



# *CITY OF HARRISONVILLE MISSOURI*



## *ANNUAL OPERATING BUDGET*

*FY 2021*

## Table of Contents

|                                         |    |
|-----------------------------------------|----|
| Transmittal Letter .....                | 1  |
| History and Form of Government .....    | 4  |
| Organizational Chart.....               | 7  |
| Strategic and Long-Range Planning ..... | 8  |
| Budget Process.....                     | 13 |
| City-Wide Financial Information .....   | 16 |
| Fund Descriptions .....                 | 22 |
| Departmental Summaries.....             | 24 |
| Administration.....                     | 25 |
| Administrative Services .....           | 27 |
| Law Enforcement .....                   | 29 |
| Community Development .....             | 31 |
| Public Works .....                      | 32 |
| Electric System .....                   | 36 |
| Parks & Recreation .....                | 38 |
| Emergency Services .....                | 40 |
| Fund Summaries                          |    |
| Consolidated Funds Summary.....         | 42 |
| General Fund .....                      | 45 |
| Refuse Fund.....                        | 46 |
| Electric Fund .....                     | 47 |
| Water & Sewer Fund.....                 | 48 |
| Park Fund .....                         | 49 |
| Aquatic Fund.....                       | 50 |
| Community Center Fund.....              | 51 |
| Emergency Services Fund.....            | 52 |
| Debt Service Fund .....                 | 53 |
| Legal Debt Capacity .....               | 54 |
| Capital Improvement Plan.....           | 55 |
| CIP Development Process.....            | 56 |
| Impact on the Operating Budget.....     | 56 |
| Summary by Category .....               | 57 |
| Summary by Funding Type .....           | 60 |
| Appendix A                              |    |
| City-Wide Goals .....                   | 62 |
| Departmental Goals Detail .....         | 67 |
| Glossary.....                           | 86 |

The Honorable Mayor, Members of the Board of Aldermen and the Citizens of the City of Harrisonville, Missouri.

**RE: 2021 Fiscal Year Budget Message**

The City of Harrisonville continues to experience a healthy budget growth with the 2021 budget. The annual budget for Fiscal Year 2021, as proposed, represents the administrative and financial plan for the City of Harrisonville. This budget is the product of a comprehensive team effort of the municipal organization.

Despite the Coronavirus' economic impacts to our residents, this fiscal year the City continues to look beyond a year to year plan and implemented a planned strategy for the next 5 years of infrastructure needs. The enclosed City of Harrisonville budget document and supporting information constitutes the City's recommended improvements on many fronts for Fiscal Year 2021 starting January 1, 2021. We continue efforts to improve infrastructure in the City, projecting needs 5 years out. This budget will be formally adopted by the Board of Alderman on November 16, 2020 and will establish the fiscal plan for the City's fiscal year ending December 31, 2021. The budget addresses many of the policies and goals the Board of Alderman discussed in budget work sessions, previous work sessions and Board of Alderman meetings over this past fiscal year.

**Critical Issues for the Board of Alderman include:**

1. Expanding Maintenance of the City's Existing Infrastructure and Equipment
2. Improving New Home Residential Building
3. Address and Plan Improvements for Storm Water Issues
4. Marketing the City to Position for Economic Opportunity.
5. Employee Retention and Quality Employee Recruiting.

Budget preparation began in August of 2020 by Administrative staff with a conclusion in November. The City Administrative and Financial staff met regularly during the year to review the ongoing 2020 expenditures compared to budget, progress toward achieving set revenue targets and accomplishments of the City's financial goals.

Budget preparation instructions were given to Departments Heads in August at the start of the budget planning process and they were provided guidelines consistent with adopted Financial Policies. Budget expenditure requests for 2021 were to include critical improvements or needs within the departments.

A narrative of activities, services or functions carried out by the City's Departments was requested in the budget preparation instructions. Budgets needed to be consistent with the overall community goals/initiatives set by the Mayor and Board of Alderman. The purpose of the linkage was to confirm departments and Alderman were on the same page to complete desired objectives. Departments were asked to provide objectives or goals for specific units and programs; objectives and measures needed to be linked and outcome related. In October staff presented the recommended budget and capital improvement plan to the Board of Alderman with a follow up workshops in the remaining meetings in October and November.

The Financial Summaries section of the Fiscal Year 2021 budget book contains 2020 achievements and 2021 goals on a departmental basis.



## **CURRENT FISCAL CONDITION**

For the general fund, over 70% of revenues are made up of property tax, sales taxes, franchise fees and enterprise fund administrative charges. The City expects to see modest increases in property tax revenue without an increase in mill levy. In addition, building permit revenue continues to increase this for 2020. There is no doubt the City's address of building fees, impact fees and streamlining the building process, has made an impact. The City expects to see a modest increase in sale tax on December 31, 2021 over fiscal year ending December 31, 2020. With limited revenues and increasing costs, the City must continue to be strategic in allocating resources and take advantage of opportunities to limit growth in fees charged and rely more on general revenues. The proposed budget focuses on funding both Alderman and resident's priorities including streets, airport, parks, community center, public safety, electric system, water, and sewer infrastructure.

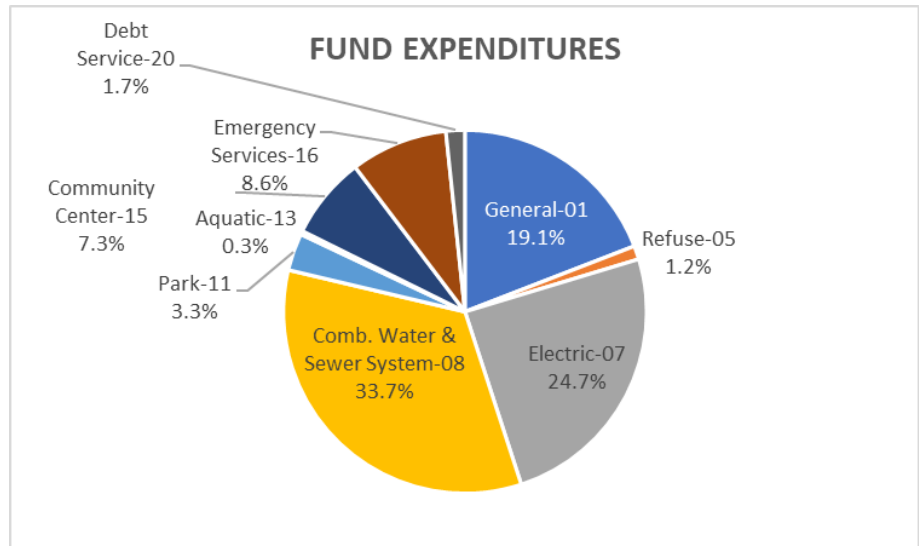
The City budget is presented to the Board of Alderman by Department and Fund. A five-year capital plan is included for departments and Transportation, Parks, Facilities/Equipment and Utilities.

### **Fund Structure**

This budget book includes the results of the year's ended December 31, 2017, 2018 and 2019 actuals along with the 2020 amended, and the 2021 budget.

Overall, the city's proposed budget is \$50,692,367. The operating portion of this budget is \$34,640,869, a 3.64% increase from the 2020 amended operating budget of \$33,425,223. The bulk of the 2021 budget is attributable to planned \$10.557MM COP issue for sewer and stormwater projects within the Water, Sewer and Stormwater

Fund. Secondly is a short-term note that will provide for an estimated \$2.0MM in repairs and improvements to the outdoor pool, indoor pool as well as other exciting amenities within parks and recreation. The capital improvement plan includes any major projects and carry-over of funding for specific projects previously approved. Some of those projects being carried over were held up, due to COVID. Additional projects were not approved until the 4<sup>th</sup> quarter of the current fiscal year, when the Aldermen approved the funding.



### **Basis of Budgeting**

The City prepares its budget for all funds on the modified cash basis of accounting. This basis is consistent with the basis of accounting used in preparing and presenting the basic financial statements. All unexpended appropriations lapse at year end of the fiscal year.

### **Long-range Financial Planning**

City Department heads were asked to create an out-year budget plan along with their budget for the 2021 fiscal year to identify future funding needs. The Capital Outlays were requested for a five-year period beginning with 2021. In addition to the funded portion of the capital projects from 2021 to 2025 there is a long list of unfunded Capital Outlay which department heads have developed. Below are excerpts of a few of the City's funds For a complete summary of funds please refer to the fund summary section of this document.

### **General Fund**

Revenues within the general fund are estimated to increase from the prior year. The primary driver behind revenues continues to be related to new improvements within the city. This year total general fund revenues and expenditures are on par to meet expectations of the amended 2020 budget.

### **Parks Fund**

Revenues for the park fund primarily consist of sales tax, building permits and program fee revenues. The fund continues to experience increases in building permits and recreation fee revenues with the recreation programs developed by parks.

### **Community Center Fund**

This fund is responsible for the operations of the City's Community Center. The fund is financed by the park sales tax and charges for services. Approximately \$1.1MM of the short-term note mentioned above is attributed to improvements to the Community Center. Critical repairs such as the complete replacement of the heating and air conditioning system, pool equipment replacement and other needed items.

### **Debt Service Fund**

These funds account for the collection and repayment of the City's 2012 COP. This COP funded the City's Community Center with a payment source coming from the Community Center revenues. The final payment will occur in FY 2022.

