



**SMITHVILLE**  
missouri

THRIVING AHEAD

A community with growing spaces, that is going places, the City of Smithville, Missouri is comfortably uncomplicated. While it is closely connected to the Kansas City metropolitan area, Smithville is serene and far from routine.

**FY2021**

**ANNUAL**

**OPERATING**

**BUDGET**



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## FY2021 BUDGET MESSAGE

Honorable Mayor and Board of Aldermen:

It is my pleasure to present the City of Smithville Fiscal Year 2021 Operating and Capital Budget. This budget reflects the cooperation and dedicated work of staff, Mayor Boley and the Board of Aldermen in achieving the goals and needs of our community.

While the COVID-19 pandemic has had a profound effect on day-to-day community life, the City of Smithville has not experienced significant changes to foundational operation and services. In the short-term, the City has experienced sales tax growth resulting from increases from in-town sales, which has aided the City's cash balances.

Development of the FY2021 Budget was guided by the goals established by the Board of Aldermen at its May 2019 retreat and through constant communication with key topics at Board Work Session meetings. Key Performance Areas, which were originally established by the Board in 2018, were confirmed at the 2019 retreat. The Key Performance Areas, including how success is defined for each, are listed in the illustration to the right.



Growth

**Growth** — We nurture a thriving economy by attracting and maintaining diverse development.



Governance

**Governance** — We act as a cohesive team, providing the human and physical resources to advance the goals and the betterment of the community.



Community Life

**Community Life** — We provide an environment where all can experience safety, security and opportunity for an active, healthy lifestyle.



Finance

**Finance** — We maintain public trust through fiscally sound investment of public revenues and resources.



Infrastructure

**Infrastructure** — We envision, build, and maintain the necessary road, utilities and strategic land use to prepare for residential and economic growth.



Community Engagement

**Community Engagement** — We seek input, partner with our community, and encourage active participation in creating our future.

The FY2021 Budget process began this spring with internal discussion and departmental budget meetings to review priorities. Board direction on capital and ongoing operational expenditures was provided in summer work sessions. A draft document was presented to the Board in August. The document presented for adoption at this time reflects Board adjustments directed throughout the review process.

While a maintenance budget, I believe the FY2021 Budget reflects an appropriate allocation of resources allowing for the continuance of all City services while implementing priorities identified by the citizens of Smithville and the Board of Aldermen.

FY2021 operating budgets in all funds are balanced, and the FY2021 capital improvement expenditure budget totals \$5,098,000 across all funds to improve infrastructure and City programs.

The revenue budget conservatively reflects a 0% increase in sales tax revenue, which is driven by a projected 1% decrease on existing sales tax revenues from established businesses and another 1% increase due to new sales tax revenues from new businesses, namely the Marketplace; a 5% increase in use tax revenue; 90% property tax collection rate; a 20% decrease in franchise tax revenue related to telecommunications; a 70% decrease in interest income; a 33% decrease in building permit revenue; and a 'return to normal' for SRO reimbursement, court fine revenue, recreation program revenue, and campground revenue.

The expenditure budget generally reflects no cost of living adjustment (COLA) to the compensation plan; a 3.0% merit pool for salary increases effective May 1, 2021; the addition of On-Call Time compensation; a presumptive 15.0% increase in medical insurance plus a medical insurance increase contingency; and no new positions, but the reclassification of one position in the Development Department.

The FY2021 budget includes monies in the Special Allocation Fund, which is used to account for TIF and CID proceeds, and payment to the developer. This Fund reflects the development of the Marketplace.

The FY2021 budget includes the new Vehicle & Equipment Replacement Fund, which is used to account for the sales from City-owned vehicles and begins a vehicle leasing program.

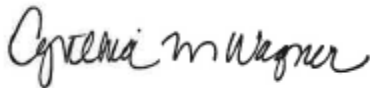
The FY2021 budget incorporates the new Parks & Stormwater Sales Tax Fund to reflect the 0.5% parks and stormwater sales tax approved by voters in June 2020.

As noted in budget work sessions, one “red flag” area relates to the Combined Water and Wastewater Fund. Ongoing infrastructure needs on both the water and wastewater sides will have significant impact on future budgets. A primary goal for staff in 2021 will be working with our financial advisors and others in identifying appropriate cash flow (debt) strategies along with a review of the rate structure.

I want to extend my thanks to each department director for their work in preparing this budget. Special thanks go to former Finance Director Daniel Toleikis for his ongoing effort to provide this budgetary information in a transparent, clear format.

I look forward to working with the citizens of Smithville and the Board of Aldermen to accomplish the goals funded through this budget.

Sincerely,

A handwritten signature in cursive script, reading "Cynthia M. Wagner".

Cynthia M. Wagner  
City Administrator

## COMMUNITY HISTORY

The [City of Smithville](#) is located in [Clay](#) and [Platte](#) Counties in [Missouri](#), just to the north of Kansas City, Missouri. Smithville is a 15.67 square-mile community that is home to almost 10,000 residents who enjoy living in a peaceful, yet growing community. Operating separately from the City, the [Smithville R-II School District](#) operates three elementary schools, one middle school, and one high school. Smithville has a branch of the [Mid-Continent Public Library](#).



Smithville was named for Humphrey and Nancy Smith, who came west with their six sons and daughter from New York state in 1822 to find land and build a home, where they settled alongside the Little Platte River. In 1824, the Smith's established Smith's Mill, the first water-powered flour mill in Clay County. By the 1830s, a town site was laid out and Smith's Mill became Smithville.

On July 6, 1868, the town of Smithville was incorporated. The City currently operates as a council/administrator form of government. The governing body of the City is the Board of Aldermen, which is comprised of six members elected by ward (two aldermen per ward), and a Mayor elected at large. The Mayor and each Aldermen are elected to two-year terms.



In October 1979, the U.S. Army Corps of Engineers began impounding [Smithville Lake](#), creating what is today a roughly 7,200-acre lake with more than 175 miles of shoreline. Smithville Lake, which is under the authority of Clay County, provides flood damage reduction, recreational opportunities, and water supply and storage capabilities for the City.

Smithville's population has gone through a significant increase over the last twenty years. The population more than doubled from 1990 to 2000, and since 2000 has increased by an annual growth rate of about 4%. The population growth has been driven by the community offering good recreation amenities and a high performing school district. Almost 40% of the population are students, which reflects the reputation and quality of the school district. Young families are moving to the City to enroll their children into the schools, and this school-aged-family subgroup of the population drives the family-friendly nature of the community and the desire for a safe community. It is expected that Smithville's population will continue to grow, and may even grow faster, given its proximity to the Kansas City International Airport and its' improvements.

The City's largest employers are the Smithville School District, Saint Luke's Hospital, and Price Chopper. Smithville has a significant outbound workforce every day and only a minor inbound workforce. In 2017, there were 1,904 jobs available within the City, with Smithville residents occupying only 447 of those (less than 25%). Approximately 4,333 Smithville residents were employed outside of the City. Smithville's average unemployment rate in 2019 was 2.8%. That rose to an average of 3.3% over the first three months of 2020, and amid the COVID-19 pandemic, the unemployment percentage rose to 12.5% in April and May 2020, before falling back to 7.4% in June 2020.

The City's economy is strong, with the top taxpayers being the Price Chopper, Evergy, Heritage Tractor, Coleman Equipment, and Major Lumber. The Kansas City metropolitan area is considered broad and diverse, and the City's recent growth will likely lead to future commercial development.

In 2014, the Downtown Smithville Historic District was included in the National Register of Historic Places. In 2019, the City was accepted into the Missouri Main Street Connection program, which, thanks to additional funding from the Smithville Chamber of Commerce and the Smithville Heritage Business District Association, provides on-site visits from Missouri Main Street staff, work plan development, regional training, reference materials, and networking to revitalize downtown Smithville.

COMPARABLE CITIES					
City	Smithville	Kearney	Excelsior Springs	Grandview	Liberty
Population	10,795	10,858	11,731	24,856	32,100
Available Jobs	1,904	3,076	4,693	9,208	23,963
Daily Inflow	1,457	2,551	3,741	8,366	21,071
Inflow Percentage	76.5%	82.9%	79.7%	90.9%	87.9%
Daily Outflow	4,333	4,082	3,976	9,862	12,098
Unemployment Rate	7.4%	7.4%	7.4%	9.1%	7.0%
Assessed Valuation	\$190,053,661	\$196,863,224	\$165,089,099	\$350,253,157	\$547,619,161
Property Tax Rate	0.4773	0.6015	1.1655	1.3419	0.9053
Sales Tax Rate	2.500%	3.000%	3.500%	3.000%	3.375%



## CITIZEN INVOLVEMENT

### 2019 DIRECTION FINDER SURVEY

The City of Smithville conducted a survey in January 2019 by contracting with ETC Institute, a national leader in market research, which focuses on helping governmental organizations gather survey data to enhance organizational performance with an emphasis on customer satisfaction surveys.

The survey sought:

- *to objectively assess citizen satisfaction with City services,*
- *to gather input from residents to help set community priorities,*
- *to compare the City's current performance to other communities' performance, and*
- *to assess trends within the community over time.*

More than 670 DirectionFinder surveys were completed and responses indicated that Smithville residents generally have a positive perception of the City. Satisfaction with the overall quality of major City services in Smithville rates 9% above the U.S. average and 14% above the Missouri and Kansas regional average. Smithville rated at or above the U.S. average in 26 of the 52 specific areas assessed and was at least 5% over the U.S. average in 16 of those areas.

A full [Citizen Survey Report](#) was issued in February 2019 summarizing findings of the survey and investment priorities. Future DirectionFinder surveys will be discussed during each budget process in order to periodically reassess the citizens' opinion of City services and departmental performance.

### 2019 CITIZEN-BASED STRATEGIC PLAN

The City of Smithville embarked upon a visioning and strategic planning process in 2019 by contracting with Future iQ, a research and consulting company which specializes in

foresight and scenario-based strategic planning, to guide a process to develop a Community Vision and Strategic Action Plan for Smithville.

The Community Vision represents the views of all aspects of the community, reflects core community values, addresses emerging trends and issues, imagines a preferred future, and promotes local action. The Strategic Action Plan directs efforts and resources toward a defined vision for the future, employing a roadmap that is realistic, achievable, and sustainable.

The visioning and strategic planning process aimed to provide responses to the following questions:

- *What should the City of Smithville become?*
- *What makes the City of Smithville unique and special and how can the City use these characteristics to prepare for the future?*
- *How will community stakeholder preferences fit into this vision?*

The process included a community survey, a Think Tank workshop, six community engagement sessions and engagement sessions with Smithville High School students to explore perception of future trends and implications.

This process identified a vision for the future of Smithville to create *Smithville – a Modern Community Oasis designed for 2030*, with five strategic pillars to support that vision:

- *Continued Commitment to Education*
- *Enhanced Recreation and Connectivity*
- *Diverse Housing and Neighborhood Options*
- *Strengthened Business and Economic Development*
- *Retention of Small-Town Feel and Sense of Community*

In late September 2019, a Think Tank Reconvene was held, which brought together approximately 50 dedicated community members and stakeholders who have been actively involved in the community visioning project. The Think Tank Reconvene reviewed

and validated the initiative's vision and engagement process and began work on the strategic pillars that will serve as the building blocks of the Community Vision and Strategic Action Plan.

A full [Vision and Strategic Action Plan](#) was issued in November 2019 identifying a preferred future for the City and strategic actions structured into a proposed roadmap.

## **2020 COMPREHENSIVE PLAN**

The City of Smithville is undertaking an update of the Comprehensive Plan in 2020 by again contracting with Future iQ. This plan is a foundational document that will guide land-use and planning decisions over the next 10 years. It also helps steer the evolution of the community and how it looks and feels. The plan will be a thoughtful, achievable and sustainable roadmap for community aspirations for the future. This process has a strong emphasis on community input and engagement. A [Community Portal](#) was created to be the 'go-to' place for the Comprehensive Planning process, with results of work to date, and the draft maps and plans.

The process involved significant engagement with the community by means of public sessions and task forces with inclusion of the youth voice. To provide continuity to the recent planning process, the Comprehensive Plan update centers its planning elements around the same five strategic pillars that emerged from the 2019 Citizen-Based Strategic Plan.

In January 2020, approximately 40 people attended the Comprehensive Planning Launch, which included a recap of the strategic pillars, an introduction to the planning approach and process, and a breakout into interactive working groups to identify the key topic areas involved in each strategic pillar.

In the July and August 2020, volunteers who have a particular interest in those key topic areas participated in two rounds of virtual task force meetings to work on

integrating the topic areas of the strategic pillars into the comprehensive planning process.

The City's Comprehensive Plan for the next 10 years will be presented to the Planning Commission and Board of Aldermen for adoption in November 2020.

## GOVERNING BODY

The City operates as a council/administrator form of government. The governing body of the City is the Board of Aldermen, which is comprised of six members elected by ward (two Aldermen per ward), and a Mayor elected at large. The Mayor and each Alderman are elected to two-year terms.

Municipal Elections are held annually in April. To be eligible to qualify for the office of Mayor or Alderman, a candidate must be at least 21 years of age, a citizen of the United States, a resident and inhabitant of the City of Smithville for at least one year prior to the election date, a registered voter, and not owe any outstanding debts to the City of Smithville. Residents who desire to be a candidate must file with the City Clerk annually in December.

A Ward map is depicted on the following page. Ward boundaries are redrawn every ten years.

### MAYOR AND BOARD OF ALDERMEN

Mayor	Damien Boley	Term Expires April 2022
Alderman, Ward 1	Dan Ulledahl	Term Expires April 2022
Alderman, Ward 1	Melissa Wilson	Term Expires April 2021
Alderman, Ward 2	Steve Sarver	Term Expires April 2022
Alderman, Ward 2	John Chevalier, Jr.	Term Expires April 2021
Alderman, Ward 3	Marvin Atkins	Term Expires April 2022
Alderman, Ward 3	Jeff Bloemker	Term Expires April 2021



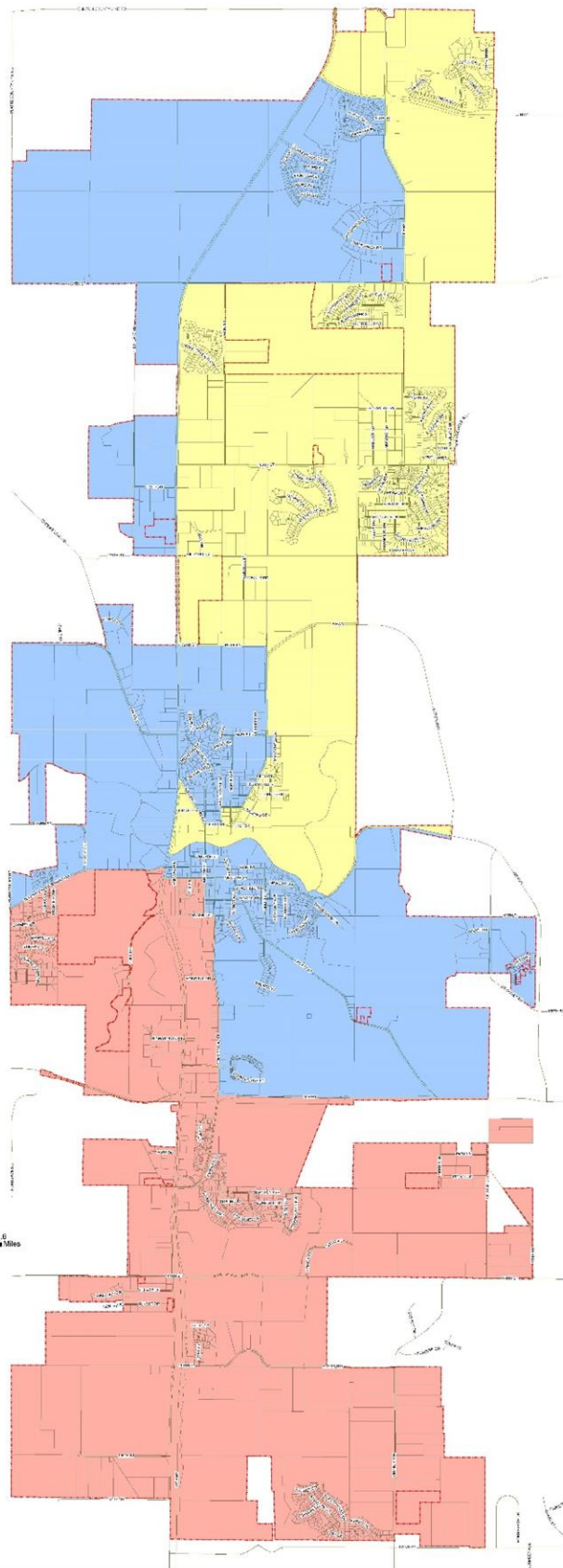
## SMITHVILLE Ward Boundary

### CITY, WARD

- Smithville, Ward 1
- Smithville, Ward 2
- Smithville, Ward 3



Created by Clay County Assessor  
GIS Mapping  
Date: February, 2012



## MISSION, VISION, AND VALUES

The Mayor and Board of Aldermen set the City's vision statement at its 2019 Board Retreat to read:

*A thriving Smithville builds its future  
by embracing growth, encouraging commerce,  
and cultivating its natural surroundings.*

In 2018, the Governing Body adopted six Pillars of Excellence to be the foundation for its vision for a thriving City. These pillars continue to be a visible testament to its commitment to the vision statement after being reaffirmed at the 2019 retreat:

- Growth - We nurture a thriving economy by attracting and maintaining diverse development.
- Governance - We act as a cohesive team, providing the human and physical resources to advance the goals and the betterment of the community.
- Community Life - We provide an environment where all can experience safety, security, and opportunity for an active, healthy lifestyle.
- Finance - We maintain public trust through fiscally sound investment of public revenues and resources.
- Infrastructure - We envision, build, and maintain the necessary road, utilities, and strategic land use to prepare for residential and economic growth.
- Community Engagement - We seek input, partner with our community, and encourage active participation in creating our future.

In 2019, the Governing Body identified and prioritized one- to two-year goals, which set a clear direction for the City for ongoing development and operations. The goals are listed on the following pages, along with progress updates.



### **PILLAR OF EXCELLENCE: GROWTH**

**GOAL:** Engage in comprehensive planning process

The FY2020 Budget provided funds to update the Comprehensive Plan and the City is under contract with Future iQ to perform that update. A full report is expected to be issued in December 2020 outlining the City's Comprehensive Plan for the next ten years.

**GOAL:** Annex Smith's Fork and other areas

A Request has been made to the Army Corps of Engineers regarding the annexation of Smith's Fork Park, and staff is proceeding with annexing the 'pockets' to infill the City limits.

**GOAL:** Change development requirements for contiguous development

Staff is developing a policy for annexation and will review that policy with the Board of Aldermen in 2021.

### **PILLAR OF EXCELLENCE: GOVERNANCE**

**GOAL:** Review and update municipal code

The Municipal Code was updated in 2020.

### **PILLAR OF EXCELLENCE: COMMUNITY LIFE**

**GOAL:** Provide recreational opportunities, including a basketball court complex

The FY2020 Budget provided funds for the Main Street Trail project, the Heritage Park basketball court, and Heritage Park parking lot. Smithville voters approved a ½ cent parks and stormwater sales tax which went into effect October 1, 2020. Revenue from the sales tax is anticipated to be recognized beginning in January 2021. The FY2020 and FY2021 Budgets include funds to complete a Parks and Recreation Master Plan, which will help guide parks and recreation needs and improvements, and lay out a timeline for those improvements. The FY2021 budget also includes funds for Splashpad Park improvements and Smith's Fork Campground electric upgrades.

### **PILLAR OF EXCELLENCE: FINANCE**

**GOAL:** Maintain a financial plan that reflects infrastructure replacement needs

A five-year Capital Improvement Plan (CIP) addressing infrastructure needs across all Funds was developed in preparation for the FY2020 Budget. That CIP has been presented and reviewed by the Board of Aldermen several times over the past 18 months. The CIP was reviewed and updated in June 2020 and again in September 2020 as part of the FY2021 Budget adoption process. Cash flows within the plan suggest that most projects can be accomplished utilizing excess cash on hand, however, a few projects will likely need to be backed by a debt issuance.

### **PILLAR OF EXCELLENCE: INFRASTRUCTURE**

**GOAL:** Complete South Sewer project

The South Sewer project, otherwise known as the Forest Oaks Sewer Expansion project, is listed in the Capital Improvement Plan as a FY2022 project.

**GOAL: Conduct a Wastewater Master Plan**

The FY2020 Budget provided funds to complete a Wastewater Master Plan and the City is under contract with HDR Engineering to complete that plan. A draft of the plan was presented to the Board of Aldermen in August 2020 and a final report is expected to be issued in December 2020 outlining the Wastewater Master Plan for the next twenty years.

**GOAL: Develop a Transportation Master Plan**

The FY2021 Budget provides funds to complete a Transportation Master Plan, including complete Streets and Trails.

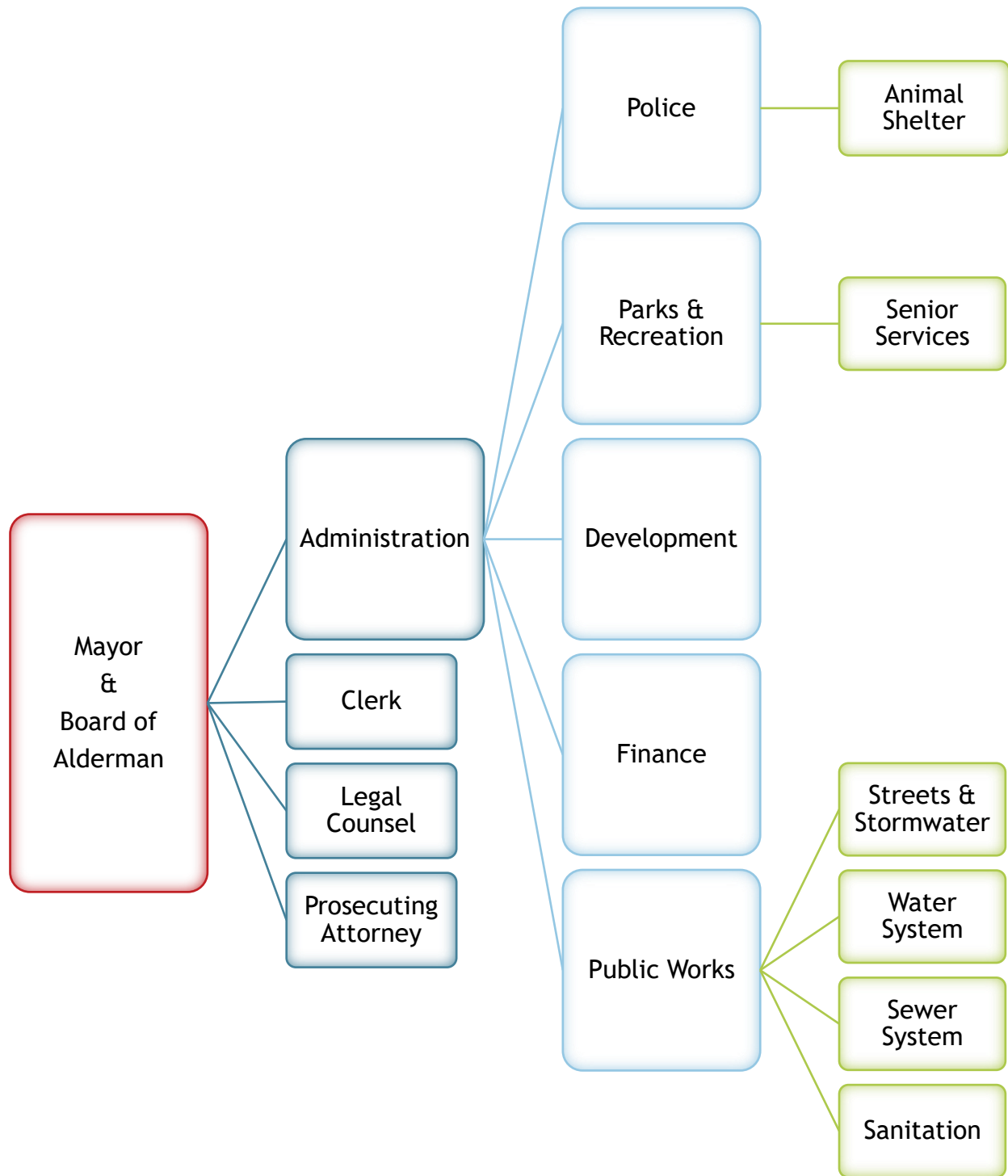
**GOAL: Pursue Streetscape Phases 2 and 3**

The FY2020 Budget provided funds for the engineering and partial construction for the Downtown Streetscape East Phase. The FY2021 Budget provides funds for the remaining construction for the Downtown Streetscape East Phase. The Downtown Streetscape North Phase is listed in the Capital Improvement Plan as a FY2023 project.

**GOAL: Continue process to implement a special road district**

A Request has been made to Clay County to establish a special road district for Smithville City limits.

# ORGANIZATION CHART



## LEADERSHIP TEAM

The Governing Body works with an executive leadership team to implement governing body policies across all City departments. The executive leadership team includes the City Administrator's staff and all department directors.

### TEAM MEMBERS

City Administrator	Cynthia Wagner
Assistant City Administrator	Nickie Lee
City Clerk	Linda Drummond
Chief of Police	Jason Lockridge
Parks & Recreation Director	Matt Denton
Development Director	Jack Hendrix
Finance Director	-- VACANT --
Public Works Director	Chuck Soules

## FINANCIAL POLICIES AND FUND STRUCTURE

Chapter 140 of the Code of Ordinances establishes the City's fiscal year, identifies the City Administrator as the Budget Officer, and provides an outline of the process for compilation of, revision of, adoption of, and amendments to the budget. That Chapter also guides the setting of the property tax levy and imposition of sales and use taxes.

Chapter 150 establishes the City's purchasing policy, identifies the Purchasing Agent, and provides an outline for the purchase of goods and services.

The Policy Manual outlines several City policies, including the donation and purchasing card policy, and identifies desired Fund reserves.

The financial statements of the City are prepared on a modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America established by the Governmental Accounting Standards Board (GASB), which is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The City's policy is to include in the financial statements all funds, departments, agencies, boards, commissions, and other component units for which the City is considered to be financially accountable.

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, deferred outflows of resources, liabilities, deferred inflows of resources, net position, fund balances, and revenues and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. On the following pages are summaries of the purpose for each City Fund, with information on the departments operating inside each Fund, along with revenue sources and expenditure uses.

### **GENERAL FUND**

The General Fund is the City's primary operating fund. It accounts for a majority of day-to-day operations of most City departments, such as Police, Parks & Recreation, and Development.

