks are the Veterans Fallen Warriors Memorial, 45 holes of disc golf, ten

baseball/softball fields, 10 playground areas which include 2 inclusive play areas and 4 accessible areas, 3 paved walking trails, 16 shelters/pavilions, the Winfrey Enrichment Center, the Boswell Aquatic Center, Nelson Lake, 2 sand volleyball courts, 2 tennis/ pickle ball courts, and a skate park.

Parks Funds Available by Category \$752,800



Parks Expense by Category \$911,909



Fiscal Year 2020 Accomplishments:

- I. Nelson Park and Sports Complex, collaboration between the City of Lebanon and the R-3 School District, was completed and opened for use
- II. Nelson Lake was separated from old Nelson Park and has been maintained for use by the citizens
- III. Continue to update park signage to include park hours, rules and other information important for users

Fiscal Year 2021 Goals:

- I. **Goal:** To improve customer perception and feeling of safety in our park system
Strategy: Expand lighting in parks so that all parks are adequately lit by FY22. Continue to install signage that provides park hours and rules. Install park designation signs at the park's main entrances. Collaborate with IT and the Police departments to perform safety inspections and gather recommendations for a comprehensive park's safety strategy.
Budgetary Factor: The main cost associated is the cost of LED lights, signs and infrastructure needed for improved IT services
- II. **Goal:** To provide a well maintained and aesthetically pleasing park system.
Strategy: In April 2018 the Park Board voted to implement a maintenance and safety program to create a maintenance and inspection schedule for park facilities. Park maintenance and inspection documents will be evaluated annually to assess items that may need to be updated. This program also establishes a regularly scheduled replacement of park equipment, buildings, infrastructure, shelters, concession stands, sport fields and playgrounds to ensure parks are maintained adequately. Playgrounds, shelters, concession stands, and sport fields will be maintained on a replacement schedule and become part of the CIP. Research and develop new locations for future parks. Gather input from the community, City Council, Police, Fire and other agencies on recommendations to the park system. Provide training to staff while ensuring there is adequate staffing to achieve park inspections.
Budgetary Factor: The main factors are engineering cost and the cost of replacing aging buildings, equipment and infrastructure
- III. **Goal:** Continue to develop an adequately equipped park system for all visitors with the focus on the youth.
Strategy: Survey different youth sport leagues after the season are complete to obtain recommendations. Present at various service clubs and seek ideas on changes. Review individual parks annually while updating the parks master plan to present to council. Maintain and expand employee training and certification to keep staff knowledge

current with best park practices set by MPRA and NPRA. Involve local youth through the student survey group developed by the Mayor, Parks and Lebanon R-3 school district.

Budgetary Factor: The cost of maintaining buildings, equipment and infrastructure as well as increasing cost of staff and their training will limit funds available for master planning and land purchases

Performance Measurements:

	2015	2016	2017	2018	2019
Baseball/Softball Tournaments	9	7	8	7	8
Shelter Rentals	111	125	118	134	127
BAC Attendance	11342	10276	9999	9412	8049
Youth League Participants*	N/A	555*	583*	551*	781
*Numbers are from USSSA league					

Previous Years' Goals:

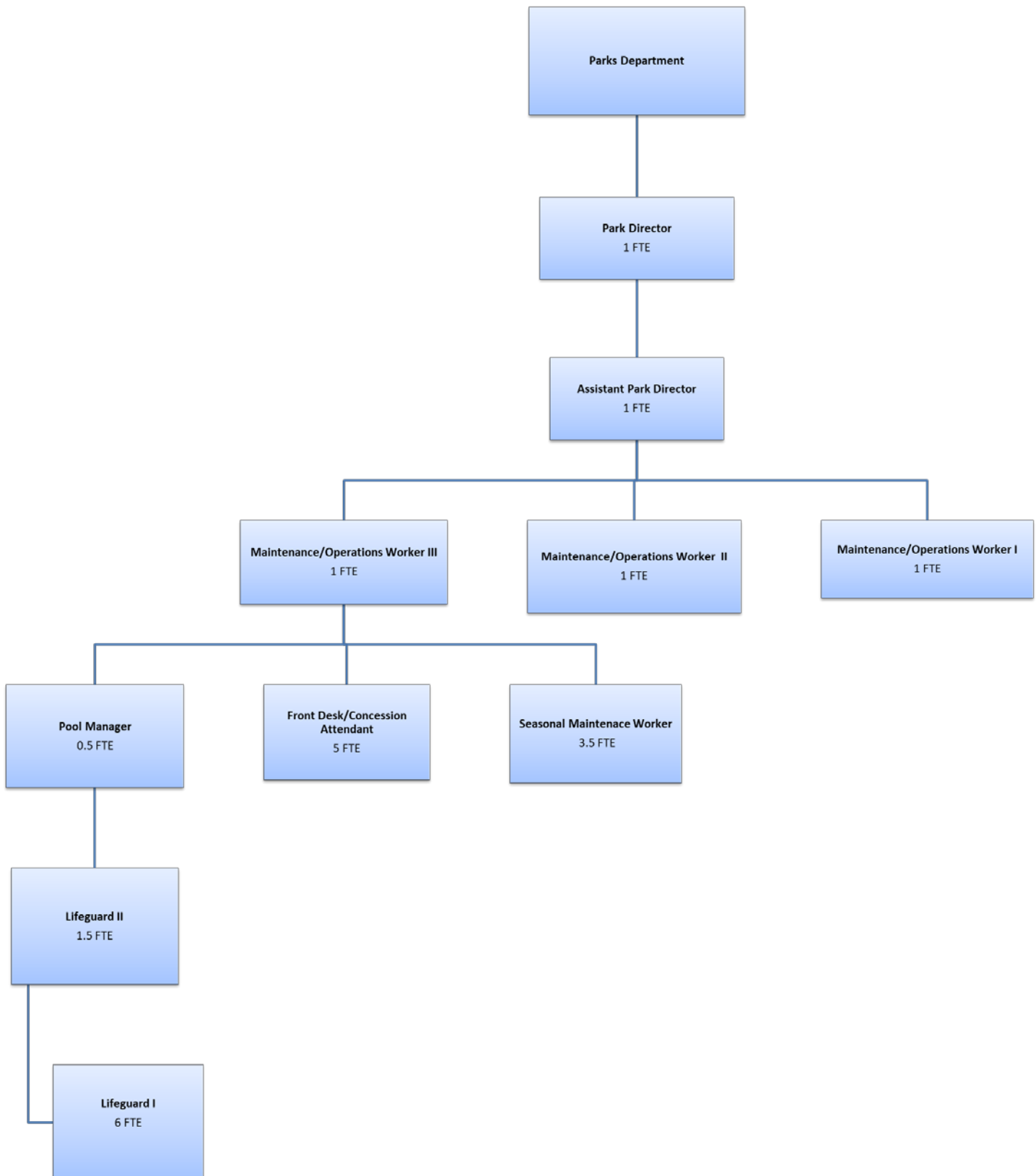
- I. Goal: To improve customer perception and feeling of safety in our park system
Status: On Going. Twelve lights were added to Gasconade Park. Add additional lighting and change existing lighting to LED lights on a park by park bases.
- II. Goal: Create and install park signage with hours and other pertinent information.
Status: Installed 24 signs the display the park hours and other visitor information. Installed 16 signs to inform visitors that they are on camera to prevent vandalism. Park designation signs were installed at main entrances to the parks. Complete Atchley office and Winfrey Enrichment Center signs were completed. Additional signage is scheduled to be completed per funding with the plan to complete one park per year.
- III. Goal: Develop a comprehensive park's safety strategy with the help of Lebanon IT and Police Departments.
Status: Police department will increase patrols to inspect the parks and make recommendations. IT is installing cameras and other monitoring devices.
- IV. Goal. To provide a well maintained and aesthetically pleasing park system
Status: On Going. Implementation of a maintenance and safety program to develop a inspection schedule for park facilities. Ensure staff deployment is efficient and effective to achieve park inspections. Following a regular scheduled replacement and renovation program to ensure park equipment, buildings, infrastructure, shelters and playgrounds are well maintained.
- V. Goal. Continue to develop an adequately equipped park system for all visitors with the focus on the youth.
Status: On Going. Continue to develop and adequately equipped park system for all visitors with an emphasis on the youth. Increase community involvement by holding at least two community engagement meetings annually. Using email surveys at Gasconade and WT Vernon parks to replace one meeting since we have data base for surveys. Speak

to the different service clubs and seek ideas from them as well as sending out surveys after meetings. The Park Board will review individual parks at least annually. Review and update the parks master plan and present to Council Maintain and expand employee training and certifications to maintain best practices by MPRA attendance, by maintaining AYS, CPO, CPSI, CPRP certifications. Working with existing community organizations and service clubs

Parks Fund Revenue and Expense by Category

Parks Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$632,189	\$620,000	\$636,340	\$635,000
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$120,157	\$104,250	\$69,506	\$108,300
Rentals	\$15,683	\$13,750	\$8,195	\$5,000
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$15,607	\$2,600	\$41,223	\$4,500
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$783,636	\$740,600	\$755,264	\$752,800
Expenses				
Personnel	\$379,113	\$425,423	\$414,446	\$466,548
Capital	\$160,937	\$319,306	\$177,946	\$120,807
Debt	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0
Utilities	\$55,362	\$50,100	\$47,576	\$51,900
Professional Services	\$104,712	\$78,735	\$77,867	\$71,295
Supplies and Materials	\$97,959	\$97,000	\$83,318	\$116,400
Vehicles	\$40,683	\$44,850	\$69,167	\$49,150
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$14,721	\$13,896	\$226,306	\$35,809
Total Expenses	\$853,487	\$1,029,310	\$1,096,626	\$911,909

Parks Organizational Chart



79 - 500 - Parks Operation and Administration			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
794	1000_003	Tax-Real Estate	615,000	620,000	636,340	635,000
	Total Tax		615,000	620,000	636,340	635,000
	Total Local		615,000	620,000	636,340	635,000
794	3000_026	Merchandise Sales	0	0	374	0
	Total Service		0	0	374	0
794	3005_001	Rentals-Building/Land	4,000	4,250	3,245	4,000
	Total Rental		4,000	4,250	3,245	4,000
794	3010_002	Misc-Donations	500	500	1,000	1,000
794	3010_003	Misc-Interest Income	0	0	3,226	0
794	3010_006	Misc-Miscellaneous	250	100	530	0
794	3010_008	Misc-Gain/Loss-Asset Disposal	1,000	1,000	(1,610)	0
794	3010_012	Misc-Purchasing Card Rebate	750	500	560	0
794	3010_014	Misc-Insurance Recoveries	0	0	11,922	0
	Total		2,500	2,100	15,628	1,000
	Total Service		6,500	6,350	19,247	5,000
794	5000_008	Misc - Donations	0	0	0	500
	Total Fines		0	0	0	500
	Total		621,500	626,350	655,587	640,500
795	1000_001	Fulltime Salary	207,978	153,307	159,722	162,901
795	1000_002	Part Time Salary	31,021	43,339	39,100	47,304
795	1000_005	Fulltime Overtime	3,195	1,993	1,766	1,069
795	1000_006	Part Time Overtime	607	756	878	1,239
	Total Salaries		242,801	199,395	201,466	212,513
795	1005_001	Health Premium-Employee	15,402	0	1,026	44,514
795	1005_002	Health Premium-Family	50,856	45,684	43,050	0
795	1005_003	Dental Premium-Employee	1,500	1,500	1,182	1,626
795	1005_004	Dental Premium-Family	250	450	428	0
795	1010_001	Life Insurance	315	255	252	500
	Total Benefits		68,323	47,889	45,938	46,640
795	1015_001	Lagers-General	28,090	20,345	20,863	21,480
795	1015_004	Deferred Comp-Employer	2,600	2,600	1,300	1,300
	Total Benefits		30,690	22,945	22,163	22,780

79 - 500 - Parks Operation and Administration			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	795_1020_001	FICA-Employer	15,055	12,365	11,115	7,340
	795_1020_002	Medicare-Employer	3,525	2,895	2,611	1,717
	795_1020_003	Unemployment Compensation	2,430	1,995	1,950	636
	795_1020_004	Workman's Compensation	7,211	8,558	10,996	12,748
	Total Payroll		28,221	25,813	26,672	22,441
	795_1025_001	Employee-Uniforms	2,500	2,500	2,346	2,500
	795_1025_002	Employee-	1,000	1,500	847	1,500
	795_1025_004	Employee-Travel/Hotel	2,250	2,750	954	2,750
	795_1025_005	Employee-Training	2,500	2,500	1,420	2,500
	795_1025_009	Employee-Tuition Assistance	0	0	0	2,500
	Total		8,250	9,250	5,566	11,750
	Total		378,285	305,292	301,805	316,124
	795_2005_000	Capital Exp-Land and	20,000	0	12,652	20,000
	795_2010_000	Capital Exp-Building and	45,000	40,000	34,585	65,000
	795_2015_000	Capital Exp-Furniture and Fixtures	5,000	0	0	807
	795_2020_000	Capital Exp-Machinery and	76,152	79,306	24,253	15,000
	795_2025_000	Capital Exp-Vehicles	24,000	0	0	0
	795_2030_000	Capital Exp-Infrastructure	0	200,000	106,424	0
	795_2999_000	Depreciation Expense	0	0	32	0
	Total Capital		170,152	319,306	177,946	100,807
	795_5000_001	Utilities-Electric	12,500	12,500	12,461	12,500
	795_5000_002	Utilities-Water	3,000	7,500	7,500	7,500
	795_5000_003	Utilities-Sewer	2,500	4,500	4,500	4,500
	795_5005_001	Utilities-Propane	1,500	1,500	2,264	2,000
	795_5010_001	Utilities-Landline and Fiber	1,500	2,000	1,368	2,000
	795_5015_001	Utilities-Cell Phones	2,750	3,000	3,576	3,500
	795_5020_001	Utilities-Internet	1,400	1,500	1,461	1,500
	795_5020_002	Utilities-Internet Mobile	600	600	600	0
	795_5025_001	Utilities-Solid Waste	3,500	3,500	5,609	5,000
	Total Utilities		29,250	36,600	39,338	38,500
	795_6000_001	Prof Services-Legal	1,000	1,000	6,466	1,000
	795_6000_002	Prof Services-Engineering	0	5,000	7,021	5,000
	795_6000_007	Prof Services-Toxicology Testing	300	500	500	500
	795_6000_008	Prof Services-MSHP Background	100	100	100	100
	795_6000_011	Prof Services-Dues/License	250	250	0	250

79 - 500 - Parks Operation and Administration			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	795_6000_013	Prof Service-Studies	6,480	5,000	58	1,000
	795_6000_015	Prof Service-Service Contracts	20,000	10,000	19,562	10,000
	795_6000_018	Prof Service-Damage Claims	0	250	250	250
	795_6000_019	Prof Service-Credit Card Fee	100	100	0	100
	Total		28,230	22,200	33,957	18,200
	795_6005_001	Insurance-Vehicle	3,010	3,180	3,180	3,180
	795_6005_002	Insurance-Equipment	690	700	700	700
	795_6005_003	Insurance-Building & Property	2,175	2,655	2,655	2,655
	Total		5,875	6,535	6,535	6,535
	795_6010_001	Advertising-Public Notices	0	0	59	100
	795_6010_003	Advertising-Print	1,000	750	656	350
	795_6010_004	Advertising-Internet	0	0	0	400
	Total		1,000	750	715	850
	Total		0	0	0	0
	795_6020_001	Software-Purchase	22,236	0	2,519	0
	795_6020_003	Software-Agreement	0	8,190	5,246	7,000
	Total		22,236	8,190	7,764	7,000
	Total		57,341	37,675	48,971	32,585
	795_7000_001	Supplies-Operational	2,500	3,000	4,131	4,000
	795_7000_002	Supplies-Computer Accessories	300	300	424	500
	795_7000_003	Supplies-Desk Accessories-Small	300	750	222	750
	795_7000_004	Supplies-Small Tools	2,500	2,500	4,420	3,500
	795_7005_001	Supplies-Printing	250	250	626	500
	795_7005_002	Supplies-Mailing	100	100	296	200
	795_7005_003	Supplies-Postage	100	100	172	200
	795_7005_004	Supplies-Paper	100	100	153	200
	795_7010_001	Supplies-Janitorial	3,500	3,500	3,492	3,500
	795_7010_002	Supplies-Cleaning and Sanitation	500	500	484	500
	795_7010_004	Supplies-Chemicals	750	750	719	750
	795_7015_001	Supplies-Medical	100	100	100	100
	795_7015_003	Supplies-First Aid	100	100	723	500
	795_7015_004	Supplies-Safety	500	500	1,398	500
	Total Supplies		11,600	12,550	17,358	15,700
	795_7500_002	Materials-Rock	1,500	750	493	750

79 - 500 - Parks Operation and Administration			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	795_7500_003	Materials-Concrete	2,000	1,500	1,167	1,500
	795_7500_004	Materials-Landscaping	5,000	5,000	3,155	4,000
	795_7505_002	Materials-Pipe-PVC	500	750	1,969	1,250
	795_7505_003	Materials-Pipe-Misc.	500	500	2,424	1,000
	795_7505_004	Materials-Pipe-Conduit	500	500	500	1,000
	795_7510_001	Materials-Paint	3,000	3,000	2,962	3,000
	795_7510_002	Materials-Signs	750	1,000	1,349	1,000
	795_7510_004	Materials-Hardware	1,500	1,500	1,660	1,500
	795_7510_005	Materials-Fixtures	0	0	0	500
	795_7510_006	Materials-Wire	1,800	2,500	2,442	2,500
	795_7510_007	Materials-Lumber	2,200	4,000	2,426	4,000
	795_7510_008	Materials-Steel	1,000	500	157	500
	795_7525_001	Materials-Infrastructure	0	10,000	3,726	10,000
	795_7999_005	Cost of Goods Sold-Merchandise	1,200	1,200	252	0
	Total		21,450	32,700	24,681	32,500
	795_8000_001	Tools-Repair	500	250	250	250
	795_8000_002	Tools- Maintenance	100	100	248	100
	795_8000_003	Tools-Supplies	2,500	2,500	5,864	3,000
	Total Tools &		3,100	2,850	6,362	3,350
	795_8300_001	Equipment-Repair	4,500	2,500	10,804	3,500
	795_8300_002	Equipment-Maintenance	3,500	2,500	4,163	2,500
	795_8300_003	Equipment-Supplies	1,200	1,000	1,331	1,000
	795_8300_004	Equipment-Equipment	1,500	1,500	3,417	2,500
	795_8300_005	Equipment-Fuel	5,000	6,000	5,807	6,000
	795_8300_006	Equipment-Rental	1,200	1,000	1,511	1,000
	Total		16,900	14,500	27,032	16,500
	795_8600_001	Vehicle-Repair	1,200	1,200	5,468	3,000
	795_8600_002	Vehicle-Maintenance	1,000	1,000	1,310	1,000
	795_8600_003	Vehicle-Supplies	300	300	300	300
	795_8600_004	Vehicle-Equipment	250	250	250	250
	795_8600_005	Vehicle-Fuel	10,000	10,000	8,947	10,000
	Total Vehicles		12,750	12,750	16,274	14,550
	795_9910_000	Internal Service-Personnel	36,050	13,896	26,306	0
	79CommDev_In	Code Administration Allocation In	0	0	0	2,613
	79Garage_In	Garage Allocation In	0	0	0	2,409
	79IT_In	IT Allocation In	0	0	0	25,824

79 - 500 - Parks Operation and Administration			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
79	Facility_In	Facility Mgmt Allocation In	0	0	0	838
79	Purchasing_In	Purchasing / Warehouse Allocation	0	0	0	4,125
	Total Internal		36,050	13,896	26,306	35,809
795	_9999_000	Interfund Transfer	0	0	200,000	0
	Total		0	0	200,000	0
	Total Other		36,050	13,896	226,306	35,809
	Total		736,878	788,119	886,073	606,425
	Change in		(115,378)	(61,769)	(230,487)	34,075

Boswell Aquatic Center

This program was established to manage expenses for recreational activities of the pool which is a public pool with daily visitor rates and is available for reservations.