### **Electric Fund**

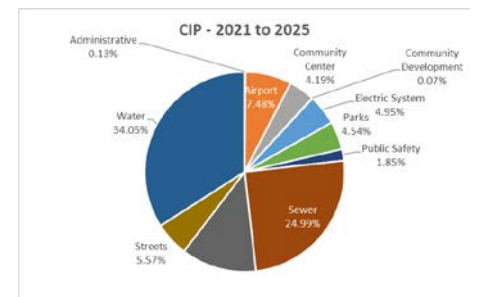
The 2021 budget does anticipate a small rate increase for the electric system approved by the Aldermen in 2019, as recommended by the Toth study. Major initiatives in this fund are the mapping of the complete electric system and a \$250,000 allocation to bury overhead power lines. This allocation is expected to continue annually in the current CIP.

### **Water, Sewer and Stormwater Fund**

The 2021 budget anticipates an increase in water and sewer rates as recommended by Burns and McDonnell to ensure the funding of major capital initiatives driven by compliance with state regulations.

### **Capital Expenditures**

The City's 2021-2025 Capital Improvement Projects Plan (CIP) totals \$39,792,172 over the 5-year period. The breakout of capital projects includes streets, airport, parks, community center, public safety, electric system, water, and sewer infrastructure projects discussed further in this document.



### **Conclusion**

In conclusion, the programs outlined in the following pages of the budget document are attainable and reasonable. My sincere appreciation goes to all Department Heads, the Administrative Services and Finance Department, for their diligent efforts composing their departmental budget(s). As you can see by the budget before you, many hours of thought and care were put into it.

The budget continues to show the sound fiscal policy established by the Mayor and Board of Alderman. We have met the fund balance policies established by the elected body and we have maintained restricted cash reserves in the General Fund and Enterprise fund.

Respectfully,

*Brad Ratliff*

Brad Ratliff  
City Administrator

## History and Form of Government

The City is located in west central Missouri and is the county seat of Cass County. It is located approximately 33 miles south of the City of Kansas City, Missouri. Its location in Cass County makes it part of the Kansas City Metropolitan Statistical Area ("Kansas City MSA"), which is comprised of the counties of Bates, Caldwell, Cass, Clay, Clinton, Jackson, Lafayette, Platte and Ray in Missouri, as well as the counties of Franklin, Johnson, Leavenworth, Linn, Miami, and Wyandotte in Kansas. The total area of the City is approximately 8.7 square miles (5,568 acres), and the current estimated population is 10,100.

### Form of Government

The City was established in 1837 and incorporated in 1851. The City is a fourth-class city and political subdivision of the State of Missouri (the "State"), organized and existing under the Constitution and laws of the State. The City is governed by a Mayor-Board of Aldermen form of municipal government. The legislative body of the City is the Board of Aldermen, which is comprised of a mayor who is elected at large every four years and eight aldermen, who are elected from four wards to serve alternating four-year terms.

## Community Profile

### DEMOGRAPHIC PROFILE

Since 1970 the city of Harrisonville's population has doubled from 5,052 to 10,023 in 2019. This growth is not expected to subside any time soon. By 2020 an estimated 10,100 folks will call Harrisonville home.

The City is currently just over 8.7 square miles divided by one of the Kansas City metropolitan's key economic corridors, Interstate 49 running north and south. Additional information is available on the city's website at [ci.harrisonville.mo.us](http://ci.harrisonville.mo.us).



### Other Fast Facts:

#### Average Household income:

2000 - \$39,498

2018 - \$45,278

**Median value of housing, 2018;** \$134,100

**Travel time to work variance, 1990 to 2000:** 1990 – average minutes 27.1, 2000 – average minutes 30.1, a 11.1% increase.

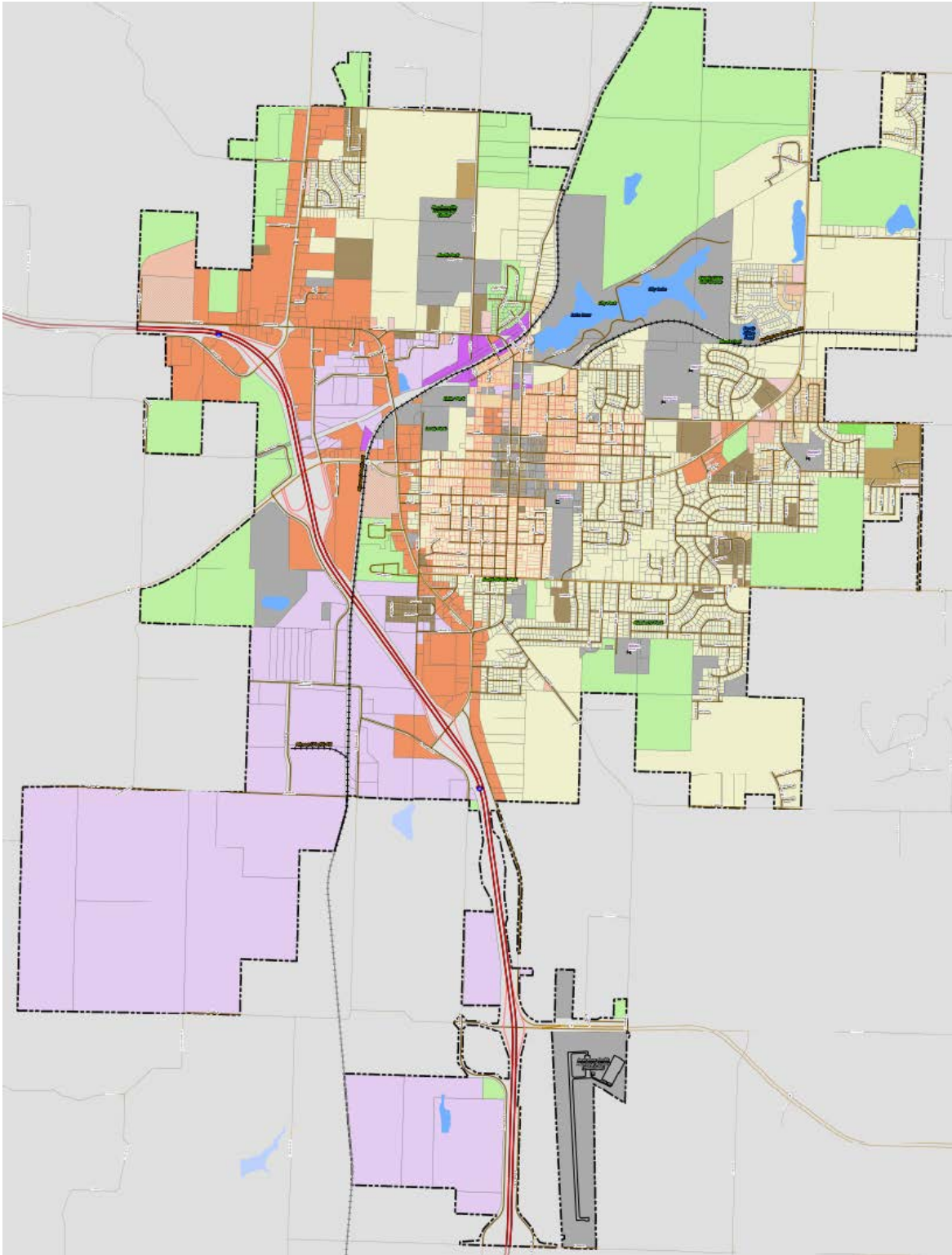
| <u>Employer</u>              | <u>Product/Service</u> | <u>Approximate<br/>Number<br/>of Employees</u> |
|------------------------------|------------------------|------------------------------------------------|
| Wal-Mart Distribution Center | Warehouse Distribution | 680                                            |
| Cass Medical Center          | Healthcare             | 385                                            |
| Cass R-IX School District    | Public Schools         | 306                                            |
| Wal-Mart                     | Retail Sales           | 298                                            |
| Cass County Government       | Government             | 251                                            |
| Church & Dwight Co., Inc.    | Consumer Products      | 230                                            |
| Casco Area Workshop          | Service Contracts      | 194                                            |
| City of Harrisonville        | Government             | 119                                            |
| Crown Care Center            | Healthcare             | 105                                            |
| Family Center                | Retail Sales           | 81                                             |