#### Revenue Sources

Property Tax; 1% General Sales Tax; Use Tax; Franchise Taxes; License, Fees, and Permits; Recreation Program Fees; Fines and Forfeits; Rental Fees

#### Expenditure Uses

Employee Wages and Benefits, Operating and Maintenance Supplies, Contracted Services, Capital Outlay

### **SPECIAL ALLOCATION FUND**

The Special Allocation Fund is used to account for the revenues and expenditures related to the City's Tax Increment Financing (TIF) and Community Improvement District (CID) plans.

#### Revenue Sources

Incremental Property Tax, Incremental Sales Tax

#### Expenditure Uses

Contracted Services

### **VEHICLE & EQUIPMENT REPLACEMENT FUND**

The Vehicle & Equipment Replacement Fund (VERF) is used to account for the new vehicle lease program, and in future years, the equipment replacement program. It is a new fund created for the FY2021 Budget.

#### Revenue Sources

Transfers from Other Funds

#### Expenditure Uses

Contracted Services, Capital Outlay

### **CAPITAL PROJECTS FUND**

The Capital Projects Fund is used to account for large, often multi-year construction projects of the City.

#### Revenue Sources

Proceeds from Debt Issued

#### Expenditure Uses

Contracted Services, Capital Outlay

### **TRANSPORTATION SALES TAX FUND**

The Transportation Sales Tax Fund is a special fund used to account for revenues from the voter-approved 0.5% transportation sales tax and specific expenditures allowable by state statute – the construction, reconstruction, repair and maintenance of streets, sidewalks, trails, City-owned parking lots, and bridges within the City. The transportation sales tax does not expire.

#### Revenue Sources

0.5% Transportation Sales Tax

#### Expenditure Uses

Operating and Maintenance Supplies, Contracted Services, Capital Outlay

### **PARKS & STORMWATER SALES TAX FUND**

The Parks & Stormwater Sales Tax Fund is a special fund used to account for revenues from the voter-approved 0.5% parks and stormwater sales tax and expenditures to address park and recreation amenities and storm water control concerns. The parks and stormwater sales tax expires on September 30, 2040.

#### Revenue Sources

0.5% Parks & Stormwater Sales Tax

#### Expenditure Uses

Contractual Services, Capital Outlay

### **CAPITAL IMPROVEMENT SALES TAX FUND**

The Capital Improvement Sales Tax Fund is a special fund used to account for revenues related to the voter-approved 0.5% capital improvement sales tax and expenditures tied to the related voter-approved bond issuance. The capital improvement sales tax expires on December 31, 2038.

#### Revenue Sources

0.5% Capital Improvement Sales Tax

#### Expenditure Uses

Contractual Services, Capital Outlay, Transfers to Other Funds

### **DEBT SERVICE FUND**

The Debt Service Fund is used to account for the payment of principal and interest on general obligation debts.

#### Revenue Sources

Property Tax, Transfers from Other Funds

#### Expenditure Uses

Contracted Services



### **COMBINED WATER & WASTEWATER SYSTEMS FUND**

The Combined Water & Wastewater Systems (CWWS) Fund is an enterprise fund used to account for the operation and maintenance of City-owned water and sewer facilities, which are normally self-supported by user charges.

#### Revenue Sources

Charges for Services

#### Expenditure Uses

Employee Wages and Benefits, Operating and Maintenance Supplies, Contractual Services, Capital Outlay

### **SANITATION FUND**

The Sanitation Fund is an enterprise fund used to account for the contractual service of refuse and recycling collection and removal, which are normally self-supported by user charges.

#### Revenue Sources

Charges for Services

#### Expenditure Uses

Contracted Services

### **CARES ACT STIMULUS FUND**

The CARES Act Stimulus Fund is a special fund that used to account for the federal stimulus monies associated with the COVID-19 pandemic.

#### Revenue Sources

Intergovernmental Revenue

#### Expenditure Uses

Employee Wages and Benefits, Operating and Maintenance Supplies, Contractual Services, Capital Outlay

The Finance Department website provides links to prior year budget documents, financial reports, financial statements, and audit reports.

## DEBT POLICIES

In the financial statements, long-term debt and other long-term obligations are reported as liabilities. Bond premiums and discounts are amortized over the life of the bonds using the straight-line method. Bonds payable are reported net of the applicable bond premiums or discounts. Bond issuance costs are expensed when incurred. In the financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

## BOND RATING

A bond rating provides a general credit risk evaluation. The City's bond rating is the single, most important factor that affects the interest rate on the debt issuance.

There are three major rating agencies for municipal bonds: Moody's Investors Service, S&P Global, and Fitch Ratings. In assigning a rating for general obligation bonds, rating agencies assess the following factors:

- Economy
- Debt Structure
- Financial Condition
- Demographic Factors
- Management practices of the governing body and administration

The following table shows comparable investment grade ratings for the three major rating agencies:

<b>BOND RATING</b>	<b>MOODY'S INVESTORS SERVICE</b>	<b>S&amp;P GLOBAL AND FITCH RATINGS</b>
Extremely Strong	Aaa	AAA
Very Strong	Aa1, Aa2, Aa3	AA+, AA, AA-
Strong	A1, A2, A3	A+, A, A-
Adequate	Baa1, Baa2, Baa3	BBB+, BBB, BBB-

The City received a 'AA-' long-term rating in February 2019 from S&P Global for its most recent debt issuance, the 2019 General Obligation (GO) bonds. This 2019 rating also affirmed the City's 'AA-' long-term rating on the 2018 GO bonds and its 'A+' long-term rating on the 2018 Certificates of Participation (COPs).

COPs are typically rated one notch lower than the City's general creditworthiness because COPs are secured through the City's operating budget, meaning the City has pledged to seek annual appropriations from the Combined Water & Wastewater Systems (CWWS) Fund and has considered the affordability of the lease payments in its long-term plans. However, since the CWWS fund is supported by water and sewer revenue, there is some risk associated with that annual appropriation, leading to the lower credit rating. GO bonds are secured by the full faith and credit and taxing power of the municipality, meaning they are generally payable through a debt service property tax levy without limitation as to the taxing rate on all taxable tangible property, real and personal.

S&P Global's rating reflects the following assessments of the City:

- Strong economy, with access to the broad and diverse Kansas City metropolitan statistical area.
- Adequate management, with standard financial policies and practices under S&P Global's Financial Management Assessment methodology.
- Strong budgetary performance, with slight operating surpluses in the General Fund and at the total governmental fund level in FY2018.

- Very strong budgetary flexibility, with an available cash reserve in FY2018 of approximately 72% of operating expenditures.
- Very strong liquidity, with total government available cash at 102.6% of total governmental fund expenditures and 43 times governmental debt service, and access to external liquidity.
- Very weak debt and contingent liability profile, with debt service carrying charges at 2.4% of expenditures and net direct debt that is 238.0% of total governmental fund revenue.
- Adequate institutional framework.

## **GENERAL OBLIGATION DEBT LIMITS**

All general obligation (GO) bonds must be voter-approved. Article VI, Section 26 of the Missouri Constitution limits the amount of GO bonds that may be issued by a municipality for general needs at 10 percent of the City's assessed valuation (AV). The debt limit is tested at the time of the election to authorize the issuance of the bonds and the maturity date of a GO bond issuance must not be later than 20 years from the date of its issuance. The Missouri Constitution does permit the City to incur GO debt for an additional 10 percent of the City's AV for the specific purpose of street and sewer improvements, and yet another 10 percent of the City's AV for the specific purpose of water or electric plant improvements, but the City's total GO debt across all three available platforms cannot exceed 20 percent of the City's AV. The City's 2020 AV is \$190,053,661, meaning the City's GO debt ceiling is \$38,010,732, of which \$19,005,366 can be for general purposes.

In 2018, voters approved the issuance of \$5,625,000 in GO debt for the City. As of November 1, 2020, the City's GO balance is \$5,505,000, and no additional GO debt for specific purposes.

Certificates of Participation (COPs), on the other hand, do not need to be voter-approved, and there is no debt ceiling. The City issued COPs in 2012 and 2018 for water and

wastewater improvements. As of November 1, 2020, the City has \$8,205,000 in COP debt remaining.

Current general obligation and certificates of participation debt amortization schedules are provided in Appendix I.

## **FUTURE DEBT PLANS**

City staff has identified three future Capital Improvement Plan projects which may require funding through a debt issuance:

- Combined Public Works (Streets)/Parks & Recreation Building in FY2022
- Forest Oaks Sewer Expansion in FY2022
- Water Plant Expansion in FY2023

## BUDGET PROCESS

The City's budget year runs November 1 through October 31. The Budget is adopted by Ordinance, which requires two readings. Typically, each reading is done at a separate Board of Aldermen meeting. Each winter, a budget calendar is presented to staff and the Board of Aldermen, laying out a timeline for budget preparation, review, and approval. The timeline includes budgetary items such as the Capital Improvement Plan and Employee Compensation Plan. The FY2021 budget calendar was presented as follows:

FY2021 BUDGET TIMELINE	
April 2020	Departmental Budget Meetings
May 2020	FY2020 Budget Projections Completed
	5-Year Capital Improvement Plan Updated
	Draft FY2021 Budget Assembled
June 2020	Departmental Review of Draft FY2021 Budget
	Board Discussion on 5-Year Capital Improvement Plan
July 2020	Board Discussion on Employee Handbook
	Board Discussion on Employee Compensation Plan
	Board Discussion on Schedule of Fees
August 2020	1 <sup>st</sup> Board Discussion on Recommended FY2021 Budget
	2020 Property Tax Levy Set
September 2020	2 <sup>nd</sup> Board Discussion on recommended FY2021 Budget
	Approval of FY2021 Employee Handbook
	Approval of FY2021 Compensation Plan
	Amendment to the Schedule of Fees
October 2020	Approval of FY2021 Budget

In April, the Finance Director, City Administrator, and Assistant City Administrator met with department heads to review each department's FY2021 budget priorities, including

recommendations for changes to the schedule of fees, anticipated changes to anticipated revenue, general revisions to expenditure estimates, capital requests, and the capital improvements project listing and timeline.

April 30, 2020 signified the mid-way point of the FY2020 budget year. In May, the Finance Director analyzed six months of true FY2020 revenue and expenditures and calculated FY2020 budget projections. These projections, in coordination with information gathered from the April departmental budget meetings, helped to complete a draft of the FY2021 Budget. The April departmental budget meetings also provided the information necessary to update the 5-year Capital Improvement Plan in May.

In June, the Finance Director, City Administrator, and Assistant City Administrator met to review the employee handbook, employee compensation plan, schedule of fees, draft FY2021 budget, and 5-year Capital Improvement Plan. The draft FY2021 budget was then shared with department heads for their review, and the 5-Year Capital Improvement Plan was presented to the Board of Aldermen for discussion.

In July, the recommended FY2021 Employee Handbook, FY2021 Employee Compensation Plan, and amended Schedule of Fees was presented to the Board of Aldermen for discussion.

In August, the 2020 property tax levy was set according to Section 67.110, RSMo, and the recommended FY2021 Budget was presented to the Board of Aldermen for first discussion. The Board provided its feedback on recommended revenue and expenditure operating budgets, specific items included and not included in the recommended budget, anticipated one-time revenue, and capital projects included and not included in the recommended budget. The Board examined cash flows and excess cash on hand, and provided recommendations for use and/or conservation of that cash.

In September, a revised recommended FY2021 budget based on the prior discussion was presented to the Board of Aldermen for second discussion.



The FY2021 Budget Ordinance was presented for first reading on October 6 and for second reading on October 20.

## **AMENDING THE APPROVED BUDGET**

The City Administrator, as Budget Officer, may re-appropriate the approved budget of a Fund without Board approval so long as the total Fund revenues and expenditures remain the same – i.e. the City Administrator is allowed to move \$5,000 in contracted services appropriation to capital outlay appropriation without Board approval.

Changes to the approved budget that do affect total Fund revenues and/or expenditures must be approved by Ordinance. Amendments to the FY2021 Budget can be found in Appendix V.

## SUMMARY OF BUDGETED PERSONNEL

The following charts reflect full-time, part-time, and seasonal staff counts for each budget year noted, by department. A listing of filled positions with their corresponding pay rates as of November 1, 2020 is provided in Appendix III.

FULL-TIME POSITIONS				
POSITION	FY18	FY19	FY20	FY21
<b>ADMINISTRATION</b>				
CITY ADMINISTRATOR	1	1	1	1
EXECUTIVE ASSISTANT	1	1	-	-
ASSISTANT CITY ADMINISTRATOR	-	1	1	1
CITY CLERK	1	1	1	1
MANAGEMENT ASSISTANT	-	-	1	1
DEPARTMENT SUBTOTAL	3	4	4	4
<b>MUNICIPAL COURT</b>				
COURT ADMINISTRATOR	1	1	-	-
DEPARTMENT SUBTOTAL	1	1	-	-
<b>POLICE</b>				
POLICE CHIEF	1	1	1	1
POLICE CLERK/PROSECUTOR'S ASSISTANT	-	-	1	1
POLICE CAPTAIN	1	1	1	1
POLICE SERGEANT	4	4	4	4
POLICE DETECTIVE	2	2	2	2
POLICE OFFICER + SCHOOL RESOURCE OFFICER	10 + 1	10 + 2	10 + 2	10 + 2
DEPARTMENT SUBTOTAL	19	20	21	21

### FULL-TIME POSITIONS (CON'T)

POSITION	FY18	FY19	FY20	FY21
<b>PARKS &amp; RECREATION</b>				
PARKS & RECREATION DIRECTOR	1	1	1	1
RECREATION & MARKETING MANAGER	1	1	1	1
PARKS MAINTENANCE CREW LEADER	1	1	1	1
PARKS MAINTENANCE WORKER	2	2	2	2
DEPARTMENT SUBTOTAL	5	5	5	5
<b>DEVELOPMENT</b>				
DEVELOPMENT DIRECTOR	1	1	1	1
ADMINISTRATIVE COORDINATOR	1	1	1	-
COMMUNICATIONS COORDINATOR	1	-	-	-
PERMIT TECHNICIAN	-	-	-	1
UTILITIES INSPECTOR	1	1	1	-
BUILDING INSPECTOR	2	2	2	2
CODE INSPECTOR	-	1	1	1
DEPARTMENT SUBTOTAL	6	6	6	5
<b>FINANCE</b>				
FINANCER DIRECTOR	1	1	1	1
FINANCE SPECIALIST	2	2	2	2
DEPARTMENT SUBTOTAL	3	3	3	3

FULL-TIME POSITIONS (CON'T)				
POSITION	FY18	FY19	FY20	FY21
<b>PUBLIC WORKS</b>				
PUBLIC WORKS DIRECTOR	-	-	1	1
ADMINISTRATIVE COORDINATOR	1	1	1	1
STREET SUPERINTENDENT	1	1	1	1
STREET MAINTENANCE CREW LEADER	-	-	1	1
STREET MAINTENANCE WORKER	4	5	4	4
UTILITIES SUPERINTENDENT	1	1	1	1
WATER TREATMENT PLANT MANAGER	1	1	1	1
OPERATIONS MANAGER	1	1	1	1
WATER PLANT OPERATOR	4	4	4	4
WASTEWATER PLANT OPERATOR	2	2	2	2
UTILITIES INSPECTOR	-	1	1	2
UTILITIES SPECIALIST	3	3	3	3
DEPARTMENT SUBTOTAL	18	20	21	22
<b>TOTAL COUNT – FULL-TIME POSITIONS</b>	55	59	60	60

PART-TIME POSITIONS				
POSITION	FY18 BUDGET	FY19 BUDGET	FY20 BUDGET	FY21 BUDGET
<b>ELECTED OFFICIALS</b>				
MAYOR	1	1	1	1
ALDERMAN	6	6	6	6
DEPARTMENT SUBTOTAL	7	7	7	7
<b>ADMINISTRATION</b>				
LEGAL COUNSEL	2	2	2	2
DEPARTMENT SUBTOTAL	2	2	2	2
<b>MUNICIPAL COURT</b>				
MUNICIPAL JUDGE	1	1	-	-
DEPARTMENT SUBTOTAL	1	1	-	-
<b>PUBLIC WORKS</b>				
ADMINISTRATIVE COORDINATOR	1	1	1	1
DEPARTMENT SUBTOTAL	1	1	1	1
<b>TOTAL COUNT – PART-TIME POSITIONS</b>	11	11	10	10

SEASONAL POSITIONS				
POSITION	FY18 BUDGET	FY19 BUDGET	FY20 BUDGET	FY21 BUDGET
<b>ADMINISTRATION</b>				
INTERN	-	-	1	1
<b>PARKS &amp; RECREATION</b>				
INTERN	-	-	1	1
PARKS MAINTENANCE	5	6	6	5
CLINIC INSTRUCTORS		AS NEEDED		
FIELD SUPERVISORS		AS NEEDED		

## CAPITAL IMPROVEMENT PLAN

The City's Capital Improvement Plan (CIP) lists all projects identified by staff and the Board of Aldermen and through planning processes such as the Water Master Plan, Wastewater Master Plan, Parks & Recreation Master Plan, Strategic Plan, and Comprehensive Plan. A discussion regarding the appropriate five-year prioritization of projects occurred when the CIP was presented to the Board of Aldermen in June 2020. The budget discussions in August and September 2020 finalized that prioritization of projects and adoption of the FY2021 Budget in October 2020 puts the highest priority projects into motion. The following CIP items were identified as the highest priority and are included in the FY2021 Budget:

FUND	CIP ITEM	FY2021 BUDGET
General	City Hall Improvements	315,000
	Police Department Records Management Software	100,000
	Smith's Fork Campground Electric Upgrade	37,500
	Transportation Master Plan w/ Complete Streets & Trails	100,000
	Engineering Combined Streets/Parks Building	250,000
General/CWWS	GIS & Asset Management Software	200,000
CPF/C. I. Sales Tax	Downtown Streetscape East Phase	410,500
Transportation Sales Tax	North Salt Shed	100,000
	Coultier Addition Asphalt Overlay	150,000
	Rock Creek Asphalt Overlay	185,000
	Microsurfacing	75,000
Parks & Stormwater Sales Tax	Parks & Recreation Master Plan	50,000
	Splashpad Park Improvements	25,000
	TBD Parks & Recreation Project	50,000
	TBD Stormwater Project	100,000
CWWS	188 <sup>th</sup> Street Waterline Project	270,000
	Highland Sewer Replacement Project	270,000
	Valve Box, Raw Water Pump Station, Copper Ion Generator, and Campground Lift Station Project	2,370,000
	<b>TOTAL FY2021 CIP EXPENDITURES</b>	<b>\$5,058,000</b>

All CIP items included in the FY2021 Budget will be funded through excess operating revenues or excess cash on hand, while protecting all formal and informal reserve levels.

The full CIP document is provided in Appendix II.

City staff has identified three future Capital Improvement Plan projects which may require funding through a debt issuance:

- Combined Public Works (Streets)/Parks & Recreation Building in FY2022
- Forest Oaks Sewer Expansion in FY2022
- Water Plant Expansion in FY2023

## **TRANSFERS BETWEEN FUNDS**

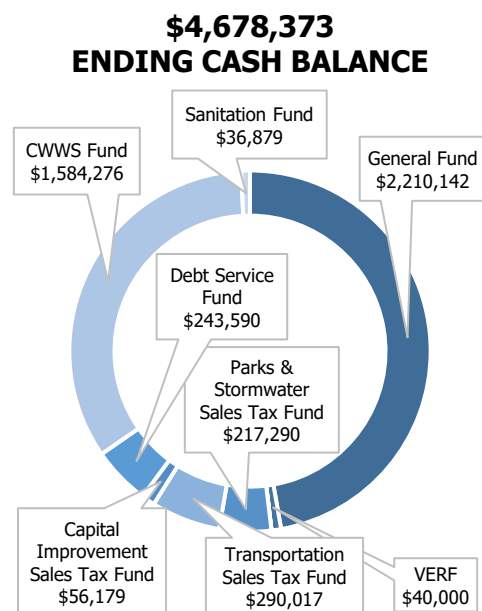
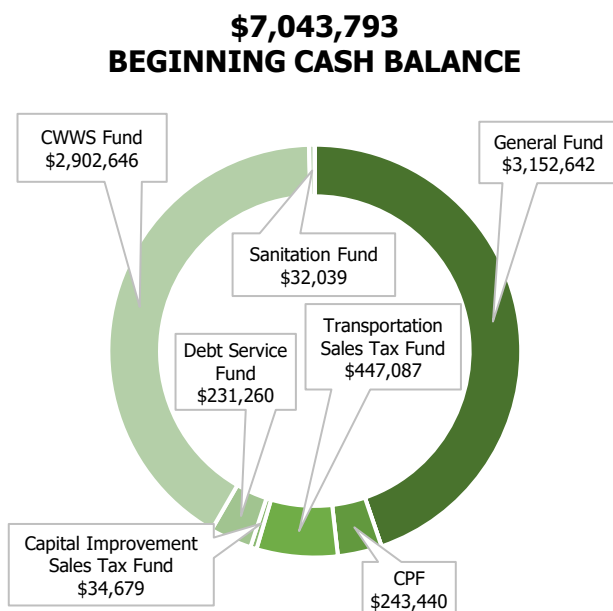
In addition to the referenced capital improvement projects, the CIP document and FY2021 Budget also include a \$40,000 transfer from the General Fund to the Vehicle & Equipment Replacement Fund (VERF) to begin seeding a reserve in that Fund. In the event that the City were to cancel its vehicle leasing agreement, the reserve would fund the purchase of new vehicles to replace the leased ones. The desired reserve amount in the VERF for vehicle replacement is \$500,000. The CIP outlines a plan to achieve this reserve amount goal by FY2030.



## BUDGET SUMMARY

The table below portrays the total change in cash balances, by Fund, from November 1, 2020 to October 31, 2021. Revenue includes operating revenue and one-time revenue; expenditures includes operating expenditures and CIP and other one-time expenditures.

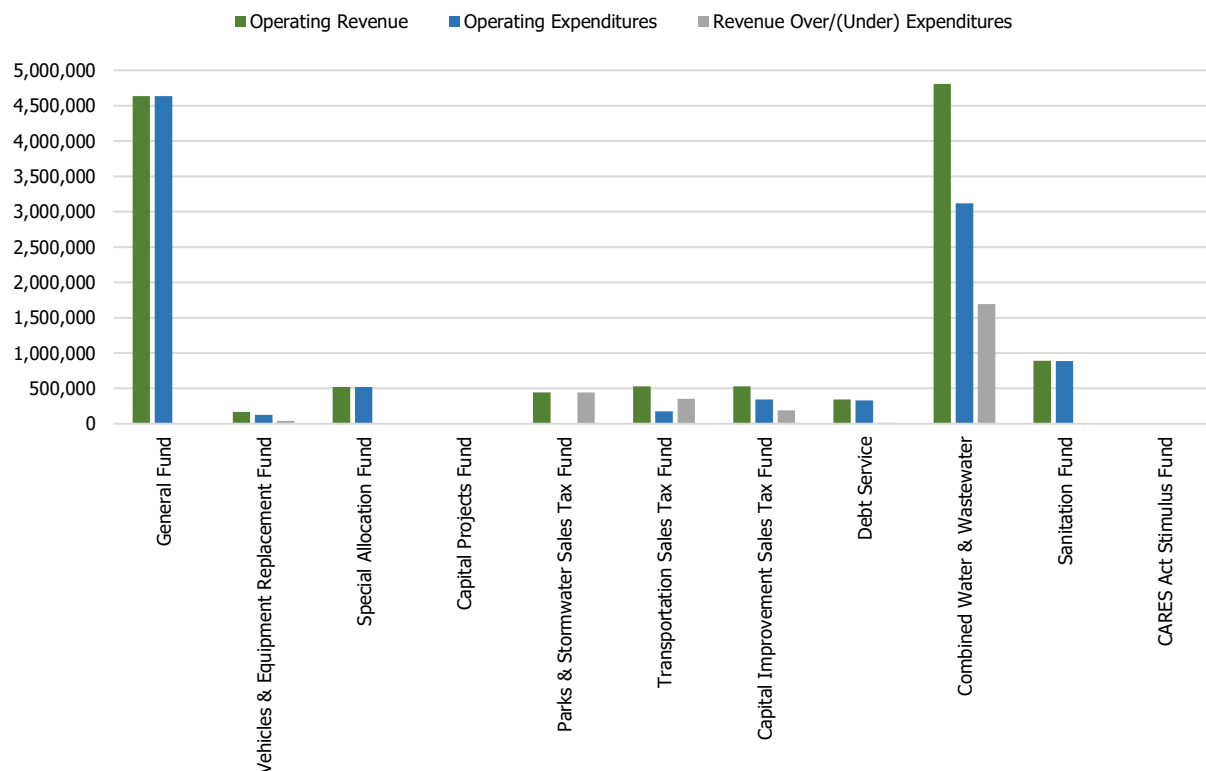
Fund	Beginning Cash	FY2021 Revenue	FY2021 Expenditures	Ending Cash
General	3,152,642	4,634,040	5,576,540	2,210,142
Vehicle & Equipment Replacement	-	165,000	125,000	40,000
Special Allocation	-	520,000	520,000	-
Capital Projects	243,440	-	243,440	-
Parks & Stormwater Sales Tax	-	442,290	225,000	217,290
Transportation Sales Tax	447,087	530,750	687,820	290,017
Capital Improvement Sales Tax	34,679	530,750	509,250	56,179
Debt Service	231,260	342,190	329,860	243,590
Combined Water & Wastewater	2,902,646	4,808,890	6,127,260	1,584,276
Sanitation	32,039	890,550	885,710	36,879
CARES Act Stimulus	-	-	-	-
<b>TOTAL</b>	<b>7,043,793</b>	<b>12,864,460</b>	<b>15,229,880</b>	<b>4,678,373</b>



The table below compares FY2021 budgeted operating revenues versus budgeted operating expenditures, by Fund. Operating budgets across all Funds are balanced.