79 - 515 - Boswell Aquatic Center			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
794	3000_023	Concession Sales	1,500	20,500	0	0
794	3000_025	Pool Admissions	25,000	20,000	18,026	20,000
794	3000_032	Concession Sales-Drinks	0	0	2,008	0
794	3000_033	Concession Sales-Food	0	0	3,649	0
794	3000_034	Concession Sales-Snacks	0	0	2,143	0
	Total Service		26,500	40,500	25,825	20,000
794	3005_007	Rentals-Parties	3,000	7,500	4,550	1,000
	Total Rental		3,000	7,500	4,550	1,000
	Total		0	0	0	0
	Total Service		29,500	48,000	30,375	21,000
	Total		29,500	48,000	30,375	21,000
795	1000_001	Fulltime Salary	0	0	0	0
795	1000_002	Part Time Salary	44,608	52,557	33,379	50,166
795	1000_005	Fulltime Overtime	0	0	0	0
795	1000_006	Part Time Overtime	557	948	646	914
	Total Salaries		45,165	53,506	34,026	51,080
795	1010_001	Life Insurance	0	0	0	999
	Total Benefits		0	0	0	999
795	1020_001	FICA-Employer	2,805	3,320	2,222	3,178
795	1020_002	Medicare-Employer	655	780	521	740
795	1020_003	Unemployment Compensation	455	540	160	510
795	1020_004	Workman's Compensation	0	1,761	2,195	2,546
	Total Payroll		3,915	6,401	5,097	6,974
795	1025_001	Employee-Uniforms	1,200	1,500	1,480	1,500
795	1025_005	Employee-Training	2,000	2,000	1,750	2,000
	Total		3,200	3,500	3,230	3,500
	Total		52,280	63,406	42,352	62,553

79 - 515 - Boswell Aquatic Center			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
795_2020_000	Capital Exp-Machinery and		5,000	0	0	20,000
	Total Capital		5,000	0	0	20,000
795_5000_001	Utilities-Electric		6,000	6,000	2,027	4,000
795_5000_002	Utilities-Water		3,000	5,000	5,198	5,000
795_5000_003	Utilities-Sewer		500	0	0	0
795_5010_001	Utilities-Landline and Fiber		200	500	97	372
795_5020_001	Utilities-Internet		750	1,000	316	400
795_5025_001	Utilities-Solid Waste		500	500	200	500
	Total Utilities		10,950	13,000	7,838	10,272
795_6000_007	Prof Services-Toxicology Testing		750	750	502	750
795_6000_008	Prof Services-MSHP Background		500	500	230	500
	Total		1,250	1,250	732	1,250
795_6005_003	Insurance-Building & Property		6,165	5,960	5,960	5,860
	Total		6,165	5,960	5,960	5,860
795_6010_002	Advertising-Employee Recruitment		500	500	0	250
795_6010_006	Advertising-Radio		500	500	300	500
	Total		1,000	1,000	300	750
	Total		8,415	8,210	6,992	7,860
795_7010_004	Supplies-Chemicals		3,000	6,000	10,894	8,050
795_7999_001	Cost of Goods Sold Concessions		0	12,750	0	0
	Total Supplies		3,000	18,750	10,894	8,050
795_8300_001	Equipment-Repair		1,500	1,500	1,055	1,500
795_8300_002	Equipment-Maintenance		1,000	1,000	700	1,000
795_8300_003	Equipment-Supplies		2,000	2,000	6,895	2,000
795_8300_004	Equipment-Equipment		0	2,500	4,745	2,500
795_8300_006	Equipment-Rental		250	250	18	250
	Total		4,750	7,250	13,413	7,250
	Total		84,395	110,616	81,489	115,985
	Change in		(54,895)	(62,616)	(51,114)	(94,985)

Park Activities

This program was established to manage expenses for recreational activities

79 - 520 - Parks Activities			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
794_3000_010	Park Activities		28,500	35,000	24,709	35,000
794_3000_023	Concession Sales		1,000	28,750	0	0
794_3000_026	Merchandise Sales		0	0	500	1,300
794_3000_032	Concession Sales-Drinks		0	0	8,926	22,000
794_3000_033	Concession Sales-Food		0	0	4,274	18,000
794_3000_034	Concession Sales-Snacks		0	0	4,898	12,000
Total Service			29,500	63,750	43,307	88,300
794_3005_001	Rentals-Building/Land		2,300	2,000	400	0
794_3005_002	Rentals-Contract Concessions		3,000	0	0	0
Total Rental			5,300	2,000	400	0
794_3010_006	Misc-Miscellaneous		7,500	500	25,595	0
Total			7,500	500	25,595	0
Total Service			42,300	66,250	69,302	88,300
794_5000_009	Misc - Sponsorships		0	0	0	3,000
Total Fines			0	0	0	3,000
Total			42,300	66,250	69,302	91,300
795_1000_001	Fulltime Salary		0	23,431	26,911	28,397
795_1000_002	Part Time Salary		15,819	23,172	25,642	45,247
795_1000_005	Fulltime Overtime		0	0	1,004	1,069
795_1000_006	Part Time Overtime		164	0	369	0
Total Salaries			15,983	46,603	53,925	74,713
795_1005_001	Health Premium-Employee		0	7,506	4,748	7,896
795_1005_003	Dental Premium-Employee		0	325	230	300
795_1010_001	Life Insurance		0	65	64	611
Total Benefits			0	7,896	5,042	8,807
795_1015_001	Lagers-General		0	3,070	3,803	3,860
795_1015_004	Deferred Comp-Employer		0	650	0	0
Total Benefits			0	3,720	3,803	3,860

79 - 520 - Parks Activities			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
795_1020_001	FICA-Employer		995	2,890	3,375	1,271
795_1020_002	Medicare-Employer		235	680	790	297
795_1020_003	Unemployment Compensation		160	470	481	205
795_1020_004	Workman's Compensation		0	1,761	2,428	2,546
Total Payroll			1,390	5,801	7,074	4,319
795_1025_001	Employee-Uniforms		500	500	345	500
795_1025_005	Employee-Training		100	100	100	100
Total			600	600	445	600
Total			17,973	56,724	70,289	92,299
795_5010_001	Utilities-Landline and Fiber		500	500	350	500
795_5015_001	Utilities-Cell Phones		0	0	50	500
Total Utilities			500	500	400	1,000
795_6000_005	Prof Services-Temporary		15,500	25,000	15,050	25,000
795_6000_007	Prof Services-Toxicology Testing		0	0	71	100
795_6000_008	Prof Services-MSHP Background		0	0	544	800
795_6000_011	Prof Services-Dues/License		100	100	25	100
Total			15,600	25,100	15,690	26,000
795_6005_019	Insurance-Agency Fees		0	250	250	250
795_6005_022	Insurance-Park Activities		0	7,500	5,822	3,500
Total			0	7,750	6,072	3,750
795_6010_003	Advertising-Print		0	0	0	250
795_6010_004	Advertising-Internet		0	0	0	250
795_6010_006	Advertising-Radio		0	0	0	250
Total			0	0	0	750
795_6015_004	Agreements 1		0	0	142	0
Total			0	0	142	0
Total			15,600	32,850	21,904	30,500
795_7000_001	Supplies-Operational		22,000	22,000	20,693	22,000
795_7000_006	Supplies-Uniforms		0	2,500	2,583	5,000
Total Supplies			22,000	24,500	23,275	27,000

79 - 520 - Parks Activities			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
795_7999_001	Cost of Goods Sold-Concessions		0	8,500	0	00
795_7999_005	Cost of Goods Sold-Merchandise		0	0	852	1,200
795_7999_008	Cost of Goods Sold-Drinks		0	0	2,500	12,000
795_7999_009	Cost of Goods Sold-Food		0	0	1,508	8,000
795_7999_010	Cost of Goods Sold-Snacks		0	0	2,250	10,000
Total			0	8,500	7,110	31,200
795_8300_001	Equipment-Repair		0	500	420	500
795_8300_004	Equipment-Equipment		0	6,500	5,426	6,500
795_8300_006	Equipment-Rental		500	500	240	500
Total			500	7,000	6,087	7,500
Total			56,573	130,574	129,065	189,499
Change in			(14,273)	(64,324)	(59,763)	(98,199)

Electric Fund

The Electric system for the City serves approximately 7,200 customers and is made up of 135 miles of 7.2 KV distribution and 40 miles of 69 KV transmission loop inter-connecting seven substations to three 69KV transmission lines linking to the Show-Me Transmission network. The city provides electric to most citizens within the city limits.

Fiscal Year 2020

Accomplishments: An electric system study was completed in the 2019 fiscal year that identified several

substation improvements, including two transformer replacements. The study also identified conductor upgrades and load transfers. Began the reconductoring of feeder 1040 and the replacement of three (3) GOAB switches on the 69kV grid.

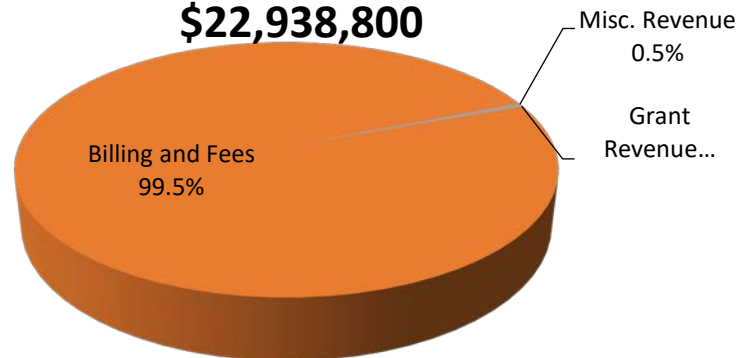
SCADA software and hardware improvements are underway.

Upgraded 10 transmission poles from wood to steel and changed out 49 distribution poles. Installed

breakers for relays in substations #5 & #6. Purchased a drone to be utilized in system inspections and an infrared camera to be utilized in substation inspections. Purchased aerial cable materials in preparation for annual projects. Finalized conversion of streetlights from HPS to LED. Started the installation of feeder swing panels in substations #1 & #2.

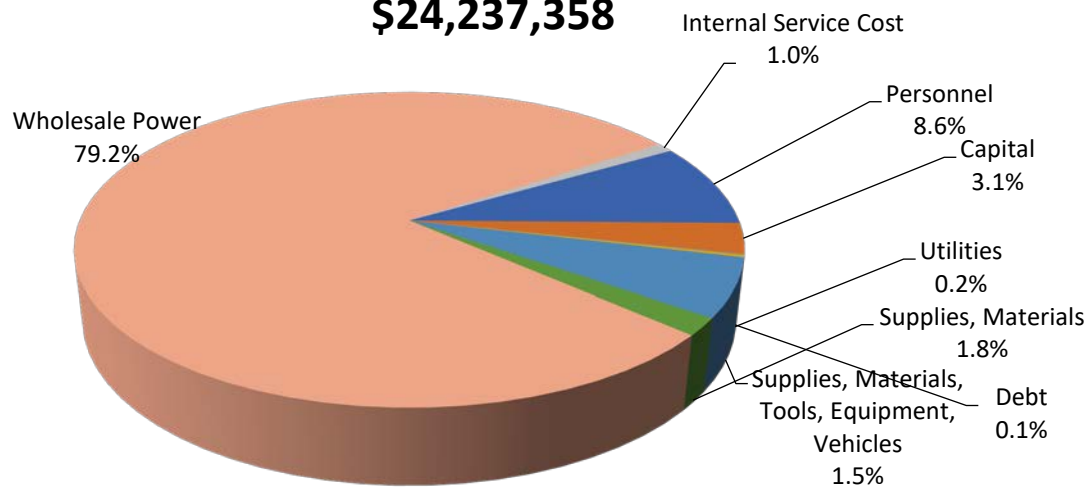
Electric Operating Funds Available by Category

\$22,938,800



Electric Operating Expense by Category

\$24,237,358



Fiscal Year 2021 Goals:

- I. **Goal:** Inspect utility infrastructure on a 5-year cycle and develop life cycle plan.
Strategy: Complete inspections on approximately 20% of utility infrastructure annually.
Budgetary Factor: None. Inspections to be performed by employees.
- II. **Goal:** Develop projects to make improvements to the distribution and substations infrastructure per the system load study completed in 2019.
Strategy: Review engineer recommendations and develop a strategy to incorporate future projects into CIP master document.
Budgetary Factor: Availability of funds, materials, and employees. Capital for engineering and material from reserves.
- III. **Goal:** Maintain adequate service and reliability standards within our substation distribution system.
Strategy: Implement a substation inspection program to reduce loss, prevent critical failures, and extend the life of our equipment.
Budgetary Factor: Availability of funds, materials, and employees. Capital for engineering and material from reserves.

Performance Measurements:

Calendar Year Performance	2016	2017	2018	2019	Estimated 2020
Number of LED fixtures installed	200	200	576	500	300
Number of HPS fixtures replaced	200	200	576	500	300
Transformers resized to match load	1	5	0	0	0
Number of AMR meters installed	3500	3500	7500	0	0
Number of Distribution Poles replaced	53	65	0	58	80
New Services Installed	61	75	45	75	50
Number of Service Work Orders	3272	3800	2400	2464	2500
Streetlight Installed or Repaired	231	325	233	270	200

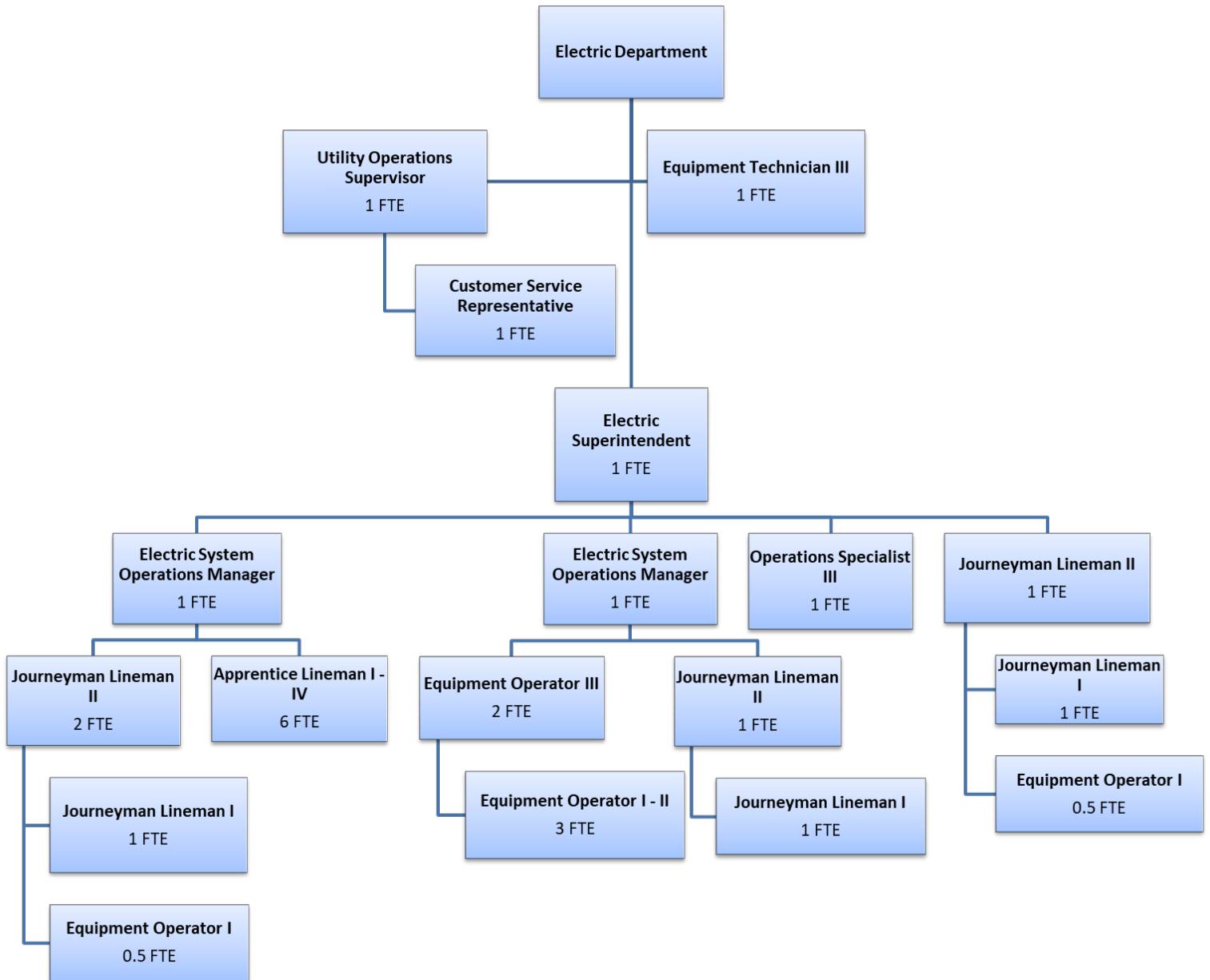
Previous Years' Goals:

- I. **Goal:** Decrease system outages.
Status: Outages decreased by approximately 40% through February 2020.
- II. **Goal:** Complete a load flow study modeling the electrical system that will identify future capacity and operation improvements.
Status: Study completed by Toth & Associates December 2019. Recommended improvements are being reviewed and incorporated into CIP.
- III. **Goal:** Continue collecting data on customer owned fixed generators and net metered customers.
Status: Database was created better enabling us to monitor our net metered customers through the implementation of our net metering system.

Electric Fund Revenue and Expense by Category

Electric Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$221,369	\$10,000	\$0
Service Charges	\$25,740,611	\$25,289,000	\$24,312,869	\$22,828,500
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$306,541	\$612,015	\$682,361	\$607,015
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$26,047,152	\$26,122,384	\$25,005,230	\$23,435,515
Expenses				
Personnel	\$1,598,371	\$1,856,180	\$1,746,541	\$2,073,264
Capital	\$728,504	\$3,635,300	\$4,598,237	\$2,081,652
Debt	\$1,366	\$30,440	\$3,289	\$30,440
Grants	\$0	\$0	\$0	\$0
Utilities	\$52,857	\$58,000	\$52,110	\$49,500
Professional Services	\$1,521,844	\$1,482,245	\$1,415,296	\$1,438,290
Supplies and Materials	\$20,681,445	\$20,925,200	\$20,213,660	\$19,555,960
Tools, Equipment, and Vehicles	\$125,225	\$132,500	\$110,421	\$99,950
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$104,928	\$232,003	\$232,003	\$233,302
Total Expenses	\$24,814,540	\$28,351,869	\$28,371,557	\$25,562,358

Electric Department Organizational Chart



80 - 200 - Electric Operating			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
804	2005_002	Grants-Capital Rev	476,741	221,369	10,000	0
	Total Grant		476,741	221,369	10,000	0
	Total		476,741	221,369	10,000	0
804	3000_011	Turn On Fees	22,000	10,000	600	0
804	3000_012	Customer Billing	23,600,000	23,945,000	23,034,319	21,550,500
804	3000_013	Penalties	250,000	200,000	184,238	200,000
804	3000_015	Meter Base Installation	35,000	35,000	23,700	30,000
804	3000_018	Telephone Phone Agreement	10,000	10,000	10,000	10,000
804	3000_019	Cable Pole Agreement	18,000	18,000	17,800	18,000
804	3000_030	Service Availabilty	900,000	1,055,000	1,009,465	1,000,000
804	3000_031	Utility Administration Fee	0	16,000	32,746	20,000
	Total Service		24,835,000	25,289,000	24,312,868	22,828,500
804	3010_003	Misc-Interest Income	0	0	2,160	0
804	3010_004	Misc-Investment Income	90,000	75,000	148,902	100,000
804	3010_006	Misc-Miscellaneous	15,000	15,000	9,763	10,000
804	3010_008	Misc-Gain/Loss-Asset Disposal	25,000	25,000	10,104	0
804	3010_012	Misc-Purchasing Card Rebate	300	300	395	300
804	3010_014	Misc-Insurance Recoveries	0	0	14,322	0
	Total		130,300	115,300	185,646	110,300
	Total Service		24,965,300	25,404,300	24,498,515	22,938,800
	Total Revenues		25,442,041	25,625,669	24,508,515	22,938,800
805	1000_001	Fulltime Salary	869,567	938,080	896,755	1,114,217
805	1000_002	Part Time Salary	0	0	0	0
805	1000_004	On Call	28,834	31,361	24,396	0
805	1000_005	Fulltime Overtime	33,670	36,326	82,718	64,452
	Total Salaries -		932,071	1,005,767	1,003,869	1,178,669
805	1005_001	Health Premium-Employee	45,816	46,206	35,136	288,931
805	1005_002	Health Premium-Family	198,627	220,884	204,578	0
805	1005_003	Dental Premium-Employee	0	0	4,829	12,144
805	1005_004	Dental Premium-Family	4,450	5,250	464	0
805	1010_001	Life Insurance	1,135	1,135	1,116	1,138
	Total Benefits -		250,028	273,475	246,123	302,213
805	1015_001	Lagers-General	123,970	131,760	127,480	151,430
805	1015_004	Deferred Comp-Employer	10,400	11,700	6,483	8,775

80 - 200 - Electric Operating			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total Benefits -		134,370	143,460	133,963	160,205
805_1020_001	FICA-Employer		57,790	62,360	49,761	51,168
805_1020_002	Medicare-Employer		13,520	14,585	11,638	11,967
805_1020_003	Unemployment Compensation		9,325	10,060	10,060	4,157
805_1020_004	Workman's Compensation		25,275	22,298	18,922	25,058
	Total Payroll Taxes		105,910	109,303	90,381	92,350
805_1025_001	Employee-Uniforms		26,000	29,200	23,385	26,000
805_1025_002	Employee-		1,000	1,000	5,481	13,500
805_1025_003	Employee-Books		500	500	0	500
805_1025_004	Employee-Travel/Hotel		6,000	7,000	5,409	4,000
805_1025_005	Employee-Training		17,500	17,500	25,658	28,000
	Total Employee -		51,000	55,200	59,932	72,000
	Total Personnel		1,473,379	1,587,206	1,534,268	1,805,437
805_2015_000	Capital Exp-Furniture and		0	0	0	8,652
805_2020_000	Capital Exp-Machinery and		0	111,300	282,893	748,000
805_2025_000	Capital Exp-Vehicles		253,000	463,000	207,642	0
805_2999_000	Depreciation Expense		0	0	49	0
	Total Capital		253,000	574,300	490,584	756,652
805_3020_000	Debt-Lease Purchase		30,440	30,440	30,436	30,440
805_3020_001	Contra- Debt Lease Purchase		0	0	(27,147)	0
	Total Debt		30,440	30,440	3,289	30,440
805_4005_002	Grants-Capital Improvement		476,741	0	0	0
	Total Grants -		476,741	0	0	0
	Total Grants		476,741	0	0	0
805_5000_001	Utilities-Electric		45,000	45,000	45,000	43,000
805_5000_002	Utilities-Water		250	250	250	250
805_5000_003	Utilities-Sewer		250	250	250	250
805_5015_001	Utilities-Cell Phones		7,000	7,000	3,552	4,000
805_5020_002	Utilities-Internet Mobile		4,500	4,500	2,040	2,000
	Total Utilities		57,000	57,000	51,093	49,500
805_6000_001	Prof Services-Legal		6,000	6,000	2,403	3,500
805_6000_002	Prof Services-Engineering		50,000	50,000	24,881	25,000
805_6000_003	Prof Services-Surveying		1,500	1,500	0	1,500

80 - 200 - Electric Operating			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
805_6000_007	Prof Services-Toxicology Testing		500	500	500	500
805_6000_008	Prof Services-MSHP Background		100	100	15	100
805_6000_009	Prof Services-Collection Agency		1,500	1,500	847	1,500
805_6000_011	Prof Services-Dues/License		10,000	10,000	1,597	10,000
805_6000_013	Prof Service-Studies		29,625	0	276	0
805_6000_015	Prof Service-Service Contracts		25,000	25,000	75,240	90,000
805_6000_017	Prof Service-PILOT		1,180,000	1,197,250	1,151,716	1,127,500
805_6000_018	Prof Service-Damage Claims		3,000	3,000	103	1,060
805_6000_019	Prof Service-Credit Card Fee		50,000	65,000	76,869	75,000
Total Professional			1,357,225	1,359,850	1,334,447	1,335,660
805_6005_001	Insurance-Vehicle		23,955	24,040	23,300	23,500
805_6005_002	Insurance-Equipment		2,385	2,705	2,905	3,000
805_6005_003	Insurance-Building & Property		7,100	7,300	10,774	11,000
805_6005_007	Insurance-City Government		26,970	24,530	24,349	24,600
Total Insurance -			60,410	58,575	61,328	62,100
805_6010_001	Advertising-Public Notices		0	0	2,188	1,500
805_6010_002	Advertising-Employee		1,200	1,200	0	600
805_6010_003	Advertising-Print		500	500	147	200
805_6010_006	Advertising-Radio		0	0	343	150
Total Advertising -			1,700	1,700	2,679	2,450
805_6020_001	Software-Purchase		10,971	0	9,217	4,000
805_6020_002	Software-Upgrade		0	50,000	0	10,000
805_6020_003	Software-Agreement		0	11,820	7,388	13,580
Total Software -			10,971	61,820	16,605	27,580
Total Professional			1,430,306	1,481,945	1,415,059	1,427,790
805_7000_001	Supplies-Operational		7,500	8,000	7,887	8,000
805_7000_002	Supplies-Computer Accessories		0	0	400	1,500
805_7000_003	Supplies-Desk Accessories-Small		200	1,000	1,044	1,500
805_7000_004	Supplies-Small Tools		4,000	5,000	5,657	7,000
805_7005_001	Supplies-Printing		0	50	56	60
805_7005_002	Supplies-Mailing		2,200	2,200	721	2,200
805_7005_003	Supplies-Postage		12,000	12,000	223	5,000
805_7005_004	Supplies-Paper		450	450	450	450
805_7005_005	Supplies-Forms		1,000	1,000	0	1,000
805_7005_006	Supplies-Promo-Education		40,000	40,000	8,224	20,000
805_7015_004	Supplies-Safety		10,000	35,000	35,000	25,000