#### Schools:

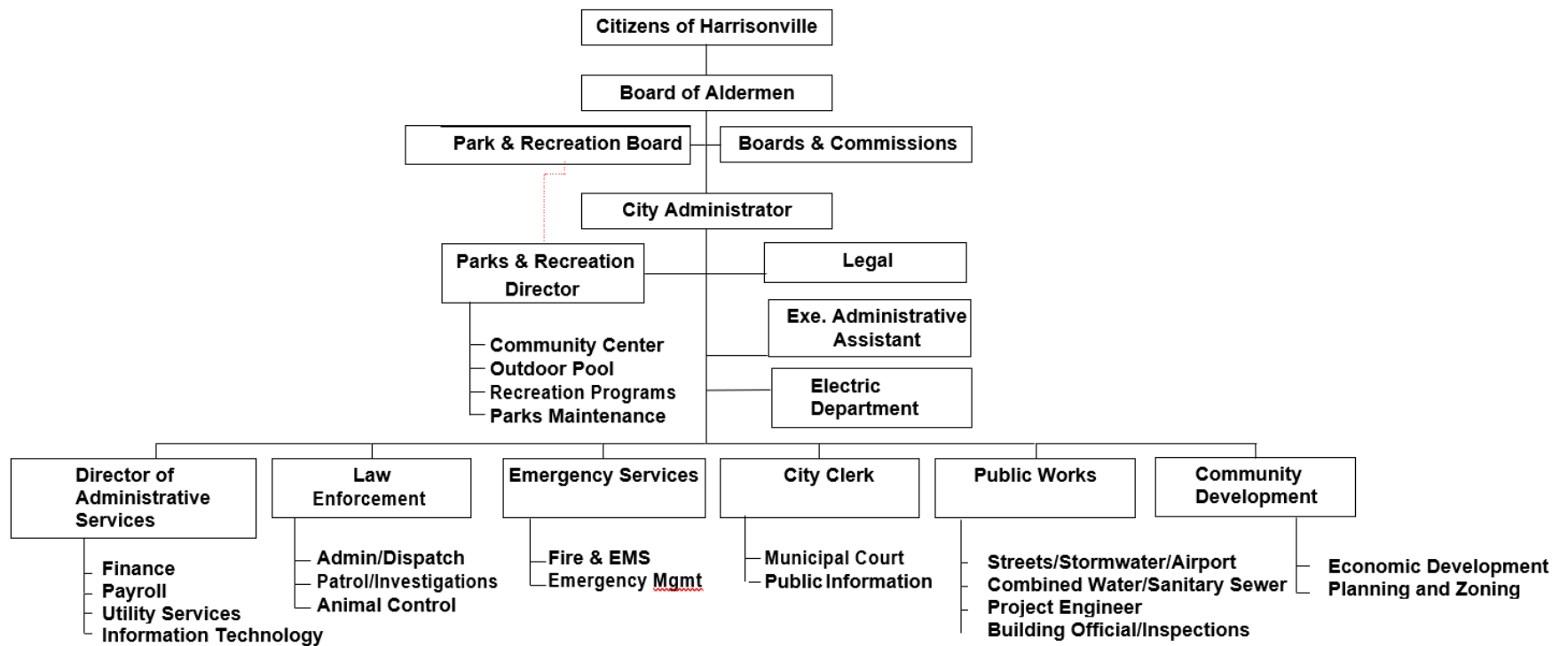
- The Harrisonville School District serves approximately 2,228 students in the Harrisonville area.
- The District employs over 300 people with teachers having an average of 12 years' experience and over 59.1% have their master's degree.
- Student to teacher ratio is 17:1.

| <u>Taxpayer</u>                     | <u>2019<br/>Assessed<br/>Valuation</u> | <u>% of City's<br/>Total Assessed<br/>Valuation</u> |
|-------------------------------------|----------------------------------------|-----------------------------------------------------|
| Church & Dwight                     | \$ 6,959,075                           | 4.73%                                               |
| Wal-mart                            | 4,796,390                              | 3.26                                                |
| HFMD Properties LLC                 | 2,522,350                              | 1.71                                                |
| Harrisonville MP II LLC             | 2,422,730                              | 1.65                                                |
| Love's Travel Stops & Country Store |                                        | 1,947,1901.32                                       |
| Advanced Drainage Systems           | 1,905,557                              | 1.30                                                |
| Mill-Walk Mall                      | 1,753,760                              | 1.19                                                |
| Sutherlands Lumber Co.              | 1,628,040                              | 1.11                                                |
| Universal Forest Products           | 1,444,630                              | 0.98                                                |
| Harrisonville Crossing Properties   | <u>1,053,250</u>                       | <u>0.01</u>                                         |
| Total                               | \$26,432,972                           | 17.26%                                              |

Future Land Use: The city is a fourth-class city 30 miles southeast of downtown Kansas City, Missouri. Displayed below is the current land use map for the city.







## Strategic and Long-Range Planning

Each budget year, the City modifies the budget process to adjust to the climate of that specific year; it is also important to consider the Long-Range Financial Forecast.

The Long-Range Financial Forecast is a “living document” which includes the revenue and expenditure forecasts of the City's budgeted funds. The purpose is to identify financial trends, shortfalls, and issues so the City can proactively address them. The forecast projects into the future the fiscal results of continuing the City's current service levels and policies, which provides a snapshot of what the future will look like as a result of the decisions made in the recent past.

The Long-Range Financial Forecast is not intended as a budget, nor as a proposed plan. It serves to set the stage for the budget process, assisting both the City Administrator and Alderman in establishing priorities and allocating resources appropriately.

### Forecasting & Methodology

The forecast assumes the continuation of current service levels and the impact that the cost of maintaining current service levels will have in the years ahead. Revenues are projected based on anticipated growth patterns. The forecast does consider increases in revenues generated by increases in fees and charges above their current levels in certain cases along with historical levels of that specific type of revenue.

The information contained herein is therefore a forecast of the projected financial position of the City and does anticipate strategies to meet the needs of the City. The forecast provides the basis for discussion and policy decisions that will need to be made in future years to maintain services at their current levels or enhance service levels in specific areas.

In many cases, the forecast will indicate areas where available financial resources may be insufficient to maintain current service levels as the funds available drop below acceptable levels. The forecast will also assist in identifying where increased revenues or decreased expenditures will be required in future years.

Furthermore, the forecast does consider the potential for a realignment of revenues between funds with careful analysis of the impact of such revenue shifts. In many cases, revenues are restricted to specific purposes either by statute, local policy, or prudent financial management. In all cases, the impact of shifting revenues between funds must be carefully examined.

The most beneficial feature of the forecast is that it can indicate undesirable financial trends before they occur and can provide the basis for policy discussion and direction. It is with this intention that the City's Multi-Year Financial Forecast has been developed and presented.

### General Assumptions

Any effort to project or forecast the future financial position of the City must be based on certain assumptions regarding revenues and expenditure growth. These assumptions, by necessity, are broadly applied. The Multi-Year Financial Forecast is no exception. The analysis seeks to balance out the peaks and valleys in the revenue stream that occur as a result of general economic conditions and related revenue collection variances.

While the economy will affect inflation rates and revenue growth, current conditions cannot be assumed to be long-term trends since historically such economic trends do not continue indefinitely. Neither can we be too optimistic about the future since we run the risk of creating unreasonable expectations.

The City uses trend analysis over a five-year period, as well as the Capital Improvement Program, as tools for providing the framework for subsequent annual operating and capital budgets. The primary mission is protecting the quality of life for the residents of Harrisonville while providing much needed economic development opportunities to create diverse land uses that will provide long-term economic sustainability for the City of Harrisonville. This mission provides for long-term visioning and multi-year financial performance that allows for the aligning of resources to accomplish priorities established by the Governing Body.

The forecast is based on quarterly data which is reviewed in conjunction with historical trends and any other relevant factors and considerations. These factors include:

1. The City's economic condition, as well as the surrounding areas
2. The various revenue sources and amounts, and their sufficiency to support City services, as well as whether they are the right mix
3. Expenditure levels and their sufficiency to provide the level of service desired, currently and in the future
4. Debt levels, fund balances, and their impact on current City financial resources

### Conclusion

The Multi-Year Financial Forecast is a fluid document that is subject to ongoing analysis. The City's financial position is monitored continually throughout the year for changes and modifications in assumptions; changes in the economic climate affecting the community; increases or decreases in program and staffing levels; increases and decreases in charges for services; fines and fees; as well as policy decisions relating to delivery of services in the community.

The distribution of resources between operating expenditures and capital improvements is continually reviewed to ensure that all the needs of the community are being met. Serious considerations must be given to developing funding alternatives that provide a stable and reliable revenue flow to those funds where cost increases in future years will exceed available revenues. In addition, serious consideration must be given to developing revenue strategies that provide the funds necessary to continue the uninterrupted delivery of services to the residents and businesses of the City of Harrisonville.

## Fiscal Overview

As indicated in the table below overall revenues are expected to remain flat in 2021 from 2020 year-end estimates due to the coronavirus pandemic. Overall over 75% of the total revenue is made up of property tax, sales tax, and charges for service revenue for all funds in the 2020/2021 budget. The table below depicts revenue and expenses City-wide, across all funds for the City.