<b>Fund</b>	<b>FY2021 Revenue</b>	<b>FY2021 Expenditures</b>	<b>Revenue Over/(Under) Expenditures</b>
General	4,634,040	4,634,040	-
Vehicle & Equipment Replacement	165,000	125,000	40,000
Special Allocation	520,000	520,000	-
Capital Projects	-	-	-
Parks & Stormwater Sales Tax	442,290	-	442,290
Transportation Sales Tax	530,750	177,820	352,930
Capital Improvement Sales Tax	530,750	342,190	188,560
Debt Service	342,190	329,860	12,330
Combined Water & Wastewater	4,808,890	3,117,260	1,691,630
Sanitation	890,550	885,710	4,840
CARES Act Stimulus	-	-	-

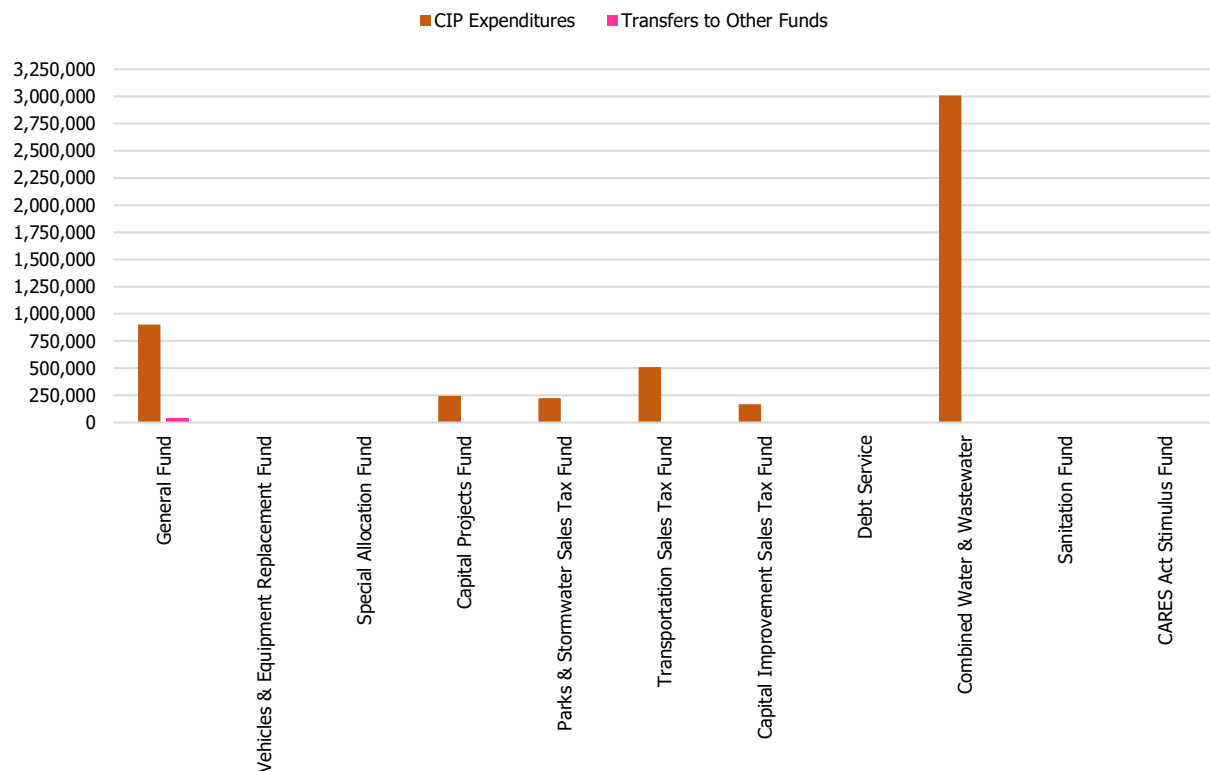
### **FY2021 OPERATING REVENUE VS. OPERATING EXPENDITURES**



The table below displays total FY2021 CIP expenditures and transfers to other funds, by Fund.

<b>Fund</b>	<b>CIP Expenditures</b>	<b>Transfers to Other Funds</b>
General	902,500	40,000
Vehicle & Equipment Replacement	-	-
Special Allocation	-	-
Capital Projects	243,440	-
Parks & Stormwater Sales Tax	225,000	-
Transportation Sales Tax	510,000	-
Capital Improvement Sales Tax	167,060	-
Debt Service	-	-
Combined Water & Wastewater	3,010,000	-
Sanitation	-	-
CARES Act Stimulus	-	-
	<b>5,058,000</b>	<b>40,000</b>

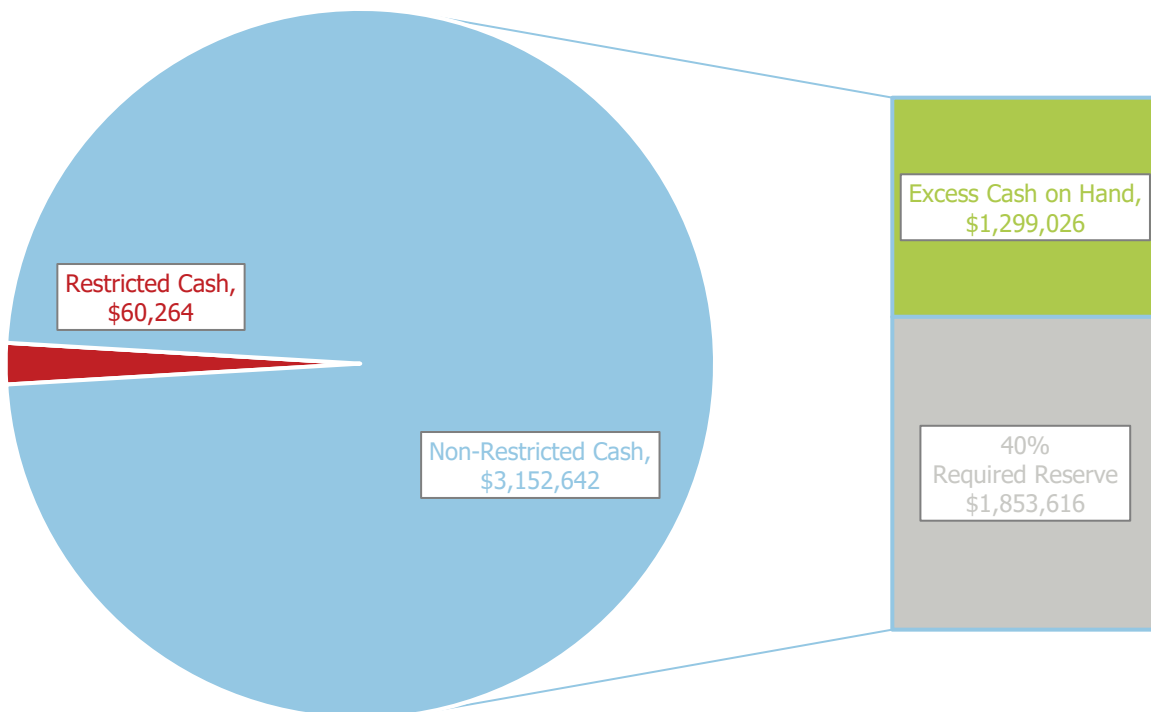
#### **FY2021 CIP EXPENDITURES & TRANSFERS TO OTHER FUNDS**



## THE GENERAL FUND

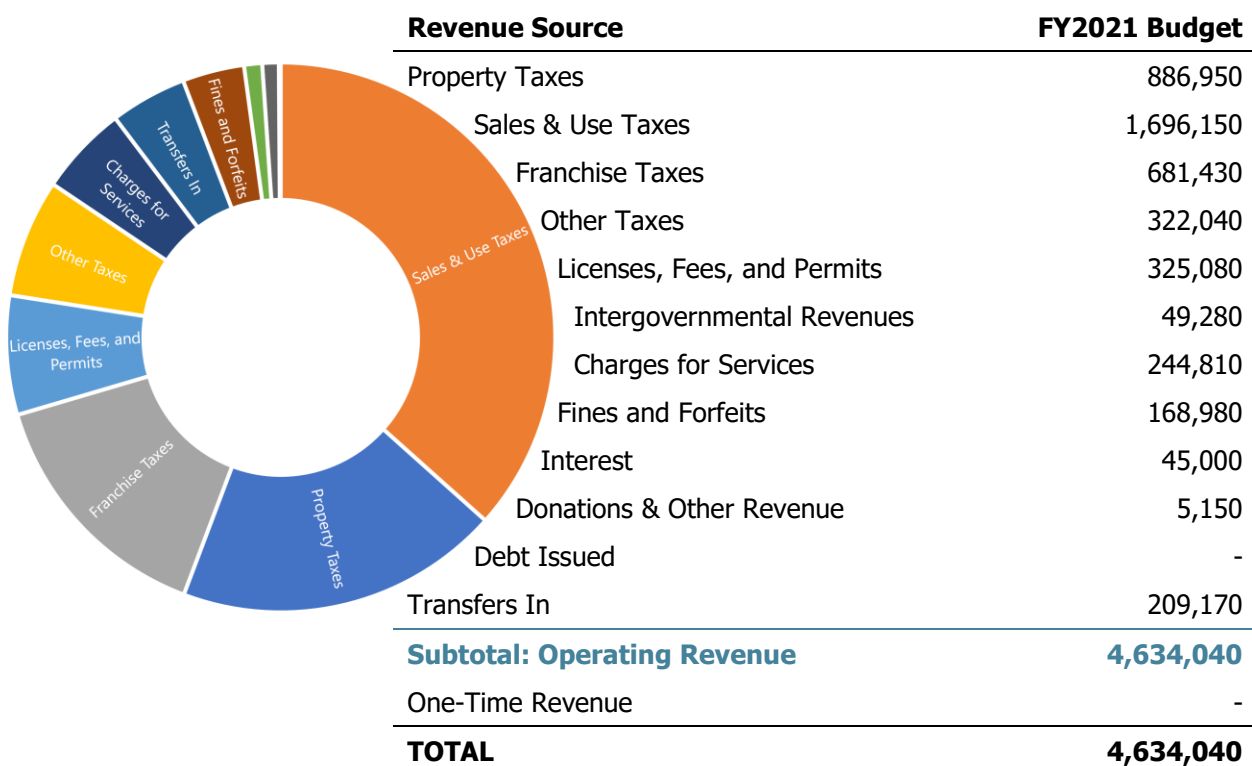
### FY2021 BEGINNING CASH POSITION

The General Fund is projected to enter FY2021 with a total beginning cash balance of \$3,212,906. This includes about \$60,264 in restricted cash, which is money in the City's custody that is being held for specific uses: facility rental deposits, downtown sign deposits, sidewalk improvement program deposits, and Tax-Increment Financing (TIF) funding deposits. The remaining \$3,152,642 is non-restricted cash, which is the equivalent to 68% of FY2021 budgeted operating expenditures. The General Fund reserve policy requires that the General Fund maintain a reserve of at least 40% of budgeted operating expenditures, which equals \$1,853,616 for FY2021. The remaining 28%, or \$1,299,026, is considered excess cash on hand.



## FY2021 REVENUES

General Fund revenues provide the resources necessary to fund a majority of City functions, such as police protection and emergency response, parks maintenance and recreational programs, senior services code enforcement, permitting, licensing, and street and sidewalk maintenance, among others. These functions are primarily funded through revenue from sales and use taxes, property taxes, and franchise taxes. Supplementary sources like ticketing fines, building permit fees, business license fees, and recreational fees provide additional support. The following table outlines FY2021 General Fund budgeted revenue, by source:



The City holds a public hearing and approves its mill levy rate for personal and real estate property taxes before September 1st each year. Property tax bills are mailed in mid-November by the county collector and payments are due by December 31st each year. Property tax is the second largest revenue source for the General Fund, although many residents believe 100% of the property tax they pay comes to the City. But the City is, in fact, only one of several taxing jurisdictions who make up residents' property tax bill. The

table below lists the certified 2020 property tax mill levy rates for all Smithville taxing jurisdictions:

<b>Taxing Jurisdiction</b>	<b>2020 Mill Levy Rate</b>
Smithville School District	5.1000
City of Smithville	0.4484
Smithville Fire District	0.4261
Northland Regional Ambulance District (NRAD)	0.4221
Mid-Continent Library	0.3633
County Services	0.1768
Handicap Tax	0.1130
Health Tax	0.0942
Mental Health Tax	0.0942
State Tax	0.0300
<b>Total</b>	<b>7.3241</b>

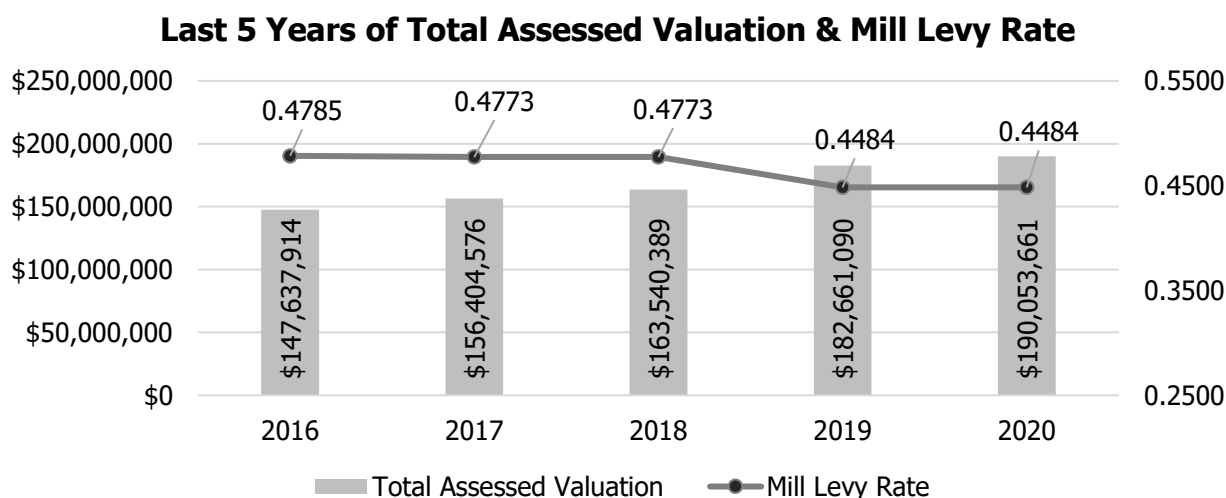
The \$100 bill below represents the distribution of \$100 of property tax that you pay to each taxing jurisdiction.



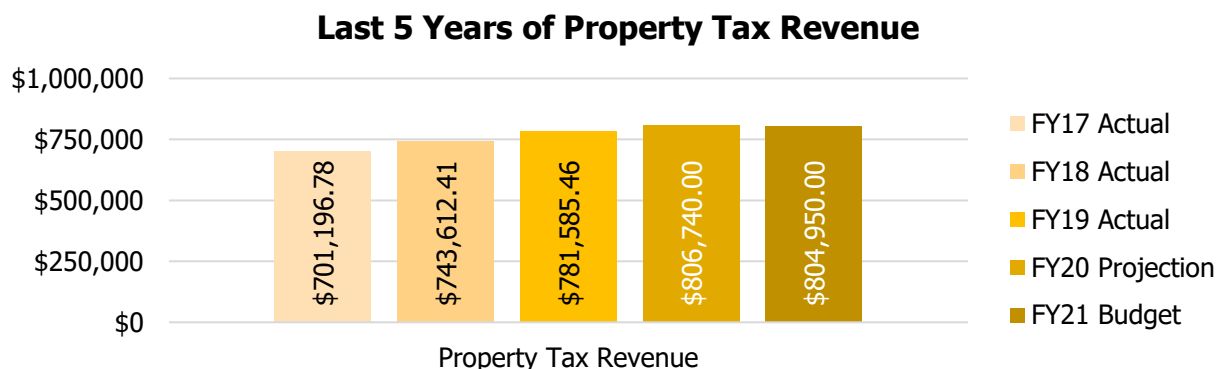
2020 property tax bills are due by December 31st, and the City usually receives its share, an estimated \$886,950 for property tax revenue FY2021, in January. This a slight decrease in property tax revenue over projected FY2020. Even though the overall

assessed valuation of property in Smithville increased, the decrease is attributable to the assumption that the City's property tax collection rate will go down as residents recover from the COVID-19 pandemic.

The graph below depicts a history of assessed valuation and mill levy rate for the last five years. The total assessed valuation divided by 100, multiplied by the mill levy rate, will give an approximate amount of the total property tax revenues billed in each year.

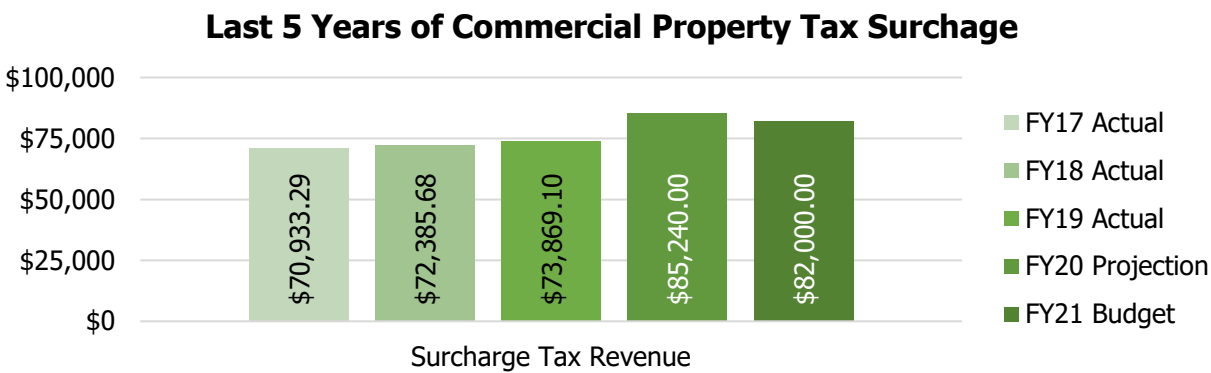


The City estimates to collect 90% of total property tax revenues billed in 2020, or an estimated \$804,950, in FY2021.



Clay and Platte Counties also impose a commercial property tax surcharge, an additional property tax imposed on commercial property in lieu of personal property tax. Clay

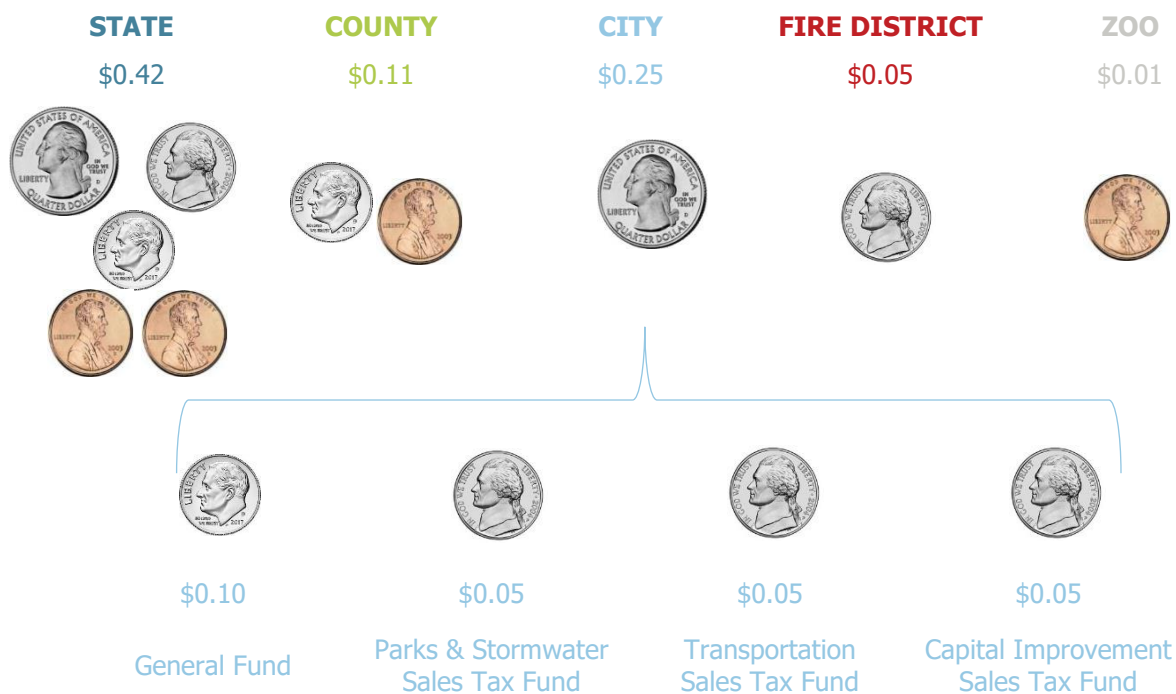
County's mill levy rate is 1.5900 (third-largest in the State), whereas Platte County's is 0.3600, and these surcharge taxes get passed on to the City. This surcharge tax accounts for an estimated \$82,000 in FY2021.



Sales tax, a tax imposed on the purchase price of tangible property or taxable services sold at retail, is the largest component of General Fund revenues. The total sales tax rate in Smithville is 8.475%, but only a portion of the sales tax - 2.5% of the 8.475% - comes to the City: 1.0% to the General Fund, 0.5% to the Parks & Stormwater Sale Tax Fund, 0.5% to the Transportation Sales Tax, and 0.5% to the Capital Improvement Sales Tax Fund. The rest of the sales tax goes to other taxing jurisdictions – the State of Missouri (4.225%), Clay County (1.125%), the Smithville Area Fire District (0.5%), and Kansas City Zoo (0.125%).

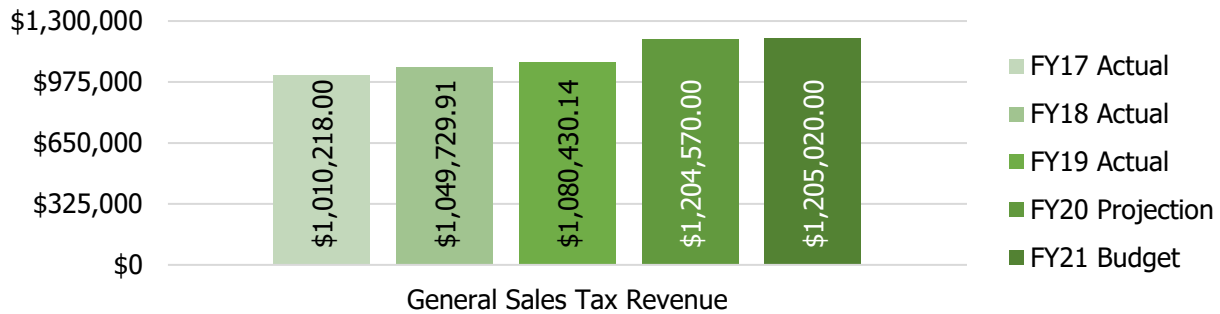
For example, when you purchase a \$9.89 meal at a restaurant in Smithville, you are charged \$0.84 in sales tax. The image on the next page shows how much of that \$0.84 goes to each entity:





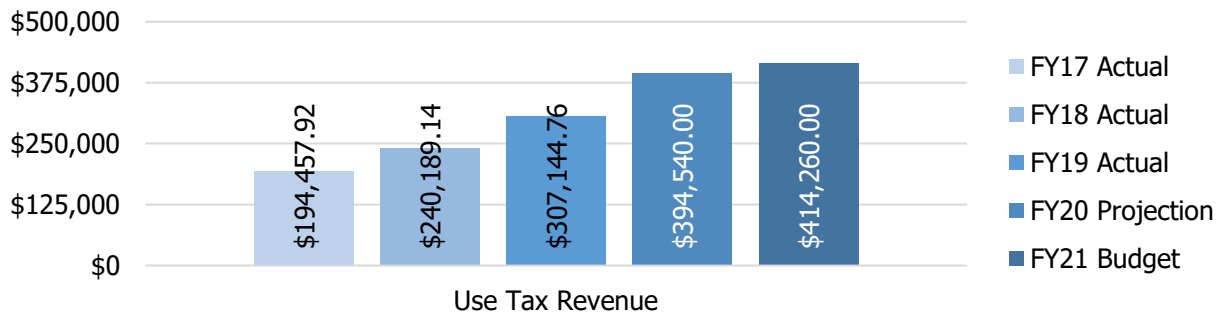
Of the \$0.25 the City receives in this example, \$0.10 is receipted into the General Fund. Over the course of the year, that adds up to account for more than one-quarter of all General Fund revenues, or an estimated \$1,205,020, in FY2021. Overall, this is no change from projected sales tax revenue in FY2020. The City saw substantial sales tax revenue growth beginning in March 2020, when the COVID-19 pandemic drove more people into staying local for groceries and supplies. The City anticipates a 1.0% decrease in sales tax revenue from existing businesses in FY2021 when compared to projected FY2020, however, the City expects that being offset by a 1.0% increase in sales tax revenue from new businesses opening at the Smithville Marketplace in FY2021.

### Last 5 Years of General Sales Tax Revenue



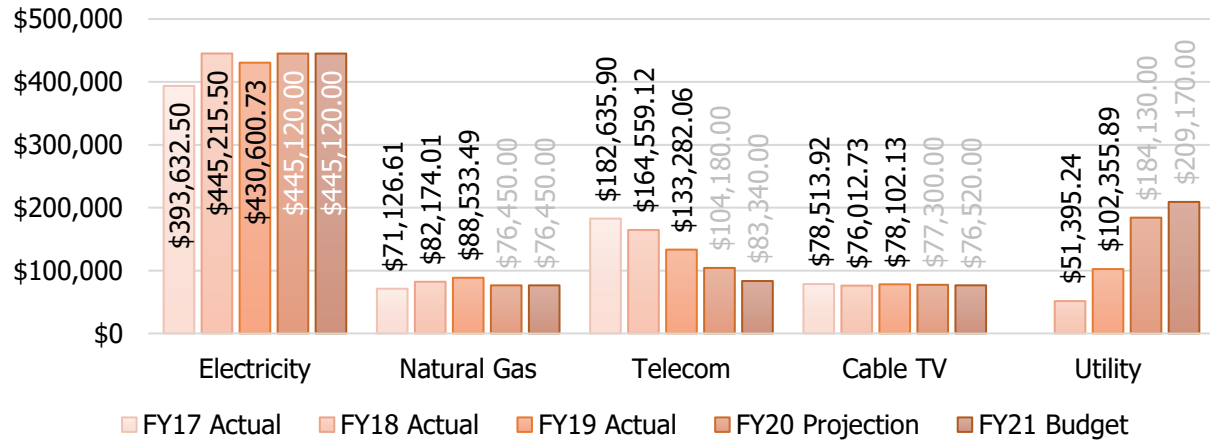
Similar to how sales tax is based on a purchase made in Smithville, use tax is a tax imposed on the purchase of property from out-of-state vendors that gets delivered to an address in Smithville. Use tax accounts for an estimated \$414,260 in FY2021. This is a 5.0% increase in use tax revenue over projected FY2020 use tax revenue.