80 - 200 - Electric Operating			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
805_7025_001		Wholesale Power-Demand	6,006,000	5,200,000	5,036,132	5,040,000
805_7025_002		Wholesale Power-Energy	13,400,000	13,950,000	13,622,325	12,834,000
805_7025_003		Wholesale Power-Transmission	1,350,000	1,350,000	1,187,322	1,250,000
Total Supplies			20,833,350	20,604,700	19,905,442	19,195,710
805_7500_000		Materials-General	0	0	1,725	0
805_7500_001		Materials-Asphalt	2,000	2,000	300	2,000
805_7500_002		Materials-Rock	3,500	3,500	2,187	2,500
805_7500_003		Materials-Concrete	3,500	3,500	1,505	1,500
805_7505_004		Materials-Pipe-Conduit	15,000	15,000	12,498	15,000
805_7505_005		Materials-Poles	5,000	5,000	2,329	5,000
805_7505_007		Materials-Pupi Arms	0	0	0	25,000
805_7505_008		Materials-Cutouts	0	0	0	10,000
805_7510_003		Materials-Fittings	5,000	5,000	4,583	5,000
805_7510_004		Materials-Hardware	20,000	35,000	32,733	35,000
805_7510_006		Materials-Wire	20,000	20,000	29,879	35,000
805_7510_010		Materials-Street Lights	0	0	0	15,000
805_7510_011		Materials-Wildlife Protection	0	0	0	20,000
805_7515_001		Materials-Transformers	150,000	100,000	139,351	100,000
805_7515_002		Materials-Substation	10,000	29,000	11,569	14,000
805_7520_001		Materials-Meters	35,000	35,000	26,345	25,000
805_7525_001		Materials-Infrastructure	30,000	30,000	32,464	30,000
805_7530_001		Materials-Scada	25,000	25,000	4,500	10,000
Total Materials			324,000	308,000	301,968	350,000
805_8000_001		Tools-Repair	500	500	500	500
805_8000_002		Tools- Maintenance	1,500	1,500	1,500	1,500
805_8000_003		Tools-Supplies	10,000	10,000	9,825	0
Total Tools &			12,000	12,000	11,825	2,000
805_8300_001		Equipment-Repair	5,000	12,500	15,748	12,500
805_8300_002		Equipment-Maintenance	20,000	20,000	11,079	12,000
805_8300_003		Equipment-Supplies	5,000	7,500	7,683	5,000
805_8300_005		Equipment-Fuel	2,000	2,000	100	1,500
805_8300_006		Equipment-Rental	10,000	10,000	0	0
Total Machinery &			42,000	52,000	34,610	31,000
805_8600_001		Vehicle-Repair	2,000	4,000	3,382	4,000
805_8600_002		Vehicle-Maintenance	12,000	15,000	15,000	15,000
805_8600_004		Vehicle-Equipment	5,000	5,000	5,000	5,000

80 - 200 - Electric Operating			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
80	5_8600_005	Vehicle-Fuel	22,000	25,000	20,013	20,000
	Total Vehicles		41,000	49,000	43,395	44,000
80	5_9910_000	Internal Service-Personnel	155,255	232,003	232,003	0
80	CommDev_In	Code Administration Allocation	0	0	0	61,517
80	Garage_In	Garage Allocation In	0	0	0	52,844
80	IT_In	IT Allocation In	0	0	0	38,277
80	Facility_In	Facility Mgmt Allocation In	0	0	0	9,840
80	Janitorial_In	Janitorial Allocation In	0	0	0	4,816
80	Purchasing_In	Purchasing / Warehouse	0	0	0	66,008
	Total Internal		155,255	232,003	232,003	233,302
	Total Interfund		0	0	0	0
	Total Other		155,255	232,003	232,003	233,302
	Total Expenses		25,128,471	24,988,594	24,023,535	23,925,830
	Change in		313,570	300,406	484,979	(987,030)

Electric Maintenance

This fund manages the expenses of utility right-of-way maintenance throughout the 135 miles of 7.2 Kv distribution and 40 miles of 69 Kv transmission electric systems.

Fiscal Year 2020
Accomplishments:

Completed the trimming and inspection of feeder 8020, the longest feeder within our distribution system.

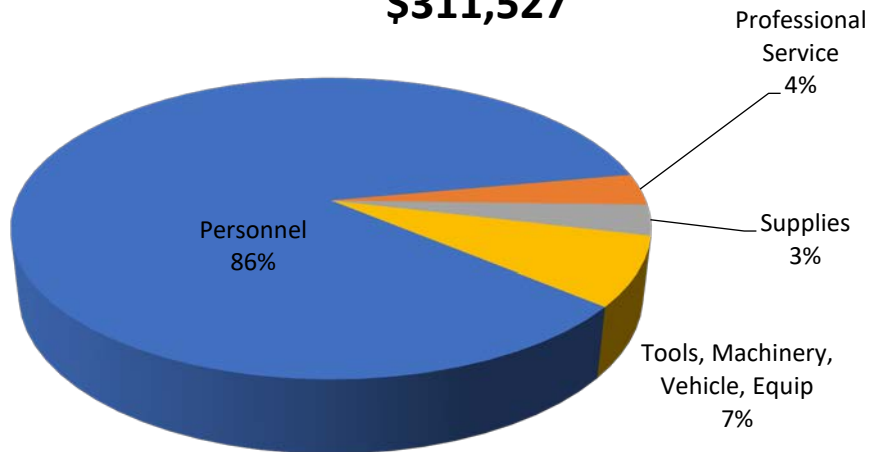
Two employees received their herbicide applicators licenses. Purchased a chipper with a winch and a mini skid with attachments that have allowed us to increase our productivity. Added two fulltime employees allowing the department to function with two full crews.

Fiscal Year 2021 Goals:

- I. **Goal:** Expand our herbicide application program to decrease the frequency of mechanical trimming and removal.
Strategy: Purchase herbicide spray equipment.
Budgetary Factor: Included in the FY21 budget.
- II. **Goal:** Increase reliability and decrease tree related outages by installing aerial cable.
Strategy: Purchased aerial cable materials in FY20 to begin annual projects.
Budgetary Factor: Included in CIP. Multiple year project.
- III. **Goal:** Increase crew productivity and safety by providing them with specialized equipment and continual training.
Strategy: Identify and purchase specialized equipment needed to perform safely and effectively. Continue training on cutting/rigging/roping techniques and the use of a bucket truck during trimming/removal.
Budgetary Factor: Included in FY21 budget.

Electric Maintenance Expense by Category

\$311,527



Performance Measurements:

Calendar Year Performance	2019	Estimated 2020
Feet of Cleared Lines	22,265	22,576
Number of Trees Removed	84	269
Cubic Yards Chipped	455	69
Square Feet of Herbicide Application	0	0
Number of Tree Related Outages	29	12

Previous Years' Goals:

- I. Goal: Expand scope of tree trimming services to include stump grinding.
Status: Stump grinding attachment purchased with mini skid.
- II. Goal: Expand our herbicide application program to decrease the frequency of mechanical trimming and removal.
Status: Two employees have obtained their applicators licenses.
- III. Goal: Reduce the number of tree related outages by 50 percent.
Status: Accomplished.

80 - 205 - Electric Maintenance			FY2019	FY2020	FY2020 Estimated	FY2021
Fund	Account	Account Name	Budget	Budget	Ending	Proposed
	805_1000_001	Fulltime Salary	128,507	130,478	133,612	163,386
	805_1000_002	Part Time Salary	21,121	32,645	0	0
	805_1000_005	Fulltime Overtime	7,414	7,528	543	9,843
	805_1000_006	Part Time Overtime	792	816	0	0
	Total		157,834	171,467	134,155	173,229
	805_1005_001	Health Premium-Employee	30,804	23,298	7,582	39,318
	805_1005_002	Health Premium-Family	0	11,763	28,504	0
	805_1005_003	Dental Premium-Employee	0	0	975	1,200
	805_1005_004	Dental Premium-Family	1,850	1,850	213	0
	805_1010_001	Life Insurance	255	255	264	278
	Total		32,909	37,166	37,538	40,795
	805_1015_001	Lagers-General	18,080	18,080	11,181	22,693
	805_1015_004	Deferred Comp-Employer	9,100	9,100	1,675	1,300
	Total		27,180	27,180	12,856	23,993
	805_1020_001	FICA-Employer	9,790	10,635	6,372	7,692
	805_1020_002	Medicare-Employer	2,290	2,490	1,492	1,799
	805_1020_003	Unemployment Compensation	1,580	1,715	1,343	1,097
	805_1020_004	Workman's Compensation	0	8,071	9,610	9,972

80 - 205 - Electric Maintenance			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total		13,660	22,911	18,817	20,561
805_1025_001	Employee-Uniforms		6,000	6,000	8,236	6,000
805_1025_002	Employee-		150	150	60	150
805_1025_003	Employee-Books		100	100	30	100
805_1025_005	Employee-Training		2,000	4,000	581	3,000
	Total		8,250	10,250	8,907	9,250
	Total		239,833	268,974	212,273	267,827
805_5015_001	Utilities-Cell Phones		0	0	18	0
805_5020_002	Utilities-Internet Mobile		0	1,000	1,000	0
	Total		0	1,000	1,018	0
805_6000_007	Prof Services-Toxicology Testing		0	200	200	200
805_6000_008	Prof Services-MSHP Background		0	100	37	100
805_6000_011	Prof Services-Dues/License		0	0	0	200
805_6000_015	Prof Service-Service Contracts		0	0	0	10,000
	Total		0	300	237	10,500
	Total		0	300	237	10,500
805_7000_001	Supplies-Operational		0	0	5	0
805_7000_002	Supplies-Computer Accessories		0	0	0	250
805_7000_004	Supplies-Small Tools		0	5,000	3,658	5,000
805_7010_004	Supplies-Chemicals		0	5,000	567	2,500
805_7015_004	Supplies-Safety		500	2,500	2,020	2,500
	Total		500	12,500	6,250	10,250
805_8000_001	Tools-Repair		250	500	500	500
805_8000_002	Tools- Maintenance		500	500	357	500
805_8000_003	Tools-Supplies		1,000	1,000	1,270	2,000
	Total Tools		1,750	2,000	2,127	3,000
805_8300_001	Equipment-Repair		2,500	4,000	10,439	8,000
805_8300_002	Equipment-Maintenance		1,000	1,000	262	2,000
805_8300_005	Equipment-Fuel		500	1,000	2,400	1,200
805_8300_006	Equipment-Rental		0	500	270	250
	Total		4,000	6,500	13,371	11,450
805_8600_001	Vehicle-Repair		500	4,500	0	2,500
805_8600_002	Vehicle-Maintenance		1,500	1,000	0	1,000

80 - 205 - Electric Maintenance			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	805_8600_004	Vehicle-Equipment	400	1,000	533	1,000
	805_8600_005	Vehicle-Fuel	4,500	4,500	4,560	4,000
	Total		6,900	11,000	5,093	8,500
	Total		252,983	302,274	240,368	311,527
	Change in		(252,983)	(302,274)	(240,368)	(311,527)

Electric Reserve

Contributions to the fund shall be made from customer payments for each utility service and the reserve fund shall be established and maintained at no less than thirty (30) percent of the annual income of each utility and each fund shall not exceed fifty (50) percent of that utility's annual income; except that in the event of an emergency or a special need as determined by the mayor and city council, the council may by ordinance authorize the use of money from either fund for any reason deemed appropriate and necessary by the mayor and city council.

Fiscal Year 2021 Goals:

- I. Goal: Maintain no less than 30% and no more than 50% of the electric utility's income.

Strategy: Continue to monitor fund and adjust funding levels/sources as needed.

Budgetary Factor:
None.

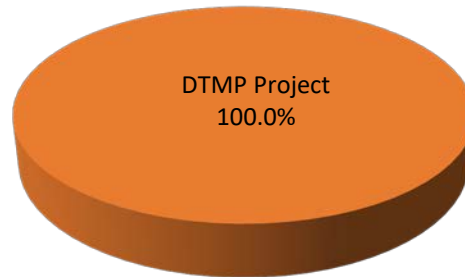
Performance Measurements:

Routine monitoring of electric reserve fund amount.

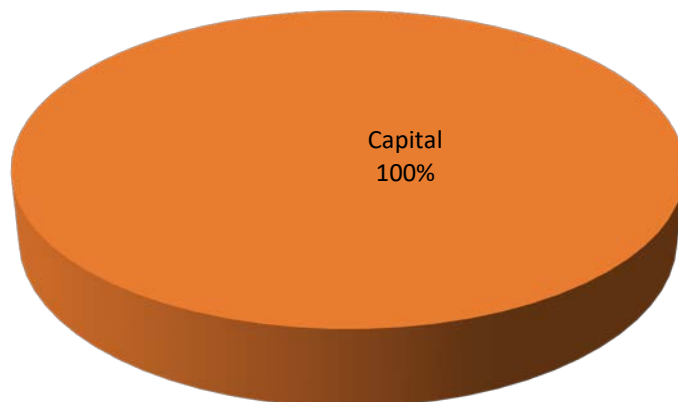
Previous Years' Goals:

- II. Goal: Maintain no less than 30% and no more than 50% of the electric utility's income.
Status: Fund is within the margin of 30-50 percent.

Electric Reserve Debt Service Repayment \$496,715



Electric Reserve Expense by Category \$1,325,000



80 - 215 - Electric Reserve			FY2019	FY2020	FY2020	FY2021
	Account	Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
804	3010_000	Misc-General	480,742	496,715	496,715	496,715
	Total		480,742	496,715	496,715	496,715
	Total Service		480,742	496,715	496,715	496,715
	Total		480,742	496,715	496,715	496,715
805	2005_000	Capital Exp-Land and	425,000	245,000	246,291	900,000
	2010_000	Capital Exp-Building and	225,000	641,000	1,330,464	185,000
	2020_000	Capital Exp-Machinery and	251,371	2,175,000	2,530,898	240,000
	Total Capital		901,371	3,061,000	4,107,653	1,325,000
	Total		901,371	3,061,000	4,107,653	1,325,000
Change in			(420,629)	(2,564,285)	(3,610,938)	(828,285)

Fiber

The City operates a dark fiber network to sell telecommunication capacity to Internet Services Providers providing services within the City of Lebanon. The Fiber activity is maintained by the Electric Fund; therefore, the two funds are combined for the annual audited financials.

Fiscal Year 2020 Accomplishments:

Successfully completed installation of fiber line to Atchley Park to enable Park administrative building to connect to City computer network.

Fiscal Year 2021 Goals:

- I. Goal: Install fiber at the Wallace, Palmer, and Animal Control buildings.

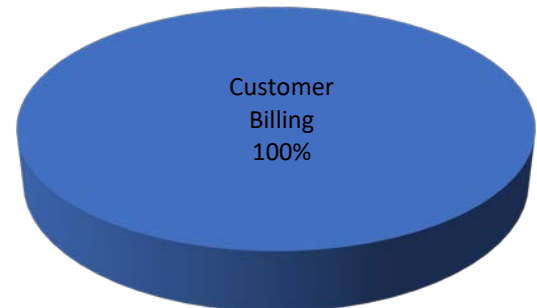
Strategy: use service providers such as Show Me Technologies and Fidelity to leverage costs and benefits.

Budgetary Factor: IT budget and direct billing to appropriate departments will determine cost as each location must be added to the fiber ring.

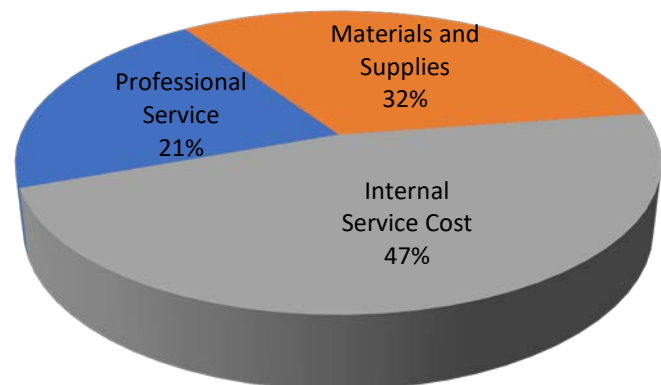
Performance Measurements:

Monitor percent of system usage.

Fiber Funds Available by Category \$75,000



Fiber Expense by Category \$104,444



	2016	2017	Estimated 2018	Estimated 2019
Feet of fiber installed	5,000	5,000	6,800	5,000
New Customers	2	2	1	3
Percentage of Fiber Used	82%	82%	82%	85%

Previous Years' Goals:

- I. Goal: Add reliability to water SCADA system by connect water well via fiber lines.

Status: Water wells are connected.

Fiber Fund Revenue and Expense by Category

Fiber Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$105,092	\$90,000	\$39,712	\$75,000
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$0	\$0	\$0	\$0
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$105,092	\$90,000	\$39,712	\$75,000
Expenses				
Personnel	\$0	\$0	\$0	\$0
Capital	\$25,727	\$59,000	\$68,862	\$0
Debt	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0
Professional Services	\$3,890	\$34,500	\$17,987	\$22,081
Supplies and Materials	\$8,531	\$12,500	\$2,718	\$33,500
Tools, Equipment, and Vehicles	\$0	\$0	\$0	\$0
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$35,753	\$40,079	\$34,452	\$48,863
Total Expenses	\$73,901	\$146,079	\$124,019	\$104,444

83 - 200 - Fiber Operating			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
834	3000_012	Customer Billing	75,000	90,000	39,712	75,000
	Total Service		75,000	90,000	39,712	75,000
	Total Service		75,000	90,000	39,712	75,000
	Total		75,000	90,000	39,712	75,000
835	2020_000	Capital Exp-Machinery and	50,000	59,000	68,862	0
	Total Capital		50,000	59,000	68,862	0
835	6000_013	Prof Service-Studies	0	30,000	0	0
835	6000_015	Prof Service-Service Contracts	0	0	16,000	17,581
835	6000_017	Prof Service-PILOT	3,750	4,500	1,987	4,500
	Total		3,750	34,500	17,987	22,081
	Total		3,750	34,500	17,987	22,081
835	7510_004	Materials-Hardware	5,000	5,000	2,253	5,000
835	7510_006	Materials-Wire	7,500	7,500	465	28,500
	Total		12,500	12,500	2,718	33,500
835	9910_000	Internal Service-Personnel	45,357	40,079	34,452	0
83	IT_In	IT Allocation In	0	0	0	44,643
83	Facility_In	Facility Mgmt Allocation In	0	0	0	4,221
	Total Internal		45,357	40,079	34,452	48,863
	Total Other		45,357	40,079	34,452	48,863
	Total		111,607	146,079	124,020	104,444
	Change in		(36,607)	(56,079)	(84,308)	(29,444)

Waste Water Fund

This program was established to prevent the introduction of pollutants into the municipality Wastewater system which will interfere with the operation of the system or contaminate the resulting sludge; to prevent the introduction of pollutants into the municipal Wastewater system which will pass through the system, inadequately treated, into receiving waters or the atmosphere or otherwise be incompatible with the system; to improve the opportunity to recycle and reclaim Wastewater and sludge from the system; and to provide for equitable odistribution of the cost of the municipal Wastewater system.

Fiscal Year 2020 Accomplishments:

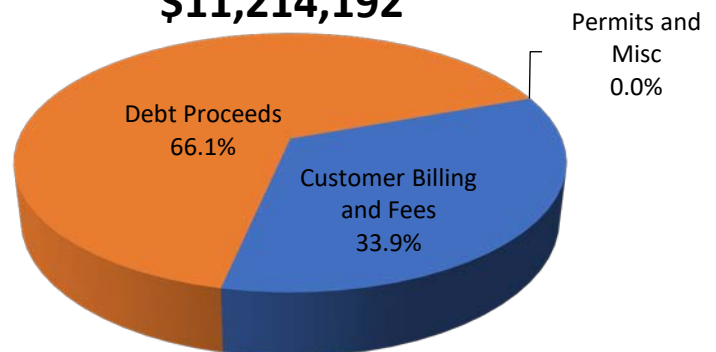
Started construction of the Missouri Department of Natural Resources approved filter and sludge improvements. Installed Fiber optic to I-44 lift station. Purchased a 75kw portable generator.

Fiscal Year 2021 Goals:

- I. **Goal:** Increase the capacity of the wastewater treatment plant from 2.6 million gallons a day to 3.5 million gallons a day.
Strategy: Complete construction of the Missouri Department of Natural Resources approved filter and sludge improvements including: new disk filters, conversion of the backwash basin to a 30 feet diameter 16 feet deep waste basin providing 74,000 gallons

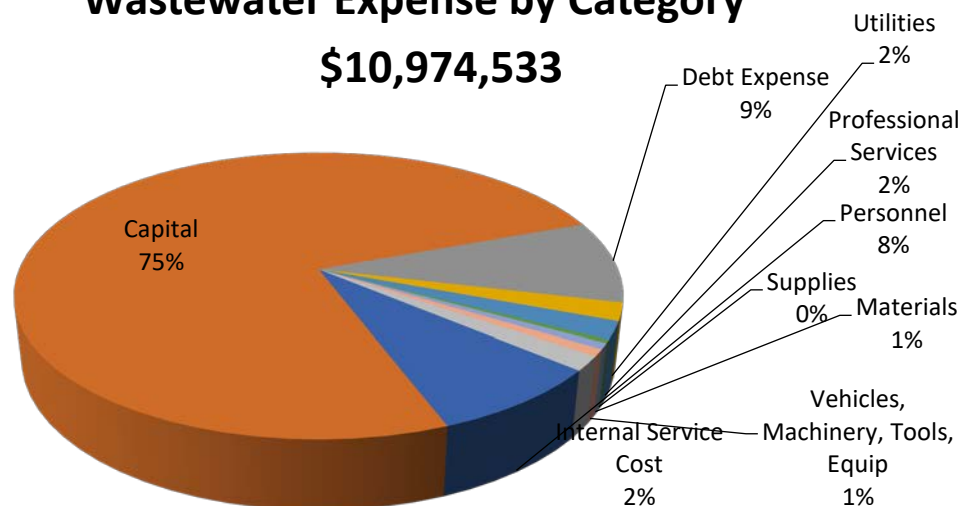
Wastewater Funds Available by Category

\$11,214,192



Wastewater Expense by Category

\$10,974,533



of storage, bar screen upgrade at the head of the plant, new sludge holding basin 80 feet diameter 20 feet deep holding 750,000 gallons, new electrical equipment control center, installation of mixers and dissolved oxygen meters in the existing oxidation ditches.