|                          | 2017 Actual       | 2018 Actual       | 2019 Actual       | 2020 Amended<br>Budget | 2021 Budget       |
|--------------------------|-------------------|-------------------|-------------------|------------------------|-------------------|
| <b>Revenue</b>           |                   |                   |                   |                        |                   |
| Sales Taxes              | 3,867,088         | 3,936,103         | 4,171,986         | 4,148,759              | 4,283,422         |
| Property Taxes           | 748,893           | 1,052,645         | 1,080,146         | 1,102,990              | 1,126,309         |
| Charges For Service      | 20,309,392        | 21,145,564        | 20,254,434        | 21,982,933             | 22,701,375        |
| Fines & Forfeitures      | 234,570           | 240,093           | 230,931           | 227,250                | 237,450           |
| Franchise Fees           | 1,171,626         | 1,131,541         | 1,100,456         | 1,956,688              | 2,559,620         |
| Interest                 | 304,681           | 341,713           | 622,818           | 418,110                | 418,110           |
| Intergovernmental        | 1,969,997         | 1,982,296         | 1,826,318         | 2,094,914              | 2,242,939         |
| License, Fees & Permits  | 149,673           | 136,545           | 129,792           | 131,100                | 136,925           |
| Misc. Income             | 864,399           | 478,277           | 492,387           | 513,815                | 505,774           |
| Transfers                | 2,708,847         | 2,592,189         | 2,966,862         | 2,095,830              | 2,852,971         |
| Debt Proceeds            | 0                 | 0                 | 0                 | 0                      | 13,627,473        |
| <b>Revenue Total</b>     | <b>32,329,168</b> | <b>33,036,966</b> | <b>32,876,130</b> | <b>34,672,389</b>      | <b>50,692,367</b> |
| <b>Expenditure</b>       |                   |                   |                   |                        |                   |
| Personnel Services       | 9,019,053         | 9,358,176         | 9,783,313         | 10,292,600             | 10,525,131        |
| Contractual Services     | 4,103,887         | 4,534,315         | 4,784,640         | 5,163,198              | 6,578,876         |
| Commodities              | 9,723,319         | 9,118,681         | 9,114,472         | 10,449,208             | 11,022,269        |
| Capital Outlay           | 2,797,185         | 2,736,239         | 2,928,082         | 2,151,702              | 16,077,998        |
| Transfers                | 4,470,228         | 4,292,919         | 4,779,316         | 3,751,400              | 3,454,336         |
| Debt Payments            | 1,004,500         | 1,024,250         | 1,063,279         | 2,617,115              | 3,033,757         |
| <b>Expenditure Total</b> | <b>31,118,171</b> | <b>31,064,579</b> | <b>32,453,103</b> | <b>34,425,223</b>      | <b>50,692,367</b> |

Property tax continues to be stable year over year due to the city's proximity to the Kansas City metro and relative stability of the city's housing inventory. The General Fund tax levy for 2020 was \$0.5240 per \$100 assessed valuation. The rate set aside for 2020 Parks & Recreation Fund was \$0.1185 per \$100 assessed valuation.

Sales tax has grown by 7.8% from 2017 thru 2019 actuals. During 2020 we expect sales tax to see a slight decrease or at the equal to 2019. However, long-term, the city expects the revenue stream to stabilize back to a 3-4% growth for forecasting purposes.

Charges for services are primarily made up of utility revenue collections from the electric, water and wastewater system use charges to customers. City-wide the charge for service revenue stream make up approximately 50% of the charges for services revenue category. Water and sewer rates are charged based on a rate per gallon used with a minimum charge for 1,000 then an additional rate per 1,000 used above the first 1,000 gallons. The City performs a rate analysis every year internally with external rate studies performed periodically to validate the current forecast. For the water fund the 2020 budget held rates steady. The 2021 budget anticipate a 3% increase in water and a 5% increase in sewer rates.



## 2021-2024 Long-Range Financial Outlook

The outlook for 2021-2024 takes a conservative approach with both revenues and expenditures. The Board of Alderman and departments understand that while the City does not need a reduction in force or to eliminate major programs or services for 2021, the upcoming years may be as challenging as past years due to slow growth and rising fixed costs.

Aligning Resources with Values: The Board of Alderman believes strongly in aligning resources with public values. The public has expressed to the City that priorities include transportation and public safety, so the long-term financial plans will give high priority to these services. For example, the 2021 budget includes funding for street preservation, sidewalk construction, water, sewer and storm water improvements.

### Fund Summaries

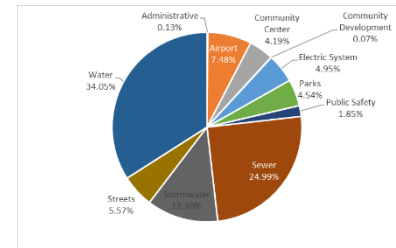
#### General Fund

The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For financial reporting purposes, the City's Emergency Services Fund's activities are included in the General Fund.

|                                | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      | 2022 Estimate    | 2023 Estimate    | 2024 Estimate    |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                 |                  |                  |                  |                  |                  |                  |                  |                  |
| Sales Taxes                    | 2,352,115        | 2,394,265        | 2,549,518        | 2,580,565        | 2,657,962        | 2,684,542        | 2,711,388        | 2,738,501        |
| Property Taxes                 | 609,412          | 875,473          | 890,841          | 916,050          | 924,043          | 933,283          | 942,616          | 952,042          |
| Franchise Fees                 | 1,171,626        | 1,131,541        | 1,100,456        | 1,956,688        | 2,559,620        | 2,585,216        | 2,611,068        | 2,637,179        |
| Charges For Service            | 174,104          | 194,430          | 209,221          | 197,600          | 176,300          | 178,063          | 179,844          | 181,642          |
| Misc. Income                   | 408,858          | 118,982          | 177,732          | 120,600          | 94,989           | 95,939           | 96,898           | 97,867           |
| Intergovernmental              | 1,706,480        | 1,666,408        | 1,811,493        | 1,994,914        | 2,242,939        | 2,265,368        | 2,288,022        | 2,310,902        |
| Interest                       | 118,684          | 147,950          | 192,290          | 129,550          | 129,550          | 130,846          | 132,154          | 133,475          |
| Transfers                      | 925,375          | 974,013          | 905,144          | 626,660          | 168,838          | 0                | 0                | 0                |
| License, Fees & Permits        | 143,818          | 132,714          | 124,304          | 125,600          | 131,425          | 132,739          | 134,067          | 135,407          |
| Fines & Forfeitures            | 234,570          | 240,093          | 230,931          | 227,250          | 237,450          | 239,825          | 242,223          | 244,645          |
| Debt Proceeds                  | 0                | 0                | 0                | 0                | 419,286          |                  |                  |                  |
| <b>Revenue Total</b>           | <b>7,845,044</b> | <b>7,875,869</b> | <b>8,191,931</b> | <b>8,875,477</b> | <b>9,742,402</b> | <b>9,245,821</b> | <b>9,338,279</b> | <b>9,431,662</b> |
| <b>Expenditure</b>             |                  |                  |                  |                  |                  |                  |                  |                  |
| Personnel Services             | 4,162,797        | 4,305,862        | 4,471,271        | 4,877,225        | 5,053,679        | 5,205,289        | 5,257,342        | 5,309,916        |
| Contractual Services           | 1,183,159        | 1,254,542        | 1,168,914        | 1,562,874        | 2,024,543        | 2,044,789        | 2,065,237        | 2,085,889        |
| Commodities                    | 516,441          | 516,535          | 477,190          | 567,610          | 516,855          | 516,855          | 500,000          | 500,000          |
| Capital Outlay                 | 800,216          | 1,094,244        | 861,253          | 781,597          | 1,243,086        | 519,756          | 546,977          | 557,446          |
| Debt Payments                  | 0                | 0                | 0                | 0                | 83,400           | 83,400           | 84,234           | 85,076           |
| Transfers                      | 786,000          | 727,610          | 1,321,887        | 1,129,605        | 820,839          | 820,839          | 829,048          | 837,338          |
| <b>Expenditure Total</b>       | <b>7,448,612</b> | <b>7,898,792</b> | <b>8,300,514</b> | <b>8,918,911</b> | <b>9,742,402</b> | <b>9,190,928</b> | <b>9,282,837</b> | <b>9,375,666</b> |
| <b>Net Increase (Decrease)</b> | <b>396,432</b>   | <b>(22,923)</b>  | <b>(108,584)</b> | <b>(43,433)</b>  | <b>-</b>         | <b>54,893</b>    | <b>55,442</b>    | <b>55,996</b>    |

## Capital Improvement Plan

The 2021 – 2025 capital improvement plan for the city totals \$39,792,172 over the 5-year period included in the plan. The city breaks projects down into one of 4 different categories: administrative, airport, community center, community development, electric, water, sewer and stormwater systems, parks and recreation, public safety, and street improvements.



Major changes from last year's plan include the south sewer plant, UV disinfection, regional detention basin and repair of Lake Lune and City Lake dams and spillways. In addition, the parks and recreation function has several projects scheduled for the pools and community center involving repairs and exciting new improvements.

## Long Term Debt Plans

In addition to the General Fund Forecast, the City maintains forecasts for all other funds, including the Debt Service and Sewer Bond Payments. The Debt Service Fund is used to account for the payment on the City's COP Series 2012 which was used for the Community Center. The last payment is scheduled for 2022 on that obligation. Funding for that payment comes from the park sales tax. The Sewer bond payments are made directly out of the Combined Water, Sewer and Stormwater fund.

Currently the City has a \$14.7M debt margin with total outstanding bonds at 10% of the statutory cap within the State of Missouri. The statutory cap is calculated as a percentage of assessed value.

## Fiscal Policy:

The City of Harrisonville has a responsibility to its citizens to carefully account for public funds, manage municipal finances wisely and plan the adequate funding of City services and improvements. Fiscal principles are established to ensure that all responsibilities are met. These principles, along with financial policies adopted by Board of Alderman, provide the framework for day-to-day decision making and are the foundation for long-term financial stability. Fiscal principles and adopted financial policies are reviewed by the City Administrator staff on a periodic basis to ensure the City is prepared for changing circumstances and economic conditions. This section outlines the City's fiscal principles that are used in the preparation of the City's budget.