### Last 5 Years of Use Tax Revenue



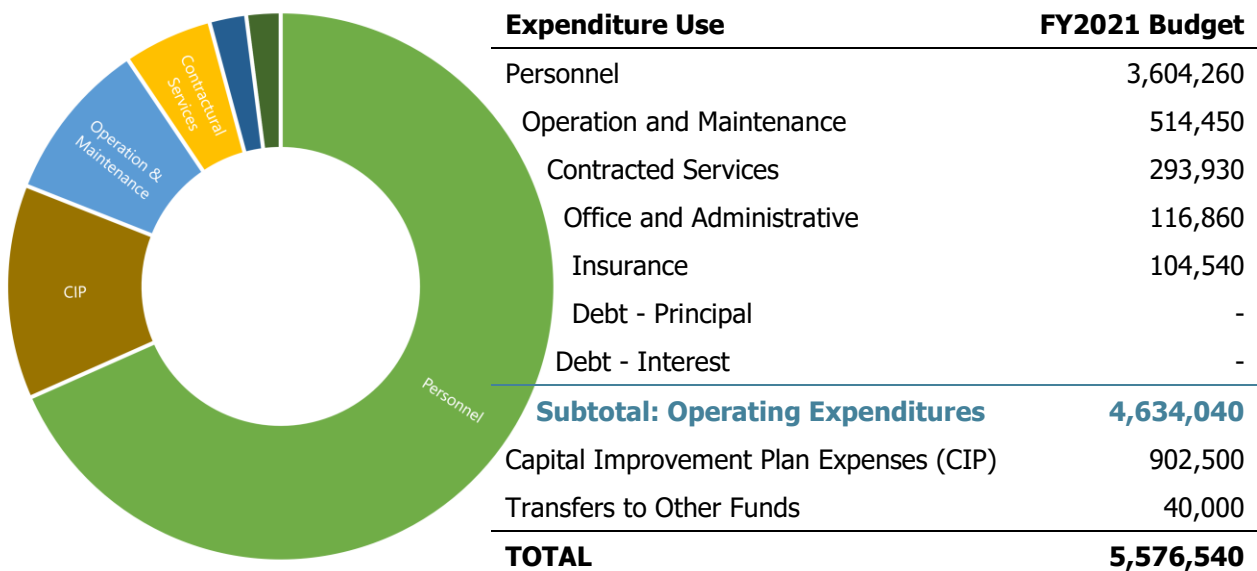
The City also charges franchise taxes to electric, natural gas, telecommunication, cable, and utility providers in exchange for use of City streets and other public property. The franchise tax is an amount equal to five percent (5%) of the providers' gross revenues received from the operation of the system in the City. Franchise taxes account for an estimated \$681,430 in FY2021. The utility franchise tax is a tax against the City's water utility. It was implemented in FY2018 and gets receipted as a transfer in from the Combined Water & Wastewater Systems Fund. This transfer in is an estimated \$209,170 in FY2021.

### Last 5 Years of Franchise Tax Revenue



## FY2021 EXPENDITURES

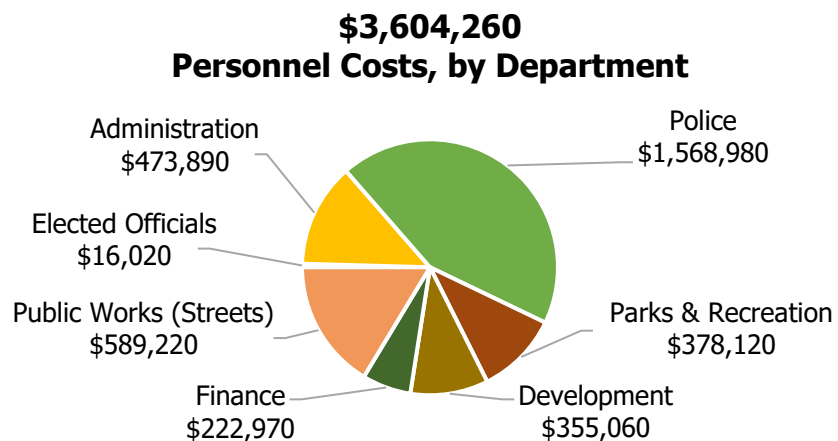
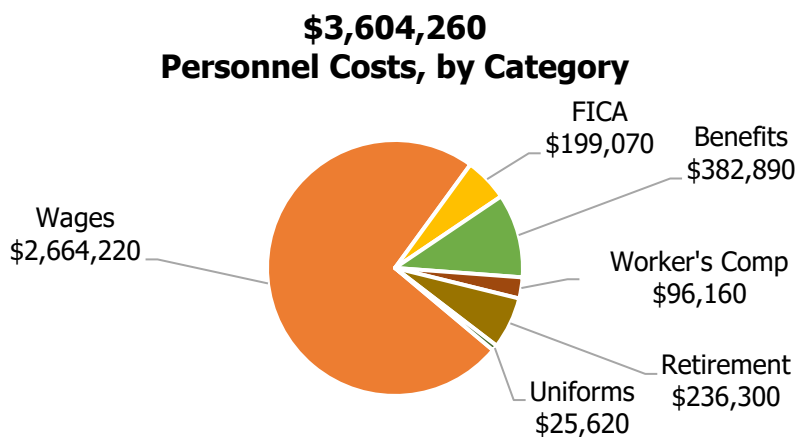
General Fund expenditures cover employee salaries and benefits, operational costs, maintenance costs, contracted services, insurance, and office and administrative costs for the elected officials, administration, police, development, finance, parks and recreation, and public works (street division) departments. The FY2021 budget contains no significant service level changes from the prior year. The following table outlines FY2021 General Fund budgeted expenditures, by use:



Personnel is the largest component of General Fund expenditures, accounting for more than three-fourths of FY2021 budgeted operating expenditures. No new positions or personnel counts are accounted for in the FY2021 budget. A Summary of Budgeted Personnel for the FY2018 through FY2021 budget years was provided earlier in this document for reference. The FY2021 Employee Compensation Plan contains no cost-of-living adjustment, as the Consumer Price Index data indicated only a 0.4% increase in cost-of-living expense, which does not justify an across the board range adjustment. Targeted Range Adjustments were applied to several groups of positions to better group similar positions with each other. Department Director pay ranges now align with each other across two separate pay bands, along with several other mid-level position alignments. The FY2021 Employee Compensation Plan does restructure one existing

Development Department position, creating the position of Permit Technician to better facilitate customer service in the area of permitting. Finally, the FY2021 budget includes a 3.0% merit increase effective in May 2021 for those employees who qualify.

The pie charts below portray the breakdown of personnel costs in the General Fund, by personnel category and department:



Operations and maintenance expenses make up the second largest aspect of General Fund expenditures. These expenses include electricity, telephone, internet, fuel, tools and supplies, and repairs and maintenance of equipment, vehicles, buildings, and other types of infrastructure like parks and roads.

Contracted Services are outside services provided to the City, typically under a formal financial agreement. These types of services provide support in the areas of information

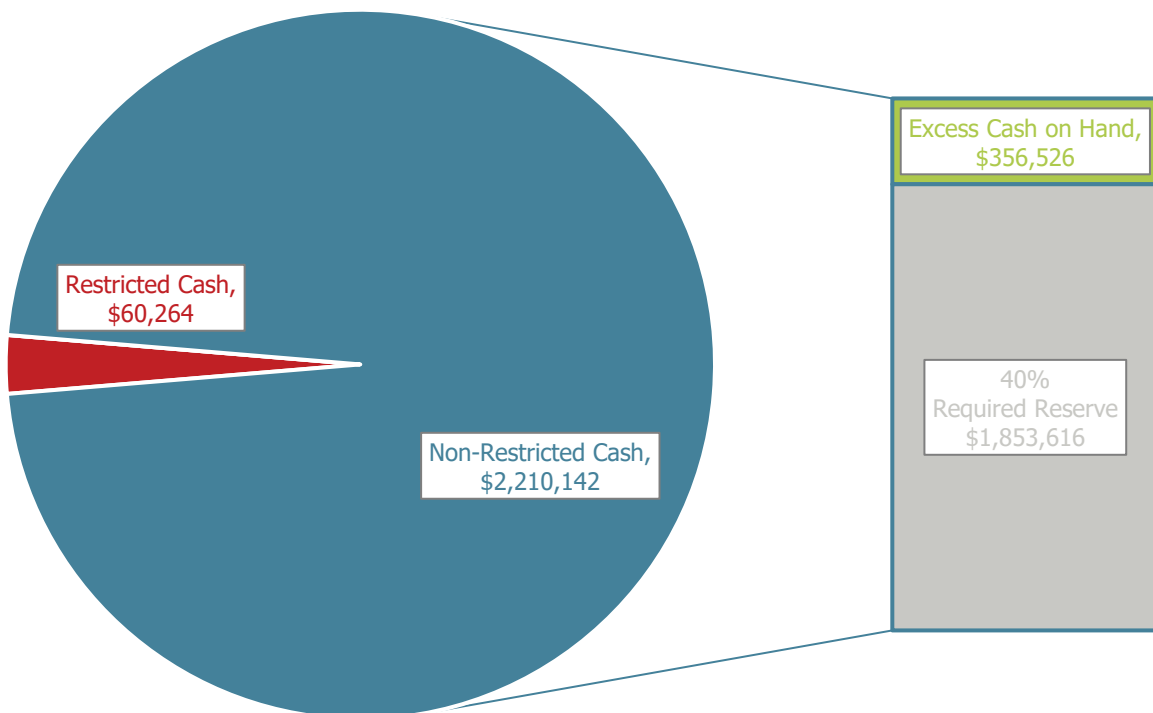
technology services, engineering services, and financial and audit services where City staff does not have the expertise and/or where a third-party is necessary to oversee City operations.

The FY2021 capital improvement expenditure budget utilizes \$942,500 of excess cash on hand for CIP and other one-time expenses. This provides funding to complete additional City Hall Improvements in the lobby, restrooms, kitchen, and administrative offices, to purchase new records management software for the Police Department, to complete electrical upgrades at Smith's Fork Campground, to complete a transportation master plan including complete streets and trails, to purchase of GIS/asset management software, and to perform the engineering of a combined Parks & Recreation/Public Works (Streets) Departments building.

## ENDING CASH POSITION

The General Fund began FY2021 with \$1,299,026 in excess cash on hand and the FY2021 capital improvement expenditure budget utilizes \$942,500 of that for CIP and other one-time expenditures, leaving \$356,526 in excess. Meanwhile, General Fund operating revenues are estimated to equal operating expenditures in FY2021, which does not add to the City's excess cash on hand at the end of FY2021. Therefore, the General Fund will finish FY2021 with an estimated excess cash on hand of \$356,526. The 40% policy-required reserve amount of \$1,853,616 will remain untouched.

Therefore, the General Fund is projected to finish FY2021 with a total unrestricted cash balance of \$2,210,142. The City will also remain in the custody of about the same \$60,264 in restricted cash which will continue to be held for specific uses: facility rental deposits, downtown sign deposits, sidewalk improvement program deposits, and Tax-Increment Financing (TIF) funding deposits.



## GENERAL FUND BY DEPARTMENT

The following pages provide brief overviews of the functions of each department, provide departmental organizational charts, expenditure summaries, and list benchmarking goals for each department.

General Fund expenditures are made by department according to the City's [Purchasing Policy](#). While expenditures are made on a line-item basis, they generally fall into one of four buckets: Personnel, Commodities, Contracted Services, and Capital Outlay. The following pages contain comparisons of FY2019 actual expenditures, FY2020 projected expenditures, and FY2021 budgeted expenditures, with specific cost information on items that have a large impact on each departmental budget.

Departmental benchmarking goals were first identified during development of the FY2019 budget. Those benchmarking goals, along with the data available for each, were presented for discussion with the Board of Aldermen during 2020, at which time some benchmarks were revised and goals adjusted. All survey-related benchmarks reflect citizen satisfaction levels from the January 2019 DirectionFinder survey. It is anticipated that a similar survey be conducted every 2-3 years to update citizen satisfaction levels and areas of improvement or decline. A survey is not included in the FY2021 budget. Full details on each departmental benchmark is provided in Appendix IV.

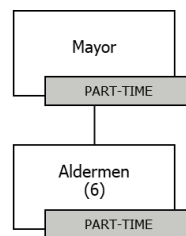
The City is also an active participant in the Mid-America Regional Council's Regional Benchmarking Initiative (RBI). The RBI was formed to gather and share data between Kansas City metropolitan cities, which ranges from demographic information to department specific information.



## elected officials



The [Board of Aldermen](#) is the Governing Body of the City. It is empowered by state law to make laws and regulations with respect to municipal affairs. The Smithville Board of Aldermen is composed of six members serving staggered, two-year terms. The Mayor is empowered by state law to carry out the laws and regulations set by the Board of Aldermen and is also elected to a two-year term.



The April 2021 General Municipal Election will fill the City Offices of Ward 1 Alderman, Ward 2 Alderman, and Ward 3 Alderman.

Departmental Benchmarks	FY2020 Result	FY2021 Goal
*SURVEY* Percentage of Citizens Rating the Overall Quality of Local Government as Good or Excellent	45%	> 78%
*SURVEY* Percentage of Citizens Rating the Overall Value Received for Tax Dollars and Fees as Good or Excellent	37%	> 50%

## elected officials budget

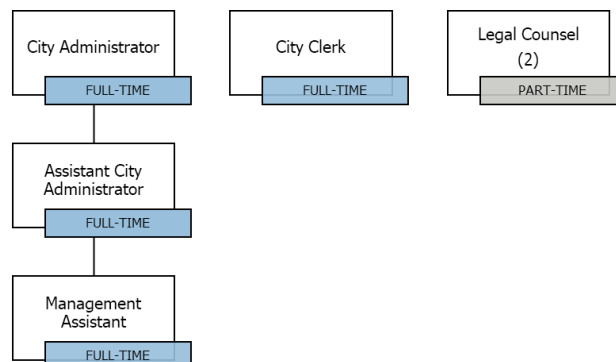


<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	15,546.70	15,720.00	16,020.00
Contracted Services	77,951.80	3,420.00	6,700.00
Commodities	46,759.15	13,670.00	17,290.00
Capital Outlay	-	-	-
<b>Total</b>	<b>140,257.65</b>	<b>32,810.00</b>	<b>40,010.00</b>

FY2019 actuals include \$13,400 in contracted services for a community survey and \$52,500 in contracted services for the Citizen-Based Strategic Planning process.

## administration

The [Office of the Administration](#) includes four full-time employees, including the City Administrator, Assistant City Administrator, City Clerk, and Management Assistant, and provides resources for Board-appointed legal counsel. The City Administrator serves as chief administrative officer of the City and serves to ensure the implementation of adopted goals and objectives. The City Administrator implements policies adopted by the Board of Aldermen, proposes recommendations to the Board of Aldermen regarding the budget, capital improvements, legislative policy, and service programs, and appoints all department heads. The department also performs economic development activities related to the overall economic environment of the community and coordinates all aspects of human resources in the organization. The City Clerk is responsible for all official records, municipal code, Board agendas, meeting minutes, and maintaining the City seal.



Performance Benchmarks	FY2020 Result	FY2021 Goal
Percentage of Records Requests Responded to Within Three Business Days of Initial Request	90%	> 98%
Number of Worker's Compensation Claims that Resulted in Claim Payouts	1	< 5
*SURVEY* Percentage of Citizens Rating the Overall Effectiveness of City Communication as Good or Excellent	49%	> 65%
*SURVEY* Percentage of Citizens Rating the Overall Quality of the City's Website as Good or Excellent	53%	> 65%
*SURVEY* Percentage of Citizens Rating the Overall Quality of City Services as Good or Excellent	59%	> 70%

## administration budget



The Administration Department's FY2021 budget includes \$315,000 in capital outlay for improvements to the lobby, restrooms, kitchen, and administrative area at City Hall.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	404,556.70	445,500.00	473,890.00
Contracted Services	30,761.31	112,040.00	22,990.00
Commodities	69,501.35	57,990.00	58,190.00
Capital Outlay	-	99,750.00	315,000.00
<b>Total</b>	<b>508,394.28</b>	<b>715,280.00</b>	<b>870,070.00</b>

FY2020 projections include \$80,000 in contracted services for the Comprehensive Plan update and \$99,750 in capital outlay for the improvements to the Board Room at City Hall.



The Municipal Court administered court proceedings as a division of the Clay County Circuit Court. The court was transferred to the Clay County Circuit Court in January 2019 per an Ordinance adopted by the Board of Aldermen in late 2018.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	39,804.29	-	-
Contracted Services	34.76	-	-
Commodities	4,677.25	-	-
Capital Outlay	-	-	-
<b>Total</b>	<b>44,516.30</b>	<b>-</b>	<b>-</b>

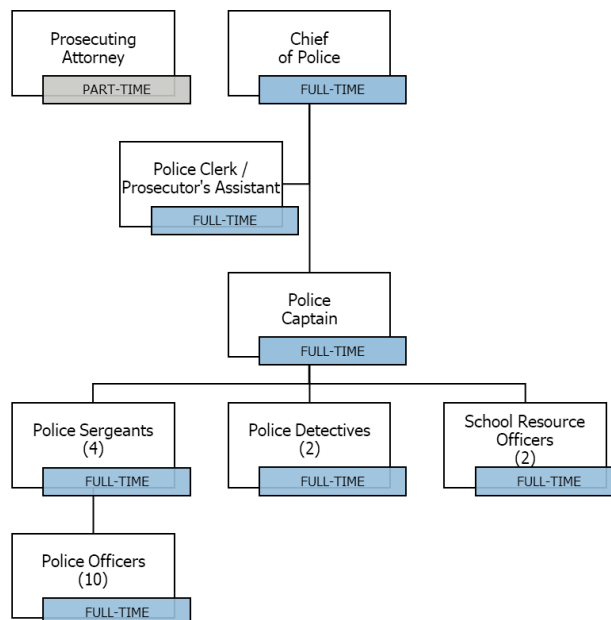
FY2019 actuals include half-year in personnel for the salary and benefits of the Court Administrator, whose position was changed to Police Clerk and whose salary and benefits was moved to the Police Department for the second half of the budget year, and a half-year in commodities for operation of the Municipal Court as it was being transferred to Clay County.



The [Police Department](#) is responsible for uniform police patrol services, investigations, School Resource Officer programs, and animal control. Each sworn officer maintains a peace officer license issued by the State of Missouri and receives training to earn sufficient Continuing Education Units (CEUs) to retain their license. Each police officer receives basic police training at a state-approved law enforcement training academy and once hired, receives their field training following the guidelines of the department's field training officer (FTO) program. Improvement through education is emphasized through seminars, in-service training, on-line training, and specialized training opportunities.

The Police Department operates 24/7 in two, twelve-hour shifts. Emergency calls are routed to officers through the Platte County Sheriff's Office dispatch.

The City and Smithville R-II School District work together to provide two dedicated, full-time police officers to the schools.



<b>Performance Benchmarks</b>	<b>FY2020 Result</b>	<b>FY2021 Goal</b>
Percentage of property crimes cleared	8%	> 35%
Percentage of violent crimes cleared	88%	> 80%
Average Time to Respond to Priority Calls (Dispatch to On-Scene Arrival)	4:12	< 4:30
*SURVEY* Percentage of Citizens Rating the Overall Quality of Police Services as Good or Excellent	85%	> 80%



The Police Department's FY2021 budget includes \$15,000 in commodities for the continuation of the radio replacement program, and \$100,000 in capital outlay for the purchase of a new management software.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	1,355,675.00	1,527,660.00	1,568,980.00
Contracted Services	81,680.88	90,900.00	111,890.00
Commodities	189,945.64	218,740.00	224,070.00
Capital Outlay	103,697.02	26,560.00	119,500.00
<b>Total</b>	<b>1,730,998.54</b>	<b>1,863,860.00</b>	<b>2,024,440.00</b>

FY2020 projections include \$73,200 in personnel for a full-year of the Police Clerk/Prosecutor's Assistant position. FY2020 projections also include \$15,000 in commodities for the implementation of the radio replacement program.

FY2019 actuals include \$36,600 in personnel for a half-year of the Police Clerk/Prosecutor's Assistant position, which transitioned from the Municipal Court, and \$56,000 in personnel for the addition of the approved second School Resource Officer position. FY2019 actuals also include \$94,000 in capital outlay for the purchase of new vehicle cameras and body cameras.



## animal shelter

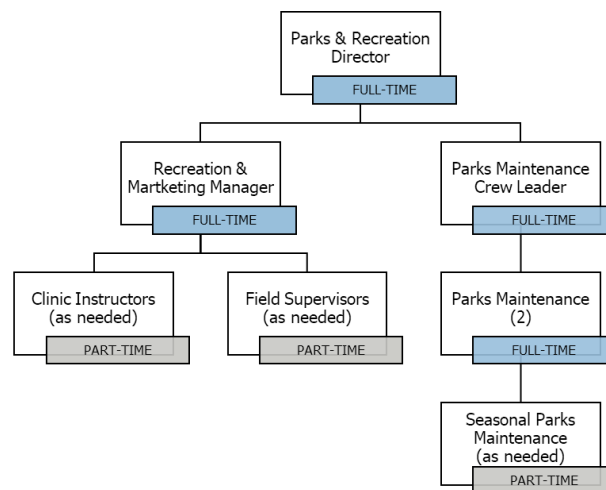


The City operates a shelter to care for impounded dogs until such time the rightful owner claims the dog or the dog is adopted. Known as "[Megan's Paws and Claws](#)," the shelter is located in the public works facility and utility division staff assist with the maintenance and care of the shelter and its dogs.

Object	FY2019 Actual	FY2020 Projections	FY2021 Budget
Personnel	-	-	-
Contracted Services	4,248.74	6,570.00	6,000.00
Commodities	1,371,37	2,040.00	3,000.00
Capital Outlay	-	-	-
<b>Total</b>	<b>5,620,11</b>	<b>8,610.00</b>	<b>9,000.00</b>

## parks & recreation

The [Parks and Recreation Department](#) is committed to being a leader in providing quality, innovative, and progressive leisure opportunities while providing attractive, accessible, and well-maintained parks and public facilities for our citizens and community visitors. The department is responsible for the maintenance and daily upkeep of all City parks and public facilities including City Hall and the Senior Center. The department also oversees youth and adult recreation programs and the operation of Smith's Fork Campground.



Performance Benchmarks	FY2020 Result	FY2021 Goal
Operating Expenditures Per Capita	\$70.18	> \$70
Operating Expenditures Per Acre of Parkland	\$2,335	< \$6,500
Developed Park Acreage Per Thousand Residents	30.1	> 12.5
Percentage of Percentage of Participants in Parks & Recreation Programs Rating as Good or Excellent	82%	> 85%
*SURVEY* Percentage of Citizens Rating their Level of Satisfaction with Youth Recreation Programs as Good or Excellent	49%	> 65%
*SURVEY* Percentage of Citizens Rating their Level of Satisfaction with Adult Recreation Programs as Good or Excellent	36%	> 55%
*SURVEY* Overall satisfaction with maintenance and cleanliness of City parks	69%	> 80%

## parks & recreation budget



The Parks and Recreation Department's FY2021 budget includes \$37,500 in commodities for an electrical upgrade at the Smith's Fork Campground and \$30,000 in commodities for additional youth and adult recreation programs and activities.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	337,873.35	347,010.00	378,120.00
Contracted Services	64,276.77	92,470.00	69,350.00
Commodities	167,120.35	129,260.00	199,410.00
Capital Outlay	150,000.00	165,680.00	-
<b>Total</b>	<b>719,270.47</b>	<b>763,570.00</b>	<b>646,880.00</b>

FY2020 projections include \$25,000 in contracted services for a Parks and Recreation Master Plan. FY2020 projections also include \$79,930 in capital outlay for a basketball court at Heritage Park and \$85,000 in capital outlay for the construction of a parking lot at Heritage Park.

FY2019 actuals include \$14,700 in contracted services for Smith's Fork Campground's camp host, \$4,000 in commodities for repairing the playground surface at Spillway Park, \$7,500 in commodities for re-landscaping Remembrance Park, and \$150,000 in capital outlay for new playground equipment at Heritage Park.

## senior services

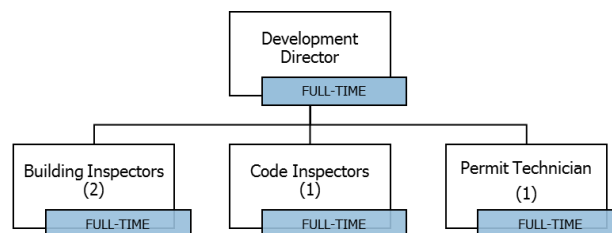


The [Senior Center](#) is a facility operated by the City which is leased to a not-for-profit organization, but is also made available to the public for rental for private events.

Object	FY2019 Actual	FY2020 Projection	FY2021 Budget
Personnel	-	-	-
Contracted Services	9,152.00	7,170.00	12,870.00
Commodities	12,848.40	10,880.00	8,750.00
Capital Outlay	-	-	-
<b>Total</b>	<b>22,000.40</b>	<b>18,050.00</b>	<b>21,620.00</b>



The [Development Department](#) reviews and comments on all proposed developments, reviews compliance with all zoning regulations and development ordinances, and processes applications for plats, rezoning, site plan revisions, and special use permits. The department is also responsible for maintaining compliance of the City codes and ordinances with enforcement through residential and commercial construction, and maintenance of existing properties and structures.



Performance Benchmarks	FY2020 Result	FY2021 Goal
Average Number of Days Between Application for and Issuance of Permit for Residential Development	10	< 30
Average Number of Days Between Application for and Issuance of Permit for Commercial Development	25	< 20
Percentage of Commercial Inspections Performed within 2 Business Days of Request	100%	> 95%
Percentage of Residential Inspections Performed within 2 Business Days of Request	100%	> 95%
Percentage of Code Enforcement Cases Abated Voluntarily	84%	> 80%
Percentage of Code Enforcement Cases Resolved Through Forced Compliance	25%	< 15%

## development budget



The Development Department's FY2021 budget includes the transfer of a utility inspector position to the Public Works (Utilities Division) in the Combined Water & Wastewater Systems Fund, and the reclassification of the Administrative Assistant to Permit Technician.

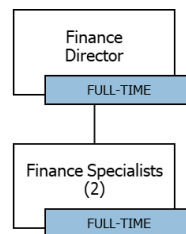
<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	337,420.20	357,570.00	355,060.00
Contracted Services	31,717.43	45,110.00	25,060.00
Commodities	48,090.05	51,400.00	44,530.00
Capital Outlay	-	4,000.00	-
<b>Total</b>	<b>417,227.68</b>	<b>458,080.00</b>	<b>424,650.00</b>

FY2020 projections include \$24,000 in contracted services for building inspections performed while a staff member was on military leave, and \$4,000 in capital outlay for the purchase of code enforcement software.

FY2019 actuals include \$12,000 in contracted services for building inspections performed during the above-referenced leave.



The [Finance Department](#) is responsible for development and review of department policies and procedures, budgeting, debt financing, cash management, investments, and banking relations. The Finance Department produces all major financial documents of the City, including the annual budget and Certified Annual Financial Report (CAFR), comprehensive schedule of fees, and employee compensation plan. The Finance Department strives to be communicative, transparent, accountable, and trusted. The department's staff processes accounts payable, payroll, and billing and collection of animal licenses, business licenses, taxes, and utilities.