Budgetary Factor: Funds in place

- II. **Goal:** Maintain compliance with the National Pollutant Discharge Elimination System (NPDES) permit for the wastewater treatment plant

Strategy: Purchase and replace specialized equipment used in daily operations. Provide employee training to ensure current regulations and processes are in compliance.

Budgetary Factor: Availability of funds.

- III. **Goal:** Improve the reliability of wastewater utilities through inspections, maintenance, capital improvement projects, and performance standards.

Strategy: Create a categorized list of customer concerns and develop performance standards that will also address utility outage times, frequency, and ways to improve those response times. Develop, inspect, and maintain the wastewater infrastructures on a five-year cycle.

Budgetary Factor: Availability of staff time and resources.

Performance Measurements:

	2016	2017	2018	2019	Estimated 2020
Pipeline Video Inspections	130,836	167,820	35,519.5	100,445	132,000
Cleaning (linear feet)	165,028	203,077	113,350	137,015	150,000
Manhole Inspections	425	456	453	431	440
Deflection Testing (linear feet)	2,261	326	1,743	0	2500
Vacuum Testing Manholes	10	1	7	3	15
Pressure Testing Lines	8	0	6	2	15
Manhole Rehabilitation	11	0	10	0	5
Pipeline Rehabilitation (linear feet)	2,267	9,909	2,000	8,278	16,000
Smoke Testing (linear feet)	160,147	164,036	37,295	78,561	132,000
Service Calls (linear feet)	10,682	14,591	4,936	12,258	12,000
GIS Manhole Locations	50	0	0	0	200
NPDES Permit Violations	1	1	1		0

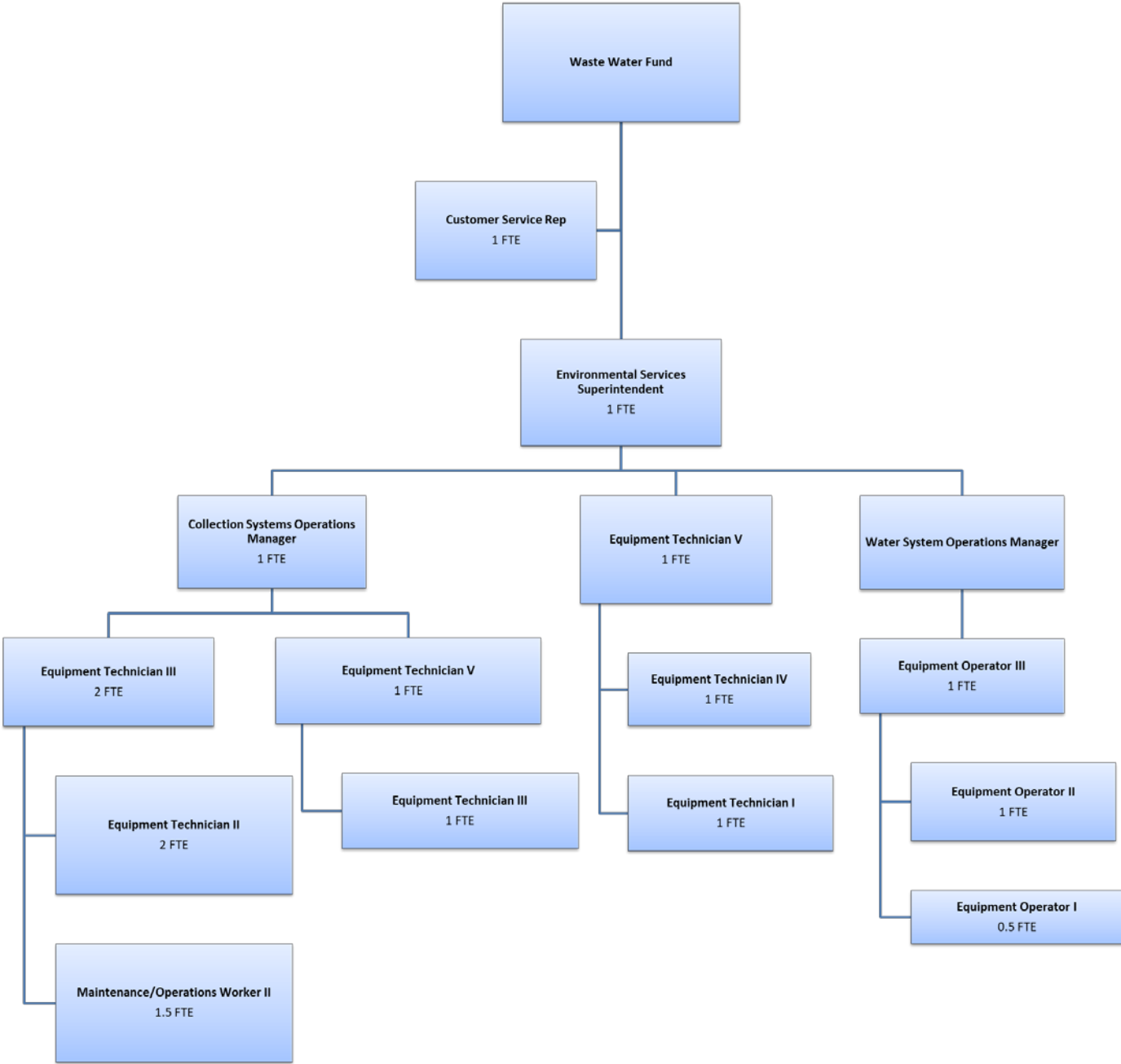
Previous Years' Goals:

- I. Goal: Increase the capacity of the wastewater treatment plant from 2.6 million gallons a day to 3.5 million gallons a day.
Status: Project started May 2020
- II. Goal: Maintain compliance with the National Pollutant Discharge Elimination System (NPDES) permit for the wastewater treatment plant.
Status: Ongoing.
- III. Goal: Improve the reliability of wastewater utilities through inspections, maintenance, capital improvement projects, and performance standards.
Status: Ongoing

Wastewater Fund Revenue and Expense by Category

Wastewater Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$6,927	\$0	\$0	\$0
Service Charges	\$2,445,150	\$3,285,000	\$2,907,816	\$3,797,500
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$11,400	\$0	\$8,400	\$5,000
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$55,651	\$4,709,500	\$61,259	\$7,411,692
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$2,519,128	\$7,994,500	\$2,977,475	\$11,214,192
Expenses				
Personnel	\$910,503	\$1,072,963	\$916,177	\$889,699
Capital	\$615,984	\$5,485,505	\$926,125	\$8,249,413
Debt	\$134,570	\$729,274	\$453,011	\$1,022,412
Grants	\$0	\$0	\$0	\$0
Utilities	\$204,264	\$180,900	\$210,703	\$218,100
Professional Services	\$170,366	\$130,209	\$116,999	\$221,738
Supplies and Materials	\$94,859	\$128,950	\$95,608	\$110,100
Tools, Equipment, and Vehicles	\$80,172	\$104,750	\$79,495	\$84,000
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$96,021	\$188,765	\$128,860	\$179,071
Total Expenses	\$2,306,739	\$8,021,316	\$2,926,978	\$10,974,533

Wastewater Organizational Chart



85 - 200 - WWTP and Operation			FY2019	FY2020	FY2020	FY2021
		Account			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
854	3000_012	Customer Billing	2,880,000	3,250,000	2,866,416	3,760,000
854	3000_013	Penalties	30,000	30,000	31,500	30,000
854	3000_016	Facility Impact	20,000	5,000	9,900	7,500
	Total Service		2,930,000	3,285,000	2,907,815	3,797,500
854	3010_001	Misc-Bond Proceeds	1,046,400	4,692,000	37,476	7,409,992
854	3010_003	Misc-Interest Income	0	0	1,864	1,200
854	3010_004	Misc-Investment Income	6,000	10,500	11,550	0
854	3010_006	Misc-Miscellaneous	3,000	1,500	3,063	0
854	3010_008	Misc-Gain/Loss-Asset Disposal	5,000	5,000	6,700	0
854	3010_012	Misc-Purchasing Card Rebate	500	500	606	500
	Total		1,060,900	4,709,500	61,259	7,411,692
	Total Service		3,990,900	7,994,500	2,969,075	11,209,192
854	4005_002	Permits-Sewer	60,000	0	8,400	5,000
	Total Permit		60,000	0	8,400	5,000
	Total License		60,000	0	8,400	5,000
	Total		4,050,900	7,994,500	2,977,475	11,214,192
855	1000_001	Fulltime Salary	317,544	348,439	318,777	284,720
855	1000_004	On Call	7,077	7,471	9,942	0
855	1000_005	Fulltime Overtime	19,094	20,231	24,033	27,417
	Total Salaries		343,715	376,140	352,752	312,137
855	1005_001	Health Premium-Employee	39,480	31,584	36,099	76,728
855	1005_002	Health Premium-Family	52,365	81,453	35,596	0
855	1005_003	Dental Premium-Employee	1,700	1,700	1,808	4,106
855	1005_004	Dental Premium-Family	450	450	468	0
855	1010_001	Life Insurance	505	505	486	389
	Total Benefits		94,500	115,692	74,457	81,223
855	1015_001	Lagers-General	45,715	49,275	43,745	35,800
855	1015_004	Deferred Comp-Employer	4,225	4,225	2,400	2,600
	Total Benefits		49,940	53,500	46,145	38,400
855	1020_001	FICA-Employer	21,315	19,425	20,780	12,895
855	1020_002	Medicare-Employer	4,985	4,545	4,871	3,016
855	1020_003	Unemployment Compensation	3,440	3,135	3,529	1,548
855	1020_004	Workman's Compensation	8,222	9,722	12,488	14,478

85 - 200 - WWTP and Operation			FY2019	FY2020	FY2020	FY2021
Account			Estimated			
Fund	Account	Name	Budget	Budget	Ending	Proposed
855_1020_004	Workman's Compensation		0	0	12,488	14,478
	Total Payroll		37,962	36,827	41,668	31,937
855_1025_001	Employee-Uniforms		5,000	5,000	7,070	7,000
855_1025_002	Employee-		750	750	313	500
855_1025_004	Employee-Travel/Hotel		2,500	2,500	1,078	1,000
855_1025_005	Employee-Training		5,000	5,000	2,045	2,500
855_1025_009	Employee-Tuition Assistance		0	750	0	0
	Total		13,250	14,000	10,506	11,000
	Total		539,367	596,159	525,527	474,696
855_2005_000	Capital Exp-Land and		960,000	635,000	580,549	464,000
855_2010_000	Capital Exp-Building and		1,000,000	4,000,000	10,603	6,279,992
855_2015_000	Capital Exp-Furniture and Fixtures		5,000	0	0	7,421
855_2020_000	Capital Exp-Machinery and		121,388	850,505	282,096	1,498,000
855_2030_000	Capital Exp-Infrastructure		0	0	52,878	0
	Total Capital		2,086,388	5,485,505	926,125	8,249,413
855_3005_000	Debt-COPS		750,000	650,000	450,097	868,138
855_3020_000	Debt-Lease Purchase		98,000	79,274	79,274	154,274
855_3020_001	Contra- Debt Lease Purchase		0	0	(76,360)	0
	Total Debt		848,000	729,274	453,011	1,022,412
855_5000_001	Utilities-Electric		160,000	160,000	192,821	200,000
855_5010_001	Utilities-Landline and Fiber		12,000	12,000	10,746	10,000
855_5015_001	Utilities-Cell Phones		750	750	697	750
855_5020_002	Utilities-Internet Mobile		2,000	3,000	3,099	3,000
855_5025_001	Utilities-Solid Waste		2,000	3,000	2,263	2,500
	Total Utilities		176,750	178,750	209,627	216,250
855_6000_001	Prof Services-Legal		5,000	5,000	2,511	2,500
855_6000_002	Prof Services-Engineering		15,000	25,000	0	5,000
855_6000_003	Prof Services-Surveying		500	0	96	0
855_6000_007	Prof Services-Toxicology Testing		250	250	270	250
855_6000_008	Prof Services-MSHP Background		100	100	15	100
855_6000_009	Prof Services-Collection Agency		1,500	1,000	480	750
855_6000_011	Prof Services-Dues/License		5,000	5,000	918	4,000
855_6000_013	Prof Service-Studies		45,650	10,000	171	2,500
855_6000_015	Prof Service-Service Contracts		15,000	15,000	50,447	120,000
855_6000_016	Prof Service-Taxes/Fees		7,500	7,554	9,058	10,000

85 - 200 - WWTP and Operation			FY2019	FY2020	FY2020	FY2021
		Account			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	855_6000_018	Prof Service-Damage Claims	4,000	4,000	75	2,000
	855_6000_019	Prof Service-Credit Card Fee	5,000	6,500	8,354	9,000
	Total		104,500	79,404	72,393	156,100
	855_6005_001	Insurance-Vehicle	4,590	4,445	4,794	0
	855_6005_002	Insurance-Equipment	480	455	967	0
	855_6005_003	Insurance-Building & Property	5,170	5,240	7,450	0
	Total		10,240	10,140	13,211	0
	855_6010_001	Advertising-Public Notices	0	0	1,317	500
	855_6010_002	Advertising-Employee Recruitment	100	100	0	100
	855_6010_003	Advertising-Print	500	500	78	100
	855_6010_006	Advertising-Radio	100	100	46	100
	Total		700	700	1,440	800
	855_6020_001	Software-Purchase	22,880	0	8,172	0
	855_6020_003	Software-Agreement	2,700	10,050	7,636	13,580
	Total		25,580	10,050	15,809	13,580
	Total		141,020	100,294	102,852	170,480
	855_7000_001	Supplies-Operational	12,000	12,000	13,331	14,000
	855_7000_003	Supplies-Desk Accessories-Small	500	1,000	1,139	1,000
	855_7000_004	Supplies-Small Tools	0	0	35	0
	855_7005_001	Supplies-Printing	2,500	1,000	74	150
	855_7005_002	Supplies-Mailing	2,500	2,500	607	750
	855_7005_003	Supplies-Postage	12,000	10,000	492	750
	855_7005_004	Supplies-Paper	500	500	795	500
	855_7005_005	Supplies-Forms	200	1,500	0	500
	855_7010_001	Supplies-Janitorial	500	500	429	500
	855_7010_004	Supplies-Chemicals	13,000	13,000	13,312	13,000
	855_7015_003	Supplies-First Aid	100	100	0	100
	855_7015_004	Supplies-Safety	2,000	2,000	801	1,000
	Total Supplies		45,800	44,100	31,016	32,250
	855_7510_001	Materials-Paint	250	250	0	250
	855_7510_003	Materials-Fittings	2,000	2,000	316	1,000
	855_7510_004	Materials-Hardware	3,000	3,000	3,147	3,000
	855_7510_005	Materials-Fixtures	8,000	8,000	14,641	20,000
	855_7510_006	Materials-Wire	250	250	0	250
	855_7525_001	Materials-Infrastructure	3,000	3,000	3,298	2,000

85 - 200 - WWTP and Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	855_7525_000	Materials-Vacant3	3,000	0	0	0
	855_7530_001	Materials-Scada	0	0	0	2,000
	Total		19,500	16,500	21,403	28,500
	855_8000_003	Tools-Supplies	3,500	3,500	1,948	2,000
	Total Tools &		3,500	3,500	1,948	2,000
	855_8300_001	Equipment-Repair	5,000	4,000	6,457	5,000
	855_8300_002	Equipment-Maintenance	2,000	2,000	2,867	2,000
	855_8300_005	Equipment-Fuel	750	750	82	500
	Total		7,750	6,750	9,406	7,500
	855_8600_001	Vehicle-Repair	2,000	2,000	7,339	7,000
	855_8600_002	Vehicle-Maintenance	2,500	4,000	5,567	6,000
	855_8600_005	Vehicle-Fuel	13,000	20,000	7,689	8,000
	Total Vehicles		17,500	26,000	20,595	21,000
	855_9910_000	Internal Service-Personnel	140,567	200,384	128,860	0
	85CommDev_In	Code Administration Allocation In	0	0	0	53,441
	85Garage_In	Garage Allocation In	0	0	0	32,766
	85IT_In	IT Allocation In	0	0	0	43,938
	85Facility_In	Facility Mgmt Allocation In	0	0	0	11,106
	85Janitorial_In	Janitorial Allocation In	0	0	0	4,816
	85Purchasing_In	Purchasing / Warehouse Allocation	0	0	0	33,004
	Total Internal		140,567	188,765	128,860	179,071
	Total Other		140,567	188,765	128,860	179,071
	Total		4,026,142	7,375,097	2,430,370	10,403,572
	Change in		24,758	619,403	547,104	810,620

Waste Water Maintenance

This division manages the expenses of the underground collection system maintenance which includes approximately 120 miles of sewer pipes ranging from 8 inch diameter to 36 inch diameter and approximately 2500 manholes.

Fiscal Year 2020 Accomplishments:

Replacement of the sewer main at Oak & Catlin streets, North Hwy 5 sewer extension, 5th and Monroe sewer extension.

Fiscal Year 2021 Goals:

- I. **Goal:** Provide adequate infrastructure to meet the needs of our citizens and members of our business community.
Strategy: Accomplish capital projects needed within the wastewater collection system. This will be a multiyear project to rehabilitate and replace deficiencies in the wastewater collection system as recommended in the Sanitary Sewer Evaluation Study (SSES).
Budgetary Factor: Availability of operational and capital funds.
- II. **Goal:** Continue to identify and improve the operation and maintenance of the critical-parts inventory for the lift stations.
Strategy: Work with purchasing and warehouse to update and maintain a critical-parts list for the lift stations.
Budgetary Factor: None. This will provide for improved budget management and reduce part wait-time as materials will be in warehouse stock.

Previous Years' Goals:

- I. Goal: Provide adequate infrastructure to meet the needs of our citizens and members of our business community.
Status: Ongoing
- II. Goal. Continue to identify and improve the operation and maintenance of the critical-parts inventory for the lift stations.
Status: Ongoing

85 - 205 - WW Maintenance			FY2019	FY2020	FY2020	FY2021
		Account			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	855_1000_001	Fulltime Salary	64,036	65,333	34,259	64,553
	855_1000_002	Part Time Salary	20,387	20,286	3,893	0
	855_1000_004	On Call	2,143	2,185	1,581	0
	855_1000_005	Fulltime Overtime	3,625	3,689	2,683	6,625
	855_1000_006	Part Time Overtime	408	406	0	0
	Total		90,599	91,899	42,417	71,177
	855_1005_001	Health Premium-Employee	15,012	7,5060	0	11,763
	855_1005_002	Health Premium-Family	0	11,763	11,766	0
	855_1005_003	Dental Premium-Employee	625	625	303	300
	855_1005_004	Dental Premium-Family	0	0	0	0
	855_1010_001	Life Insurance	130	130	61	111
	Total		15,767	20,024	12,130	12,174
	855_1015_001	Lagers-General	9,285	9,330	5,046	5,110
	Total		9,935	9,980	5,046	5,110
	855_1020_001	FICA-Employer	5,620	5,700	2,350	3,273
	855_1020_002	Medicare-Employer	1,315	1,335	572	765
	855_1020_003	Unemployment Compensation	910	920	430	459
	855_1020_004	Workman's Compensation	2,946	3,375	3,408	3,952
	Total		10,791	11,330	6,760	8,450
	855_1025_001	Employee-Uniforms	2,200	2,200	1,778	1,775
	855_1025_002	Employee-	100	100	35	100
	855_1025_004	Employee-Travel/Hotel	0	500	0	150
	855_1025_005	Employee-Training	250	250	0	250
	Total		2,550	3,050	1,813	2,275
	Total		129,642	136,284	68,166	99,186
	855_5015_001	Utilities-Cell Phones	400	400	(23)	0
	855_5020_002	Utilities-Internet Mobile	500	0	480	500
	Total		900	400	458	500
	855_6000_007	Prof Services-Toxicology Testing	150	150	9	150
	855_6000_008	Prof Services-MSHP Background	150	150	0	150
	Total		300	300	9	300
	855_6005_001	Insurance-Vehicle	340	0	1,338	1,338
	855_6005_002	Insurance-Equipment	605	575	578	580

85 - 205 - WW Maintenance			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	Total		945	575	1,916	1,918
	855_6010_003	Advertising-Print	100	0	0	0
	Total		100	0	0	0
	Total		1,345	875	1,925	2,218
	855_7000_001	Supplies-Operational	100	100	135	100
	855_7000_004	Supplies-Small Tools	1,000	500	445	0
	855_7005_003	Supplies-Postage	0	0	8	0
	855_7015_004	Supplies-Safety	3,000	3,000	1,811	2,000
	Total		4,100	3,600	2,398	2,100
	855_7500_001	Materials-Asphalt	7,500	7,500	2,500	2,500
	855_7500_002	Materials-Rock	3,000	4,000	4,712	4,000
	855_7500_003	Materials-Concrete	2,000	2,000	1,040	2,000
	855_7500_004	Materials-Landscaping	1,500	1,500	2,028	2,000
	855_7505_002	Materials-Pipe-PVC	2,000	2,000	1,640	1,500
	855_7505_003	Materials-Pipe-Misc.	1,500	1,500	1,122	500
	855_7505_006	Materials-Precast	7,500	7,500	6,508	7,000
	855_7510_003	Materials-Fittings	5,000	5,000	4,257	4,500
	855_7525_001	Materials-Infrastructure	3,000	3,000	1,451	1,500
	Total		33,000	34,000	25,258	25,500
	855_8000_003	Tools-Supplies	0	0	0	500
	Total Tools		0	0	0	500
	855_8300_001	Equipment-Repair	5,000	5,000	3,005	5,000
	855_8300_002	Equipment-Maintenance	5,000	5,000	4,470	5,000
	855_8300_005	Equipment-Fuel	11,000	10,000	5,879	5,000
	855_8300_006	Equipment-Rental	2,500	2,500	1,617	2,000
	Total		23,500	22,500	14,970	17,000
	855_8600_001	Vehicle-Repair	500	500	208	500
	855_8600_002	Vehicle-Maintenance	1,000	1,000	541	1,000
	855_8600_005	Vehicle-Fuel	7,000	7,000	7,610	5,500
	Total		8,500	8,500	8,358	7,000
	Total		200,987	206,659	121,533	154,004
	Change in		(200,987)	(206,659)	(121,533)	(154,004)

Waste Water Inflow & Infiltration

This division manages the expenses of the cleaning and inspections throughout the 120 miles of wastewater lines in the collection system which is broke down into 12 watershed basins. Inspections include manhole, smoke testing, flow metering, dye testing, GIS data collection, new construction performance testing pipeline video inspection and operation and maintenance of the 45 lift stations.