- The City will continuously evaluate its financial position to ensure stability of the City to its citizens.
- The City will limit the use of long-term debt to finance major projects to avoid placing debt on future taxpayers.
- The City will provide a balanced revenue structure which is responsive to economic conditions.
- The goal for the budget will be prepared in a way all current revenues will pay the costs of all current expenditures (balanced budget).
- The Board of Alderman will hold public hearings, which will allow public input on budgetary spending.
- The budget will establish legal fund-level spending limits.
- The budget will establish maintenance reserves to allow for maintenance of capital assets.
- The budget will apply one-time cash revenues to non-recurring expenditures.
- The budget will address major capital improvement priorities, which have been prioritized by the City Council.

## Budget Process

The City budget is one of the most important policy documents adopted by the Board of Alderman each year. Preparing and monitoring the budget are top priorities for City Departments. As a result, planning for the annual budget is started over a year before the budget's fiscal year begins.

The budget preparation process is coordinated by the City Administrator's Office and the Finance Department. The budget that is adopted by the Board of Alderman is a balanced budget where revenues equal expenditures.

**Amendments:** Requests for amendments to the budget are submitted to the City Administrator on a quarterly basis. Per state statute budgetary control is on a fund basis, however local City policy calls for amendments on a line item basis. Once approved by the City Administrator the submissions are compiled, made available to the public and proposed to the Board of Alderman twice a year, a mid-year amendment and a 3rd quarter amendment (if needed). All amendments along with comparison of the original budget are made available to the public on the City's website at [www.Harrisonville.mo.us](http://www.Harrisonville.mo.us). Approval of the budget document is done by ordinance before or during the final meeting of the year.

**Measurement focus:** Measurement focus is a term used to describe "how" transactions are recorded within the various financial statements. In the government-wide statement of net assets and the statement of activities, both governmental and business-like activities are presented using the economic resources measurement focus within the limitations of the modified cash basis of accounting as defined in Item b below.

In the fund financial statements, the "current financial resources" measurement focus or the "economic resources" measurement focus as applied to the modified cash basis of accounting is used as appropriate.

- a. All governmental funds utilize a "current financial resources" measurement focus. Only current financial assets and liabilities are generally included on their balance sheets. Their operating statements present sources and uses of available spendable financial resources during a given period. These funds use fund balance as their measure of available spendable financial resources at the end of the period.
- b. The proprietary fund utilizes an "economic resources" measurement focus. The accounting objectives of this measurement focus are the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. All assets and liabilities (whether current or noncurrent, financial or nonfinancial) associated with their activities are reported. Proprietary fund equity is classified as net assets.

**Basis of Accounting and Budgeting:** The modified cash basis of accounting is used in the budgeting process. This basis recognizes assets, liabilities, net assets/fund equity, revenues, and expenditures/expenses when they result from cash transactions with a provision for depreciation in the government-wide statements and proprietary fund statements. This basis is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America. As a result of the use of this modified cash basis of accounting, certain assets and their related revenues (such as accounts receivable and revenue for billed or provided services not yet collected) and certain liabilities and their related expenses (such as accounts payable and expenses for goods or services received but not yet paid, and accrued expenses and liabilities) are not recorded in these financial statements.

## Budget Strategy

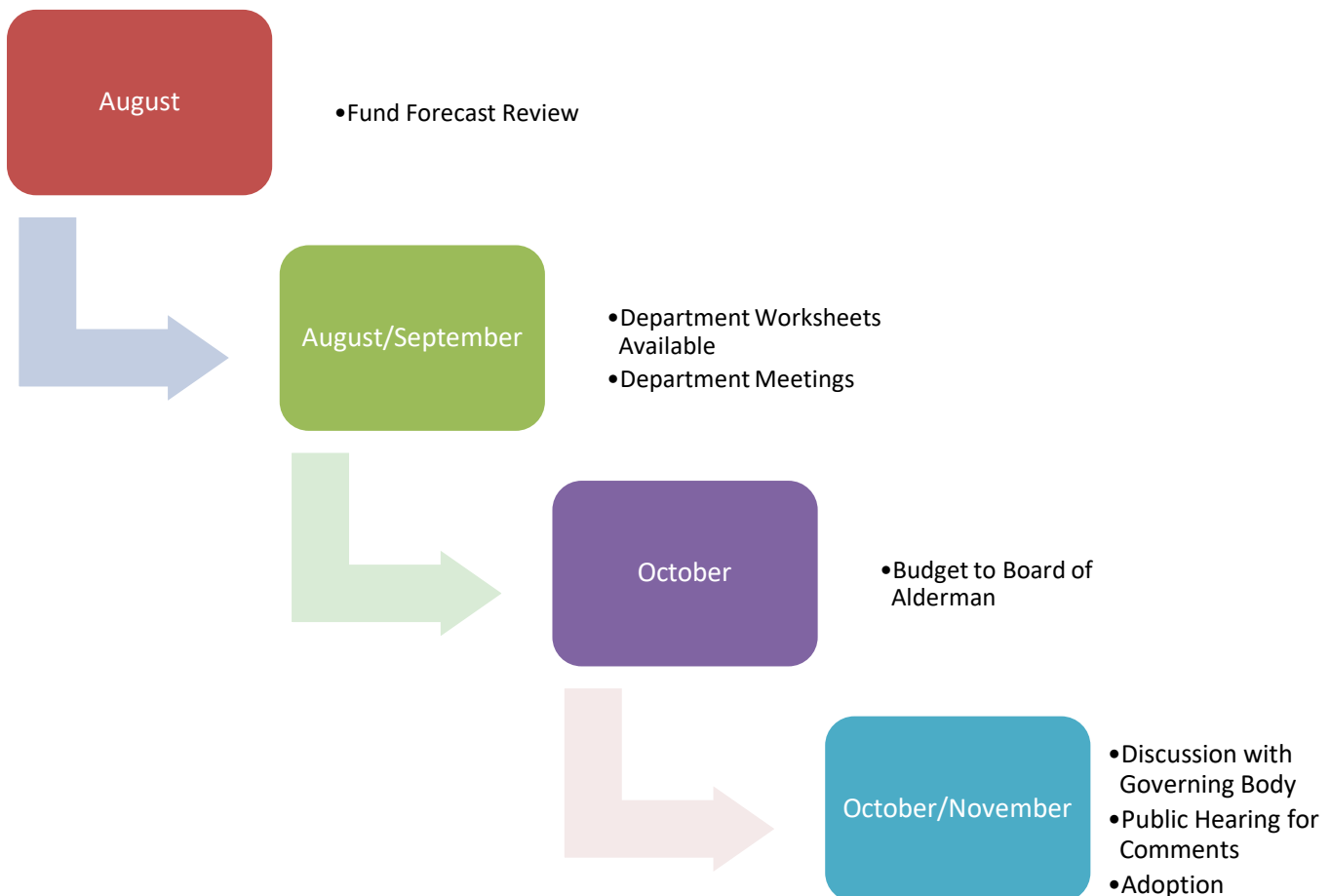
The Board of Alderman and staff have remained committed to the City's mission of planning for and providing public services to enhance the quality of life for our community. As illustrated in the City

Administrator's letter, the city continues to implement a planned strategy for the next 5 years in its infrastructure needs.

The 2021 budget development began with staff performing a departmental "Environmental Scan" for an overview of the economic climate and potential impacts on the local economy. The Finance Department then developed budget assumptions.

The City Administrator's Office and Finance Department then forecasted revenues for the 2021 budget. Departments were asked to provide line item changes to their operational budgets based on inflationary factors. Larger, capital items along with strategic changes were discussed with the City Administrator's Office prior to the Department's formal submission of their budget. Changes to the budget were then presented to the Board of Alderman with desired outcomes.

## Budget Calendar



## Fund Summaries



## BUDGET SUMMARY All Funds

|                          | 2017 Actual       | 2018 Actual       | 2019 Actual       | 2020 Amended<br>Budget | 2021 Budget       |
|--------------------------|-------------------|-------------------|-------------------|------------------------|-------------------|
| Revenue                  |                   |                   |                   |                        |                   |
| Sales Taxes              | 3,867,088         | 3,936,103         | 4,171,986         | 4,148,759              | 4,283,422         |
| Property Taxes           | 748,893           | 1,052,645         | 1,080,146         | 1,102,990              | 1,126,309         |
| Charges For Service      | 20,309,392        | 21,145,564        | 20,254,434        | 21,982,933             | 22,701,375        |
| Fines & Forfeitures      | 234,570           | 240,093           | 230,931           | 227,250                | 237,450           |
| Franchise Fees           | 1,171,626         | 1,131,541         | 1,100,456         | 1,956,688              | 2,559,620         |
| Interest                 | 304,681           | 341,713           | 622,818           | 418,110                | 418,110           |
| Intergovernmental        | 1,969,997         | 1,982,296         | 1,826,318         | 2,094,914              | 2,242,939         |
| License, Fees & Permits  | 149,673           | 136,545           | 129,792           | 131,100                | 136,925           |
| Misc. Income             | 864,399           | 478,277           | 492,387           | 513,815                | 505,774           |
| Transfers                | 2,708,847         | 2,592,189         | 2,966,862         | 2,095,830              | 2,852,971         |
| Debt Proceeds            | 0                 | 0                 | 0                 | 0                      | 13,627,473        |
| <b>Revenue Total</b>     | <b>32,329,168</b> | <b>33,036,966</b> | <b>32,876,130</b> | <b>34,672,389</b>      | <b>50,692,367</b> |
| Expenditure              |                   |                   |                   |                        |                   |
| Personnel Services       | 9,019,053         | 9,358,176         | 9,783,313         | 10,292,600             | 10,525,131        |
| Contractual Services     | 4,103,887         | 4,534,315         | 4,784,640         | 5,163,198              | 6,578,876         |
| Commodities              | 9,723,319         | 9,118,681         | 9,114,472         | 10,449,208             | 11,022,269        |
| Capital Outlay           | 2,797,185         | 2,736,239         | 2,928,082         | 2,151,702              | 16,077,998        |
| Transfers                | 4,470,228         | 4,292,919         | 4,779,316         | 3,751,400              | 3,454,336         |
| Debt Payments            | 1,004,500         | 1,024,250         | 1,063,279         | 2,617,115              | 3,033,757         |
| <b>Expenditure Total</b> | <b>31,118,171</b> | <b>31,064,579</b> | <b>32,453,103</b> | <b>34,425,223</b>      | <b>50,692,367</b> |