Performance Benchmarks	FY2020 Result	FY2021 Goal
Most Recent General Obligation Credit Rating of Very Strong (AA-, AA, AA+) or Extremely Strong (AAA)	AA-	≥ AA-
Percentage of On-Time Debt Service Payments	100%	100%
Number of Material Weaknesses Plus Significant Deficiencies Noted in Prior Year's Audit	4	≤ 3
Monthly Bank Reconciliations Completed Within 15 Days of Month-End	100%	100%
*SURVEY* Percentage of Citizens Rating the Overall Quality of Customer Service from City Employees as Good or Excellent	68%	> 75%



The Finance Department's FY2021 budget includes an additional \$8,250 in contracted services for audit service performed by more experienced staff.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	218,536.34	224,450.00	222,970.00
Contracted Services	24,551.38	26,570.00	33,740.00
Commodities	49,910.42	53,800.00	59,150.00
Capital Outlay	2,524.79	3,500.00	-
<b>Total</b>	<b>295,522.93</b>	<b>308,320.00</b>	<b>315,860.00</b>

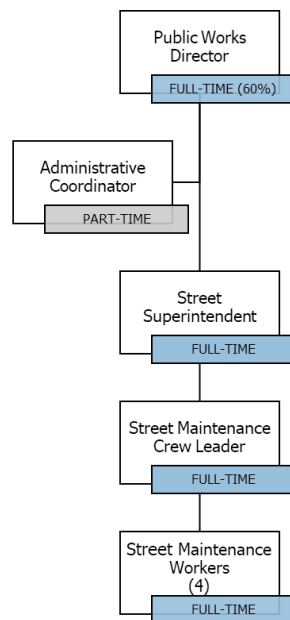
FY2020 projections include \$3,500 in capital outlay for a new safe and security cameras.

FY2019 actuals include \$2,530 in capital outlay for new computers throughout the department.



## public works (streets division)

The [Street Division](#) of the Public Works Department provides maintenance of City streets, storm drains, curbs, gutters, and sidewalks. The crew members also repair and maintain City-owned streetlights, street signage, and rights-of-way. In the winter months, crew members treat streets and plow snow to provide the citizens of the City safety in their daily travels.



Performance Benchmarks	FY2019 Result	FY2020 Goal
Percentage of Street Segments with a Pavement Condition Index Rating in Excess of xxx	48%	> 70%
Total CIP Expenditures for Road Rehabilitation per Paved Lane Mile	\$2,025	< \$4,000
*SURVEY* Percentage of Citizens Rating the Overall Maintenance of City Streets as Good or Excellent	32%	> 50%

## public works (streets division) budget



The Street Division's FY2021 budget includes \$250,000 in contracted services for the engineering of the combined parks and recreation/public works (streets) building and \$100,000 in contracted services for the transportation master plan including complete streets and trails. The FY2021 budget also includes \$100,000 in commodities for the purchase of GIS/Asset Management software.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	398,439.33	511,830.00	589,220.00
Contracted Services	120,368.89	8,050.00	351,930.00
Commodities	386,795.85	124,850.00	282,860.00
Capital Outlay	-	445,390.00	-
<b>Total</b>	<b>905,604.07</b>	<b>1,090,120.00</b>	<b>1,224,010.00</b>

FY2020 projections include \$445,390 in capital outlay for the construction of the Amory Road Pavement Failure project.

FY2019 actuals include \$73,820 in contracted services for engineering of the Amory Road Pavement Failure project. FY2019 actuals also include \$269,000 in commodities in the form of a transfer to the Capital Projects Fund.



The City retains certain accounts to track expenditures it incurs in the event of a natural disaster, such as a flood, tornado, or earthquake. The City does not budget expenditures in this department, but accounts for related expenditures in this type of event.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	-	-	-
Commodities	-	-	-
Capital Outlay	-	-	-
<b>Total</b>	-	-	-

## THE SPECIAL ALLOCATION FUND

The Capital Projects Fund (CPF) is projected to enter FY2021 with no beginning cash balance.

This Fund is the recipient of TIF property tax revenue over and above the base and TIF sales tax revenue over and above the base. It is also the recipient of the 1% CID sales tax revenue. Projected FY2021 property tax revenue above the base is \$20,000 and projected sales tax revenue over and above the base is \$200,000. The CID has submitted a budget anticipating \$300,000 in CID sales tax revenue.

All revenue is subject to administrative costs and developer reimbursement for the Marketplace. The developer must submit reimbursement requests for eligible expenses per the TIF Agreement. All developer requests will be presented to the Board for approval. Projected FY2021 expenditures include \$8,000 in administrative costs per the submitted CID budget, \$292,000 in disbursements to the developer per the submitted CID budget, and \$220,000 in disbursements to the developer from property and sales tax above the base.

The Special Allocation Fund is projected to finish FY2021 with no ending cash balance.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	-	-	512,000.00
Commodities	-	-	8,000.00
Capital Outlay	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>520,000.00</b>

## THE VEHICLE & EQUIPMENT REPLACEMENT FUND

The Vehicle & Equipment Replacement Fund (VERF) is projected to enter FY2021 with no beginning cash balance.

The City has an agreement with Enterprise Fleet Management to manage the City's 'white fleet', or non-police and non-heavy duty vehicles. This Fund will receive a transfer in FY2021 of \$40,000 from the General Fund for the creation of a fund reserve. The ideal cash balance in this Fund would be \$500,000, as it would take approximately that amount to re-purchase the fleet if the City ever decided to "back-out" of the lease agreement with Enterprise.

The City also anticipates selling 18 currently owned vehicles, bringing an estimated total proceeds from sale of personal property of \$125,000.

The City would initially lease 15 vehicles from Enterprise, which would have a first-year lease cost in FY2021 of \$125,000.

The projected ending cash balance is \$40,000.

Object	FY2019 Actual	FY2020 Projection	FY2021 Budget
Personnel	-	-	-
Contracted Services	-	-	125,000.00
Commodities	-	-	-
Capital Outlay	-	-	-
<b>Total</b>	-	-	<b>125,000.00</b>

## THE CAPITAL PROJECTS FUND

The Capital Projects Fund is projected to enter FY2021 with a beginning cash balance of \$243,437. The cash balance is the money remaining from the general obligation debt the City issued in 2018 and 2019.

There is no anticipated revenue source for this fund in FY2021.

The FY2021 capital improvement expenditure budget will utilize all of its cash balance for the construction of the Downtown Streetscape East project.

The Capital Projects Fund is projected to finish FY2021 with no ending cash balance.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	297,429.68	130,620.00	-
Commodities	-	-	-
Capital Outlay	3,933,378.80	1,828,980.00	243,440.00
<b>Total</b>	<b>4,230,808.48</b>	<b>1,959,600.00</b>	<b>243,440.00</b>

FY2020 projections include \$130,620 in contracted services for the engineering for the Main Street Trail and Downtown Streetscape East Phase. FY2021 projections also include \$1,828,980 in capital outlay for the construction of the Main Street Trail and Downtown Streetscape East projects.

For information on FY2019 expenditures, please visit the City's [Project Information](#) page on its website.

## THE PARKS & STORMWATER SALES TAX FUND

The Parks & Stormwater Sales Tax Fund is projected to enter FY2021 with no beginning cash balance. The fund was created during development of the FY2021 budget to account for the June 2020 voter-approved parks and stormwater sales tax.

Sales tax is the only component of Parks & Stormwater Sales Tax Fund revenues. In the General Fund Revenues section of this document, an example was presented in which a person buying a \$9.89 meal pays \$0.84 in sales tax, which gets divided among several taxing jurisdictions, with \$0.25 of that supporting City services. \$0.05 of that comes to the Parks & Stormwater Sales Tax Fund. That adds up to account for an estimated \$442,290 in FY2021. This sales tax went into effect in October 1, 2020 and, therefore, revenue received at the beginning of FY2021 will be minimal. The sales tax expires September 30, 2040.



The Parks & Stormwater Sales Tax Fund will take on no operational expenditures from the Parks & Recreation or Public Works (Streets Division) Departments in FY2021. The FY2021 budget includes \$25,000 in commodities for improvements of Splashpad Park. The FY2021 budget also includes \$50,000 in contracted services for the Parks & Recreation Master Plan and \$150,000 in capital outlay for parks and stormwater projects to be determined based on the outcome of the Parks & Recreation Master Plan and/or stormwater needs.

The Parks & Stormwater Sales Tax Fund is projected to finish FY2021 with an ending cash balance of \$217,290.

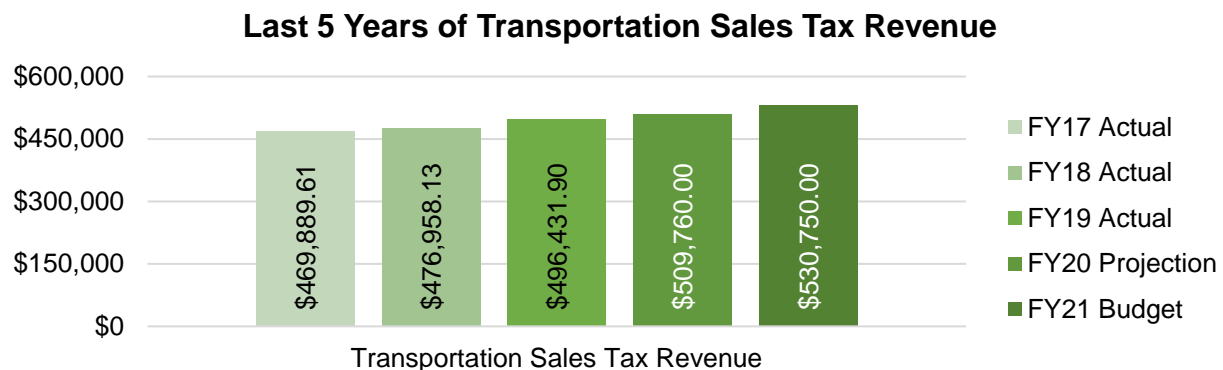
<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	-	-	50,000.00
Commodities	-	-	25,000.00
Capital Outlay	-	-	150,000.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>225,000.00</b>



## THE TRANSPORTATION SALES TAX FUND

The Transportation Sales Tax Fund is projected to enter FY2021 with a beginning cash balance of \$447,087.

Sales tax is the only component of Transportation Sales Tax Fund revenues. In the General Fund Revenues section of this document, an example was presented in which a person buying a \$9.89 meal pays \$0.84 in sales tax, which gets divided among several taxing jurisdictions, with \$0.25 of that supporting City services. \$0.05 of that comes to the Transportation Sales Tax Fund. That accounts for an estimated \$530,750 in FY2021. This sales tax does not expire.



Transportation Sales Tax Fund expenditures are limited by state statute to the construction, reconstruction, repair and maintenance of streets, roads, sidewalks, trails, community-owned parking lots, and bridges within the City.

Operations and maintenance expenses make up the largest aspect of Transportation Sales Tax Fund expenditures. These expenses include repairs and maintenance of streets and tools and supplies. The FY2021 budget also includes \$100,000 for the construction of a new salt storage shed in the northern half of Smithville.

The Transportation Sales Tax Fund operates the biennial asphalt overlay program and the biennial curbs and stormwater program in alternating years. The FY2021 operating

expenditure budget includes an estimated \$410,000 in asphalt overlay projects for the Rock Creek subdivision, Coultier Addition, and some microsurfacing projects.

The Transportation Sales Tax Fund is projected to finish FY2021 with an ending cash balance of \$290,017.

In addition to the Transportation Sales Tax Fund's FY2021 budget including \$510,000 in commodities for the new salt shed and biennial asphalt program, \$45,960 is included in capital outlay for the annual lease of the uni-loader and the purchase of a new mill head, two new snow plows, and a new salt spreader.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	36,858.01	136,3000.00	32,010.00
Commodities	520,864.16	271,810.00	609,850.00
Capital Outlay	-	10,500.00	45,960.00
<b>Total</b>	<b>557,722.17</b>	<b>418,610.00</b>	<b>687,820.00</b>

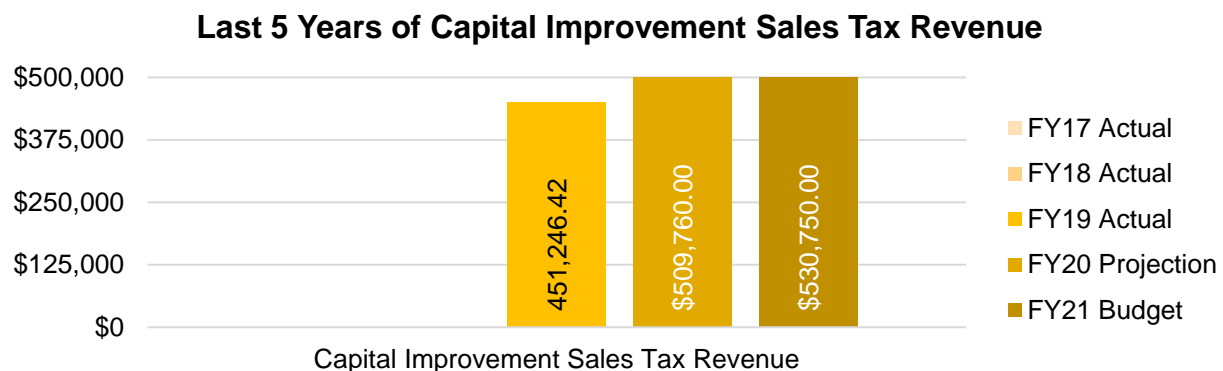
FY2020 projections include \$98,730 in contracted services for the engineering for the Greyhawke subdivision roundabout – a project in which the City is responsible for designing but the developer is responsible for constructing – and \$168,850 for construction of the Downtown Streetscape East project. FY2020 projections also include \$10,500 in capital outlay for the purchase of a new snow plow and a new salt spreader.

FY2019 actuals include \$57,800 in commodities for the construction of the Maple Lane Curbs & Stormwater project. FY2019 actuals also include \$61,530 in commodities for microsurfacing and \$263,640 in commodities for the biennial asphalt overlay program.

## THE CAPITAL IMPROVEMENT SALES TAX FUND

The Capital Improvement Sales Tax Fund is projected to enter FY2021 with a beginning cash balance of \$34,679.

Sales tax is the only component of Capital Improvement Sales Tax Fund revenues. In the General Fund Revenues section of this document, an example was presented in which a person buying a \$9.89 meal pays \$0.84 in sales tax, which gets divided among several taxing jurisdictions, with \$0.25 of that supporting City services. \$0.05 of that comes to the Capital Improvement Sales Tax Fund. That adds up to account for an estimated \$530,750 in FY2021. This sales tax was instituted in October 2018 and, therefore, revenue received at the beginning of FY2019 was minimal. The sales tax expires December 31, 2038.



The Capital Improvement Sales Tax Fund will transfer an estimated \$342,190 to the Debt Service Fund in FY2021. This transfer will pay the debt service repayments associated with the general obligation bond issuances that are due in March and September 2021 and also fund a reserve in the Debt Service Fund. The FY2021 budget also includes \$167,060 for the construction of the Downtown Streetscape East project.

The Capital Improvement Sales Tax Fund is projected to finish FY2021 with an ending cash balance of \$56,179.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	-	-	-
Commodities	127,417.32	798,910.00	509,250.00
Capital Outlay	-	-	-
<b>Total</b>	<b>127,417.32</b>	<b>798,910.00</b>	<b>509,250.00</b>

FY2020 projections include \$556,280 in commodities in the form of a transfer to the Debt Service Fund for debt repayments and establishment of the Debt Service Fund reserve., and \$242,630 in commodities for the construction of the Downtown Streetscape East project.

FY2019 actuals include \$127,420 in commodities in the form of a transfer to the Debt Service Fund for debt repayments.

## THE DEBT SERVICE FUND

The Debt Service Fund is projected to start FY2021 with a cash balance of \$231,260. This cash balance is considered an informal reserve and is intended to be sufficient enough to cover the first debt service payments of the fiscal year without the need for additional cash transfers. The amount due for the March 2021 debt service payments total \$231,263.

The Debt Service Fund will recognize an estimated \$342,190 transfer from the Capital Improvement Sales Tax Fund for debt service repayments associated with the general obligation bond issuances and also increase the ending cash balance in the Fund.

The associated general obligation debt service repayments total an estimated \$329,860 in FY2021 and are due as follows:

<b>Due Date</b>	<b>Interest</b>	<b>Principal</b>
2018 GO Bond – due March 1 <sup>st</sup> , 2021	34,250	40,000
2019 GO Bond – due March 1 <sup>st</sup> , 2021	67,013	90,000
2018 GO Bond – due September 1 <sup>st</sup> , 2021	33,830	-
2019 GO Bond – due September 1 <sup>st</sup> , 2021	64,762	-
<b>Total</b>	<b>199,860</b>	<b>130,000</b>

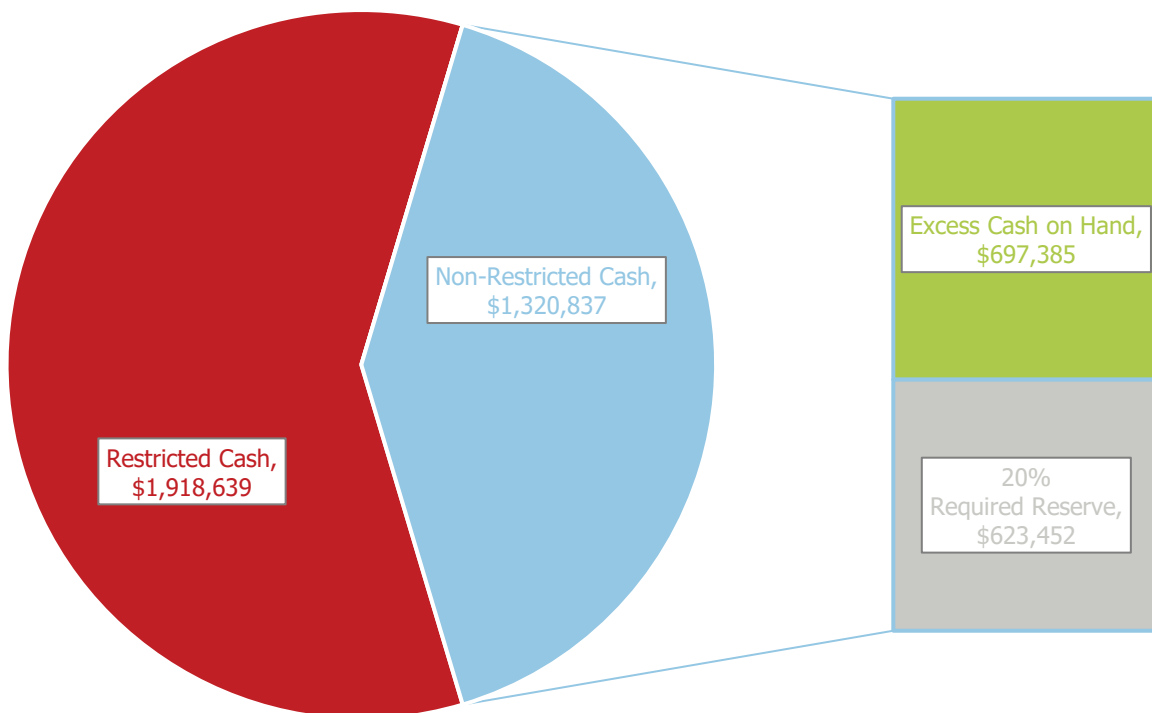
The Capital Improvement Sales Tax Fund is projected to finish FY2021 with an ending cash balance of \$243,590. This ending cash balance will be sufficient enough to cover the first debt service payments of the following fiscal year without the need for additional cash transfers. The amount due for the March 2022 debt service payments total \$243,595.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	-	-	-
Commodities	127,417.32	325,020.00	329,860.00
Capital Outlay	-	-	-
<b>Total</b>	<b>127,417.32</b>	<b>325,020.00</b>	<b>328,860.00</b>

## THE CWWS FUND

### BEGINNING CASH POSITION

The Combined Water and Wastewater Systems (CWWS) Fund is projected to enter FY2021 with a beginning cash balance of \$3,239,476. This includes \$1,918,639 in restricted cash, which is money in the City's custody that is being held for specific uses: utility customer deposits, credit balances on utility accounts, and impact projects. The remaining \$1,320,837 is non-restricted cash, which is the equivalent to 42% of FY2021 budgeted operating expenditures. [Board Policy](#) requires that the CWWS Fund maintain a reserve of at least 20% of budgeted operating expenditures, which equals \$623,452 for FY2021. The remaining 22%, or \$297,385, is considered excess cash on hand.

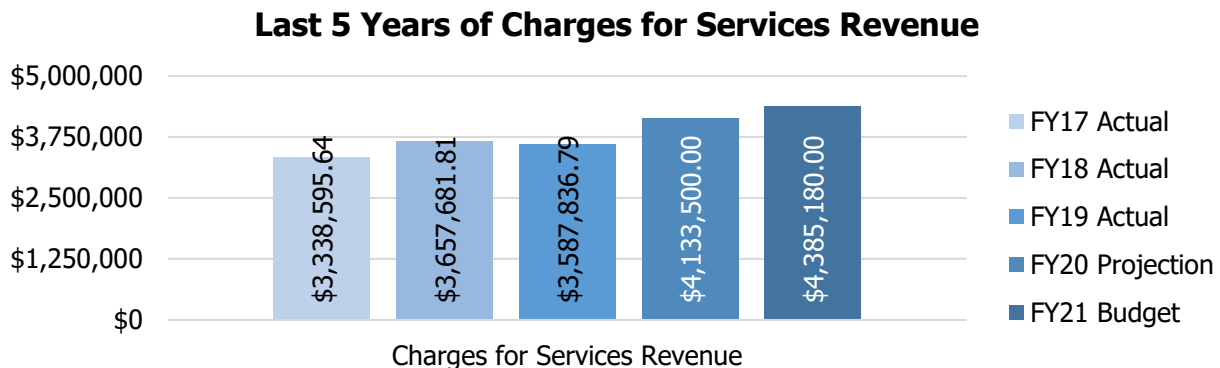


## REVENUES

CWWS Fund revenues provide the resources necessary to specifically fund utility services. These services are almost solely funded through revenue from charges for services. Supplementary sources like rental revenue from renting out space on our water towers to cellular companies provide additional support. The following table outlines FY2021 CWWS Fund budgeted revenue, by source:

Revenue Source	FY2021 Budget
Charges for Services	4,385,180
Debt Issued	44,700
Transfers In	-
<b>Subtotal: Operating Revenue</b>	<b>4,764,190</b>
One-Time Revenue	-
<b>TOTAL</b>	<b>4,764,190</b>

A utility rate study was conducted in 2018 which took into consideration the costs related to current and planned utility capital projects, and rate increases were recommended for 2019 through 2023. The first two rate increases were approved by the Board of Aldermen in 2019 and 2020. A third rate increase is anticipated to be presented to the Board of Aldermen for approval this winter. Charges for services account an estimated \$4,385,180 in FY2021. This a 6.0% increase in charges for services revenue over projected FY2020 charges for services revenue.





## EXPENDITURES

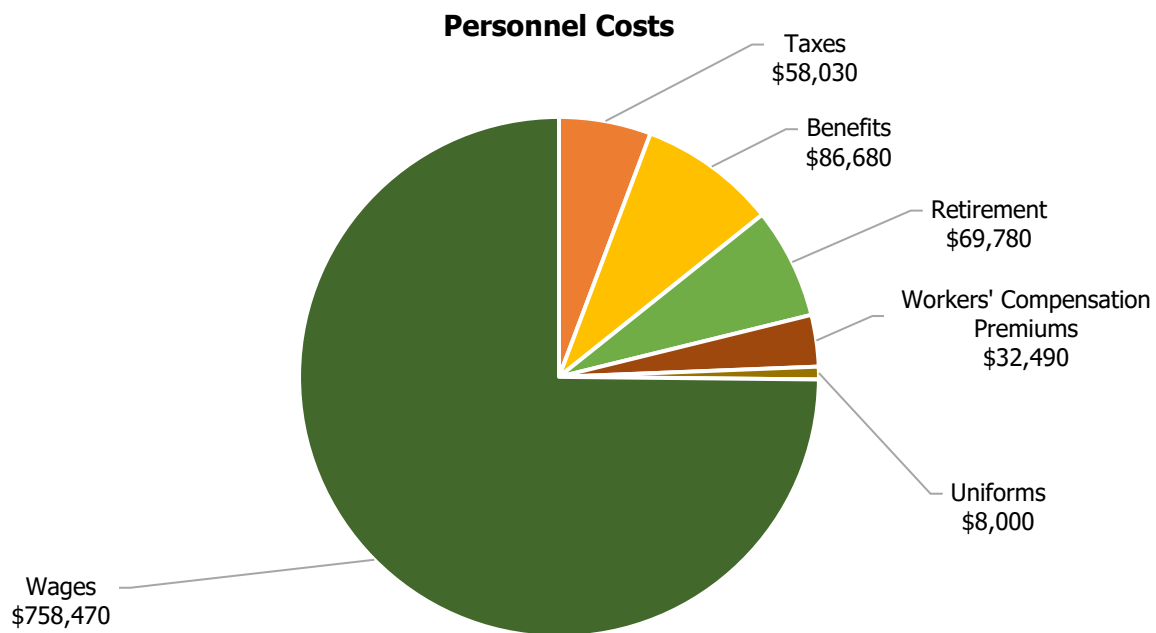
CWWS Fund expenditures cover employee salaries and benefits, operational costs, maintenance costs, contracted services, insurance, and office and administrative costs for the public works (utilities division) department. Expenditures also support the Capital Improvement Plan (CIP) and other large one-time expenses. A [Water Master Plan](#) was completed in 2018 which provided a water infrastructure plan through 2030. A Wastewater Master Plan will be completed in late 2020 to guide a wastewater infrastructure plan into the future. The following table outlines FY2021 CWWS Fund budgeted expenditures, by use:

<b>Expenditure Use</b>	<b>FY2021 Budget</b>
Personnel	1,013,850
Operation & Maintenance	993,220
Contractual Services	184,980
Insurance	61,220
Office & Administrative	11,380
Debt - Principal	344,380
Debt - Interest	299,050
Transfers Out	209,180
<b>Subtotal: Operating Expenditures</b>	<b>3,117,260</b>
Capital Improvement Plan Expenses (CIP)	2,010,000
<b>TOTAL</b>	<b>5,127,260</b>

Operations and maintenance expenses make up the largest aspect of CWWS Fund operating expenditures. These expenses include electricity, telephone, internet, fuel, tools and supplies, and repairs and maintenance of equipment, vehicles, buildings, water lines, sewer lines, lift stations, and pump stations.

Contractual Services are outside services provided to the City, typically under a formal financial agreement. These types of services provide support in the areas of information technology services and engineering services, where City staff does not have the expertise and/or where a third-party is necessary to oversee City operations.