FY 2020 Accomplishments:

Implemented digital collection of manhole inspections utilizing mobile devices. Completion of Goodwin Hollow Watershed (GHO4) Phase I rehabilitation plan. Rehabilitation of Marathon Lift station.

Fiscal Year 2021 Goals:

- I. **Goal:** Maintain, identify and improve the efficiency of collecting inspection data for smoke testing.
Strategy: To move the smoke testing inspection collection data management to a digital format utilizing mobile devices.
Budgetary Factor: Availability of Funds.
- II. **Goal:** Reduce the number of wastewater backup service calls.
Strategy: Be proactive in root eradication and cleaning known problem areas of the wastewater collection system.
Budgetary Factor: Availability of capital funds when the problem requires more than cleaning.

Previous Years' Goals:

- I. Goal: Maintain, identify and improve the efficiency of collecting inspection data for manholes.
Status: Complete
- II. Goal: Reduce the number of wastewater backup service calls.
Status: Ongoing

85 - 215 - Inflow & Infiltration			FY2019	FY2020	FY2020	FY2021
Account			Estimated			
Fund	Account	Name	Budget	Budget	Ending	Proposed
	855_1000_001	Fulltime Salary	194,010	187,730	195,501	206,254
	855_1000_002	Part Time Salary	21,121	21,438	16,930	0
	855_1000_004	On Call	6,542	6,580	2,516	0
	855_1000_005	Fulltime Overtime	7,038	7,063	4,034	6,802
	855_1000_006	Part Time Overtime	594	603	1,119	0
	Total		229,305	223,415	220,100	213,056

85 - 215 - Inflow & Infiltration			FY2019	FY2020	FY2020	FY2021
		Account			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	855_1005_001	Health Premium-Employee	7,506	15,012	15,206	45,945
	855_1005_002	Health Premium-Family	56,418	39,093	31,114	0
	855_1005_003	Dental Premium-Employee	1,550	1,500	1,351	1,926
	855_1005_004	Dental Premium-Family	0	0	214	0
	855_1010_001	Life Insurance	315	315	312	278
	Total		65,789	55,920	48,198	48,149
	855_1015_001	Lagers-General	27,609	26,380	24,842	27,910
	855_1015_004	Deferred Comp-Employer	2,600	2,600	1,950	1,950
	Total		30,209	28,980	26,792	29,860
	855_1020_001	FICA-Employer	14,220	13,855	12,978	9,939
	855_1020_002	Medicare-Employer	3,325	3,240	3,031	2,324
	855_1020_003	Unemployment Compensation	2,295	2,235	2,218	1,035
	855_1020_004	Workman's Compensation	2,945	3,375	3,408	3,952
	Total Payroll		22,785	22,705	21,635	17,251
	855_1025_001	Employee-Uniforms	5,500	5,500	4,518	5,000
	855_1025_002	Employee-	500	500	243	500
	855_1025_004	Employee-Travel/Hotel	0	0	300	500
	855_1025_005	Employee-Training	3,500	3,500	698	1,500
	Total		9,500	9,500	5,759	7,500
	Total		357,588	340,520	322,484	315,816
	855_5015_001	Utilities-Cell Phones	750	750	445	850
	855_5020_002	Utilities-Internet Mobile	1,000	1,000	173	500
	Total		1,750	1,750	618	1,350
	855_6000_001	Prof Services-Legal	5,000	5,000	0	0
	855_6000_002	Prof Services-Engineering	5,000	5,000	0	0
	855_6000_007	Prof Services-Toxicology Testing	400	400	187	400
	855_6000_008	Prof Services-MSHP Background	100	100	60	100
	855_6000_015	Prof Service-Service Contracts	5,000	5,000	0	0
	Total		15,500	15,500	247	500
	855_6005_001	Insurance-Vehicle	12,090	11,920	11,723	11,920
	855_6005_002	Insurance-Equipment	115	120	252	120
	Total		12,205	12,040	11,975	12,040
	855_6020_001	Software-Purchase	1,500	1,500	0	0

85 - 215 - Inflow & Infiltration			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
	855_6020_002	Software-Upgrade	20,600	0	0	35,000
	855_6020_003	Software-Agreement	0	0	0	1,500
	Total		22,100	1,500	0	36,500
	Total		49,805	29,040	12,222	49,040
	855_7000_001	Supplies-Operational	500	500	208	500
	855_7000_002	Supplies-Computer Accessories	0	0	0	500
	855_7000_004	Supplies-Small Tools	1,000	1,000	838	0
	855_7005_003	Supplies-Postage	500	500	0	500
	855_7015_004	Supplies-Safety	2,000	2,000	1,250	2,000
	Total		4,000	4,000	2,295	3,500
	855_7510_001	Materials-Paint	500	500	0	500
	855_7510_003	Materials-Fittings	500	500	504	500
	855_7510_004	Materials-Hardware	7,500	7,500	3,452	6,000
	855_7510_005	Materials-Fixtures	10,000	10,000	7,716	7,500
	855_7510_006	Materials-Wire	750	750	683	750
	855_7525_001	Materials-Infrastructure	7,500	7,500	883	3,000
	Total		26,750	26,750	13,238	18,250
	855_8000_003	Tools-Supplies	0	0	394	500
	Total Tools &		0	0	394	500
	855_8300_001	Equipment-Repair	7,500	7,500	5,992	7,500
	855_8300_002	Equipment-Maintenance	4,000	4,000	3,025	4,000
	855_8300_006	Equipment-Rental	2,000	2,000	0	0
	Total		13,500	13,500	9,016	11,500
	855_8600_001	Vehicle-Repair	2,000	2,000	1,991	3,000
	855_8600_002	Vehicle-Maintenance	5,000	5,000	4,510	5,000
	855_8600_005	Vehicle-Fuel	17,000	17,000	8,305	9,000
	Total		24,000	24,000	14,807	17,000
	Total		477,393	439,560	375,074	416,956
	Change in		(477,393)	(439,560)	(375,074)	(416,956)

Water Fund

The City water distribution system is made up of approximately 120 miles of distribution lines ranging from 6" to 12" in size, 1685 water valves and 1275 fire hydrants. The City operates 7 deep wells, 2 booster pump stations, and 5 elevated water towers. The city provides water to most customers within the city limits.

Fiscal Year 2020 Accomplishments:

Installed the fixed base meter communication system.
Implemented the utility customer portal. Completed modifications to the piping on the Utah tower.

Fiscal Year 2021

Goals:

- I. **Goal:**
Perform a Water System Leak Detection Study.

Strategy:

Contract

with a company to perform a systemwide leak study on the water distribution system.

Budgetary Factor: Availability of funds.

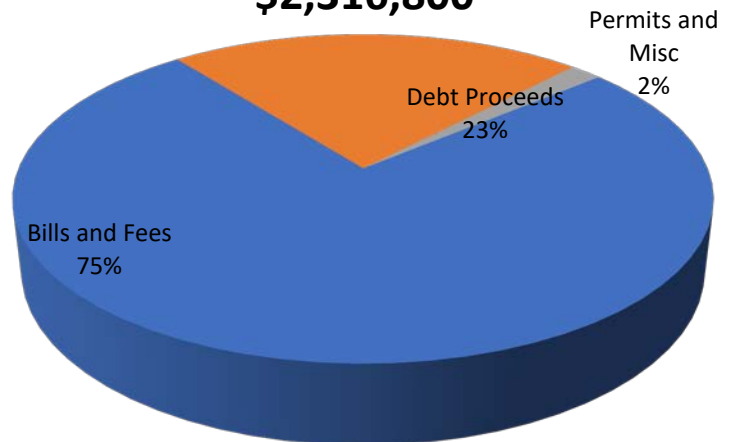
- II. **Goal:** Improve customer satisfaction and increase system reliability.

Strategy: Continue to implement the systematic hydrant flushing program in conjunction with inspection and exercising all water valves. Develop and implement a centralized utility dispatching plan.

Budgetary Factor: Availability of funds.

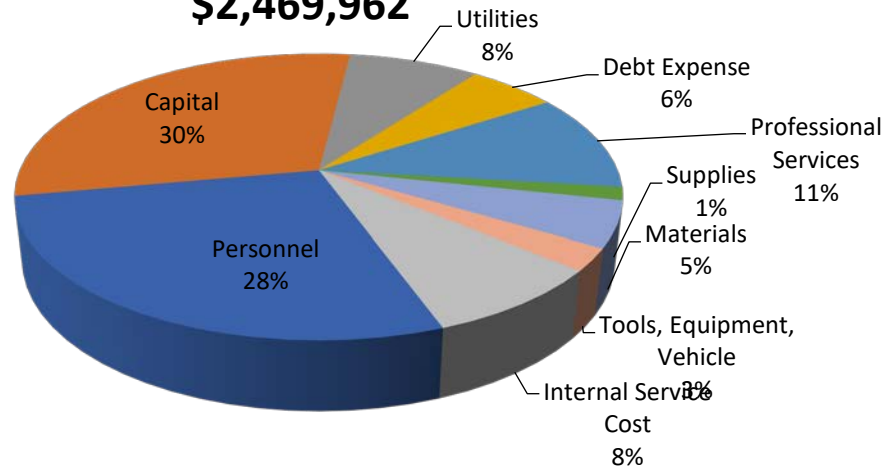
Water Funds Available by Category

\$2,316,800



Water Expense by Category

\$2,469,962



Performance Measurements:

Performance Measures	2016	2017	2018	2019	2020 Projected
Meter Change out	1797	3788	780	226	150
Meter Repairs	8	34	40	150	100
Valve Exercising	50	0	50	963	1000
Monthly Hydrant Flushing	10	21	21	20	20
Hydrant Repairs	30	25	30	51	135
One Call Locates	1340	1461	1450	1768	1800
Water Leak Repairs	88	70	80	55	50
Complaint Calls	232	250	300	691	650
Hydrant Maintenance				775	450

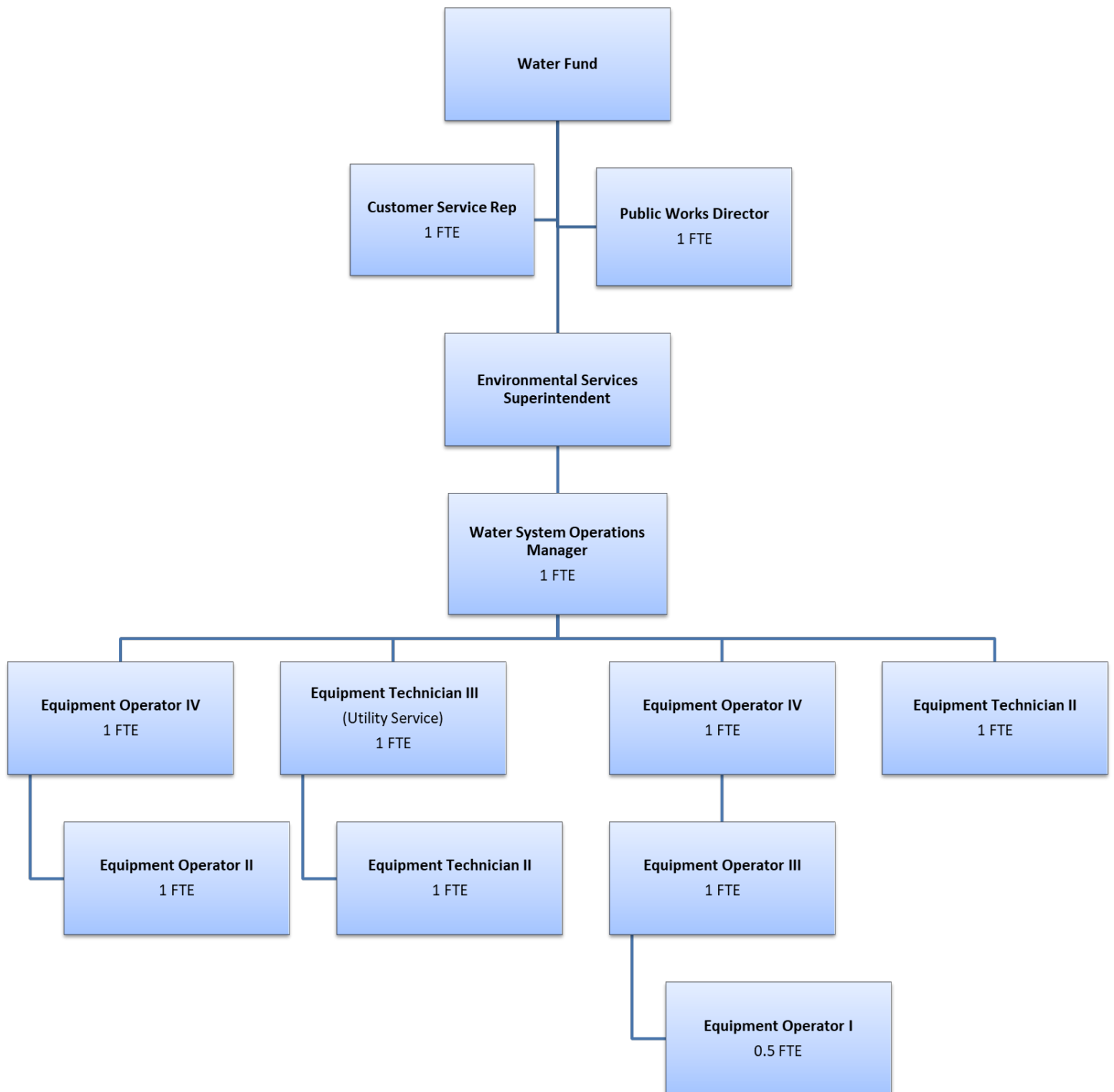
Previous Years' Goals:

- I. Goal: Perform a Water System Leak Detection Study.
Status: Overbudget
- II. Goal: Improve customer satisfaction and increase system reliability
Status: Ongoing

Water Fund Revenue and Expense by Category

Water Fund	2019 Actuals	2020 Budget	2020 Estimated	2021 Proposed
Revenues				
Taxes	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0
PILOTs	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Service Charges	\$1,812,879	\$1,958,000	\$1,683,849	\$1,749,000
Rentals	\$0	\$0	\$0	\$0
Licenses and Permits	\$22,450	\$2,500	\$24,560	\$15,000
Fines	\$0	\$0	\$0	\$0
Benefit Revenue	\$0	\$0	\$0	\$0
Other	\$82,234	\$979,750	\$265,440	\$529,650
Internal Service Revenue	\$0	\$0	\$0	\$0
Total Revenues	\$1,917,563	\$2,940,250	\$1,973,849	\$2,293,650
Expenses				
Personnel	\$678,580	\$736,263	\$670,340	\$683,629
Capital	\$328,428	\$1,299,800	\$564,391	\$737,652
Debt	\$26,487	\$140,395	\$58,628	\$139,322
Grants	\$0	\$0	\$0	\$0
Utilities	\$226,280	\$243,500	\$175,971	\$204,400
Professional Services	\$277,339	\$230,410	\$207,145	\$271,070
Supplies and Materials	\$145,059	\$150,950	\$115,245	\$164,300
Tools, Equipment, and Vehicles	\$48,537	\$60,900	\$52,789	\$61,700
Benefit Expense	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0
Internal Service Expense	\$91,997	\$145,349	\$163,273	\$207,889
Total Expenses	\$1,822,707	\$3,007,567	\$2,007,782	\$2,469,962

Water Organizational Chart



87 - 200 - Water Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
874_3000_011	Turn On Fees		14,000	12,000	0	0
874_3000_012	Customer Billing		1,700,000	1,900,000	1,630,653	1,700,000
874_3000_013	Penalties		20,000	20,000	19,162	20,000
874_3000_016	Facility Impact		20,000	2,000	9,900	5,000
874_3000_017	PWSD #3 Special Meter		0	0	124	0
874_3000_020	Lease Agreement-Towers		29,000	24,000	24,000	24,000
874_3000_031	Utility Administration Fee		0	0	10	0
Total Service			1,783,000	1,958,000	1,683,849	1,749,000
Total Rental			0	0	0	0
874_3010_001	Misc-Bond Proceeds		5,000	975,000	227,227	527,000
874_3010_003	Misc-Interest Income		0	0	3,345	2,500
874_3010_004	Misc-Investment Income		2,500	4,000	6,935	0
874_3010_006	Misc-Miscellaneous		500	500	1,247	0
874_3010_008	Misc-Gain/Loss-Asset Disposal		0	0	24,000	0
874_3010_010	Misc-Lease Proceeds		0	0	30	0
874_3010_012	Misc-Purchasing Card Rebate		100	250	201	150
874_3010_014	Misc-Insurance Recoveries		0	0	2,456	0
Total			8,100	979,750	265,440	529,650
Total Service			1,791,100	2,937,750	1,949,289	2,278,650
874_4005_003	Permits-Water		50,000	2,500	24,560	15,000
Total Permit			50,000	2,500	24,560	15,000
Total License			50,000	2,500	24,560	15,000
Total			1,841,100	2,940,250	1,973,849	2,293,650
875_1000_001	Fulltime Salary		270,627	275,490	248,061	257,370
875_1000_004	On Call		5,918	6,090	6,251	0
875_1000_005	Fulltime Overtime		7,939	8,148	10,500	10,983
875_1000_006	Part Time Overtime		0	0	0	0
Total Salaries			284,484	289,729	264,812	268,353
875_1005_001	Health Premium-Employee		7,506	7,506	17,486	83,193
875_1005_002	Health Premium-Family		51,246	63,399	43,204	0
875_1005_003	Dental Premium-Employee		1,820	1,820	1,679	3,679
875_1005_004	Dental Premium-Family		600	600	40	0
875_1010_001	Life Insurance		380	380	321	333
Total Benefits			61,552	73,705	62,730	87,206

87 - 200 - Water Operation			FY2019	FY2020	FY2020	FY2021
Fund	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
875_1015_001	Lagers-General		37,840	37,955	32,498	30,064
875_1015_004	Deferred Comp-Employer		3,900	3,900	2,296	3,250
Total Benefits			41,740	41,855	34,794	33,314
875_1020_001	FICA-Employer		17,640	17,965	15,661	10,799
875_1020_002	Medicare-Employer		4,130	4,205	3,656	2,526
875_1020_003	Unemployment Compensation		2,845	2,900	2,680	1,179
875_1020_004	Workman's Compensation		7,881	8,980	9,689	11,233
Total Payroll			32,496	34,050	31,686	25,737
875_1025_001	Employee-Uniforms		3,850	3,850	4,449	5,250
875_1025_002	Employee-		500	500	149	500
875_1025_004	Employee-Travel/Hotel		1,500	1,500	0	1,500
875_1025_005	Employee-Training		3,000	3,000	1,459	3,000
875_1025_007	Employee-Bonds		200	200	0	200
Total			9,050	9,050	6,057	10,450
Total			429,322	448,389	400,078	425,060
875_2005_000	Capital Exp-Land and		165,000	96,500	97,269	143,500
875_2010_000	Capital Exp-Building and		75,000	1,050,000	313,901	527,000
875_2015_000	Capital Exp-Furniture and Fixtures		5,000	0	0	7,152
875_2020_000	Capital Exp-Machinery and		45,871	68,300	81,981	60,000
875_2025_000	Capital Exp-Vehicles		30,000	85,000	71,239	0
Total Capital			320,871	1,299,800	564,391	737,652
875_3005_000	Debt-COPS		53,600	124,600	56,921	123,527
875_3020_000	Debt-Lease Purchase		40,795	15,795	15,795	15,795
875_3020_001	Contra- Debt Lease Purchase		0	0	(14,088)	0
Total Debt			94,395	140,395	58,628	139,322
875_5000_001	Utilities-Electric		240,000	240,000	171,527	200,000
875_5015_001	Utilities-Cell Phones		1,350	1,000	1,491	1,400
875_5020_002	Utilities-Internet Mobile		1,500	1,500	1,500	1,500
Total Utilities			242,850	242,500	174,518	202,900
875_6000_001	Prof Services-Legal		5,000	5,000	3,403	5,000
875_6000_002	Prof Services-Engineering		0	45,000	0	10,000
875_6000_003	Prof Services-Surveying		500	0	0	0
875_6000_007	Prof Services-Toxicology Testing		400	100	203	150

87 - 200 - Water Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name			Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	875_6000_008	Prof Services-MSHP Background	150	150	15	150
	875_6000_009	Prof Services-Collection Agency	1,500	1,500	680	1,500
	875_6000_011	Prof Services-Dues/License	8,500	8,500	3,803	8,500
	875_6000_013	Prof Service-Studies	104,500	5,000	24,633	70,000
	875_6000_015	Prof Service-Service Contracts	15,000	5,000	27,677	23,000
	875_6000_016	Prof Service-Taxes/Fees	26,000	26,000	19,402	40,000
	875_6000_017	Prof Service-PILOT	85,000	95,000	81,533	85,000
	875_6000_018	Prof Service-Damage Claims	2,500	2,500	1,935	2,500
	875_6000_019	Prof Service-Credit Card Fee	4,000	4,000	5,485	5,500
	Total		253,050	197,750	168,768	251,300
	875_6005_001	Insurance-Vehicle	3,145	2,630	1,248	0
	875_6005_002	Insurance-Equipment	120	5	0	0
	875_6005_003	Insurance-Building & Property	8,980	9,070	11,225	0
	875_6005_007	Insurance-City Government	4,130	4,915	4,868	0
	Total		16,375	16,620	17,341	0
	875_6010_001	Advertising-Public Notices	0	0	353	600
	875_6010_002	Advertising-Employee Recruitment	250	250	0	250
	875_6010_003	Advertising-Print	0	700	11	700
	875_6010_006	Advertising-Radio	150	150	150	150
	Total		400	1,100	514	1,700
	875_6020_001	Software-Purchase	14,150	0	8,165	5,160
	875_6020_003	Software-Agreement	2,700	9,870	7,490	11,580
	Total		16,850	9,870	15,655	16,740
	Total		286,675	225,340	202,278	269,740
	875_7000_001	Supplies-Operational	2,500	5,000	5,000	5,000
	875_7000_002	Supplies-Computer Accessories	0	0	179	500
	875_7000_003	Supplies-Desk Accessories-Small	1,000	1,500	1,852	1,500
	875_7000_004	Supplies-Small Tools	0	3,000	1,446	1,500
	875_7005_001	Supplies-Printing	2,500	2,500	4,736	3,500
	875_7005_002	Supplies-Mailing	2,500	2,500	691	2,000
	875_7005_003	Supplies-Postage	12,500	12,500	211	500
	875_7005_004	Supplies-Paper	500	500	723	500
	875_7005_005	Supplies-Forms	750	1,500	0	500
	875_7005_006	Supplies-Promo-Education	1,500	1,500	66	500
	875_7010_003	Supplies-Break Room	2,500	2,500	2,500	2,600
	875_7010_004	Supplies-Chemicals	15,000	15,000	10,514	12,000

87 - 200 - Water Operation			FY2019	FY2020	FY2020	FY2021
	Account	Account Name	Budget	Budget	Estimated Ending	Proposed
875_7015_004	Supplies-Safety		2,250	2,700	1,500	2,700
	Total Supplies		43,500	50,700	29,417	33,300
875_7500_001	Materials-Asphalt		0	5,000	0	5,000
	Total		0	5,000	0	5,000
875_8000_003	Tools-Supplies		2,300	2,300	1,348	3,000
	Total Tools &		2,300	2,300	1,348	3,000
875_8300_001	Equipment-Repair		6,000	2,300	6,202	5,500
875_8300_002	Equipment-Maintenance		1,500	2,300	2,913	3,200
	Total		7,500	4,600	9,116	8,700
875_8600_001	Vehicle-Repair		1,000	1,000	849	2,000
875_8600_002	Vehicle-Maintenance		2,000	3,000	964	2,000
875_8600_005	Vehicle-Fuel		7,500	7,500	7,005	7,500
	Total Vehicles		10,500	11,500	8,818	11,500
875_9910_000	Internal Service-Personnel		158,407	156,225	163,273	0
87CommDev_In	Code Administration Allocation In		0	0	0	53,441
87Garage_In	Garage Allocation In		0	0	0	54,289
87IT_In	IT Allocation In		0	0	0	37,638
87Facility_In	Facility Mgmt Allocation In		0	0	0	6,135
87Janitorial_In	Janitorial Allocation In		0	0	0	4,816
87Purchasing_In	Purchasing / Warehouse Allocation		0	0	0	51,569
	Total Internal		158,407	145,349	163,273	207,889
	Total Other		158,407	145,349	163,273	207,889
	Total		1,596,320	2,575,874	1,611,863	2,044,063
	Change in		273,780	364,376	361,986	249,587

Water Maintenance and Distribution

This fund manages expenses for operations and maintenance of the underground water distribution system.