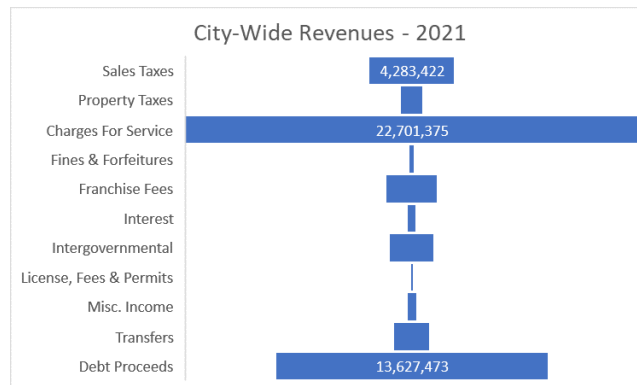
## Revenues: 2017-2021

### Revenue by Fund

| FUND                          | 2017 Actual | 2018 Actual | 2019 Actual | 2020<br>Budget | 2021<br>Budget |
|-------------------------------|-------------|-------------|-------------|----------------|----------------|
| <b>Revenues</b>               |             |             |             |                |                |
| General-01                    | 7,845,044   | 7,875,869   | 8,191,931   | 8,875,477      | 9,742,402      |
| Refuse-05                     | 515,678     | 605,627     | 610,104     | 606,805        | 606,805        |
| Electric-07                   | 11,909,971  | 12,420,927  | 11,482,999  | 12,579,582     | 12,493,088     |
| Comb. Water & Sewer System-08 | 5,001,103   | 4,926,729   | 5,021,437   | 5,355,460      | 17,041,089     |
| Park-11                       | 531,668     | 634,927     | 529,858     | 533,070        | 1,681,092      |
| Aquatic-13                    | 160,930     | 158,492     | 184,427     | 180,470        | 163,700        |
| Community Center-15           | 1,253,390   | 2,056,235   | 2,106,059   | 2,103,676      | 3,733,445      |
| Emergency Services-16         | 3,259,543   | 3,450,402   | 3,906,023   | 3,588,339      | 4,375,396      |
| Debt Service-20               | 838,903     | 907,758     | 843,292     | 849,510        | 855,350        |
| Total                         | 31,316,230  | 33,036,966  | 32,876,130  | 34,672,389     | 50,692,367     |

## Revenues: Revenue by Type

- ❑ **Sales Tax** - A sales tax is levied by the City on the retail price of an item, collected by the retailer. The tax is usually set as a percentage by the government charging the tax.
- ❑ **Property Tax** - A property tax is a tax on the assessed value of property. It is based on the tax rate multiplied by the assessed property value owned by a taxpayer.
- ❑ **Franchise Fee** - A franchise is a privilege granted by a local governing body to a specific investor-owned utility (e.g., electric, natural gas, telecommunications, etc.) that allows the utility to have facilities on public property (e.g., poles and wires in alley easements, etc.).
- ❑ **Fines and Forfeitures** - Fines and forfeitures includes traffic fines, false alarm fines, parking fines and animal control fines. However, this revenue source is largely made up of court fines.
- ❑ **Licenses, Fees and Permits** - This revenue source represents fees charged by the City to individuals and businesses for such things as building and construction permits, dog and cat tags, liquor licenses and towing licenses.
- ❑ **Charges for Services** - Charges for services consist of revenue received as a reimbursement for a service provided, such as ball field rentals, criminal history background checks and project inspection fees. This revenue also includes money reimbursed from other City funds as well as utility charges to customers.
- ❑ **Intergovernmental** - Consists of revenue received from another government organization, such as the State Government, Federal Government, County Government and School Districts.
- ❑ **Transfers** - Transfer of money from other funds that have operations budgeted in the main operating fund, such as the Motor Fuel Fund transfer.
- ❑ **Miscellaneous** - Various revenues that do not fit under the previously mentioned categories. This revenue includes group tour admissions, events revenue, program income and sale of surplus property.

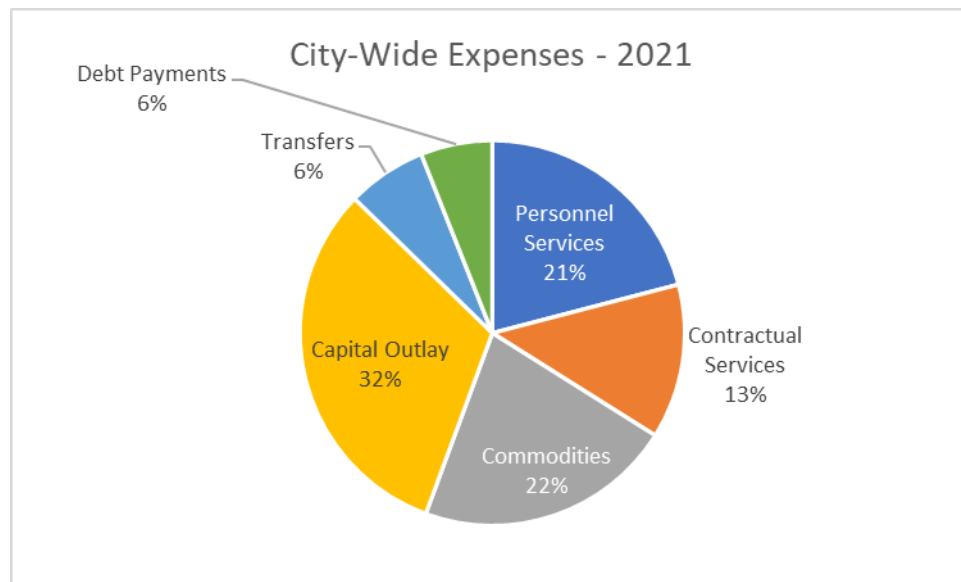


## Expenditures: 2020-2021 Expenditures by Fund

| FUND                          | 2017 Actual | 2018 Actual | 2019 Actual | 2020<br>Budget | 2021<br>Budget |
|-------------------------------|-------------|-------------|-------------|----------------|----------------|
| <b>Expenses</b>               |             |             |             |                |                |
| General-01                    | 7,447,572   | 7,898,792   | 8,300,514   | 8,918,911      | 9,742,402      |
| Refuse-05                     | 505,148     | 587,775     | 583,900     | 606,805        | 606,805        |
| Electric-07                   | 11,235,916  | 10,987,895  | 11,398,708  | 11,758,372     | 12,493,088     |
| Comb. Water & Sewer System-08 | 4,107,441   | 4,005,006   | 4,286,067   | 5,434,440      | 17,041,089     |
| Park-11                       | 606,971     | 588,482     | 542,236     | 531,870        | 1,681,092      |
| Aquatic-13                    | 287,855     | 253,096     | 273,974     | 188,700        | 163,700        |
| Community Center-15           | 1,156,018   | 2,088,501   | 2,099,189   | 2,131,860      | 3,733,445      |
| Emergency Services-16         | 3,753,600   | 3,677,375   | 4,127,454   | 4,006,835      | 4,375,396      |
| Debt Service-20               | 920,638     | 843,036     | 841,061     | 847,430        | 855,350        |
| Total                         | 30,021,159  | 30,929,958  | 32,453,103  | 34,425,223     | 50,692,367     |

## Expenditures: Expenditures by Type

- **Personal Services** - Expenditures relating to compensating City employees, including salaries, overtime pay, and benefits.
- **Contractual Services** - Service rendered to a government by private firms, individuals or other governmental agencies. Examples include utilities, rent, maintenance agreements and professional consulting services.
- **Commodities** - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment and asphalt.
- **Capital Outlay** - Land, buildings, building improvements, vehicles, machinery and equipment, infrastructure and all other tangible assets over \$1,000 that are used in operations and have initial useful lives extending beyond a single reporting period.
- **Transfers** - The movement of money from one allocated fund to another fund.





## Expenditures: By Department

The financial information presented here is intended to provide City residents with general information about how the City's revenues in the main operating funds are expended. More detailed information regarding each department in the General Fund can be found in each department's section of the book. The graph illustrates the top expenditures in the areas of Law Enforcement and Planning/Codes, which are the top operating areas for the Board of Alderman.