Personnel is the second largest component of CWWF Fund operating expenditures, accounting for almost one-third of FY2020 budgeted operating expenditures. No new positions or personnel counts are accounted for in the FY2021 budget. A Summary of Budgeted Personnel for the FY2018 through FY2021 budget years was provided earlier in this document for reference. The FY2021 Employee Compensation Plan contains no cost-of-living adjustment, as the Consumer Price Index data indicated only a 0.4% increase in cost-of-living expense, which does not justify an across the board range adjustment. Targeted Range Adjustments were applied to several groups of positions to better group similar positions with each other. Department Director pay ranges now align with each other across two separate pay bands, along with several other mid-level position alignments. Finally, the FY2021 budget includes a 3.0% merit increase effective in May 2021 for those employees who qualify.



The FY2021 capital improvement expenditure budget utilizes \$2,010,000 of excess cash on hand and \$1,000,000 in restricted cash for CIP expenses. This provides funding to complete the 188<sup>th</sup> Street Waterline Replacement, Highland Drive Sewer Replacement,

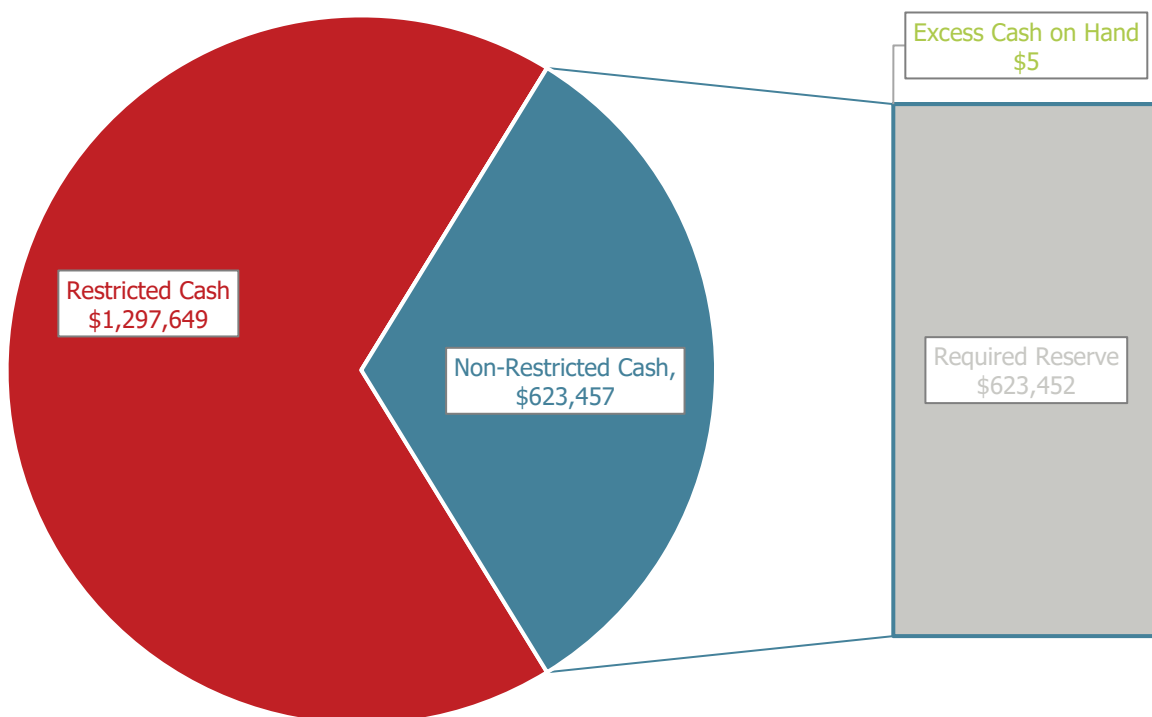
Campground Lift Station, Valve Box, Raw Water Pump Station, and Copper Ion Generator projects, and to purchase GIS/Asset Management software.

## ENDING CASH POSITION

The CWWS Fund began FY2021 with \$697,385 in excess cash on hand. CWWS Fund operating revenues are estimated to be \$1,312,620 over operating expenditures in FY2021, which will add to the City's excess cash on hand at the end of FY2021. The FY2021 capital improvement expenditure budget utilizes \$2,010,000 of excess cash on hand. Therefore, the CWWS Fund will finish FY2021 with an estimated excess cash on hand of \$5.

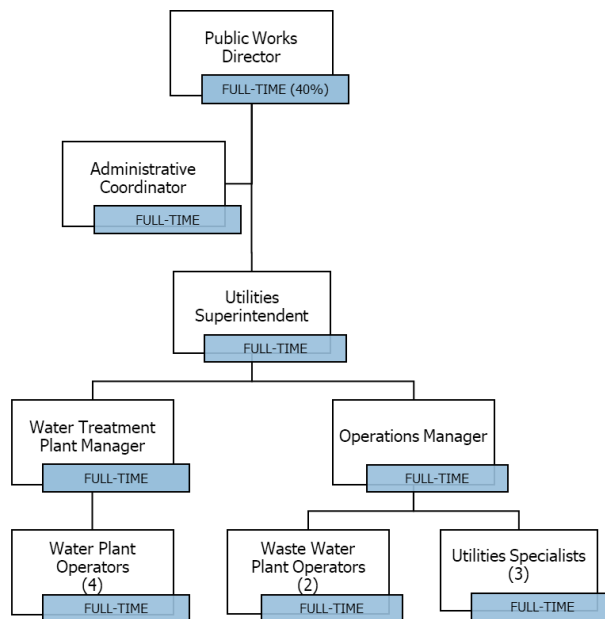
The CWWS Fund began FY2021 with \$1,918,639 in restricted cash. The CWWS Fund will recognize \$379,010 in restricted revenues in FY2021 and the FY2021 capital improvement expenditure budget utilizes \$1,000,000 of restricted cash. Therefore, the CWWS Fund will finish FY2021 with an estimated restricted cash amount of \$1,297,649.

The 20% policy-required reserve amount of \$623,452 will remain untouched.



## public works (utilities division)

The [Utilities Division](#) of the Public Works Department provides maintenance of City water lines, water distribution system sewer lines, lift stations, and pump stations. The goal of this proprietary fund is to provide the best possible service for our citizens in the most efficient, professional, courteous, and cost-effective manner.



Performance Benchmarks	FY2020 Result	FY2021 Goal
Percentage of Utility Work Orders Completed Within One Business Day	100%	> 98%
Percentage of Utility Locates Completed Within Required Timeframe	100%	> 100%
Number of Violations in Drinking Water Regulations as Reported in Annual Consumer Confidence Report (CCR)	0	0
*SURVEY* Percentage of Citizens Rating the Overall Maintenance of Water & Sewer Utilities as Good or Excellent	53%	> 80%

## public works (utilities division) budget



The Utilities Division's FY2021 budget includes \$50,000 in contracted services for engineering for the Campground Lift Station project. The FY2021 budget also includes \$2,960,000 in capital outlay for the projects mentioned above.

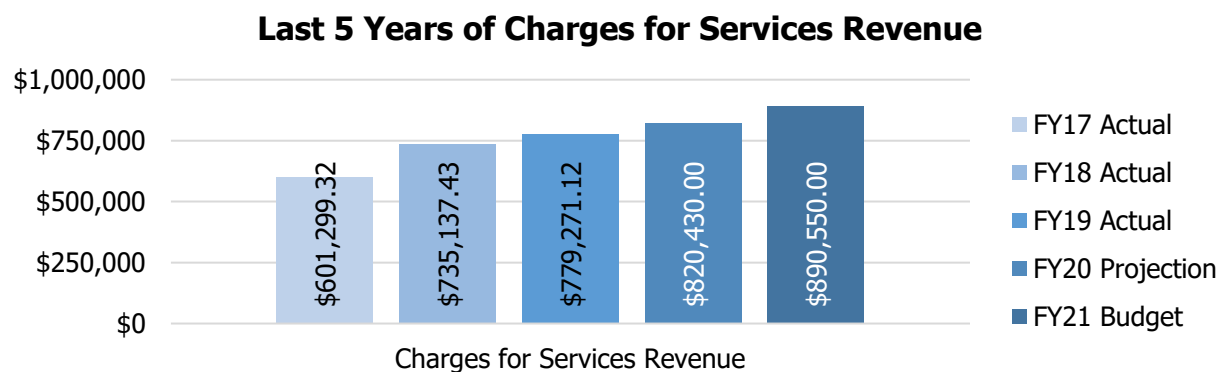
<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	876,803.61	977,870.00	1,103,850.00
Contracted Services	205,802.23	1,293,610.00	579,360.00
Commodities	1,482,263.50	1,730,400.00	1,574,050.00
Capital Outlay	10,778.14	2,915,120.00	2,960,000.00
<b>Total</b>	<b>2,575,747.48</b>	<b>6,917,000.00</b>	<b>5,662,850.00</b>

FY2020 projections include \$200,000 in commodities for the implementation of the slipline sewer program. FY2020 projections also include \$750,000 in capital outlay for the 144<sup>th</sup> Street Pump Station project, \$698,170 in capital outlay for the Main Street Waterline Replacement project, and \$335,910 in capital outlay for the Bristol/Woodland /Hawthorne Sewer Replacement project.

## THE SANITATION FUND

The Sanitation Fund is projected to enter FY2021 with a beginning cash balance of \$32,039.

Charges for services account for an estimated \$890,550 in FY2021, which is a 8.5% increase in over projected FY2020 charges for services revenue.



Payments to the City's trash and recycling provider and management of the annual Household Hazardous Waste program are the only aspects of Sanitation Fund expenditures.

The Sanitation Fund is projected to finish FY2021 with an ending cash balance of \$36,879.

Object	FY2019 Actual	FY2020 Projection	FY2021 Budget
Personnel	-	-	-
Contracted Services	-	-	-
Commodities	786,350.04	825,890.00	885,710.00
Capital Outlay	-	-	-
<b>Total</b>	<b>786,350.04</b>	<b>825,890.00</b>	<b>885,710.00</b>

## THE CARES ACT STIMULUS FUND

The CARES Act Stimulus Fund is projected to enter FY2021 with no beginning cash balance.

This Fund accounted for the Federal stimulus money received by the City in response to the COVID-19 pandemic. This stimulus money was required to be spent on COVID-19 response and mitigation and must have been spent by October 31, 2020. There are no anticipated revenues in FY2021.

There are no anticipated expenditures in FY2021.

The CARES Act Stimulus Fund is projected to finish FY2021 with no ending cash balance.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	-	945,400.00	-
Commodities	-	-	-
Capital Outlay	-	-	-
<b>Total</b>	<b>-</b>	<b>945,400.00</b>	<b>-</b>



## OTHER FUNDS

The Police Department receives special revenue with limited expenditure purposes: Police Training, DWI Recovery, and Police Technology Upgrades. Likewise, the Municipal Court had received special revenue with similar limited expenditure purposes: Judicial Education, and Appointed Counsel.

These restricted monies are tracked in separate funds due to their constrained nature. The FY2021 budget anticipates receiving no additional revenue in these funds and expending all of the available cash balances. Any remaining cash balance at the end of FY2021 as well as any additional revenue received during FY2021 will be available for future years.

<b>Object</b>	<b>FY2019 Actual</b>	<b>FY2020 Projection</b>	<b>FY2021 Budget</b>
Personnel	-	-	-
Contracted Services	-	-	-
Commodities	5,959.70	8,000.00	36,960.00
Capital Outlay	-	-	-
<b>Total</b>	<b>5,959.70</b>	<b>8,000.00</b>	<b>36,960.00</b>

## GLOSSARY

**ASSESSED VALUATION** – The value of property for tax levy purposes. The assessed valuation is set by the Clay or Platte County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

**BALANCED BUDGET** – A budget in which the expenditures incurred during a given period are matched by revenues. A budget is balanced when current expenditures are equal to or less than receipts.

**BOARD OF ALDERMEN** – The governing body elected by the citizens of a municipality to provide policy direction for the operations of the city.

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

**BOND COUNSEL** – A lawyer who writes an opinion on a bond as to its tax exempt status and the authenticity of its issuance.

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

**BUDGET** – A financial plan, for a specified period, of operations that matches all planned revenues and expenditures with the services to be provided by the City.

**BUDGET ADJUSTMENT** – Changes to the current budget on a departmental level that will not change the overall fund budget. These changes do not require Board of Aldermen approval.

**BUDGET ADMENDMENT** – Changes to the current budget on any level that will change the overall fund budget. These changes require Board of Aldermen approval.

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

**BUDGET DOCUMENT** – The written instrument used by City to present a comprehensive financial plan of operations to the citizens.

**BUDGET MESSAGE** – The opening section of the budget presented by the City Administrator, which presents the citizens of the City with highlights of the most important aspects of the budget.

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

**BUDGETED PERSONNEL** – The number of employee positions authorized in the budget, some of which may be filled during the course of the budget year.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** – The official annual report of a government presented after the conclusion of the budget year.

**CAPITAL ASSETS** – Equipment and vehicles of significant value and having a useful life of several years.

**CAPITAL IMPROVEMENT PLAN (CIP)** – A plan for capital improvements to be incurred each year over a set number of years to meet long-term capital needs of the government.

**CAPITAL OUTLAY** – The acquisition of capital assets which have a value of more than \$5,000 and have a useful economic life of more than one year.

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

**CASH BALANCE** – Net revenues over expenditures from prior fiscal years.

**CERTIFICATE OF DEPOSIT (CD)** – A debt instrument issued by a bank that pays interest to the purchaser in which interest rates are set by competitive forces in the marketplace.

**CERTIFICATE OF PARTICIPATION (COP)** – A form of lease revenue bond that permits the investor to participate in a stream of lease payments, installment payments or loan payments relating to the acquisition or construction of specific equipment, land or facilities. COPs are seen by investors as providing weaker security and often carry ratings that are below an agency's general obligation rating.

**COMMUNITY IMPROVEMENT DISTRICT (CID)** – A political subdivision or a not-for-profit corporation organized for the purpose of financing a wide range of public-use

facilities and establishing and managing policies and public services relative to the needs of a specific district.

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

**COMMODITIES** – Items that are consumable or have a short life span.

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

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

**CONTRACTURAL SERVICES** – Contractual services are professional fees for legal counsel, advertising, auditing, testing, service and equipment rentals.

**DEBT SERVICE REPAYMENTS** – Required payments for principal and interest on a loan.

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

**DEDICATED TAX** – Taxes that are levied to support a specific government program or purpose.

**DELINQUENT TAXES** – Taxes that remain unpaid after the due date and which have penalty and interest attached.

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

**DEPRECIATION** – The process of recognizing the physical deterioration of capital assets over a period of time.

**DIVISION** – An organizational unit of the City that indicates management responsibility for a specific activity.

**EMPLOYEE BENEFITS** – Contributions made by the City to meet commitments or obligations for fringe benefits, including the City's share of Social Security and various medical, life, and pension plans.

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

**ENTERPRISE FUND** – A fund established to account for operations of the City that sets fees based on recovering costs incurred to provide the service.

**EXPENDITURE** – A decrease in the net financial resources of the City due to the acquisition of goods or services.

**EXPENSE** – see Expenditure.

**FINANCIAL ADVISOR** – A professional advisor offering financial counsel to the City on all financial matters pertaining to a proposed debt issuance who is not part of the underwriting syndicate.

**FISCAL YEAR** – A 12-month time period by which state and local governments annually budget their respective revenues and expenditures.

**FINES AND FORFEITURES** – Revenues generated from fines and penalties levied for commission of statutory offenses and violations of City Ordinances.

**FRANCHISE TAX** – A fee paid by public service utilities for use of public right-of-way to deliver their services.

**FULL-TIME EQUIVALENT (FTE)** – A way to measure an employee's involvement in an activity or project, generally calculated the decimal equivalent of a full-time position based on a full-time position working 2,080 hours per year.

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

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB)** – The organization that formulates accounting standards for governmental units.

**GASB 34** – The comprehensive changes in state and local government financial reporting issued by GASB in June, 1999, which required significant changes in an entity's reporting of Financial Statements and in Management's Discussion and Analysis for State and Local Governments. It requires that governmental entities present 1) government wide financial

statements that are based on the accrual accounting basis and the flow of all economic resources and 2) governmental funds financial statements continue to be presented based on the modified accrual accounting basis and the flow of current financial resources.

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

**GENERAL OBLIGATION BOND** – Municipal bonds backed by the full faith and credit (which includes the taxing and further borrowing power) of a municipality, repaid with the general revenue of the municipality, such as property taxes and sales taxes.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** – A professional organization of governmental financial personnel and associated interested individuals that provide assistance, training and guidance to governments in the areas of accounting, audit, cash management, internal controls, debt management and general finance.

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

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

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

**INTERGOVERNMENTAL REVENUE** – Revenue received from Federal, State or local government bodies such as a school district.

**LEVY** – The imposition or collection of an assessment of a specified amount for the support of government activities.

**LICENSES, PERMITS, AND FEES** – Revenues collected by the City from individuals or business concerns for rights or privileges granted by the City.

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

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

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

**OPERATING BUDGET** – That portion of the annual budget that provides a financial plan for the daily operations of government. Excluded from the operating budget are capital improvement project expenditures.

**OPERATING EXPENSES** – The cost for personnel, materials and equipment required for a department to function.

**OPERATING REVENUE** – Funds received by a government as a part of daily operations.

**ORDINANCE** – A formal legislative enactment by the governing body of a municipality. An ordinance has full force and effect of law within the boundaries of the municipality.

**PRINCIPAL** – The face value of a bond, exclusive of interest.

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

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

**PROPERTY TAX RATE** – The amount per \$100 of value that will be levied against all property within the City limits. The tax rate must be adopted by the City Council annually and consists of two components:

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

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

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

**RESOURCES** – Total amounts available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

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

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

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



## APPENDIX I - DEBT AMORTIZATION SCHEDULES

The following debt amortization schedules are attached:

DEBT ISSUANCE	DATE ISSUED	PRINCIPAL AMT	MATURITY DATE
2012 Certificates of Participation	Sept. 1, 2012	\$530,000	Nov. 1, 2021
2018 Certificates of Participation	Aug. 23, 2018	\$8,635,000	Sept. 1, 2038
2018 General Obligation Bonds	Sept. 13, 2018	\$2,000,000	Sept. 1, 2038
2019 General Obligation Bonds	Feb. 26, 2019	\$3,625,000	Sept. 1, 2038

**EXHIBIT A**

**TO FIRST SUPPLEMENTAL LEASE PURCHASE AGREEMENT DATED AS  
OF SEPTEMBER 1, 2012, BETWEEN CITY OF SMITHVILLE, MISSOURI, AND  
UMB BANK, n.a.**

**SCHEDULE OF BASIC RENT PAYMENTS**

<u>Basic Rent Payment Date</u>	<u>Principal Portion</u>	<u>Interest Portion</u>	<u>Basic Rent Payment</u>
11/01/2012	\$45,000	\$1,432.62	\$46,432.62
05/01/2013	-	6,377.75	6,377.75
11/01/2013	50,000	6,377.75	56,377.75
05/01/2014	-	5,720.25	5,720.25
11/01/2014	50,000	5,720.25	55,720.25
05/01/2015	-	5,062.75	5,062.75
11/01/2015	55,000	5,062.75	60,062.75
05/01/2016	-	4,339.50	4,339.50
11/01/2016	55,000	4,339.50	59,339.50
05/01/2017	-	3,616.25	3,616.25
11/01/2017	50,000	3,616.25	53,616.25
05/01/2018	-	2,958.75	2,958.75
11/01/2018	55,000	2,958.75	57,958.75
05/01/2019	-	2,235.50	2,235.50
11/01/2019	55,000	2,235.50	57,235.50
05/01/2020	-	1,512.25	1,512.25
11/01/2020	60,000	1,512.25	61,512.25
05/01/2021	-	723.25	723.25
11/01/2021	<u>55,000</u>	<u>723.25</u>	<u>55,723.25</u>
Totals	<u>\$530,000</u>	<u>\$66,525.12</u>	<u>\$596,525.12</u>

## BOND DEBT SERVICE

City of Smithville  
 Certificates of Participation, Series 2018  
 (Refunding and New Money Projects)  
 FINAL

Dated Date 08/23/2018  
 Delivery Date 08/23/2018

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
03/01/2019			168,077.22	168,077.22	
09/01/2019	235,000	5.000%	160,925.00	395,925.00	564,002.22
03/01/2020			155,050.00	155,050.00	
09/01/2020	250,000	5.000%	155,050.00	405,050.00	560,100.00
03/01/2021			148,800.00	148,800.00	
09/01/2021	265,000	5.000%	148,800.00	413,800.00	562,600.00
03/01/2022			142,175.00	142,175.00	
09/01/2022	335,000	5.000%	142,175.00	477,175.00	619,350.00
03/01/2023			133,800.00	133,800.00	
09/01/2023	355,000	5.000%	133,800.00	488,800.00	622,600.00
03/01/2024			124,925.00	124,925.00	
09/01/2024	365,000	5.000%	124,925.00	489,925.00	614,850.00
03/01/2025			115,800.00	115,800.00	
09/01/2025	385,000	5.000%	115,800.00	500,800.00	616,600.00
03/01/2026			106,175.00	106,175.00	
09/01/2026	410,000	3.000%	106,175.00	516,175.00	622,350.00
03/01/2027			100,025.00	100,025.00	
09/01/2027	420,000	3.000%	100,025.00	520,025.00	620,050.00
03/01/2028			93,725.00	93,725.00	
09/01/2028	435,000	3.000%	93,725.00	528,725.00	622,450.00
03/01/2029			87,200.00	87,200.00	
09/01/2029	445,000	3.000%	87,200.00	532,200.00	619,400.00
03/01/2030			80,525.00	80,525.00	
09/01/2030	460,000	3.125%	80,525.00	540,525.00	621,050.00
03/01/2031			73,337.50	73,337.50	
09/01/2031	475,000	3.250%	73,337.50	548,337.50	621,675.00
03/01/2032			65,618.75	65,618.75	
09/01/2032	490,000	3.250%	65,618.75	555,618.75	621,237.50
03/01/2033			57,656.25	57,656.25	
09/01/2033	505,000	3.375%	57,656.25	562,656.25	620,312.50
03/01/2034			49,134.38	49,134.38	
09/01/2034	525,000	3.375%	49,134.38	574,134.38	623,268.76
03/01/2035			40,275.00	40,275.00	
09/01/2035	540,000	3.500%	40,275.00	580,275.00	620,550.00
03/01/2036			30,825.00	30,825.00	
09/01/2036	560,000	3.500%	30,825.00	590,825.00	621,650.00
03/01/2037			21,025.00	21,025.00	
09/01/2037	580,000	3.500%	21,025.00	601,025.00	622,050.00
03/01/2038			10,875.00	10,875.00	
09/01/2038	600,000	3.625%	10,875.00	610,875.00	621,750.00
	8,635,000		3,602,895.98	12,237,895.98	12,237,895.98

BOND DEBT SERVICE

City of Smithville, Missouri  
General Obligation Bonds, Series 2018  
FINAL

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
03/01/2019			28,655.60	28,655.60	
09/01/2019			34,617.50	34,617.50	63,273.10
03/01/2020	35,000	2.100%	34,617.50	69,617.50	
09/01/2020			34,250.00	34,250.00	103,867.50
03/01/2021	40,000	2.100%	34,250.00	74,250.00	
09/01/2021			33,830.00	33,830.00	108,080.00
03/01/2022	45,000	2.100%	33,830.00	78,830.00	
09/01/2022			33,357.50	33,357.50	112,187.50
03/01/2023	50,000	2.300%	33,357.50	83,357.50	
09/01/2023			32,782.50	32,782.50	116,140.00
03/01/2024	55,000	2.300%	32,782.50	87,782.50	
09/01/2024			32,150.00	32,150.00	119,932.50
03/01/2025	60,000	3.250%	32,150.00	92,150.00	
09/01/2025			31,175.00	31,175.00	123,325.00
03/01/2026	65,000	3.250%	31,175.00	96,175.00	
09/01/2026			30,118.75	30,118.75	126,293.75
03/01/2027	65,000	3.500%	30,118.75	95,118.75	
09/01/2027			28,981.25	28,981.25	124,100.00
03/01/2028	70,000	3.500%	28,981.25	98,981.25	
09/01/2028			27,756.25	27,756.25	126,737.50
03/01/2029	75,000	3.500%	27,756.25	102,756.25	
09/01/2029			26,443.75	26,443.75	129,200.00
03/01/2030	130,000	3.500%	26,443.75	156,443.75	
09/01/2030			24,168.75	24,168.75	180,612.50
03/01/2031	135,000	3.500%	24,168.75	159,168.75	
09/01/2031			21,806.25	21,806.25	180,975.00
03/01/2032	145,000	3.500%	21,806.25	166,806.25	
09/01/2032			19,268.75	19,268.75	186,075.00
03/01/2033	150,000	3.500%	19,268.75	169,268.75	
09/01/2033			16,643.75	16,643.75	185,912.50
03/01/2034	160,000	3.625%	16,643.75	176,643.75	
09/01/2034			13,743.75	13,743.75	190,387.50
03/01/2035	165,000	3.750%	13,743.75	178,743.75	
09/01/2035			10,650.00	10,650.00	189,393.75
03/01/2036	175,000	3.750%	10,650.00	185,650.00	
09/01/2036			7,368.75	7,368.75	193,018.75
03/01/2037	185,000	3.750%	7,368.75	192,368.75	
09/01/2037			3,900.00	3,900.00	196,268.75
03/01/2038	195,000	4.000%	3,900.00	198,900.00	
09/01/2038					198,900.00
	2,000,000		954,680.60	2,954,680.60	2,954,680.60

## BOND DEBT SERVICE

City of Smithville, Missouri  
General Obligation Bonds, Series 2019  
FINAL

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
09/01/2019			64,144.24	64,144.24	64,144.24
03/01/2020	85,000	5.000%	69,137.50	154,137.50	
09/01/2020			67,012.50	67,012.50	221,150.00
03/01/2021	90,000	5.000%	67,012.50	157,012.50	
09/01/2021			64,762.50	64,762.50	221,775.00
03/01/2022	100,000	5.000%	64,762.50	164,762.50	
09/01/2022			62,262.50	62,262.50	227,025.00
03/01/2023	105,000	5.000%	62,262.50	167,262.50	
09/01/2023			59,637.50	59,637.50	226,900.00
03/01/2024	115,000	5.000%	59,637.50	174,637.50	
09/01/2024			56,762.50	56,762.50	231,400.00
03/01/2025	120,000	5.000%	56,762.50	176,762.50	
09/01/2025			53,762.50	53,762.50	230,525.00
03/01/2026	130,000	5.000%	53,762.50	183,762.50	
09/01/2026			50,512.50	50,512.50	234,275.00
03/01/2027	140,000	5.000%	50,512.50	190,512.50	
09/01/2027			47,012.50	47,012.50	237,525.00
03/01/2028	145,000	3.250%	47,012.50	192,012.50	
09/01/2028			44,656.25	44,656.25	236,668.75
03/01/2029	155,000	3.250%	44,656.25	199,656.25	
09/01/2029			42,137.50	42,137.50	241,793.75
03/01/2030	220,000	3.250%	42,137.50	262,137.50	
09/01/2030			38,562.50	38,562.50	300,700.00
03/01/2031	230,000	3.250%	38,562.50	268,562.50	
09/01/2031			34,825.00	34,825.00	303,387.50
03/01/2032	245,000	3.500%	34,825.00	279,825.00	
09/01/2032			30,537.50	30,537.50	310,362.50
03/01/2033	255,000	3.500%	30,537.50	285,537.50	
09/01/2033			26,075.00	26,075.00	311,612.50
03/01/2034	270,000	3.500%	26,075.00	296,075.00	
09/01/2034			21,350.00	21,350.00	317,425.00
03/01/2035	285,000	3.500%	21,350.00	306,350.00	
09/01/2035			16,362.50	16,362.50	322,712.50
03/01/2036	300,000	3.500%	16,362.50	316,362.50	
09/01/2036			11,112.50	11,112.50	327,475.00
03/01/2037	310,000	3.500%	11,112.50	321,112.50	
09/01/2037			5,687.50	5,687.50	326,800.00
03/01/2038	325,000	3.500%	5,687.50	330,687.50	
09/01/2038					330,687.50
	3,625,000		1,599,344.24	5,224,344.24	5,224,344.24

## APPENDIX II - CAPITAL IMPROVEMENT PLAN

The current 5-year Capital Improvement Plan (CIP) is attached.