Fiscal Year 2020 Accomplishments:

Smith & Bluebird, Cowan & 32 tie line, Water tower cleaning and painting,

Fiscal Year 2021 Goals:

- VII. **Goal:** Manage and decrease distribution system water loss.
Strategy: Replacement of the master meters in seven wells to assure accurate production metering
Budgetary Factor: Availability of funds.
- VIII. **Goal:** Increase system reliability
Strategy: Rehabilitate or replace main lines, valves and fire hydrants identified through flushing, valve exercising and master plan. Sustain and review infrastructures on a five year cycle
Budgetary Factor: Availability of funds.

Previous Years' Goals:

- IV. Goal: Manage and decrease distribution system water loss.
Status: Ongoing
- V. Goal: Increase system reliability.
Status: Ongoing

87 - 205 - Water Maint. & Distribution System			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	875_1000_001	Fulltime Salary	137,770	140,150	141,516	144,536
	875_1000_002	Part Time Salary	19,788	20,286	8,047	0
	875_1000_004	On Call	5,299	5,390	5,567	0
	875_1000_005	Fulltime Overtime	19,230	19,532	11,193	13,494
	875_1000_006	Part Time Overtime	396	406	89	0
	Total		182,483	185,764	166,412	158,030
	875_1005_001	Health Premium-Employee	15,792	15,792	11,074	46,209
	875_1005_002	Health Premium-Family	28,209	28,209	37,495	0
	875_1005_003	Dental Premium-Employee	0	0	1,295	2,053
	875_1005_004	Dental Premium-Family	1,250	1,475	214	0
	875_1010_001	Life Insurance	255	255	252	222
	Total		45,506	45,731	50,331	48,484

87 - 205 - Water Maint. & Distribution System			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	875_1015_001	Lagers-General	21,586	21,624	21,089	20,702
	875_1015_004	Deferred Comp-Employer	1,950	1,950	1,950	1,950
	Total		23,536	23,574	23,039	22,652
	875_1020_001	FICA-Employer	11,315	11,520	9,668	6,096
	875_1020_002	Medicare-Employer	2,650	2,695	2,267	1,426
	875_1020_003	Unemployment Compensation	1,825	1,860	1,690	898
	875_1020_004	Workman's Compensation	7,881	8,980	9,689	11,233
	Total Payroll		23,671	25,055	23,314	19,653
	875_1025_001	Employee-Uniforms	4,500	4,500	5,328	5,500
	875_1025_002	Employee-	250	250	92	250
	875_1025_004	Employee-Travel/Hotel	0	1,500	412	1,500
	875_1025_005	Employee-Training	1,500	1,500	1,335	2,500
	Total		6,250	7,750	7,167	9,750
	Total		281,446	287,874	270,263	258,569
	875_5015_001	Utilities-Cell Phones	500	500	957	1,000
	875_5020_002	Utilities-Internet Mobile	500	500	495	500
	Total		1,000	1,000	1,453	1,500
	875_6000_007	Prof Services-Toxicology Testing	150	150	150	150
	875_6000_008	Prof Services-MSHP Background	100	100	0	100
	Total		250	250	150	250
	875_6005_001	Insurance-Vehicle	5,045	4,040	4,007	0
	875_6005_002	Insurance-Equipment	595	780	710	0
	Total		5,640	4,820	4,717	0
	875_6020_003	Software-Agreement	0	0	0	1,080
	Total		0	0	0	1,080
	Total		5,890	5,070	4,867	1,330
	875_7000_001	Supplies-Operational	250	250	921	1,000
	875_7000_002	Supplies-Computer Accessories	0	0	0	500
	875_7000_004	Supplies-Small Tools	2,500	2,500	2,752	0
	875_7015_004	Supplies-Safety	2,000	2,000	307	2,000
	Total		4,750	4,750	3,980	3,500
	875_7500_001	Materials-Asphalt	15,000	20,000	1,000	20,000

87 - 205 - Water Maint. & Distribution System			FY2019	FY2020	FY2020	FY2021
Account					Estimated	
Fund	Account	Name	Budget	Budget	Ending	Proposed
	875_7500_002	Materials-Rock	6,000	6,000	6,000	7,000
	875_7500_003	Materials-Concrete	5,000	5,000	3,533	5,000
	875_7500_004	Materials-Landscaping	5,000	5,000	2,370	5,000
	875_7505_002	Materials-Pipe-PVC	2,500	2,500	983	2,500
	875_7505_003	Materials-Pipe-Misc.	1,500	1,500	1,500	1,500
	875_7510_003	Materials-Fittings	14,500	14,500	19,741	20,000
	875_7510_004	Materials-Hardware	0	0	0	10,000
	875_7510_005	Materials-Fixtures	15,000	15,000	29,436	20,000
	875_7520_001	Materials-Meters	34,000	10,000	7,132	20,000
	875_7525_001	Materials-Infrastructure	10,000	10,000	9,154	10,000
	875_7530_001	Materials-Scada	1,000	1,000	1,000	1,500
	Total		109,500	90,500	81,849	122,500
	875_8000_003	Tools-Supplies	0	0	0	2,500
	Total Tools &		0	0	0	2,500
	875_8300_001	Equipment-Repair	10,000	7,500	6,358	7,500
	875_8300_002	Equipment-Maintenance	7,500	5,000	6,240	6,000
	875_8300_005	Equipment-Fuel	6,500	6,500	1,829	3,500
	875_8300_006	Equipment-Rental	2,500	2,500	2,000	2,500
	Total		26,500	21,500	16,426	19,500
	875_8600_001	Vehicle-Repair	7,000	7,000	7,000	5,000
	875_8600_002	Vehicle-Maintenance	5,000	6,000	6,000	6,000
	875_8600_005	Vehicle-Fuel	8,000	8,000	4,082	5,500
	Total		20,000	21,000	17,082	16,500
	Total		449,086	431,694	395,919	425,899
	Change in		(449,086)	(431,694)	(395,919)	(425,899)

Appendix



Fiscal Year 2021 Salary Schedule

Grade	Position	Rates	Level I (Entry) Min/Max		Level II (Junior) Min/Max		Level III (Mid) Min/Max		Level IV (Senior) Min/Max	
L00	Front Desk/Concession Attendant	Annual	\$ 20,488.00	\$ 21,756.80	\$ 21,777.60	\$ 23,046.40	\$ 23,067.20	\$ 24,315.20	\$ 24,336.00	\$ 32,801.60
	Lifeguard I	Biweekly	\$ 788.00	\$ 836.80	\$ 837.60	\$ 886.40	\$ 887.20	\$ 935.20	\$ 936.00	\$ 1,261.60
	Seasonal Maintenance Worker	Hourly	\$ 9.85	\$ 10.46	\$ 10.47	\$ 11.08	\$ 11.09	\$ 11.69	\$ 11.70	\$ 15.77
		Overtime	\$ 14.78	\$ 15.69	\$ 15.71	\$ 16.62	\$ 16.64	\$ 17.54	\$ 17.55	\$ 23.66
L01	Custodian	Annual	\$ 22,006.40	\$ 23,358.40	\$ 23,379.20	\$ 24,731.20	\$ 24,752.00	\$ 26,104.00	\$ 26,124.80	\$ 35,214.40
	Lifeguard II	Biweekly	\$ 846.40	\$ 898.40	\$ 899.20	\$ 951.20	\$ 952.00	\$ 1,004.00	\$ 1,004.80	\$ 1,354.40
		Hourly	\$ 10.58	\$ 11.23	\$ 11.24	\$ 11.89	\$ 11.90	\$ 12.55	\$ 12.56	\$ 16.93
		Overtime	\$ 15.87	\$ 16.85	\$ 16.86	\$ 17.84	\$ 17.85	\$ 18.83	\$ 18.84	\$ 25.40
L02	BAC Pool Manager	Annual	\$ 23,649.60	\$ 25,105.60	\$ 25,126.40	\$ 26,603.20	\$ 26,624.00	\$ 28,080.00	\$ 28,100.80	\$ 37,856.00
	Maintenance/Operations Worker I	Biweekly	\$ 909.60	\$ 965.60	\$ 966.40	\$ 1,023.20	\$ 1,024.00	\$ 1,080.00	\$ 1,080.80	\$ 1,456.00
		Hourly	\$ 11.37	\$ 12.07	\$ 12.08	\$ 12.79	\$ 12.80	\$ 13.50	\$ 13.51	\$ 18.20
		Overtime	\$ 17.06	\$ 18.11	\$ 18.12	\$ 19.19	\$ 19.20	\$ 20.25	\$ 20.27	\$ 27.30
L03	Maintenance/Operations Worker II	Annual	\$ 25,438.40	\$ 26,998.40	\$ 27,019.20	\$ 28,579.20	\$ 28,600.00	\$ 30,180.80	\$ 30,201.60	\$ 40,684.80
		Biweekly	\$ 978.40	\$ 1,038.40	\$ 1,039.20	\$ 1,099.20	\$ 1,100.00	\$ 1,160.80	\$ 1,161.60	\$ 1,564.80
		Hourly	\$ 12.23	\$ 12.98	\$ 12.99	\$ 13.74	\$ 13.75	\$ 14.51	\$ 14.52	\$ 19.56
		Overtime	\$ 18.35	\$ 19.47	\$ 19.49	\$ 20.61	\$ 20.63	\$ 21.77	\$ 21.78	\$ 29.34
L04	Animal Control Officer	Annual	\$ 27,331.20	\$ 29,016.00	\$ 29,036.80	\$ 30,742.40	\$ 30,763.20	\$ 32,448.00	\$ 32,468.80	\$ 43,742.40
	Dispatcher I	Biweekly	\$ 1,051.20	\$ 1,116.00	\$ 1,116.80	\$ 1,182.40	\$ 1,183.20	\$ 1,248.00	\$ 1,248.80	\$ 1,682.40
	Maintenance/Operations Worker III	Hourly	\$ 13.14	\$ 13.95	\$ 13.96	\$ 14.78	\$ 14.79	\$ 15.60	\$ 15.61	\$ 21.03
		Overtime	\$ 19.71	\$ 20.93	\$ 20.94	\$ 22.17	\$ 22.19	\$ 23.40	\$ 23.42	\$ 31.55
L05	Clerk I	Annual	\$ 29,390.40	\$ 31,200.00	\$ 31,220.80	\$ 33,051.20	\$ 33,072.00	\$ 34,881.60	\$ 34,902.40	\$ 47,028.80
	Concrete Finisher I	Biweekly	\$ 1,130.40	\$ 1,200.00	\$ 1,200.80	\$ 1,271.20	\$ 1,272.00	\$ 1,341.60	\$ 1,342.40	\$ 1,808.80
	Equipment Operator I	Hourly	\$ 14.13	\$ 15.00	\$ 15.01	\$ 15.89	\$ 15.90	\$ 16.77	\$ 16.78	\$ 22.61
	Equipment Technician I	Overtime	\$ 21.20	\$ 22.50	\$ 22.52	\$ 23.84	\$ 23.85	\$ 25.16	\$ 25.17	\$ 33.92
	Office Support Assistant									
L06	Community Service Liaison	Annual	\$ 31,595.20	\$ 33,550.40	\$ 33,571.20	\$ 35,526.40	\$ 35,547.20	\$ 37,502.40	\$ 37,523.20	\$ 50,544.00
	Clerk II	Biweekly	\$ 1,215.20	\$ 1,290.40	\$ 1,291.20	\$ 1,366.40	\$ 1,367.20	\$ 1,442.40	\$ 1,443.20	\$ 1,944.00
	Concrete Finisher II	Hourly	\$ 15.19	\$ 16.13	\$ 16.14	\$ 17.08	\$ 17.09	\$ 18.03	\$ 18.04	\$ 24.30
	Customer Service Representative	Overtime	\$ 22.79	\$ 24.20	\$ 24.21	\$ 25.62	\$ 25.64	\$ 27.05	\$ 27.06	\$ 36.45
	Equipment Operator II									
	Equipment Technician II									
	Help Desk Administrator									
	Security Officer I									
L07	Clerk III	Annual	\$ 33,966.40	\$ 36,067.20	\$ 36,088.00	\$ 38,188.80	\$ 38,209.60	\$ 40,310.40	\$ 40,331.20	\$ 54,350.40
	Concrete Finisher III	Biweekly	\$ 1,306.40	\$ 1,387.20	\$ 1,388.00	\$ 1,468.80	\$ 1,469.60	\$ 1,550.40	\$ 1,551.20	\$ 2,090.40
	Equipment Operator III	Hourly	\$ 16.33	\$ 17.34	\$ 17.35	\$ 18.36	\$ 18.37	\$ 19.38	\$ 19.39	\$ 26.13
	Equipment Technician III	Overtime	\$ 24.50	\$ 26.01	\$ 26.03	\$ 27.54	\$ 27.56	\$ 29.07	\$ 29.09	\$ 39.20
	Inspector I									
	Inventory Specialist									
	Maintenance/Operations Worker V									
	Police Officer I									
	Promotion Event Coordinator									
	Human Resource Coordinator									
L08	Accounting Technician I	Annual	\$ 36,504.00	\$ 38,771.20	\$ 38,792.00	\$ 41,059.20	\$ 41,080.00	\$ 43,326.40	\$ 43,347.20	\$ 58,406.40
	Assistant Parks Director	Biweekly	\$ 1,404.00	\$ 1,491.20	\$ 1,492.00	\$ 1,579.20	\$ 1,580.00	\$ 1,666.40	\$ 1,667.20	\$ 2,246.40
	Clerk IV	Hourly	\$ 17.55	\$ 18.64	\$ 18.65	\$ 19.74	\$ 19.75	\$ 20.83	\$ 20.84	\$ 28.08
	Concrete Finisher IV	Overtime	\$ 26.33	\$ 27.96	\$ 27.98	\$ 29.61	\$ 29.63	\$ 31.25	\$ 31.26	\$ 42.12
	Equipment Operator IV									
	Equipment Technician IV									
	Inspector II									
	Police Officer II									
	System Administrator									
L09	Accounting Technician II	Annual	\$ 39,249.60	\$ 41,683.20	\$ 41,704.00	\$ 44,137.60	\$ 44,158.40	\$ 46,592.00	\$ 46,612.80	\$ 62,795.20
	Apprentice Lineman I	Biweekly	\$ 1,509.60	\$ 1,603.20	\$ 1,604.00	\$ 1,697.60	\$ 1,698.40	\$ 1,792.00	\$ 1,792.80	\$ 2,415.20
	Codes Administration Representative	Hourly	\$ 18.87	\$ 20.04	\$ 20.05	\$ 21.22	\$ 21.23	\$ 22.40	\$ 22.41	\$ 30.19
	Concrete Finisher V	Overtime	\$ 28.31	\$ 30.06	\$ 30.08	\$ 31.83	\$ 31.85	\$ 33.60	\$ 33.62	\$ 45.29
	Equipment Operator V									
	Equipment Technician V									
	Inspector III									
	Police Sergeant I									
	Purchasing Agent									

Fiscal Year 2021 Salary Schedule

Grade	Position	Rates	Level I (Entry) Min/Max		Level II (Junior) Min/Max		Level III (Mid) Min/Max		Level IV (Senior) Min/Max	
L10	Accounting Technician III	Annual	\$ 42,182.40	\$ 44,803.20	\$ 44,824.00	\$ 47,444.80	\$ 47,465.60	\$ 50,086.40	\$ 50,107.20	\$ 67,516.80
	Airport Supervisor	Biweekly	\$ 1,622.40	\$ 1,723.20	\$ 1,724.00	\$ 1,824.80	\$ 1,825.60	\$ 1,926.40	\$ 1,927.20	\$ 2,596.80
	Apprentice Lineman II	Hourly	\$ 20.28	\$ 21.54	\$ 21.55	\$ 22.81	\$ 22.82	\$ 24.08	\$ 24.09	\$ 32.46
	Chief Communications Officer	Overtime	\$ 30.42	\$ 32.31	\$ 32.33	\$ 34.22	\$ 34.23	\$ 36.12	\$ 36.14	\$ 48.69
	Deputy City Clerk									
	Inspector III									
	Police Sergeant II									
	Public Information Officer									
	Utility Operations Supervisor									
L11	Accounting Technician IV	Annual	\$ 45,364.80	\$ 48,172.80	\$ 48,193.60	\$ 51,001.60	\$ 51,022.40	\$ 53,830.40	\$ 53,851.20	\$ 72,571.20
	Apprentice Lineman III	Biweekly	\$ 1,744.80	\$ 1,852.80	\$ 1,853.60	\$ 1,961.60	\$ 1,962.40	\$ 2,070.40	\$ 2,071.20	\$ 2,791.20
	Human Resource Manager	Hourly	\$ 21.81	\$ 23.16	\$ 23.17	\$ 24.52	\$ 24.53	\$ 25.88	\$ 25.89	\$ 34.89
	Network Manager	Overtime	\$ 32.72	\$ 34.74	\$ 34.76	\$ 36.78	\$ 36.80	\$ 38.82	\$ 38.84	\$ 52.34
	Police Lieutenant									
	Project Manager									
L12	Apprentice Lineman IV	Annual	\$ 48,755.20	\$ 51,792.00	\$ 51,812.80	\$ 54,828.80	\$ 54,849.60	\$ 57,886.40	\$ 57,907.20	\$ 78,020.80
	Operations Manager	Biweekly	\$ 1,875.20	\$ 1,992.00	\$ 1,992.80	\$ 2,108.80	\$ 2,109.60	\$ 2,226.40	\$ 2,227.20	\$ 3,000.80
		Hourly	\$ 23.44	\$ 24.90	\$ 24.91	\$ 26.36	\$ 26.37	\$ 27.83	\$ 27.84	\$ 37.51
		Overtime	\$ 35.16	\$ 37.35	\$ 37.37	\$ 39.54	\$ 39.56	\$ 41.75	\$ 41.76	\$ 56.27
L13	Journeyman Lineman I	Annual	\$ 52,416.00	\$ 55,660.80	\$ 55,681.60	\$ 58,947.20	\$ 58,968.00	\$ 62,212.80	\$ 62,233.60	\$ 83,865.60
	Tourism Director	Biweekly	\$ 2,016.00	\$ 2,140.80	\$ 2,141.60	\$ 2,267.20	\$ 2,268.00	\$ 2,392.80	\$ 2,393.60	\$ 3,225.60
		Hourly	\$ 25.20	\$ 26.76	\$ 26.77	\$ 28.34	\$ 28.35	\$ 29.91	\$ 29.92	\$ 40.32
		Overtime	\$ 37.80	\$ 40.14	\$ 40.16	\$ 42.51	\$ 42.53	\$ 44.87	\$ 44.88	\$ 60.48
L14	Code Administrator	Annual	\$ 56,347.20	\$ 59,841.60	\$ 59,862.40	\$ 63,377.60	\$ 63,398.40	\$ 66,892.80	\$ 66,913.60	\$ 90,147.20
	Deputy Fire Chief	Biweekly	\$ 2,167.20	\$ 2,301.60	\$ 2,302.40	\$ 2,437.60	\$ 2,438.40	\$ 2,572.80	\$ 2,573.60	\$ 3,467.20
	Deputy Police Chief	Hourly	\$ 27.09	\$ 28.77	\$ 28.78	\$ 30.47	\$ 30.48	\$ 32.16	\$ 32.17	\$ 43.34
	Environmental Services Superintendent	Overtime	\$ 40.64	\$ 43.16	\$ 43.17	\$ 45.71	\$ 45.72	\$ 48.24	\$ 48.26	\$ 65.01
	Journeyman Lineman II									
	Operations Specialist									
	Street Superintendent									
L15	City Clerk	Annual	\$ 60,569.60	\$ 64,334.40	\$ 64,355.20	\$ 68,120.00	\$ 68,140.80	\$ 71,905.60	\$ 71,926.40	\$ 96,907.20
	Electric Superintendent	Biweekly	\$ 2,329.60	\$ 2,474.40	\$ 2,475.20	\$ 2,620.00	\$ 2,620.80	\$ 2,765.60	\$ 2,766.40	\$ 3,727.20
	Human Resource Director	Hourly	\$ 29.12	\$ 30.93	\$ 30.94	\$ 32.75	\$ 32.76	\$ 34.57	\$ 34.58	\$ 46.59
	IT Director	Overtime	\$ 43.68	\$ 46.40	\$ 46.41	\$ 49.13	\$ 49.14	\$ 51.86	\$ 51.87	\$ 69.89
	Parks Director									
L16	Director of Finance	Annual	\$ 65,104.00	\$ 69,160.00	\$ 69,180.80	\$ 73,236.80	\$ 73,257.60	\$ 77,292.80	\$ 77,313.60	\$ 104,187.20
	Fire Chief	Biweekly	\$ 2,504.00	\$ 2,660.00	\$ 2,660.80	\$ 2,816.80	\$ 2,817.60	\$ 2,972.80	\$ 2,973.60	\$ 4,007.20
	Police Chief	Hourly	\$ 31.30	\$ 33.25	\$ 33.26	\$ 35.21	\$ 35.22	\$ 37.16	\$ 37.17	\$ 50.09
	Public Works Director	Overtime	\$ 46.95	\$ 49.88	\$ 49.89	\$ 52.82	\$ 52.83	\$ 55.74	\$ 55.76	\$ 75.14
L17		Annual	\$ 69,992.00	\$ 74,360.00	\$ 74,380.80	\$ 78,728.00	\$ 78,748.80	\$ 83,096.00	\$ 83,116.80	\$ 111,987.20
		Biweekly	\$ 2,692.00	\$ 2,860.00	\$ 2,860.80	\$ 3,028.00	\$ 3,028.80	\$ 3,196.00	\$ 3,196.80	\$ 4,307.20
		Hourly	\$ 33.65	\$ 35.75	\$ 35.76	\$ 37.85	\$ 37.86	\$ 39.95	\$ 39.96	\$ 53.84
		Overtime	\$ 50.48	\$ 53.63	\$ 53.64	\$ 56.78	\$ 56.79	\$ 59.93	\$ 59.94	\$ 80.76
L18		Annual	\$ 75,192.00	\$ 79,934.40	\$ 79,955.20	\$ 84,635.20	\$ 84,656.00	\$ 89,336.00	\$ 89,356.80	\$ 120,390.40
		Biweekly	\$ 2,892.00	\$ 3,074.40	\$ 3,075.20	\$ 3,255.20	\$ 3,256.00	\$ 3,436.00	\$ 3,436.80	\$ 4,630.40
		Hourly	\$ 36.15	\$ 38.43	\$ 38.44	\$ 40.69	\$ 40.70	\$ 42.95	\$ 42.96	\$ 57.88
		Overtime	\$ 54.23	\$ 57.65	\$ 57.66	\$ 61.04	\$ 61.05	\$ 64.43	\$ 64.44	\$ 86.82
L19		Annual	\$ 80,891.20	\$ 85,924.80	\$ 85,945.60	\$ 90,979.20	\$ 91,000.00	\$ 96,033.60	\$ 96,054.40	\$ 129,417.60
		Biweekly	\$ 3,111.20	\$ 3,304.80	\$ 3,305.60	\$ 3,499.20	\$ 3,500.00	\$ 3,693.60	\$ 3,694.40	\$ 4,977.60
		Hourly	\$ 38.89	\$ 41.31	\$ 41.32	\$ 43.74	\$ 43.75	\$ 46.17	\$ 46.18	\$ 62.22
		Overtime	\$ 58.34	\$ 61.97	\$ 61.98	\$ 65.61	\$ 65.63	\$ 69.26	\$ 69.27	\$ 93.33
L20		Annual	\$ 86,964.80	\$ 92,372.80	\$ 92,393.60	\$ 97,801.60	\$ 97,822.40	\$ 103,251.20	\$ 103,272.00	\$ 139,131.20
		Biweekly	\$ 3,344.80	\$ 3,552.80	\$ 3,553.60	\$ 3,761.60	\$ 3,762.40	\$ 3,971.20	\$ 3,972.00	\$ 5,351.20
		Hourly	\$ 41.81	\$ 44.41	\$ 44.42	\$ 47.02	\$ 47.03	\$ 49.64	\$ 49.65	\$ 66.89
		Overtime	\$ 62.72	\$ 66.62	\$ 66.63	\$ 70.53	\$ 70.55	\$ 74.46	\$ 74.48	\$ 100.34