## Changes in Fund Balance

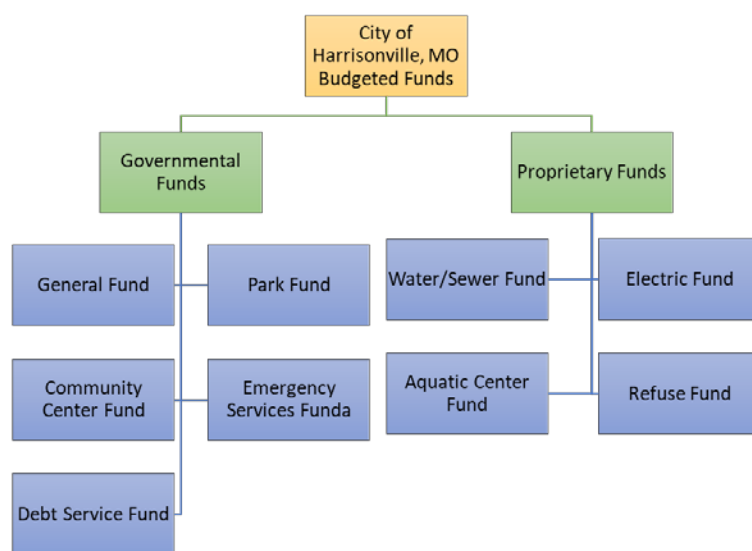
Overall the City's Fund Balance remains strong. Changes within the general fund relate to the addition of the Public Safety Tax. The remainder of the changes in fund balance in 2020 within the table below reflect the cash expenditure of capital projects.

| FUND                                                     | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Budget | 2021 Budget |
|----------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b><i>Net Addition (Deduction) from Fund Balance</i></b> |             |             |             |             |             |
| General-01                                               | 397,472     | (22,923)    | (108,584)   | (43,433)    | -           |
| Refuse-05                                                | 10,530      | 17,852      | 26,204      | -           | -           |
| Electric-07                                              | 674,055     | 1,433,032   | 84,292      | 821,210     | -           |
| Comb. Water & Sewer System-08                            | 893,662     | 921,723     | 735,370     | (78,980)    | -           |
| Park-11                                                  | (75,303)    | 46,445      | (12,378)    | 1,200       | -           |
| Aquatic-13                                               | (126,925)   | (94,604)    | (89,547)    | (8,230)     | -           |
| Community Center-15                                      | 97,372      | (32,266)    | 6,870       | (28,184)    | -           |
| Emergency Services-16                                    | (494,057)   | (226,973)   | (221,430)   | (418,496)   | -           |
| Debt Service-20                                          | (81,735)    | 64,722      | 2,231       | 2,080       | -           |
| Total                                                    | 1,295,071   | 2,107,008   | 423,027     | 247,167     | -           |

## Funds: Description of Funds

The City's financial reports are organized into funds in accordance with generally accepted accounting principles (GAAP). A fund is a self-contained accounting entity with its own assets, liabilities, revenues, expenditures or expenses and fund balance or other equity accounts.

The City of Harrisonville groups funds into two broad categories - Governmental Funds and Proprietary Funds. Funds are further categorized into the following types: General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund, Enterprise Funds and Internal Service Funds.



## Fund Types

### Governmental Fund Types

Governmental funds are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (other than those in Proprietary Funds) are accounted for through Governmental Funds. The measurement focus is upon determination of changes in financial position.

The following are the City's Governmental fund types:

The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.

The Park Fund accounts for revenues received and expenditures paid for recreational services provided by the Park and Recreation Board.

The Community Center Fund accounts for state and local revenues that are restricted for local street expenditures.

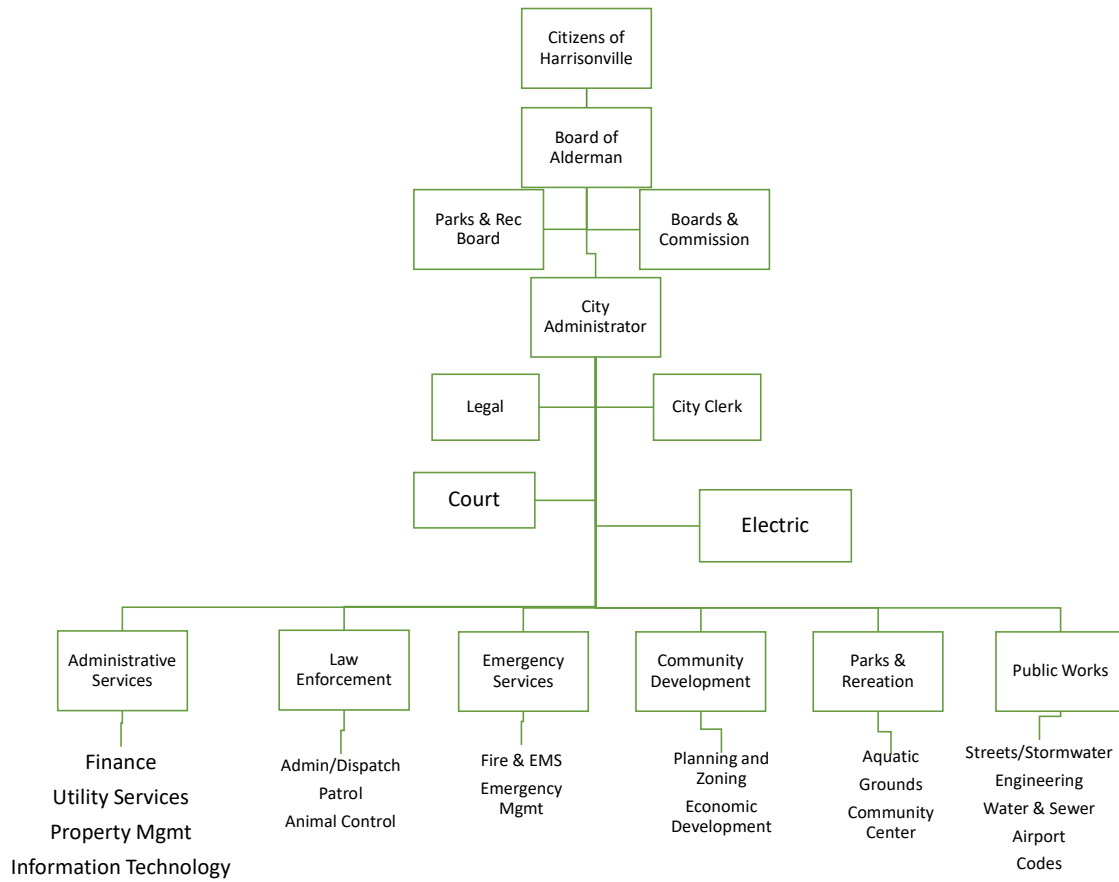
The Emergency Services Fund accounts for motor vehicle revenues from the State that are restricted for street expenditures.

The Debt Service Funds are used for the accumulation of resources for, and payment of, principal, interest, and fiscal changes on long-term debt that supports the water Improvement project. The City utilizes two of these funds: Debt Service Fund and 2012 COP Debt Service Fund.

#### Enterprise Funds

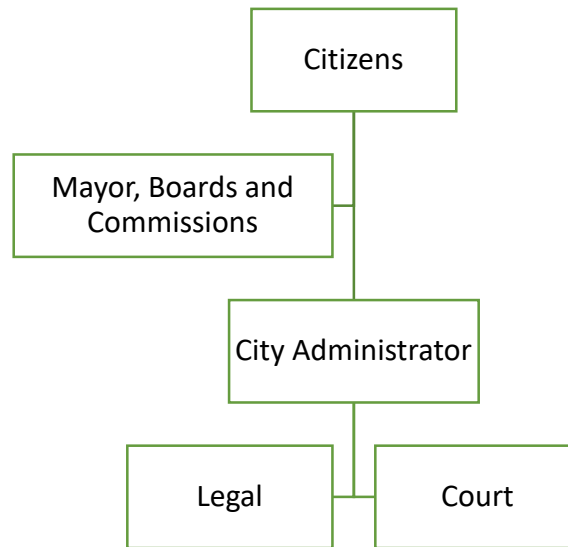
The Proprietary Funds are used to account for the City's ongoing organizations and activities which are like those often found in the private sector. The measurement focus is based upon determination of net income. The City has four of these funds in which the City provides services to the public: Electric Fund, Water/Sewer Fund, and Aquatic Center Fund.

## DEPARTMENT BUDGETS



The following departmental summaries contain a brief overview of certain goals and achievements.  
For a complete and detail list please refer to this document's Appendix A

## General Administration



### GOALS

1. Create a program for increased code enforcement AND to incentivize better property management throughout the City.
2. Hire one dedicated and certified economic development professional to promote the City for economic development opportunities.
3. Create a plan for the immediate, short-term, and long-term, to prioritize the City's infrastructure projects to get those projects designed, scheduled, and identify how to fund them.