GENERAL FUND							
Project Name	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
none							
<b>Elected Officials Subtotal</b>							
City Hall Improvements - Council Chambers	95,747.00	95,750.00					
City Hall Improvements - Lobby Reconfiguration	91,620.00		95,000.00				
City Hall Improvements - Restrooms	98,880.00		95,000.00				
City Hall Improvements - Kitchen	25,350.00		25,000.00				
City Hall Improvements - Administrative Reconfiguration	114,379.00		100,000.00				
City Hall Improvements - Police Reconfiguration	245,391.00						
Comprehensive Plan	80,000.00	80,000.00					
Police Department/City Hall Needs Study	12,500.00						
Pay & Classification Study	TBD						
<b>Administration Subtotal</b>	<b>Total Cost</b>	<b>175,750.00</b>	<b>315,000.00</b>	-	-	-	-
Records Management Software	100,000.00		100,000.00				
Police Department/City Hall Needs Study	12,500.00						
Engineering - Police Department Building	TBD						
Construction - Police Department Building	TBD						
<b>Police Subtotal</b>		-	100,000.00	-	-	-	-
none							
<b>Animal Shelter Subtotal</b>		-	-	-	-	-	-
none							
<b>Development Subtotal</b>		-	-	-	-	-	-
INCODE 10 Software Upgrade	50,000.00						
<b>Finance Subtotal</b>		-	-	-	-	-	-
none							
<b>Senior Services Subtotal</b>		-	-	-	-	-	-
Engineering - Heritage Park Parking Lot	13,500.00	-					
Heritage Park - additional parking lot by new playground equipment (board moved up two years)	71,500.00	85,000.00					
Heritage Park - basketball court (board priority)	79,926.75	79,930.00					
Park Improvements by the Splash Pad	25,000.00	-					
Parks & Recreation Master Plan	100,000.00	25,000.00					
Campground - Phase I electric upgrade completion	37,500.00		37,500.00				
Campground - Phase II electric upgrade completion	30,000.00			30,000.00			
Campground - Phase III electric upgrade completion	30,000.00				30,000.00		
<b>Parks &amp; Recreation Subtotal</b>		189,930.00	37,500.00	30,000.00	30,000.00	-	-
Vehicle & Equipment Replacement Fund Reserve Seeding	40,000/YR		40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
Engineering - Downtown Streetscape: Main Street from Commercial to Liberty	98,352.77	-					
Downtown Streetscape: Main Street - to Smith (Brick Accents, Lighting, Asphalt & Partial Curb)	576,000.00	-					
Downtown Streetscape: Main Street - to Liberty (Trail, Asphalt, Brick Accents, Lighting (N), & Pk	410,500.00	24,150.00	-				
Engineering - Downtown Gateway Sign	70,000.00		-				
Downtown Gateway Sign	200,000.00			-			
Engineering - Downtown Streetscape: North on Bridge Street to the bridge	15,000.00				-		
Downtown Streetscape: North on Bridge Street to the bridge	240,000.00					-	
Downtown Streetscape: Bridge Street Waterline	10,000.00					-	
Downtown Streetscape: North on Bridge Street to the bridge (Bridge Fencing Alternate)	50,000.00					-	
Downtown Streetscape: North on Bridge Street from the bridge to First Street	260,000.00					-	
MARC Grant Reimbursement	(300,000.00)					-	
Amory Road Pavement Failure Project	421,238.50	421,240.00					
Transportation Master Plan & Complete Streets/Trails	100,000.00		100,000.00				
GIS/Asset Management	200,000.00		100,000.00				
Engineering - Streets/Parks Building	250,000.00		250,000.00				
Construction - Streets/Parks Building	2,500,000.00			-			
<b>Public Works (Streets) Subtotal</b>		445,390.00	490,000.00	40,000.00	40,000.00	40,000.00	40,000.00
<b>Fund Total</b>		<b>811,070.00</b>	<b>942,500.00</b>	<b>70,000.00</b>	<b>70,000.00</b>	<b>40,000.00</b>	<b>40,000.00</b>
Beginning Cash Balance	3,785,272.00	3,152,642.00	2,210,142.00	2,151,702.00	2,105,242.00	2,101,222.00	
- Amount Held to Satisfy Reserve or Other Restrictions	(1,815,824.00)	(1,853,616.00)	(1,886,056.00)	(1,919,064.00)	(1,952,648.00)	(1,986,820.00)	
= Beginning Un-Restricted Cash Balance	1,969,448.00	1,299,026.00	324,086.00	232,638.00	152,594.00	114,402.00	
+ Projected Annual Operating Revenues	4,596,920.00	4,634,040.00	4,726,700.00	4,821,200.00	4,917,600.00	5,016,000.00	
- Projected Annual Operating Expenditures	(4,418,480.00)	(4,634,040.00)	(4,715,140.00)	(4,797,660.00)	(4,881,620.00)	(4,967,050.00)	
- CIP Expenditures (from above)	(811,070.00)	(942,500.00)	(70,000.00)	(70,000.00)	(40,000.00)	(40,000.00)	
Projected Ending Un-Restricted Cash Balance	1,336,818.00	356,526.00	265,646.00	186,178.00	148,574.00	123,352.00	

CAPITAL PROJECTS FUND							
IDENTIFIED PROJECTS	PROJECT COST	BY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Engineering - Trail & Sidewalks Projects	32,257.46	32,260.00					
S. Commercial Trail & Sidewalks	371,590.37	371,600.00					
Main Street Trail (revised estimate 11-14-19)	1,217,859.35	1,217,860.00					
RTP Grant Reimbursement (maximum of 242,500)	(242,500.00)	(242,500.00)					
Engineering - Downtown Streetscape: Main Street from Commercial to Liberty	98,352.77	98,360.00					
Downtown Streetscape: Main Street - to Smith [Brick Accents, Lighting, Asphalt & Partial Curb]	575,000.00	239,520.00					
Downtown Streetscape: Main Street - to Liberty [Trail, Asphalt, Brick Accents, Lighting (N), & Pa	410,500.00	-	243,440.00				
Engineering - Downtown Gateway Sign	70,000.00			-			
Downtown Gateway Sign	200,000.00			-			
Engineering - Downtown Streetscape: North on Bridge Street to the bridge	15,000.00				-		
Downtown Streetscape: North on Bridge Street to the bridge	240,000.00					-	
Downtown Streetscape: Bridge Street Waterline	10,000.00					-	
Downtown Streetscape: North on Bridge Street to the bridge [Bridge Fencing Alternate]	50,000.00					-	
Downtown Streetscape: North on Bridge Street from the bridge to First Street	260,000.00					-	
MARC Grant Reimbursement	(300,000.00)					-	
<b>Public Works (Street Division) Subtotal</b>		<b>1,717,100.00</b>	<b>243,440.00</b>	-	-	-	-
<b>Fund Total</b>		<b>1,717,100.00</b>	<b>243,440.00</b>	-	-	-	-

Projected Beginning Un-restricted Cash Balance	1,960,537.00	243,437.00	(3.00)	(3.00)	(3.00)	(3.00)
+ Projected Annual Revenues	242,500.00	-	-	-	-	-
- Projected Non-CIP Expenditures	-	-	-	-	-	-
- CIP Expenditures (from above)	(1,959,600.00)	(243,440.00)	-	-	-	-
Projected Ending Un-Restricted Cash Balance	243,437.00	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)

PARKS & STORMWATER SALES TAX FUND							
Unrestricted Revenues	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Engineering - Heritage Park Parking Lot	13,500.00	-					
Heritage Park - additional parking lot by new playground equipment (board moved up two years)	71,500.00	-					
Park Improvements by the Splash Pad (3000 fencing, 2000 4 benches, 2000 2 shade structures)	25,000.00	-	25,000				
Parks & Recreation Master Plan including Trails & Connectivity Plan	100,000.00	-	50,000				
TDB Parks & Recreation Master Plan Project	100,000.00		50,000				
Heritage Park - post-tension basketball court (board priority)	115,000.00						
Heritage Park - basketball court lighting	55,000.00						
Engineering - Second Creek Road Bridge Pedestrian Bridge	TBD						
Second Creek Road Bridge Pedestrian Bridge	TBD						
Campground - Phase I electric upgrade completion	37,500.00						
Campground - Phase II electric upgrade completion	30,000.00						
Campground - Phase III electric upgrade completion	30,000.00						
Campground - water lines upgrade	75,600.00						
Heritage Park - parking lot (long-term fix) (board moved back a year)	500,000.00						
Wildflower - shelter house	17,500.00						
Wildflower - educational garden	3,500.00						
Heritage Park - restroom facility by new playground equipment	120,000.00						
Wildflower - playground equipment	65,000.00						
Heritage Park - railroad tie retaining wall	11,000.00						
Smith's Fork - basketball and tennis court lights	20,000.00						
Smith's Fork - access road by soccer field	65,000.00						
Wildflower - basketball court	75,000.00						
Trail System Program	TBD/YR						
Annex Smith's Fork & Golf Course	TBD						
Camera System Downtown	TBD						
Wifi-connected Parks	TBD						
Courtyard - general improvements	TBD						
Heritage Park - basketball court lights	35,000.00						
Heritage Park - restroom upgrades (remove if new restroom facility by playground)	65,000.00						
Heritage Park - security system	25,000.00						
Pole Barn for equipment storage	131,000.00						
Basketball Mega Complex	TBD						
<b>Parks &amp; Recreation Subtotal</b>		-	125,000	-	-	-	-
TDB Stormwater Project	100,000.00		100,000				
Engineering - Quincy Boulevard Asphalt Overlay, Curbs & Stormwater	40,000.00						
Quincy Boulevard Asphalt Overlay, Curbs & Stormwater (Owens to 3rd)	200,000.00						
Engineering - Maple Lane Curbs & Stormwater	15,000.00						
Maple Lane Asphalt Overlay (to Pine), Curbs & Stormwater (Spelman to Maple Ave)	175,000.00						
Engineering - N. Bridge Street Curbs & Stormwater	40,000.00						
N. Bridge Street Asphalt Overlay, Curbs & Stormwater (the bridge to First)	200,000.00						
Engineering - Dundee Road Curbs & Stormwater	18,200.00						
Dundee Road Asphalt Overlay, Curbs & Stormwater	91,000.00						
Engineering - S. Bridge Street Curbs & Stormwater	24,000.00						
S. Bridge Street Asphalt Overlay, Curbs & Stormwater (W. Woods to end of the street)	120,000.00						
Engineering - S. Mill Street Curbs & Stormwater	5,000.00						
S. Mill Street Curbs & Stormwater (W. Woods headed south)	25,000.00						
Pope Lane Connection	TBD						
<b>Public Works (Streets) Subtotal</b>		-	100,000	-	-	-	-
<b>Total</b>		-	225,000	-	-	-	-
Projected Beginning Un-restricted Cash Balance	-	-	217,290.00	753,390.00	1,294,890.00	1,841,790.00	
+ Projected Annual Revenues	-	442,290.00	536,100.00	541,500.00	546,900.00	552,400.00	
- Projected Non-CIP Expenditures	-	-	-	-	-	-	-
- CIP Expenditures (from above)	-	(225,000.00)	-	-	-	-	-
Projected Ending Un-Restricted Cash Balance	-	217,290.00	753,390.00	1,294,890.00	1,841,790.00	2,394,190.00	



TRANSPORTATION SALES TAX FUND							
IDENTIFIED PROJECTS	Project Cost	FY20	FY21	FY22	FY23	FY24	FY25
Engineering - Roundabout at Bridgeport and Old Jefferson Hwy	98,725.80	98,730.00					
Engineering - Downtown Streetscape: Main Street from Commercial to Liberty	98,352.77	-					
Downtown Streetscape: Main Street - to Smith [Brick Accents, Lighting, Asphalt & Partial Curb]	576,000.00	93,850.00					
Downtown Streetscape: Main Street - to Liberty [Trail, Asphalt, Brick Accents, Lighting (N), & P&S]	410,500.00	75,000.00	-				
Engineering - Downtown Gateway Sign	70,000.00		-				
Downtown Gateway Sign	200,000.00			-			
Engineering - Downtown Streetscape: North on Bridge Street to the bridge	15,000.00				-		
Downtown Streetscape: North on Bridge Street to the bridge	240,000.00					-	
Downtown Streetscape: Bridge Street Waterline	10,000.00					-	
Downtown Streetscape: North on Bridge Street to the bridge [Bridge Fencing Alternate]	50,000.00					-	
Downtown Streetscape: North on Bridge Street from the bridge to First Street	260,000.00					-	
MARC Grant Reimbursement	(300,000.00)					-	
Land for North Salt Shed, if necessary	TBD						
North Salt Shed	100,000.00		100,000.00				
Commercial Street Sidewalks	700,000.00				700,000.00		
MARC Grant Reimbursement	(500,000.00)				(500,000.00)		
<b>Biennial Asphalt Overlay Program</b>	<b>365,000.00/YR</b>				<b>340,000.00</b>		<b>365,000.00</b>
Rock Creek Asphalt Overlay	185,000.00		185,000.00				
Coulter Addition Asphalt Overlay (Hillcrest & Raintree)	150,000.00		150,000.00				
Micro-surfacing (Hospital Drive to 169 Hwy; Mill Street; Brassfield; West Woods; Woods Street; Second Street Asphalt Overlay (169 to Bridge)	75,000.00		75,000.00				
Tillman Road Asphalt Overlay (92 to 144th)	220,000.00						
Diamond Crest Asphalt Overlay	175,000.00						
Harborview Asphalt Overlay (Newport, Harborview Drive, Fletcher, Mesa)	222,000.00						
180th Street Asphalt Overlay (169 to Old Jefferson)	332,000.00						
Harborview Asphalt Overlay (remaining roads)	725,000.00						
Highland Avenue Asphalt Overlay (halfway up the hill)	30,000.00						
N. Main Asphalt Overlay	200,000.00						
134th Street Asphalt Overlay [road agreement with County]	155,000.00						
176th Street Asphalt Overlay [road agreement with County]	80,000.00						
Seal-Coating/Micro-Surfacing Downtown City Parking Lots	TBD						
<b>Biennial Curbs &amp; Stormwater Program</b>	<b>365,000.00/YR</b>			<b>340,000.00</b>		<b>365,000.00</b>	
Engineering - Quincy Boulevard Asphalt Overlay, Curbs & Stormwater	40,000.00						
Quincy Boulevard Asphalt Overlay, Curbs & Stormwater (Owens to 3rd)	200,000.00						
Engineering - Maple Lane Curbs & Stormwater	15,000.00						
Maple Lane Asphalt Overlay (to Pine), Curbs & Stormwater (Spelman to Maple Ave)	175,000.00						
Engineering - N. Bridge Street Curbs & Stormwater	40,000.00						
N. Bridge Street Asphalt Overlay, Curbs & Stormwater (the bridge to First)	200,000.00						
Engineering - Dundee Road Curbs & Stormwater	18,200.00						
Dundee Road Asphalt Overlay, Curbs & Stormwater	91,000.00						
Engineering - S. Bridge Street Curbs & Stormwater	24,000.00						
S. Bridge Street Asphalt Overlay, Curbs & Stormwater (W. Woods to end of the street)	120,000.00						
Engineering - S. Mill Street Curbs & Stormwater	5,000.00						
S. Mill Street Curbs & Stormwater (W. Woods headed south)	25,000.00						
Pope Lane Connection	TBD						
<b>Public Works (Street Division) Subtotal</b>		<b>267,580.00</b>	<b>510,000.00</b>	<b>340,000.00</b>	<b>540,000.00</b>	<b>365,000.00</b>	<b>365,000.00</b>
<b>Fund Total</b>		<b>267,580.00</b>	<b>510,000.00</b>	<b>340,000.00</b>	<b>540,000.00</b>	<b>365,000.00</b>	<b>365,000.00</b>
Projected Beginning Un-restricted Cash Balance		355,937.00	447,087.00	290,017.00	306,517.00	126,617.00	125,297.00
+ Projected Annual Revenues		509,760.00	530,750.00	536,100.00	541,500.00	546,900.00	552,400.00
- Projected Non-CIP Expenditures		(151,030.00)	(177,820.00)	(179,600.00)	(181,400.00)	(183,220.00)	(185,060.00)
- CIP Expenditures (from above)		(267,580.00)	(510,000.00)	(340,000.00)	(540,000.00)	(365,000.00)	(365,000.00)
Projected Ending Un-Restricted Cash Balance		447,087.00	290,017.00	306,517.00	126,617.00	125,297.00	127,637.00

CAPITAL IMPROVEMENT SALES TAX FUND							
IDENTIFIED PROJECTS	Project Cost	FY18	FY19	FY20	FY21	FY22	FY23
Engineering - Downtown Streetscape: Main Street from Commercial to Liberty	98,352.77	-					
Downtown Streetscape: Main Street - to Smith [Brick Accents, Lighting, Asphalt & Partial Curb]	576,000.00	242,630.00					
Downtown Streetscape: Main Street - to Liberty [Trail, Asphalt, Brick Accents, Lighting (N), & Pa	410,500.00	-	167,060.00				
Engineering - Downtown Gateway Sign	70,000.00				70,000.00		
Downtown Gateway Sign	200,000.00				200,000.00		
Engineering - Downtown Streetscape: North on Bridge Street to the bridge	75,000.00					75,000.00	
Downtown Streetscape: North on Bridge Street to the bridge	240,000.00					240,000.00	
Downtown Streetscape: Bridge Street Waterline	10,000.00					-	
Downtown Streetscape: North on Bridge Street to the bridge [Bridge Fencing Alternate]	50,000.00					50,000.00	
Downtown Streetscape: North on Bridge Street from the bridge to First Street	260,000.00					260,000.00	
MARC Grant Reimbursement	(300,000.00)					(400,000.00)	
<b>Public Works (Street Division) Subtotal</b>		<b>242,630.00</b>	<b>167,060.00</b>	<b>-</b>	<b>270,000.00</b>	<b>225,000.00</b>	<b>-</b>
<b>Fund Total</b>		<b>242,630.00</b>	<b>167,060.00</b>	<b>-</b>	<b>270,000.00</b>	<b>225,000.00</b>	<b>-</b>

Projected Beginning Un-restricted Cash Balance	323,829.00	34,679.00	56,179.00	245,984.00	162,549.00	126,539.00	
+ Projected Annual Revenues	509,760.00	530,750.00	536,050.00	541,410.00	546,820.00	552,280.00	
- Projected Non-CIP Expenditures (Transfer to Debt Service)	(556,280.00)	(342,190.00)	(346,245.00)	(354,845.00)	(357,830.00)	(364,875.00)	
- CIP Expenditures (from above)	(242,630.00)	(167,060.00)	-	(270,000.00)	(225,000.00)	-	
Projected Ending Un-Restricted Cash Balance	34,679.00	56,179.00	245,984.00	162,549.00	126,539.00	313,944.00	

DEBT SERVICE FUND							
IDENTIFIED PROJECTS	Project Cost	FY18	FY19	FY20	FY21	FY22	FY23
none							
<b>Finance Subtotal</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Projected Beginning Un-restricted Cash Balance	-	231,260.00	243,590.00	250,615.00	262,420.00	268,910.00	
+ Projected Annual Revenues	556,280.00	342,190.00	346,245.00	354,845.00	357,830.00	364,875.00	
- Projected Non-CIP Expenditures	(325,020.00)	(329,860.00)	(339,220.00)	(343,040.00)	(351,340.00)	(353,850.00)	
- CIP Expenditures (from above)	-	-	-	-	-	-	
Projected Ending Un-Restricted Cash Balance	231,260.00	243,590.00	250,615.00	262,420.00	268,910.00	279,935.00	
3/1 Debt Service Debt Payment	223,755.00	231,260.00	243,595.00	250,620.00	262,425.00	268,915.00	
9/1 Debt Service Debt Payment	101,265.00	98,595.00	95,625.00	92,420.00	88,915.00	84,935.00	

COMBINED WATER & WASTEWATER SYSTEMS FUND							
IDENTIFIED PROJECTS	Project Cost	FY20	FY21	FY22	FY23	FY24	FY25
Misc Water Treatment Plant Improvements [Master Plan 2020]	101,000.00						
Wastewater Master Plan Update	150,000.00	150,000.00					
Slipline Sewer Program	100,000.00/YR	200,000.00		200,000.00		200,000.00	
Influent Pump Station, Excess Flow Holding Tank, Sewer Interceptor	854,880.00	854,880.00					
Engineering - Main Street Waterline	77,990.00	77,990.00					
Engineering - Forest Oaks Sewer and 144th Street Pump Station	170,000.00	100,000.00					
144th Street Pump Station Project	750,000.00	750,000.00		-			
Forest Oaks Sewer Project	1,750,000.00			-			
Engineering - 188th Street Waterline	31,520.00	31,520.00					
188th Street Waterline	270,000.00		270,000.00				
Engineering - Highland Sewer	52,740.00	52,740.00					
Highland Sewer Replacement	270,000.00		270,000.00				
Engineering - Valve Box, Raw Water Pump Station, & Copper Ion Generator	472,660.00	472,660.00					
GIS/Asset Management	200,000.00		100,000.00				
Valve Box at Dam Project [Master Plan undetermined]	366,000.00		366,000.00				
Raw Water Pump Station Project [Master Plan 2019]	1,329,000.00		329,000.00				
Copper Ion Generator for Zebra Mussel Control	175,000.00		175,000.00				
Engineering - Camp Ground Lift Station	50,000.00		50,000.00				
Campground Lift Station Replacement	450,000.00		450,000.00				
Engineering - River Crossing 12" Waterline	42,480.00			92,200.00			
River Crossing 12" Waterline [Master Plan 2020] Liberty to River	461,000.00		461,000.00				
Chemical Feed Building Improvements [Master Plan 2021]	235,000.00			235,000.00			
Maple Lane 12" Waterline [Master Plan 2021]	212,400.00			212,400.00			
Interconnect Mains @ 144th/169 Hwy [Master Plan 2022]	18,000.00			18,000.00			
Tower Interconnect @ Amory/69 Hwy [Master Plan 2022]	15,300.00			15,300.00			
Fourth Street & Fourth Terrace Water and Sewer Line Replacement	500,000.00				500,000.00		
Clean Lagoon #1	250,000.00				250,000.00		
Highway 92 Waterline [Master Plan 2022]	147,600.00				147,600.00		
169 Highway Waterline (92 to Park Drive) [Master Plan 2023]	270,000.00				270,000.00		
Filter & High Service Building [Master Plan 2023]	4,200,000.00				4,200,000.00		
Primary & Secondary Settling Basins [Master Plan 2023]	5,450,000.00				5,450,000.00		
Engineering - F Hwy Water Line Replacement	40,000.00				40,000.00		
F Hwy Water Line Replacement (Housing Authority to Jefferson St.)	200,000.00					200,000.00	
South Booster Pump Station [Master Plan 2024]	1,500,000.00					1,500,000.00	
South Booster Generator	100,000.00					100,000.00	
Engineering - Quincy Avenue Water Line Replacement	80,000.00					80,000.00	
Painting Old Settling Basins	200,000.00					200,000.00	
Quincy Avenue Water Line Replacement	400,000.00						400,000.00
Main Street Waterline (River Crossing to Liberty) [Master Plan 2025]	delete?						
Engineering - Quincy Boulevard 8" Waterline	5,000.00						
Quincy Boulevard 8" Waterline	20,000.00						
Engineering - Highland Drive Sewer Project	60,000.00						
Highland Drive Sewer Project	221,500.00						
Lift Station/Water Meter at Intake	40,000.00						
Clean Lagoon #2	250,000.00						
Helvey Park Drive 12" Water Line [Master Plan 2026]	590,400.00						
Residual Removal [Master Plan 2026]	594,000.00						
Main Street Waterline (Bridge to River Crossing) [Master Plan 2027]	141,600.00						
169 Highway Waterline (Commercial to 144th) [Master Plan 2028]	49,500.00						
169 Highway Waterline (144th to SW Tower) [Master Plan 2029]	466,200.00						
Highway F Waterline [Master Plan 2030]	657,000.00						
188th Street Waterline [Master Plan 2031]	84,000.00						
Additional Water Storage Contract [Master Plan 2033]	2,000,000.00						
<b>Public Works (Utilities Division) Subtotal</b>		<b>1,834,910.00</b>	<b>2,010,000.00</b>	<b>1,233,900.00</b>	<b>#####</b>	<b>2,280,000.00</b>	<b>400,000.00</b>
<b>Fund Total</b>		<b>1,834,910.00</b>	<b>2,010,000.00</b>	<b>1,233,900.00</b>	<b>#####</b>	<b>2,280,000.00</b>	<b>400,000.00</b>
Beginning Cash Balance		1,967,177.00	1,320,637.00	623,457.00	823,557.00	(8,471,623.00)	(9,053,383.00)
- Amount Held to Satisfy Reserve or Other Restrictions		(622,708.00)	(623,452.00)	(639,040.00)	(655,016.00)	(671,392.00)	(688,178.00)
= Beginning Un-Restricted Cash Balance		1,364,469.00	697,385.00	(15,583.00)	168,541.00	(9,143,015.00)	(9,741,561.00)
+ Projected Annual Revenues		4,183,870.00	4,429,880.00	4,629,200.00	4,837,500.00	5,055,200.00	5,282,700.00
- Projected Non-CIP Expenditures		(3,015,300.00)	(3,117,260.00)	(3,195,200.00)	(3,275,080.00)	(3,356,960.00)	(3,440,890.00)
- CIP Expenditures (from above)		(1,834,910.00)	(2,010,000.00)	(1,233,900.00)	(10,857,600.00)	(2,280,000.00)	(400,000.00)
Projected Ending Un-Restricted Cash Balance		698,129.00	5.00	184,517.00	(9,126,639.00)	(9,724,775.00)	(8,299,751.00)