Fiscal Year 2021 Fire Salary Schedule

Grade	Position	Rates	Level I (Entry) Min/Max		Level II (Junior) Min/Max		Level III (Mid) Min/Max		Level IV (Senior) Min/Max	
F00	Fire Candidate I (FF 1 & 2 and MFR)	Annual	\$ 29,687.90	\$ 31,526.44	\$ 31,556.58	\$ 33,395.12	\$ 33,425.26	\$ 35,233.66	\$ 35,263.80	\$ 47,530.78
		Biweekly	\$ 1,141.84	\$ 1,212.56	\$ 1,213.71	\$ 1,284.43	\$ 1,285.59	\$ 1,355.14	\$ 1,356.30	\$ 1,828.11
		Hourly	\$ 9.85	\$ 10.46	\$ 10.47	\$ 11.08	\$ 11.09	\$ 11.69	\$ 11.70	\$ 15.77
		Overtime	\$ 14.78	\$ 15.69	\$ 15.71	\$ 16.62	\$ 16.64	\$ 17.54	\$ 17.55	\$ 23.66
F01	Fire Candidate II (EMT but no FF 1 or 2)	Annual	\$ 31,888.12	\$ 33,847.22	\$ 33,877.36	\$ 35,836.46	\$ 35,866.60	\$ 37,825.70	\$ 37,855.84	\$ 51,027.02
		Biweekly	\$ 1,226.47	\$ 1,301.82	\$ 1,302.98	\$ 1,378.33	\$ 1,379.48	\$ 1,454.83	\$ 1,455.99	\$ 1,962.58
		Hourly	\$ 10.58	\$ 11.23	\$ 11.24	\$ 11.89	\$ 11.90	\$ 12.55	\$ 12.56	\$ 16.93
		Overtime	\$ 15.87	\$ 16.85	\$ 16.86	\$ 17.84	\$ 17.85	\$ 18.83	\$ 18.84	\$ 25.40
F02	Firefighter/EMT	Annual	\$ 34,269.18	\$ 36,378.98	\$ 36,409.12	\$ 38,549.06	\$ 38,579.20	\$ 40,689.00	\$ 40,719.14	\$ 54,854.80
	Firefighter/EMT-I	Biweekly	\$ 1,318.05	\$ 1,399.19	\$ 1,400.35	\$ 1,482.66	\$ 1,483.82	\$ 1,564.96	\$ 1,566.12	\$ 2,109.80
		Hourly	\$ 11.37	\$ 12.07	\$ 12.08	\$ 12.79	\$ 12.80	\$ 13.50	\$ 13.51	\$ 18.20
		Overtime	\$ 17.06	\$ 18.11	\$ 18.12	\$ 19.19	\$ 19.20	\$ 20.25	\$ 20.27	\$ 27.30
F03	Firefighter/Paramedic	Annual	\$ 36,861.22	\$ 39,121.72	\$ 39,151.86	\$ 41,412.36	\$ 41,442.50	\$ 43,733.14	\$ 43,763.28	\$ 58,953.84
		Biweekly	\$ 1,417.74	\$ 1,504.68	\$ 1,505.84	\$ 1,592.78	\$ 1,593.94	\$ 1,682.04	\$ 1,683.20	\$ 2,267.46
		Hourly	\$ 12.23	\$ 12.98	\$ 12.99	\$ 13.74	\$ 13.75	\$ 14.51	\$ 14.52	\$ 19.56
		Overtime	\$ 18.35	\$ 19.47	\$ 19.49	\$ 20.61	\$ 20.63	\$ 21.77	\$ 21.78	\$ 29.34
F04	Fire Lieutenant/EMT	Annual	\$ 39,603.96	\$ 42,045.30	\$ 42,075.44	\$ 44,546.92	\$ 44,577.06	\$ 47,018.40	\$ 47,048.54	\$ 63,384.42
	Fire Lieutenant/EMT-I	Biweekly	\$ 1,523.23	\$ 1,617.13	\$ 1,618.29	\$ 1,713.34	\$ 1,714.50	\$ 1,808.40	\$ 1,809.56	\$ 2,437.86
		Hourly	\$ 13.14	\$ 13.95	\$ 13.96	\$ 14.78	\$ 14.79	\$ 15.60	\$ 15.61	\$ 21.03
		Overtime	\$ 19.71	\$ 20.93	\$ 20.94	\$ 22.17	\$ 22.19	\$ 23.40	\$ 23.42	\$ 31.55
F05	Fire Lieutenant/Paramedic	Annual	\$ 42,587.82	\$ 45,210.00	\$ 45,240.14	\$ 47,892.46	\$ 47,922.60	\$ 50,544.78	\$ 50,574.92	\$ 68,146.54
		Biweekly	\$ 1,637.99	\$ 1,738.85	\$ 1,740.01	\$ 1,842.02	\$ 1,843.18	\$ 1,944.03	\$ 1,945.19	\$ 2,621.02
		Hourly	\$ 14.13	\$ 15.00	\$ 15.01	\$ 15.89	\$ 15.90	\$ 16.77	\$ 16.78	\$ 22.61
		Overtime	\$ 21.20	\$ 22.50	\$ 22.52	\$ 23.84	\$ 23.85	\$ 25.16	\$ 25.17	\$ 33.92
F06	Fire Captain/EMT	Annual	\$ 45,782.66	\$ 48,615.82	\$ 48,645.96	\$ 51,479.12	\$ 51,509.26	\$ 54,342.42	\$ 54,372.56	\$ 73,240.20
	Fire Captain/EMT-I	Biweekly	\$ 1,760.87	\$ 1,869.84	\$ 1,871.00	\$ 1,979.97	\$ 1,981.13	\$ 2,090.09	\$ 2,091.25	\$ 2,816.93
		Hourly	\$ 15.19	\$ 16.13	\$ 16.14	\$ 17.08	\$ 17.09	\$ 18.03	\$ 18.04	\$ 24.30
		Overtime	\$ 22.79	\$ 24.20	\$ 24.21	\$ 25.62	\$ 25.64	\$ 27.05	\$ 27.06	\$ 36.45
F07	Fire Captain/Paramedic	Annual	\$ 49,218.62	\$ 52,262.76	\$ 52,292.90	\$ 55,337.04	\$ 55,367.18	\$ 58,411.32	\$ 58,441.46	\$ 78,755.82
		Biweekly	\$ 1,893.02	\$ 2,010.11	\$ 2,011.27	\$ 2,128.35	\$ 2,129.51	\$ 2,246.59	\$ 2,247.75	\$ 3,029.07
		Hourly	\$ 16.33	\$ 17.34	\$ 17.35	\$ 18.36	\$ 18.37	\$ 19.38	\$ 19.39	\$ 26.13
		Overtime	\$ 24.50	\$ 26.01	\$ 26.03	\$ 27.54	\$ 27.56	\$ 29.07	\$ 29.09	\$ 39.20
F08		Annual	\$ 52,895.70	\$ 56,180.96	\$ 56,211.10	\$ 59,496.36	\$ 59,526.50	\$ 62,781.62	\$ 62,811.76	\$ 84,633.12
		Biweekly	\$ 2,034.45	\$ 2,160.81	\$ 2,161.97	\$ 2,288.32	\$ 2,289.48	\$ 2,414.68	\$ 2,415.84	\$ 3,255.12
		Hourly	\$ 17.55	\$ 18.64	\$ 18.65	\$ 19.74	\$ 19.75	\$ 20.83	\$ 20.84	\$ 28.08
		Overtime	\$ 26.33	\$ 27.96	\$ 27.98	\$ 29.61	\$ 29.63	\$ 31.25	\$ 31.26	\$ 42.12
F09		Annual	\$ 56,874.18	\$ 60,400.56	\$ 60,430.70	\$ 63,957.08	\$ 63,987.22	\$ 67,513.60	\$ 67,543.74	\$ 90,992.66
		Biweekly	\$ 2,187.47	\$ 2,323.10	\$ 2,324.26	\$ 2,459.89	\$ 2,461.05	\$ 2,596.68	\$ 2,597.84	\$ 3,499.72
		Hourly	\$ 18.87	\$ 20.04	\$ 20.05	\$ 21.22	\$ 21.23	\$ 22.40	\$ 22.41	\$ 30.19
		Overtime	\$ 28.31	\$ 30.06	\$ 30.08	\$ 31.83	\$ 31.85	\$ 33.60	\$ 33.62	\$ 45.29
F10		Annual	\$ 61,123.92	\$ 64,921.56	\$ 64,951.70	\$ 68,749.34	\$ 68,779.48	\$ 72,577.12	\$ 72,607.26	\$ 97,834.44
		Biweekly	\$ 2,350.92	\$ 2,496.98	\$ 2,498.14	\$ 2,644.21	\$ 2,645.36	\$ 2,791.43	\$ 2,792.59	\$ 3,762.86
		Hourly	\$ 20.28	\$ 21.54	\$ 21.55	\$ 22.81	\$ 22.82	\$ 24.08	\$ 24.09	\$ 32.46
		Overtime	\$ 30.42	\$ 32.31	\$ 32.33	\$ 34.22	\$ 34.23	\$ 36.12	\$ 36.14	\$ 48.69

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
01-FMS-001-23	Backhoe			\$98,000	\$98,000	\$98,000	\$98,000
01-FMS-002-16	Half Ton Pickup		\$24,000				
01-FMS-002-19	60" Zero Turn Mower		\$12,000	\$12,500	\$12,500	\$12,500	\$12,500
Total General Admin		\$0	\$36,000	\$110,500	\$110,500	\$110,500	\$110,500
01-FDE-002-22	LUCAS CPR Device		\$30,000				
01-FDE-006-21	Fire Station LED Signage		\$30,000	\$30,000			
01-FDE-013-16	Traffic Control Signal Light Station 2			\$30,000			
01-FDX-001-22	Battery Powered PPV Fans		\$8,600				
01-FDX-001-23	Replace Nozzles			\$17,000			
Total Fire Department		\$0	\$68,600	\$77,000	\$0	\$0	\$0
01-PDA-001-19	Field Investigation Hardware and Software		\$9,000				
01-PDA-002-19	911 Hardware			\$4,000	\$4,000	\$4,000	\$4,000
01-PDA-003-18	Replace Existing Computer Systems	\$10,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
22-PDA-001-18	WAVE Upgrade				\$5,000		
Total Police Department		\$10,000	\$25,000	\$20,000	\$25,000	\$20,000	\$20,000
01-CCC-001-19	Replace Computer Systems/Wireless	\$4,000	\$4,000				
01-CCC-002-22	Replacement of CCC Office Furniture		\$60,000				
01-CCC-003-22	Replace 2005 Boom Lift		\$150,000				
01-CCC-004-23	In Line Booking			\$30,000	\$30,000	\$30,000	\$30,000
Total Civic Center		\$4,000	\$214,000	\$30,000	\$30,000	\$30,000	\$30,000
01-CCK-001-19	Replace Existing Computer Systems	\$2,500					
Total City Clerk Office		\$2,500	\$0	\$0	\$0	\$0	\$0
01-SWC-001-19	Stormwater: Mountrose Beacon Branch		\$125,000				
01-SWC-001-20	Stormwater: Washington and North Park Manor			\$50,000	\$50,000	\$50,000	\$50,000
01-SWC-001-22	Stormwater: Quail Valley Improvements		\$15,000				
01-SWC-001-23	Stormwater: West Fremont Improvements			\$10,000	\$10,000	\$10,000	\$10,000
01-SWC-002-19	Stormwater: Springfield and Jackson		\$25,000				
01-SWC-002-21	Stormwater: Springfield and Jackson						\$25,000
01-SWC-002-22	Stormwater: Highway YY and Raef Road Improvements				\$10,000		
01-SWC-002-23	Stormwater: Evergreen Improvements			\$25,000	\$25,000	\$25,000	\$25,000

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
01-SWC-003-18	Stormwater: Waterman Drive and Windsor Drive						\$25,000
01-SWC-003-22	Stormwater: Washington and Park Manor			\$60,000			
01-SWC-003-23	Stormwater: Flatwoods			\$25,000	\$25,000	\$25,000	\$25,000
01-SWC-006-19	Stormwater: Hydraulic Engineering Study		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Storm Water		\$0	\$215,000	\$220,000	\$170,000	\$160,000	\$210,000
01-FIN-001-19	Replace Existing Computer Systems	\$2,500			\$5,000	\$2,500	
Total Finance Department		\$2,500	\$0	\$0	\$5,000	\$2,500	\$0
01-FDE-001-19	Electric Hydraulic Rescue Tools	\$28,000					
01-FDE-002-16	Replacement of Cardiac Monitors	\$60,000					
22-FDE-003-15	Quick Attack Engine	\$388,000					
03-FDX-001-21	Furniture	\$1,500					
03-FDX-002-21	Public Safety Building Equipment/Furniture	\$450,000					
Total Public Safety - Fire		\$927,500	\$0	\$0	\$0	\$0	\$0
22-PDA-002-21	Body Cameras	\$32,000					
22-PDA-003-15	Patrol Cars	\$264,000	\$264,000		\$264,000	\$204,000	
03-PDX-001-21	IP Camera Solution	\$30,000					
03-PDX-002-21	Radio Wireless for PD/Fire within Jr and Sr High	\$40,000					
03-PDX-003-21	Cellebrite Tool	\$9,300					
Total Public Safety - Police		\$375,300	\$264,000	\$0	\$264,000	\$204,000	\$0
08-STR-001-20	Madison Avenue Overlay		\$142,000				
08-STR-001-21	Mountrose Street Improvements	\$180,000					
08-STR-001-22	Elm Street Asphalt Overlay		\$176,415	\$125,225			
08-STR-001-23	Elm Street Asphalt Overlay				\$163,933	\$136,350	\$136,350
08-STR-001-24	Beck Lane				\$68,200		
08-STR-001-25	Lawson Road						\$121,000
08-STR-002-16	Millcreek Road Improvements			\$175,000			
08-STR-002-21	Harwood Avenue Surface Treatment		\$10,400				
08-STR-002-22	Roller Compactor						\$85,000
08-STR-002-24	Lake Drive				\$42,650		
08-STR-002-25	Tower Road						\$113,000
08-STR-003-19	Hoover Avenue	\$32,500					
08-STR-003-21	Tower Road Surface Treatment	\$17,000					

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
08-STR-003-24	Sherman Avenue				\$74,175		
08-STR-003-25	Tuscumbia Road						\$59,000
08-STR-004-21	Raef Road Asphalt Overlay	\$77,900					
08-STR-004-22	Hydro Seeder						\$10,000
08-STR-005-16	Three-Quarter Ton 4x4 Pickup Truck Replacements			\$35,000			
08-STR-005-20	Half Ton 4X4 Pickup Trucks	\$60,000	\$30,000				
08-STR-005-21	East Fremont Road Improvements		\$426,000				
08-STR-005-24	Green Street				\$17,590		
08-STR-005-25	Fourth Street					\$655,000	
08-STR-006-21	Adams Avenue Improvements	\$35,800					
08-STR-006-23	Hospital Drive Asphalt Overlay			\$118,400			
08-STR-006-24	Lincoln Avenue				\$91,900		
08-STR-006-25	Street Sweeper					\$250,000	
08-STR-007-18	Crack Sealer Machine				\$50,000		
08-STR-007-19	Snow Plow Attachment			\$7,500			
08-STR-007-23	Albert Street Improvements			\$22,500			
08-STR-007-24	Bland Avenue						\$110,110
08-STR-007-25	Skid Steer Loader						\$65,000
08-STR-008-16	Truck Mounted Striping Machine			\$35,000			
08-STR-008-17	Tandem Axle Dump Truck			\$155,000			
08-STR-008-19	Drop Hammer Attachment			\$5,500			
08-STR-008-20	Roller Compactor			\$40,000			
08-STR-008-21	Harris Lane Surface Treatment		\$17,000				
08-STR-008-23	Marvin Avenue Improvements			\$47,900			
08-STR-008-25	Backhoe						\$110,000
08-STR-009-19	Road Grader		\$220,000				
08-STR-009-20	Semi Tractor						\$120,000
08-STR-009-21	Rolling Hills Road Surface Treatment		\$27,700				
08-STR-009-22	Beckett Street Asphalt Overlay	\$30,200					
08-STR-009-23	Mizer Street Improvements			\$31,600			
08-STR-009-25	Salt Storage Building	\$75,000					
08-STR-010-18	Owens Drive Improvements	\$77,950					

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
08-STR-010-20	Excavator						\$225,000
08-STR-010-21	Herndon Road Surface Treatment	\$13,200					
08-STR-010-22	Perry & Beckett Street Improvements	\$111,000					
08-STR-010-23	Barlow Street Improvements			\$31,600			
08-STR-010-25	Springfield Road Sidewalk Improvements					\$20,000	
08-STR-011-19	Lenz Drive Asphalt Overlay	\$10,560					
08-STR-011-20	Skid Steer Loader	\$55,000					
08-STR-011-21	Jackson Avenue Surface Treatment	\$10,500					
08-STR-011-22	North Park Manor Boulevard		\$24,985				
08-STR-011-23	Dickinson Avenue Improvements			\$52,200			
08-STR-012-22	East Park Manor Boulevard		\$28,875				
08-STR-013-21	Bethel Road Asphalt Overlay		\$43,500				
08-STR-013-22	South Park Manor Boulevard		\$18,540				
08-STR-014-21	Howard Drive Surface Treatment		\$13,500				
08-STR-014-22	West Park Manor Boulevard		\$18,540				
08-STR-015-18	Millcreek Road Improvements	\$120,000					
08-STR-015-22	Monroe Avenue		\$50,600				
08-STR-016-21	Traffic Control Imp at Hwy MM, Cowan Dr, Millcreek			\$150,000	\$150,000	\$150,000	\$150,000
08-STR-016-22	Jefferson Avenue Sidewalk Improvements		\$310,000				
08-STR-017-17	Single Axle Dump Truck			\$120,000			
08-STR-017-21	East Bland Road Surface Treatments		\$21,000				
08-STR-018-17	Mowing Tractor			\$35,000			
08-STR-020-17	Track Loader		\$250,000				
08-STR-020-21	Fowler Drive			\$48,960			
08-STR-021-20	New Street Improvements	\$65,000					
08-STR-021-21	Tractor and Boom Mower Attachment		\$150,000				
08-STR-022-21	Adams Avenue Sidewalk	\$44,000					
08-STR-023-21	Computer Systems	\$3,500		\$5,000		\$5,000	
Total Street		\$1,019,110	\$1,979,055	\$1,241,385	\$658,448	\$1,216,350	\$1,304,460
01-CCC-001-21	Exhibition Hall Chairs	\$30,000		\$12,000	\$12,000	\$12,000	\$12,000
01-CCC-001-21	New Table and Chairs for Community Building	\$30,000					
01-FDE-001-20	Update Computers	\$9,000					