WATER IMPACT PROJECTS							
IDENTIFIED PROJECTS		FY20	FY21	FY22	FY23	FY24	FY25
Utilities	Total Cost	698,170.00	1,000,000.00	0.00	0.00	0.00	0.00
Main Street Waterline	698,170.00	698,170.00					
Raw Water Pump Station Project (Master Plan 2019)	1,329,000.00		1,000,000.00				
Total		698,170.00	1,000,000.00	-	-	-	-

Projected Beginning Un-restricted Cash Balance	1,532,606.00	952,166.00	128,756.00	312,856.00	503,856.00	702,056.00	
+ Projected Annual Revenues	117,730.00	176,590.00	184,100.00	191,000.00	198,200.00	200,200.00	
- Projected Non-CIP Expenditures	-	-	-	-	-	-	
- CIP Expenditures (from above)	(698,170.00)	(1,000,000.00)	-	-	-	-	
Projected Ending Un-Restricted Cash Balance	952,166.00	128,756.00	312,856.00	503,856.00	702,056.00	902,256.00	

WASTEWATER IMPACT PROJECTS							
IDENTIFIED PROJECTS		FY20	FY21	FY22	FY23	FY24	FY25
Utilities	Total Cost	513,740.00	0.00	0.00	0.00	0.00	0.00
Woodland & Bristol Sewer Improvements	513,740.00	513,740.00					
144th Street Pump Station Project	750,000.00	-					
Total		513,740.00	-	-	-	-	-

Projected Beginning Un-restricted Cash Balance	1,008,433.00	629,643.00	832,063.00	1,043,063.00	1,261,963.00	1,489,063.00	
+ Projected Annual Revenues	134,950.00	202,420.00	211,000.00	218,900.00	227,100.00	229,400.00	
- Projected Non-CIP Expenditures	-	-	-	-	-	-	
- CIP Expenditures (from above)	(513,740.00)	-	-	-	-	-	
Projected Ending Un-Restricted Cash Balance	629,643.00	832,063.00	1,043,063.00	1,261,963.00	1,489,063.00	1,718,463.00	

SANITATION FUND							
IDENTIFIED PROJECTS		FY20	FY21	FY22	FY23	FY24	FY25
none							
Administration Subtotal		-	-	-	-	-	-
Fund Total		-	-	-	-	-	-

Projected Beginning Un-restricted Cash Balance	37,499.00	32,039.00	36,879.00	41,859.00	46,989.00	52,279.00	
+ Projected Annual Revenues	820,430.00	890,550.00	917,260.00	944,770.00	973,110.00	1,002,300.00	
- Projected Annual Operating Expenditures	(825,890.00)	(885,710.00)	(912,280.00)	(939,640.00)	(967,820.00)	(996,850.00)	
- CIP Expenditures (from above)	-	-	-	-	-	-	
Projected Ending Un-Restricted Cash Balance	32,039.00	36,879.00	41,859.00	46,989.00	52,279.00	57,729.00	

## APPENDIX III - EMPLOYEE PAY RATE LISTING

POSITION	TYPE	PAY RATE as of Nov 1
<b>ELECTED OFFICIALS</b>		
MAYOR	Monthly	\$300.00
ALDERMAN	Monthly	\$150.00
ALDERMAN	Monthly	\$150.00
ALDERMAN	Monthly	\$150.00
ALDERMAN	Monthly	\$150.00
ALDERMAN	Monthly	\$150.00
ALDERMAN	Monthly	\$150.00
<b>ADMINISTRATION</b>		
CITY ADMINISTRATOR	Bi-Weekly	\$4,615.38
ASSISTANT CITY ADMINISTRATOR	Bi-Weekly	\$3,756.86
CITY CLERK	Bi-Weekly	\$2,176.92
MANAGEMENT ASSISTANT	Hourly	\$23.60
LEGAL COUNSEL	Hourly	\$150.00
LEGAL COUNSEL	Hourly	\$150.00
<b>POLICE</b>		
CHIEF OF POLICE	Bi-Weekly	\$3,341.02
POLICE CLERK/PROSECUTOR'S ASST	Hourly	\$27.01
POLICE CAPTAIN	Bi-Weekly	\$2,890.24
POLICE SERGEANT I	Hourly	\$25.70
POLICE SERGEANT I	Hourly	\$25.44
POLICE SERGEANT I	Hourly	\$25.20
POLICE SERGEANT I	Hourly	\$25.19
POLICE DETECTIVE	Hourly	\$23.20
POLICE DETECTIVE	Hourly	\$23.20
POLICE OFFICER II	Hourly	\$23.48
POLICE OFFICER II	Hourly	\$23.16

POLICE OFFICER II	Hourly	\$22.31
POLICE OFFICER I	Hourly	\$20.50
POLICE OFFICER I	Hourly	\$20.50
POLICE OFFICER I	Hourly	\$19.90
POLICE OFFICER I	Hourly	\$19.86
POLICE OFFICER I	Hourly	\$19.86
POLICE OFFICER I	Hourly	\$19.86
POLICE OFFICER I	Hourly	<i>vacant</i>
SCHOOL RESOURCE OFFICER	Hourly	\$22.94
SCHOOL RESOURCE OFFICER	Hourly	\$20.70
PROSECUTING ATTORNEY	Bi-Weekly	\$586.66

#### **PARKS & RECREATION**

PARKS & RECREATION DIRECTOR	Bi-Weekly	\$2,633.39
RECREATION & MARKETING MANAGER	Bi-Weekly	\$1,971.54
PARKS MAINTENANCE CREW LEADER	Hourly	\$27.01
PARKS MAINTENANCE WORKER I	Hourly	\$18.18
PARKS MAINTENANCE WORKER I	Hourly	\$17.66

#### **DEVELOPMENT**

DEVELOPMENT DIRECTOR	Bi-Weekly	\$3,179.09
PERMIT TECHNICIAN	Hourly	\$19.00
BUILDING INSPECTOR I	Hourly	\$24.50
BUILDING INSPECTOR I	Hourly	\$23.73
CODE INSPECTOR I	Hourly	\$19.97

#### **FINANCE**

FINANCER DIRECTOR	Bi-Weekly	<i>vacant</i>
FINANCE SPECIALIST II	Hourly	<i>vacant</i>
FINANCE SPECIALIST I	Hourly	\$19.49

**PUBLIC WORKS**

PUBLIC WORKS DIRECTOR	Bi-Weekly	\$3,696.18
ADMINISTRATIVE COORDINATOR - STREET	Hourly	\$19.32
ADMINISTRATIVE COORDINATOR - UTILITIES	Hourly	\$17.00
STREET SUPERINTENDENT	Hourly	\$30.36
STREET MAINTENANCE CREW LEADER	Hourly	\$22.15
STREET MAINTENANCE WORKER II	Hourly	\$25.72
STREET MAINTENANCE WORKER II	Hourly	\$21.10
STREET MAINTENANCE WORKER II	Hourly	\$18.85
STREET MAINTENANCE WORKER I	Hourly	\$16.09
UTILITIES SUPERINTENDENT	Hourly	\$38.15
WATER TREATMENT PLANT MANAGER	Hourly	\$31.02
OPERATIONS MANAGER	Hourly	\$30.71
WATER PLANT OPERATOR V	Hourly	\$25.88
WATER PLANT OPERATOR V	Hourly	\$25.88
WATER PLANT OPERATOR III	Hourly	\$20.00
WATER PLANT OPERATOR III	Hourly	\$19.45
WASTEWATER PLANT OPERATOR I	Hourly	\$15.54
WASTEWATER PLANT OPERATOR I	Hourly	\$15.54
UTILITY INSPECTOR I	Hourly	\$25.81
UTILITY INSPECTOR I	Hourly	\$25.17
UTILITIES SPECIALIST IV	Hourly	\$22.89
UTILITIES SPECIALIST III	Hourly	\$20.81
UTILITIES SPECIALIST I	Hourly	\$15.92

## APPENDIX IV - DEPARTMENTAL BENCHMARKS

The current Departmental Benchmark listing is attached.

Departmental benchmarking goals were first identified during development of the FY2019 budget. Those benchmarking goals, along with the data available for each, were presented for discussion with the Board of Aldermen during 2020, at which time some benchmarks were revised and goals adjusted. All survey-related benchmarks reflect citizen satisfaction levels from the January 2019 DirectionFinder survey. It is anticipated that a similar survey be conducted every 2-3 years to update citizen satisfaction levels and areas of improvement or decline. A survey is not included in the FY2021 budget. The charts below summarize the achievement of departmental benchmarking goals. The pages that follow provide more detailed information on each departmental benchmark.

<b>SELF-ASSESSED BENCHMARKING GOALS</b>			
<b>Department</b>	<b>Goals Achieved</b>	<b>Goals Set</b>	<b>Percentage</b>
Elected Officials	-	-	-
Administration	1	2	50%
Police	2	3	67%
Parks & Recreation	3	4	75%
Development	4	6	67%
Finance	3	4	75%
Public Works (Streets)	1	2	50%
Public Works (Utilities)	3	3	100%
<b>TOTAL</b>	<b>17</b>	<b>24</b>	<b>71%</b>

<b>SURVEY-RELATED BENCHMARKING GOALS</b>			
<b>Department</b>	<b>Goals Achieved</b>	<b>Goals Set</b>	<b>Percentage</b>
Elected Officials	0	2	0%
Administration	0	3	0%
Police	1	1	100%
Parks & Recreation	0	3	0%
Development	-	-	-
Finance	0	1	0%
Public Works (Streets)	0	1	0%
Public Works (Utilities)	0	1	0%
<b>TOTAL</b>	<b>1</b>	<b>12</b>	<b>8%</b>



## **ELECTED OFFICIALS**

### **Benchmark #1**

\*SURVEY\* Percentage of Citizens Rating the Overall Quality of Local Government as Good or Excellent

Goal > 78%

**FY20 Actual = 45%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey did not provide national or regional averages for the question: "Please rate your level of satisfaction with the overall quality of local government in Smithville."

The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 78%.

## **ELECTED OFFICIALS**

### **Benchmark #2**

\*SURVEY\* Percentage of Citizens Rating the Overall Value Received for Tax Dollars and Fees as Good or Excellent

Goal > 50%

**FY20 Actual = 37%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 38% and a regional average of 41% for the question: "Please rate your level of satisfaction with the overall value you receive for your tax dollars and fees."

## **ADMINISTRATION**

### **Benchmark #1**

Percentage of Records Requests Responded to Within Three Business Days of Initial Request

Goal > 98%

**FY20 Actual = 90%**

The actual rating comes from data collected between July 1, 2019 and June 30, 2020. This goal suggests that 49 out of every 50 records requests be completed within three business days. The City received 48 records requests in that timeframe and responded to 43 within three business days. The calculation excludes weekends and holidays, but ignores any days the City Clerk may have been on sick or vacation leave or out of the office in training. The average number of days between request and response was 1.33 days.

## **ADMINISTRATION**

### **Benchmark #2**

Number of Worker's Compensation Claims that Resulted in Claim Payouts

Goal < 5

**FY20 Actual = 1**

The actual figure comes from data collected between July 1, 2019 and June 30, 2020. The goal does not discourage the filing of worker's compensation claims, and the City educates its employees on proper safety. The City currently employs approximately 55 permanent staff members plus about a dozen seasonal parks & recreation workers. The City had one worker's compensation claim which results in claim payments, however, those payments totaled less than \$500.

## **ADMINISTRATION**

### **Benchmark #3**

\*SURVEY\* Percentage of Citizens Rating the Overall Effectiveness of City Communication as Good or Excellent

Goal > 65%

**FY20 Actual = 49%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 45% and a regional average of 57% for the question: "Please rate your level of satisfaction with the overall effectiveness of City communication with the public."

## **ADMINISTRATION**

### **Benchmark #4**

\*SURVEY\* Percentage of Citizens Rating the Overall Quality of the City's Website as Good or Excellent

Goal > 65%

**FY20 Actual = 53%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 60% and a regional average of 59% for the question: "Please rate your level of satisfaction with the overall quality of the City's website."

## **ADMINISTRATION**

### **Benchmark #5**

\*SURVEY\* Percentage of Citizens Rating the Overall Quality of City Services as Good or Excellent

Goal > 70%

**20 Actual = 59%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 50% and a regional average of 45% for the question: "Please rate your level of satisfaction with the overall quality of services provided by the City."

## **POLICE**

### **Benchmark #1**

Percentage of Property Crimes Cleared

Goal > 35%

**FY20 Actual = 8%**

The actual rating comes from data collected between July 1, 2019 and June 30, 2020. The City received 108 reports of property crimes. The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 28%.

## **POLICE**

### **Benchmark #2**

Percentage of Violent Crimes Cleared

Goal > 80%

**FY20 Actual = 88%**

The actual rating comes from actual data collected between July 1, 2019 and June 30, 2020. The City received 17 reports of violent crimes. The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 54%.

## **POLICE**

### **Benchmark #3**

Average Time to Respond to Priority Calls (Dispatch to On-Scene Arrival)

Goal < 4:30

**FY20 Actual = 4:12**

The actual rating comes from data collected between July 1, 2019 and June 30, 2020. The City responded to 718 priority calls during that period, and 3,905 total calls for service during that same timeframe (an average of 10-11 calls per day).

The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 4:46.

## **POLICE**

### **Benchmark #4**

\*SURVEY\* Percentage of Citizens Rating the Overall Quality of Police Services as Good or Excellent

Goal > 80%

FY20 Actual = 85%

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 76% and a regional average of 76% for the question: "Please rate your level of satisfaction with the overall quality of police services."

## **PARKS & RECREATION**

### **Benchmark #1**

Operating Expense per Capita

Goal > \$70

FY20 Actual = \$70.18

The actual rating comes from the 2020 National Recreation and Parks Association (NRPA) Agency Performance Report. The NRPA notes a median operating expense of \$81.91 per capita. The report dictates that "operating costs can vary widely between communities due to differences in parks and recreation facility standards, types of equipment, repair and replacement schedules, types and topography of parkland, degree of maintenance required, levels of use, and other variables."

## **PARKS & RECREATION**

### **Benchmark #2**

Operating Expense per Developed Park Acre

Goal < \$6,500

FY20 Actual = \$2,335

The actual rating comes from the 2020 National Recreation and Parks Association (NRPA) Agency Performance Report. The NRPA notes a median operating expense of \$8,434 per developed park acre. The report dictates that this "can also vary with the number of acres managed and/or the size of the population served."

## **PARKS & RECREATION**

### **Benchmark #3**

Park Acreage per Thousand Residents

Goal > 12.5

FY20 Actual = 30.1

The actual rating comes from the 2020 National Recreation and Parks Association (NRPA) Agency Performance Report. The NRPA notes the median developed park acreage as 9.9 per thousand residents. This metric, according to the NRPA, "is the most common technique for determining whether a community has enough parkland."

## **PARKS & RECREATION**

### **Benchmark #4**

Percentage of Percentage of Participants in Parks & Recreation Programs Rating as Good or Excellent

Goal > 85%

**FY20 Actual = 82%**

The actual rating comes from actual data collected between July 1, 2019 and June 30, 2020. The Department had 95 participant surveys returned, with 78 participants rating the recreational programs as good or excellent. For youth programs, the parents are given the option to complete the surveys.

## **PARKS & RECREATION**

### **Benchmark #5**

\*SURVEY\* Percentage of Citizens Rating their Level of Satisfaction with Youth Recreation Programs as Good or Excellent

Goal > 65%

**FY20 Actual = 49%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 61% and a regional average of 59% for the question: "Please rate your level of satisfaction with youth recreation programs." It should be noted that another question in the survey asked, "Have you or other members of your household participated in any Parks and Recreation programs offered by the City during the past 12 month," to which only 26.9% of respondents answered yes.



## **PARKS & RECREATION**

### **Benchmark #6**

**\*SURVEY\*** Percentage of Citizens Rating their Level of Satisfaction with Adult Recreation Programs as Good or Excellent

Goal > 55%

**FY20 Actual = 36%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 54% and a regional average of 52% for the question: "Please rate your level of satisfaction with adult recreation programs." It should be noted that another question in the survey asked, "Have you or other members of your household participated in any Parks and Recreation programs offered by the City during the past 12 month," to which only 26.9% of respondents answered yes.

## **PARKS & RECREATION**

### **Benchmark #7**

**\*SURVEY\*** Percentage of Citizens Rating the Overall Maintenance of City Parks as Good or Excellent

Goal > 80%

**FY20 Actual = 69%**

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 70% and a regional average of 75% for the question: "Please rate your level of satisfaction with the Overall Maintenance of City Parks". It should be noted that another question in the survey asked, "Have you or other members of your household visited a Smithville City park during the past 12 months," to which 73.5% of respondents answered yes.



## **DEVELOPMENT**

### **Benchmark #1**

Average Number of Days Between Application for and Issuance of Permit for Residential Development

Goal < 30

FY20 Actual = 10

The actual rating comes from data collected July 1, 2019 and June 30, 2020. During that timeframe, the City completed 48 residential building permits. The shortest amount of time between application for and issuance of a permit was 1 business day (nine times), and the longest was 55 days. 94% of residential permits were issued within 30 days of application. The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 34.3 days.

## **DEVELOPMENT**

### **Benchmark #2**

Average Number of Days Between Application for and Issuance of Permit for Commercial Development

Goal < 20

FY20 Actual = 25

The actual rating comes from data collected July 1, 2019 and June 30, 2020. During that timeframe, the City completed six (6) commercial building permits. The shortest amount of time between application for and issuance of a permit was 6 business days, and the longest was 76 days. 50% of commercial permits were issued within 20 days of application. The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 19.5 days.

## **DEVELOPMENT**

### **Benchmark #3**

Percentage of Commercial Inspections Performed within 2 Business Days of Request

Goal > 95%

FY20 Actual = 100%

The actual rating comes from data collected between July 1, 2019 and June 30, 2020.

The February 2020 ICMA performance measurement program determined that the national average for length of time between inspection request and inspection for commercial properties between 2016 and 2019 was 1.8 days.

## **DEVELOPMENT**

### **Benchmark #4**

Percentage of Residential Inspections Performed within 1 Business Day of Request

Goal > 95%

FY20 Actual = 100%

The actual rating comes from data collected between July 1, 2019 and June 30, 2020.

The February 2020 ICMA performance measurement program determined that the national average for length of time between inspection request and inspection for residential properties between 2016 and 2019 was 1.5 days.

## **DEVELOPMENT**

### **Benchmark #5**

Percentage of Code Enforcement Cases Abated Voluntarily

Goal > 80%

FY20 Actual = 84%

The actual rating comes from actual data collected between July 1, 2019 and June 30, 2020. The City had 501 cases, of which 424 were abated voluntarily. Voluntary compliance timelines can vary widely between nuisance violations and property maintenance violations. Property maintenance violations, for example, begin the code enforcement process with a 30-day letter. Given that some factors are out of our control, such as weather, staff must be flexible in enforcing some property maintenance violations.

## **DEVELOPMENT**

### **Benchmark #6**

Percentage of Code Enforcement Cases Resolved Through Forced Compliance

Goal < 15%

FY20 Actual = 25%

The actual rating comes from actual data collected between July 1, 2019 and June 30, 2020. Of the 77 non-voluntary abatements, 19 went to forced compliance. The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 18%.

## **FINANCE**

### **Benchmark #1**

Most Recent General Obligation Credit Rating of Very Strong (AA-, AA, AA+) or Extremely Strong (AAA)

Goal  $\geq$  AA-

FY20 Actual = AA-

This rating comes from the February 7, 2019 bond rating call with S&P Global for the 2019 GO Bond issuance. That call also affirmed the AA- rating on the 2018 GO Bond and the A+ rating on the 2018 Certificates of Participation (COP). The rating for COPs are always one notch lower to account for appropriation risk (these are repaid through the Combined Water & Wastewater Systems Fund operating budget, so we must generate enough revenue to make the payments).

## **FINANCE**

### **Benchmark #2**

Percentage of On-Time Debt Service Payments

Goal = 100%

FY20 Actual = 100%

There are four total COP debt payments due between July 1, 2019 and June 30, 2020 funded through the Combined Water & Wastewater Systems Fund operating budget (water sales and sewer revenue).

- 2018 COP payment due September 1, 2019 paid on August 9, 2019
- 2012 COP payment due November 1, 2019 paid on October 17, 2019
- 2018 COP payment due March 1, 2020 paid on February 14, 2020
- 2012 COP payment due May 1, 2020 paid on April 16, 2020

There are four total GO Bond debt payments due between July 1, 2019 and June 30, 2020 funded through the Debt Service Fund operating budget (capital improvement sales tax revenue transferred into this fund).

- 2018 GO Bond payment due September 1, 2019 paid on August 9, 2019
- 2019 GO Bond payment due September 1, 2019 paid on August 9, 2019
- 2018 GO Bond payment due March 1, 2020 paid on February 14, 2020
- 2019 GO Bond payment due March 1, 2020 paid on February 14, 2020

## **FINANCE**

### **Benchmark #3**

Number of Material Weaknesses Plus Significant Deficiencies Noted in Prior Year's Audit

FY19 Goal  $\leq 3$

FY19 Actual = 4

This rating comes from the FY19 Audit, which was completed on February 5, 2020. The FY20 Audit is expected to be complete in early 2021.

## **FINANCE**

### **Benchmark #4**

Monthly Bank Reconciliations Completed within 15 Calendar Days from Month-End

Goal = 100%

FY20 Actual = 100%

The actual rating comes from data collected between July 1, 2019 and June 30, 2020. The City completed 12 bank reconciliations during that period, with all 12 being completed before the 15<sup>th</sup> of the following month:

- June 2019 completed on July 12, 2019
- July 2019 completed on August 9, 2019
- August 2019 completed on September 10, 2019
- September 2019 completed on October 7, 2019
- October 2019 completed on November 15, 2019
- November 2019 completed on December 13, 2019
- December 2019 completed on January 14, 2020
- January 2020 completed on February 12, 2020
- February 2020 completed on March 12, 2020
- March 2020 completed on April 13, 2020
- April 2020 completed on May 15, 2020
- May 2020 completed on June 12, 2020

## **FINANCE**

### **Benchmark #5**

\*SURVEY\* Percentage of Citizens Rating the Overall Quality of Customer Service from City Employees as Good or Excellent

Goal > 75%

FY20 Actual = 68%

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 45% and a regional average of 52% for the question: "Please rate your level of satisfaction with the overall quality of customer service you receive from City employees."

## **PUBLIC WORKS (STREETS)**

### **Benchmark #1**

Percentage of Street Segments with a Pavement Condition Index Rating in Excess of 75

Goal > 70%

**FY20 Actual = 48%**

The actual rating comes from an internal pavement condition index assessment by Public Works Department personnel. The City currently assesses 515 sections of pavement. In general, residential streets have lower traffic volumes and slower traffic, and a PCI of 65 is considered acceptable. However, collector streets have more volume of traffic at a higher speed, and therefore, a PCI of 75 is considered acceptable. A PCI score between 65-75 suggests the street segment needs some repair. As of June 30, 2020, 100 street segments scored below a 65, 166 scored between a 65-75, and 249 scored above a 75.

The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was 70%.

## **PUBLIC WORKS (STREETS)**

### **Benchmark #2**

Total CIP Expenditures for Road Rehabilitation per Paved Lane Mile

Goal < \$4,000

**FY20 Actual = \$2,025**

The actual rating comes from data collected between July 1, 2019 and June 30, 2020. The City currently has 220 paved lane miles. The City expended \$445,390 on CIP expenses related to streets.

The February 2020 ICMA performance measurement program determined that the national average between 2016 and 2019 was \$4,234.49.

## **PUBLIC WORKS (STREETS)**

### **Benchmark #3**

\*SURVEY\* Percentage of Citizens Rating the Overall Maintenance of City Streets as Good or Excellent

Goal > 50%

FY20 Actual = 32%

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 41% and a regional average of 40% for the question: "Please rate your level of satisfaction with the overall maintenance of City streets."



## **PUBLIC WORKS (UTILITIES)**

### **Benchmark #1**

Percentage of Utility Work Orders Completed within One Business Day

Goal > 98%

FY20 Actual = 99.74%

The actual rating comes from data collected between July 1, 2019 and June 30, 2020.

The City completed 772 work orders during that period, with 770 being completed within one business day:

- April 2019 = 60 of 60 completed within 1 day
- May 2019 = 145 of 145 completed within 1 day
- June 2019 = 130 of 130 completed within 1 day
- July 2019 = 127 of 127 completed within 1 day
- August 2019 = 143 of 143 completed within 1 day
- September 2019 = 67 of 68 completed within 1 day
- October 2019 = 98 of 99 completed within 1 day

## **PUBLIC WORKS (UTILITIES)**

### **Benchmark #2**

Percentage of Utility Locates Completed within Required Timeframe

Goal > 100%

FY20 Actual = 100.00%

The actual rating comes from data collected between July 1, 2019 and June 30, 2020.

The City must complete 100% of utility locates within each type's required timeframe (different sources have different timelines) or the City will incur a fine. Therefore, only those utility locates which were not completed within the required timeframe are tracked, of which the City did not have any.

Staff recommends this benchmark be changed to 100%.

## **PUBLIC WORKS (UTILITIES)**

### **Benchmark #3**

Number of Violations in Drinking Water Regulations as Reported in Annual CCR

Goal = 0

FY20 Actual = 0

The CCR is the Annual Water Quality Report (Consumer Confidence Report), which is published in March each year. The 2019 CCR, published in March 2020, noted zero violations in drinking water regulations during calendar year 2019.

## **PUBLIC WORKS (UTILITIES)**

### **Benchmark #4**

\*SURVEY\* Percentage of Citizens Rating the Overall Maintenance of Water & Sewer Utilities as Good or Excellent

Goal > 80%

FY20 Actual = 53%

The actual rating comes from the February 2019 Direction Finder survey. The Direction Finder survey provided a national average of 65% and a regional average of 65% for the question: "Please rate your level of satisfaction with the overall quality of water/sewer utilities."

## APPENDIX V - BUDGET ORDINANCES

The following Ordinances are attached:

TITLE	BILL NO.	ORDINANCE NO.	DATE APPROVED
Adoption of FY2021 Annual Operating Budget	2872-20	3074-20	October 20, 2020