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
01-FDE-001-21	Firefighting Helmets	\$10,000					
01-FDE-002-18	Mobile Tablets	\$15,000	\$10,000				
01-FDE-005-17	Improvements to Fire Station 1 Roof	\$25,000					
01-FDE-012-17	Concrete Replacement Sta. 2	\$1,500					
01-FDE-012-17	Concrete Replacement Sta. 1	\$32,500					
01-SWC-003-21	Stormwater: Tower and Fremont Improvements	\$125,000					
01-SWC-004-14	Assessment and Restoration of Detention Facilities	\$5,000	\$5,000				
01-SWC-004-21	Stormwater: Highway 64 Stormwater Improvements	\$65,000					
22-CCC-001-22	Replacement of Gas Fired Pool Heater		\$30,000				
22-CCC-002-21	Replace Multi Purpose Flooring		\$100,000				
22-CCC-002-22	Upgrade of UV System of CCC Pool		\$15,000				
22-CCC-003-22	Rebuild Paddock Water Filter for CCC Pool		\$40,000				
22-FDE-001-17	Bunker Gear			\$72,000	\$72,000	\$72,000	\$72,000
22-FDE-002-17	Mobile Traffic Light Controll		\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
22-FDE-003-14	Staff Vehicle	\$43,000					
22-FMS-005-20	Elm Street Christmas Decorations	\$6,000	\$6,500	\$6,000	\$6,000	\$6,000	\$6,000
22-ITS-005-16	Mobile Data Tablets		\$5,000				
22-PDA-001-17	Dispatch Zetron Radio Upgrade						\$42,000
22-PDA-002-18	Automatic License Plate Reader (APLR)	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
22-PDA-004-14	Patrol Car (Dash) Camera	\$3,000					
99-FDE-001-16	Fire Station #3	\$437,000	\$3,040,000				
99-ITS-001-21	City-wide Cameras	\$22,000	\$22,000				
99-ITS-003-20	Printer Replacement Konica	\$7,500		\$7,500			
Total Capital General		\$890,500	\$3,315,500	\$139,500	\$132,000	\$132,000	\$174,000
73-APT-001-	T-Hanger/OTC Replacement Building	\$250,000					
Total Capital - Airport		\$250,000	\$0	\$0	\$0	\$0	\$0
40-TRM-001-21	Replace Computer Systems/Printer	\$2,000					
Total Tourism		\$2,000	\$0	\$0	\$0	\$0	\$0
22-CDC-001-21	Replacement of Network Systems	\$2,550		\$2,550	\$2,550	\$2,550	\$2,550
22-CDC-001-22	Replacement of Cannon Plotter/Scanner		\$12,500				
22-CDC-002-21	Replacement of Network System	\$4,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
50-CDC-002-16	Sub Division Development	\$147,100					

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Total Code Administration		\$153,650	\$15,500	\$5,550	\$5,550	\$5,550	\$5,550
60-GFM-001-18	Garage Exhaust Fan (Phase 2)		\$10,000				
60-GFM-001-19	Service Truck		\$60,000				
60-GFM-001-21	Enclose Existing Garage Space		\$6,000				
60-GFM-001-23	Refrigerant management System	\$7,000					
60-GFM-002-21	Vehicle Lift (Warehouse)	\$18,000					
60-GFM-005-19	Heavy Truck Scan Tool			\$5,000			
60-GXX-001-26	Garage Roll-Up Doors						\$38,000
60-GXX-001-21	Rolling Air/Hydraulic Jacks	\$12,000					
60-GXX-001-25	New Compressor in New Enclosed Room					\$30,000	
60-GXX-001-23	Floor Drain System			\$10,000			
Total Garage		\$37,000	\$76,000	\$15,000	\$0	\$30,000	\$38,000
60-PRW-002-22	Warehouse Forklift	\$46,000					
Total Purchasing - Warehouse		\$46,000	\$0	\$0	\$0	\$0	\$0
01-ITS-001-20	Replace Existing Computer Systems	\$5,000				\$2,500	
22-ITS-005-16	Mobile Data Tablets		\$5,000		\$5,000		
99-ITS-001-21	SCALE Nodes	\$23,000		\$23,000			
99-ITS-002-21	Switches	\$16,000	\$4,000	\$16,000			
Total Information Technology		\$44,000	\$9,000	\$39,000	\$5,000	\$2,500	\$0
73-APT-001-21	Airport Master Plan		\$175,000				
73-APT-001-23	Taxiway Rehabilitation			\$683,500	\$683,500	\$683,500	\$683,500
73-APT-001-24	Utility Vehicle						
73-APT-001-24	Replace Existing Computer Systems/Printer	\$2,200					
73-APT-003-21	Ramp and Parking Lot Repair	\$25,000					
73-APT-004-21	Runway 18-36 Mill and Overlay	\$2,400,000					
Total Airport		\$2,427,200	\$175,000	\$683,500	\$683,500	\$683,500	\$683,500
22-PKD-001-19	Skate Park Improvements				\$125,000		
22-PKD-001-20	Walking and Bicycle Trail			\$250,000		\$250,000	
79-PKX-001-21	Sand Volleyball Courts	\$10,000					
79-PKX-001-23	Boswell Aquatic Center Improvements			\$250,000			
79-PKX-001-22	Irrigation System Field 3 at Atchley Park		\$25,000				
79-PKX-002-21	Amphitheater Boswell Park	\$65,000					

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
79-PKX-002-22	Purchase of new mower		\$13,000	\$13,500	\$14,000	\$14,500	\$15,000
79-PKX-003-21	Sidewalks- Gasconade, Boswell, Wallace	\$10,000					
79-PKX-004-21	Atchley Park Ballfield Lights	\$15,000					
79-PKX-003-22	WT Vernon Park Improvements		\$100,000				
79-PKX-001-26	Walking trail maintenance						\$15,000
79-PKX-003-22	Purchase John Deere Tractor			\$35,000			
79-PKX-001-24	Replace computer system					\$5,000	
79-PKX-004-23	Resurface Parking Lots			\$100,000		\$100,000	
79-PKX-004-22	Purchase of new park utility vehicle		\$12,000				
79-PKX-003-24	Winfrey Property				\$100,000		
79-PKX-002-26	Purchase of truck with dump bed						\$40,000
79-PKX-004-24	Purchase of new vehicle				\$26,000	\$26,500	
Total Parks - Operating		\$100,000	\$150,000	\$648,500	\$265,000	\$396,000	\$70,000
79-BXX-001-21	Boswell Aquatic Center equipment	\$20,000					\$15,000
Total Parks		\$20,000	\$0	\$0	\$0	\$0	\$15,000
22-FMS-002-20	Replace HVAC Units as Public Works		\$16,500	\$16,500			
80-ELF-001-20	Replace Existing Computer Systems	\$6,500	\$6,500				
80-ELF-003-17	Department Pickups			\$40,000	\$40,000	\$40,000	\$40,000
80-ELF-003-21	Forestry Truck and Brush Chipper (Not getting brush chipper so redu	\$250,000					
80-ELF-008-20	New Bucket Truck (rollover won't get paid in FY20)	\$248,000					
80-ELF-013-21	Cable Reel Pulling Trailer	\$100,000					
80-ELF-015-21	Material Handler Bucket Truck		\$250,000				
80-ELF-016-21	80 Ft. Bucket Truck			\$350,000	\$350,000	\$350,000	\$350,000
80-ELF-020-21	Backyard Machine	\$150,000					
80-ELX-003-22	Small Bucket Truck		\$250,000				
Total Electric Operating		\$754,500	\$523,000	\$406,500	\$390,000	\$390,000	\$390,000
80-ELF-002-21	Line Reconductor/Extensions-Michigan/Monroe		\$600,000				
80-ELF-003-15	LED Streetlight Conversion	\$60,000					
80-ELF-004-15	Distribution Pole Changes	\$100,000					
80-ELF-004-20	Automated Sectionalizing Switches	\$150,000					
80-ELF-004-21	Aerial Cable Project-North and South side of Birchbark Lane	\$40,000					
80-ELF-004-22	Line Reconductor/Extensions - Substations 7 & 8		\$1,500,000		\$1,000,000	\$1,000,000	

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
80-ELF-005-21	Aerial Cable Project-South side of Hunters Creek Drive	\$30,000					
80-ELF-006-21	Overhead Aerial Cable Project - Stanwood Drive and Belwood Road			\$30,000			
80-ELF-007-14	161 Substations and Transmission				\$5,000,000	\$5,000,000	\$5,000,000
80-ELF-007-21	Aerial Cable Project-Arbour Drive and Northbrook Street	\$15,000					
80-ELF-008-14	Line Reconductor/Pole Changeouts	\$600,000	\$600,000	\$600,000			
80-ELF-008-21	Overhead Aerial Cable Project - Woodhill Drive		\$50,000				
80-ELF-009-21	Overhead Aerial Cable project - Krudwig Avenue, Walser and Donnalee Avenue		\$50,000				
80-ELF-010-21	Overhead Aerial Cable Project - Osage Street, Parkway and Highland Street			\$30,000			
80-ELF-011-21	Overhead Aerial Cable Project - Holly Street, Pine Street and Zachary Drive				\$30,000		
80-ELF-012-21	Overhead Aerial Cable Project - Polk Avenue, Taylor Street and 5th Street				\$30,000		
80-ELF-014-21	Substation Recloser Upgrades	\$300,000					
80-ELF-017-21	Update Substation Bays						
80-ELF-018-21	Insulator Upgrades	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
80-ELF-019-21	Substation Transformer Upgrades		\$100,000				
80-ELF-023-21	Single Phase Reclosers		\$25,000				
80-ELX-001-21	Substation #3 Improvements			\$120,000			
80-ELX-002-21	Primary System Improvements - Substation #7				\$1,076,600		
80-ELX-003-21	Primary System Improvements - Substation #6			\$797,500			
80-ELX-004-21	Primary System Improvements - Substation #5					\$371,000	
80-ELX-005-21	Substation Improvements - Substation #2						\$153,000
80-ELX-006-21	Primary System Improvements - Substation #2						\$623,700
80-ELX-007-21	Primary System Improvements - Substation #8		\$917,100				
80-ELX-008-21	Sectionalizing Improvements		\$160,000				
80-ELX-009-21	Substation #8 Improvements		\$38,000				
80-ELX-010-21	Substation #3 Improvements		\$800,000				
80-ELX-011-21	Primary System Improvements - Substation #6						\$201,000
80-ELX-012-21	Primary System Improvements - Substation #1				\$957,100		
80-ELX-013-21	Substation Improvements - Substation #7						\$600,000
80-ELX-014-21	Substation Improvements - Substation #1						\$140,000
80-ELX-015-21	Substation Improvements - Substation #5						\$100,000
Total Electric Reserve		\$1,325,000	\$4,870,100	\$1,607,500	\$8,123,700	\$6,401,000	\$6,817,700
85-WWO-001-14	Collection Improvements- Goodwin Hollow Watershed	\$350,000	\$700,000	\$750,000	\$750,000	\$750,000	\$750,000

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
85-WWO-001-16	Oxidation Ditch Clean out & Rehabilitation (North and South)	\$30,000					
85-WWO-001-17	Wastewater Treatment Plant Existing/New Asphalt and Concrete		\$40,000				
85-WWO-001-18	Backhoe		\$145,000				
85-WWO-001-19	Lift Station Improvements	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
85-WWO-001-21	Sewer Main: Mizer Street	\$15,000					
85-WWO-001-22	Sewer Main: Hayes Street		\$16,000				
85-WWO-001-23	South Highway 5 Lift Station					\$200,000	
85-WWO-001-24	Orion Camera (CCTV)				\$25,000		
85-WWO-002-14	WWTP Improvements Phase 2	\$6,279,992					
85-WWO-002-19	Benchtop Spectrophotometer						\$6,500
85-WWO-002-21	Sewer Main: Barlow Street	\$12,000					
85-WWO-002-22	Sewer Main: Stave Mill Easement		\$30,000				
85-WWO-003-18	Replace Existing Wastewater Computers/Systems	\$5,000	\$5,000	\$5,000	\$7,500	\$7,500	\$7,500
85-WWO-003-21	Sewer Main: Marvin Avenue	\$27,000					
85-WWO-003-22	Security & Access Control		\$40,000				
85-WWO-004-19	Dump Truck	\$150,000					
85-WWO-004-21	Sewer Main: Perry Street		\$40,000				
85-WWO-005-15	Building (WWTP) Improvements		\$40,000				
85-WWO-005-19	Standby Generator	\$80,000					
85-WWO-005-20	Biosolids Application Truck	\$185,000					
85-WWO-005-20	Excavator		\$350,000				
85-WWO-005-21	IDEX		\$6,000				
85-WWO-006-16	Mechanical bar Screen	\$795,000					
85-WWO-006-20	Equipment and Material Trailer	\$15,000					
85-WWO-006-21	Mechanical Convection Oven		\$5,000				
85-WWO-007-15	Lift Station SCADA	\$20,000					
85-WWO-007-16	Pickup Trucks			\$30,000			
85-WWO-007-20	Combination Cleaning Unit		\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
85-WWO-007-21	WWTP Perimeter Fence		\$60,000				
85-WWO-008-16	Portable Trash Pump			\$4,000			
85-WWO-008-19	Portable Flow Meters		\$10,000				
85-WWO-008-21	Wastewater Equipment Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
85-WWO-009-19	Liftstation Critical Parts	\$25,000	\$25,000	\$25,000			
85-WWX-001-21	Trunk Sewer Replacement from South 5 to Evergreen North Side of Manors						\$75,000
85-WWX-002-21	Clarifiers #1,#2 and #3 Rehabilitation	\$90,000					
85-WWX-003-21	Samplers	\$8,000				\$4,000	\$4,000
Total Waste Water		\$8,246,992	\$1,752,000	\$1,054,000	\$1,022,500	\$1,201,500	\$1,083,000
87-WTR-001-16	East Fremont Water Line			\$100,000			
87-WTR-001-17	Hwy 5 Rosenthal to Woodhill water tie line		\$120,000				
87-WTR-001-18	Nathaniel to Steele tie line			\$60,000			
87-WTR-001-19	Ostrich Lane Water Line		\$175,000				
87-WTR-001-21	Water Tie Line: Twin Oaks & Tower		\$16,000				
87-WTR-001-22	Water Main: Owens		\$22,000				
87-WTR-001-23	Water Main: Frank			\$25,000			
87-WTR-001-26	Osage Water Line Replacement						\$45,000
87-WTR-002-17	Park Manor Water Line Replacement		\$55,000				
87-WTR-002-18	New Well and Tower						\$3,000,000
87-WTR-002-21	Water Main: Mizer	\$16,000					
87-WTR-002-22	Water Tie Line: New Buffalo Road to Public Works		\$140,000				
87-WTR-002-23	Water Main: Ronald Drive					\$10,000	
87-WTR-002-23	Water Main: Hunters Creek			\$40,000			
87-WTR-002-25	Water Main: Gateway Road	\$45,000					
87-WTR-002-26	Donna Circle Water Replacement						\$80,000
87-WTR-003-18	Pickup Trucks	\$30,000		\$30,000			
87-WTR-003-21	Water Main: Barlow	\$17,000					
87-WTR-003-23	Water Main: Manors and South Highway 5			\$21,000			
87-WTR-003-26	Evergreen Parkway From Southdale to Harley Davidson						\$250,000
87-WTR-004-18	Service Truck		\$90,000				
87-WTR-004-19	Water Wells: Chlorine Analyzer Replacements	\$10,000	\$15,000	\$6,000	\$6,000	\$6,000	\$6,000
87-WTR-004-21	Water Main: Marvin	\$32,000					
87-WTR-004-25	Water Main: Sunrise Drive Tie Line					\$20,000	
87-WTR-005-16	Chlorine Leak Detectors		\$30,000				
87-WTR-005-21	Water Main: Albert	\$13,000					
87-WTR-006-21	Water Main: Dickinson	\$13,000					

Capital Improvement Program Summary FY2021-FY2026							
Capital Project ID	Project Name	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
87-WTR-007-15	Dump Truck		\$145,000				
87-WTR-007-16	Administrative Vehicle						\$40,000
87-WTR-007-18	Replace Existing Water Computer Systems	\$5,000	\$5,000	\$5,000	\$7,500	\$7,500	\$7,500
87-WTR-007-21	Water Services: New Buffalo Road	\$7,500					
87-WTR-008-16	Directional Drill Equipment		\$100,000				
87-WTR-008-20	Water Well Critical Parts	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
87-WTR-008-21	Water Distribution System Improvements						
87-WTR-009-16	Security and access control		\$30,000				
87-WTR-009-21	Tapping Machine		\$35,000				
87-WTR-011-15	Portable Trash Pump			\$4,000			\$4,000
87-WTX-001-21	Water Towers	\$527,000					
Total Water		\$735,500	\$998,000	\$311,000	\$33,500	\$63,500	\$3,452,500
Total City of Lebanon		\$17,373,252	\$14,685,755	\$6,608,935	\$11,923,698	\$11,048,900	\$14,404,210

Glossary of Frequently Used Terms

A

Accrual Basis of Accounting – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

Appropriation – A legal authorization granted by the City Council which permits the City to incur obligations and make expenditures of resources.

Assessed Valuation – The valuation set upon real estate and certain personal property by Assessor as a basis for levying property taxes.

B

Bond – A written promise to pay a sum of money on a specific date(s) at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

Budget - An estimate of revenues and expenditures anticipated during a fiscal year and a summary of anticipate use of those revenues and expenditures.

Budget Calendar - The schedule of key dates which the City follows in the preparation of adopting the annual budget.

Budget Document – The compilation of the individual departmental spending plans for the various funds, along with supporting schedules, tables and graphs which, in total, comprises the annual revenue and expenditure plan.

Budgetary Control – The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

C

Capital Assets: An asset with a life anticipated life of greater than three years that is of major importance and/or cost.

Capital Budget: The City's systematic plan for addressing new construction, major maintenance greater than \$1,000 in a given fiscal year. Additional expenses can include the purchase and improvement of land and the acquisition of new buildings and facilities, or acquisition of longer lived, yet depreciable assets.

Capital Improvements Project: Is a project that may include the construction of new facilities, renovation of existing structures or facilities to extend useful life, and major repair of infrastructure such as streets or utility lines that is of a comprehensive and non-routine nature.

Capital Improvement Plan (CIP): A presentation of the City's long and short-term projected capital improvement needs. The planning document is used by staff and the governing body to guide the discussion of current and intermediate term capital requirements.

Capital Leased Property-Leased real or personal property, for which ownership of the asset substantially transfers to the lessee and there for meets the criteria for capitalizing as an asset.

Capitalized-To record a const as a long term asset. The amount recorded is the cost to acquire or construct the asset, plus all cost necessary to get the asset ready for its intended use.

Cash Basis- A basis of accounting in which transactions are recognized when cash is received or spent.

City Council – The Mayor and eight council members that collectively act as the legislative and policy making body of the City.

C.O.P. – Certificate of Participation. This is a type of lease purchase security funding for major capital projects. The city leases these capital projects for the life of the bonds with ownership passing to the City upon final payment. The funds to make the payments are subject to annual appropriations by the City. Normally, this type of lease purchase issue is for projects that are considered “necessary facilities” so the City is unlikely to walk away from the project.

D

Debt Service – The annual payment of principal and interest on the City’s bond indebtedness.

Department – A management unit of closely associated City activities headed by a Director or Chief. Each department may have one or more divisions.

Division – A section or unit within the City having a specialized function or activity.

E

Encumbrances – Obligations in the form of requisitions, purchase orders, and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid the encumbrance is eliminated, and an actual expense is recorded.

Enterprise Fund: A fund in which operations are expected to fun operations in a manner similar to a private business enterprise. The costs of operating are expected to be financed on a continuing basis through user charges (rates) rather than through taxes.

Expenditures/Expense – Decreases in net financial resources that include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

F

Fiscal Policy – A governments policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed upon set of principles for the planning and programming of governmental budgets and their funding.

Fiscal Year – A 12- month period to which the annual budget applies. The City of Lebanon has specified July 1 to June 30 as its fiscal year.

Fixed Asset – Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Franchise Fee – An ongoing fee charged to a franchisee (utility company) for operating and providing service within the City of Lebanon. The fee is based on a percentage of gross receipts, and utility companies often pass these fees along to their customers in the form of a gross receipts tax which is collected by the utility company and paid to the City on a monthly or quarterly basis.

Full Time Equivalent (FTEs) – Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

Fund – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance – The excess of a fund's current assets over its current liabilities. A negative fund balance is often referred to as a deficit.

G

General Fund – A fund set up to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not accounted for in some other fund are accounted for in this fund.

General Obligation Bond (GO)-Bonds which are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power.

Generally Accepted Accounting Principles (GAAP) – conventions, rules, and procedures that define accepted accounting practice, including broad guidelines as well as detailed procedures.

Grant – A contribution by a governmental or other organization to support a particular function. Typically, these contributions are made to local governments from state or federal governments.

Governmental funds - Funds through which most governmental functions are financed.

I

Internal Service Fund – Funds set up to account for goods and services provided by designated departments on a (cost reimbursement) fee basis to other governmental units.

Infrastructure: The facilities, systems and equipment, needed for the efficient continual operations of a city. Examples of these assets include roads, sidewalks, curbs and gutters, public parking lots, utility lines, traffic signal and street lighting.

L

LAGERS – The Missouri Local Government Employees Retirement System, a State pension plan to which the City as a whole, participated for the benefit of its employees.

Liquid Asset – cash or easily convertible into cash. Some examples are money market shares, U.S. Treasury bills, and bank deposits.

M

Mission – A broad statement of the goals, in terms of meeting public service needs, that a department or organization is formed to meet.

Modified Accrual Accounting – A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability when a purchase is authorized while revenues are not recorded until they are received.

O

Operating Annual Expenditures: Items required for the operation of the City departments in the provision of City services. Small tools and equipment less than or equal to \$1,000, the purchase of lower value Capital Assets and minor maintenance to existing buildings and facilities.

Operating Budget: The financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Administrator to the Council for approval. The “adopted budget” is the plan as modified and finally approved by the Council. The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

Organization Chart – A flowchart or picture representation of the employee positions within a department and the hierarchy related to those positions.

P

Projected Revenues – The amount of estimated revenues to be collected during the fiscal year.

Q

Quasi Funds – Also known as special funds. Generally has a governing body in addition to the City Council.

R

Resources – Total dollars available for appropriation including estimated revenues, transfers, and beginning fund balance.

Revenues – Amounts the City receives and/or earns as income including, but not limited, such items as taxes, user fees, licenses, permits, rents, grants, fines, and interest earnings.

S

Special Revenue Funds – Funds set up to account for revenues from specific taxes or other earmarked sources that (by law) are designated to finance particular activities of government.

T

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient of the fund.