### DEPARTMENT CHANGES

1. Moved Municipal Court to Administration from Finance
2. Addition of 2 administration vehicles

## Expenditures - Across all Funds

### General Admin

|                                      | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020 Amended   | 2021 Budget    |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>101 Adm-Mayor And Board</b>       |                |                |                |                |                |
| 01 Personnel Services                | 37,904         | 50,814         | 53,012         | 52,830         | 57,183         |
| 02 Contractual Services              | 190,929        | 109,651        | 89,370         | 92,315         | 91,580         |
| 03 Commodities                       | 4,742          | 5,496          | 5,994          | 11,025         | 9,760          |
| 04 Other Charges                     | 10,042         | 12,086         | 13,623         | 21,900         | 21,800         |
| <b>101 Adm-Mayor And Board Total</b> | <b>243,618</b> | <b>178,046</b> | <b>161,999</b> | <b>178,070</b> | <b>180,323</b> |
| <b>103 Administration</b>            |                |                |                |                |                |
| 01 Personnel Services                | 364,713        | 365,017        | 394,868        | 488,427        | 308,132        |
| 02 Contractual Services              | 37,496         | 79,426         | 88,238         | 72,775         | 22,104         |
| 03 Commodities                       | 5,393          | 12,008         | 7,330          | 12,315         | 8,275          |

## General Admin

|                                        | 2017 Actual    | 2018 Actual      | 2019 Actual    | 2020<br>Amended  | 2021 Budget    |
|----------------------------------------|----------------|------------------|----------------|------------------|----------------|
| 04 Other Charges                       | 1,881          | 1,863            | 3,967          | 4,880            | 4,880          |
| 05 Capital Outlay                      | 0              | 0                | 0              | 0                | 52,000         |
| 04 Debt Payment                        | 0              | 0                | 0              | 0                | 11,900         |
| <b>103 Administration Total</b>        | <b>409,483</b> | <b>458,314</b>   | <b>494,403</b> | <b>578,397</b>   | <b>407,291</b> |
| <b>105 Adm Legal</b>                   |                |                  |                |                  |                |
| 02 Contractual Services                | 172,112        | 232,847          | 129,439        | 174,250          | 174,250        |
| <b>105 Adm Legal Total</b>             | <b>172,112</b> | <b>232,847</b>   | <b>129,439</b> | <b>174,250</b>   | <b>174,250</b> |
| <b>204 Admin-Municipal Court</b>       |                |                  |                |                  |                |
| 01 Personnel Services                  | 94,586         | 98,218           | 110,167        | 114,230          | 92,186         |
| 02 Contractual Services                | 43,855         | 42,023           | 48,837         | 56,245           | 52,339         |
| 03 Commodities                         | 2,339          | 1,153            | 912            | 4,000            | 3,300          |
| 04 Other Charges                       | 15,158         | 17,014           | 14,358         | 0                | 0              |
| 05 Capital Outlay                      | -244           | 0                | 0              | 0                | 0              |
| <b>204 Admin-Municipal Court Total</b> | <b>155,695</b> | <b>158,407</b>   | <b>174,274</b> | <b>174,475</b>   | <b>147,825</b> |
| <b>Department Total</b>                | <b>980,907</b> | <b>1,027,615</b> | <b>960,115</b> | <b>1,105,192</b> | <b>909,689</b> |

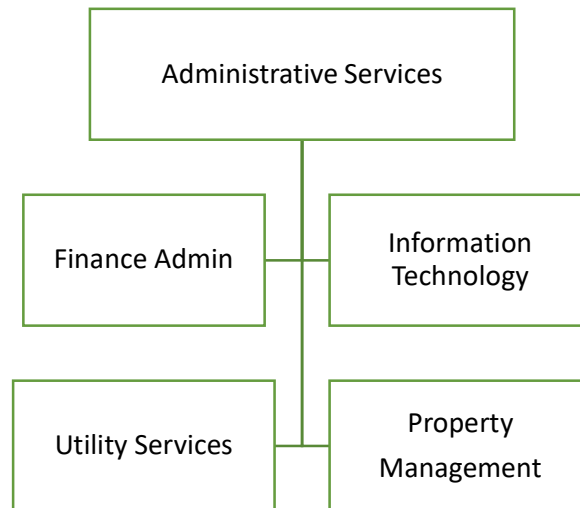
## Sources

### General Admin

|                 | 2017 Actual    | 2018 Actual      | 2019 Actual    | 2020<br>Amended  | 2021 Budget    |
|-----------------|----------------|------------------|----------------|------------------|----------------|
| 01 General Fund | 980,907        | 1,027,615        | 960,115        | 1,105,192        | 909,689        |
| <b>Total</b>    | <b>980,907</b> | <b>1,027,615</b> | <b>960,115</b> | <b>1,105,192</b> | <b>909,689</b> |



## Administrative Services



### ACCOMPLISHMENTS:

The IT Department has completed the Email migration project funded in the 2020 budget. This project supports the enhanced communication and organization of the entire organization. Looking to 2021 the IT department will add staffing that will support the security and operations of all departments.

### GOALS

The Finance department is continuing the implementation of Incode 10 which supports the financials of all divisions of City government. This project will go live in the first quarter of 2021. Later in 2021 Utility billing will be converted to the newest version of Incode 10 as well.

### DEPARTMENT CHANGES

1. Created Director of Administrative Services
2. Moved information technology to a separate division in all funds.
3. New GIS analyst funded 50% electric, 50% CWSS
4. New IT security specialist

## Expenditures - Across all Funds

### Administrative Services

|                                           | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020 Amended   | 2021 Budget    |
|-------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>203 Finance-Administration</b>         |                |                |                |                |                |
| 01 Personnel Services                     | 413,792        | 420,020        | 433,050        | 363,391        | 427,552        |
| 02 Contractual Services                   | 107,496        | 116,600        | 171,183        | 224,985        | 211,436        |
| 03 Commodities                            | 6,121          | 6,811          | 5,931          | 16,920         | 11,420         |
| 05 Capital Outlay                         | 9,120          | 33,162         | 156            | 2,000          | 15,000         |
| <b>203 Finance-Administration Total</b>   | <b>536,529</b> | <b>576,594</b> | <b>610,321</b> | <b>607,296</b> | <b>665,408</b> |
| <b>215 Finance-Property Mangmnt</b>       |                |                |                |                |                |
| 02 Contractual Services                   | 33,851         | 38,169         | 33,838         | 64,090         | 66,295         |
| 03 Commodities                            | 11,232         | 11,516         | 5,459          | 20,350         | 8,850          |
| 05 Capital Outlay                         | 77,440         | 25,000         | 22,441         | 27,841         | 30,000         |
| <b>215 Finance-Property Mangmnt Total</b> | <b>122,523</b> | <b>74,685</b>  | <b>61,738</b>  | <b>112,281</b> | <b>105,145</b> |
| <b>230 Finance-Utilities</b>              |                |                |                |                |                |
| 01 Personnel Services                     | 119,359        | 120,353        | 127,354        | 130,395        | 178,030        |
| 02 Contractual Services                   | 73,704         | 91,317         | 84,976         | 105,360        | 97,260         |

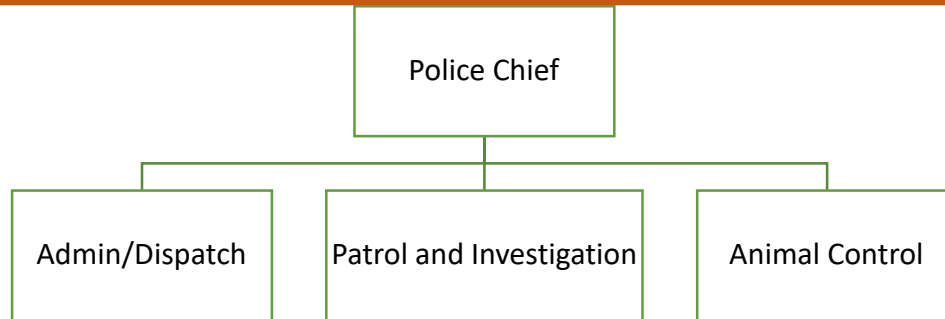
|                                                | 2020           |                |                |                |                  |
|------------------------------------------------|----------------|----------------|----------------|----------------|------------------|
|                                                | 2017 Actual    | 2018 Actual    | 2019 Actual    | Amended        | 2021 Budget      |
| 03 Commodities                                 | 1,369          | 962            | 2,839          | 5,400          | 1,350            |
| 04 Other Charges                               | 3,451          | 4,792          | 1,391          | 7,800          | 7,800            |
| 05 Capital Outlay                              | -330           | 0              | 0              | 0              | 0                |
| <b>230 Finance-Utilities Total</b>             | <b>197,553</b> | <b>217,424</b> | <b>216,560</b> | <b>248,955</b> | <b>284,440</b>   |
| <b>240 Information Tech. - Aquatics</b>        |                |                |                |                |                  |
| 02 Contractual Services                        | 0              | 0              | 0              | 0              | 0                |
| 05 Capital Outlay                              | 0              | 0              | 0              | 0              | 7,500            |
| <b>240 Information Tech. - Aquatics Total</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>7,500</b>     |
| <b>240 Information Tech. - City Wide</b>       |                |                |                |                |                  |
| 01 Personnel Services                          | 0              | 0              | 0              | 0              | 181,129          |
| 02 Contractual Services                        | 0              | 0              | 0              | 0              | 296,715          |
| 05 Capital Outlay                              | 10,662         | 35,126         | 3,958          | 19,900         | 137,200          |
| <b>240 Information Tech. - City Wide Total</b> | <b>10,662</b>  | <b>35,126</b>  | <b>3,958</b>   | <b>19,900</b>  | <b>615,044</b>   |
| <b>240 Information Tech. - CWSS</b>            |                |                |                |                |                  |
| 02 Contractual Services                        | 0              | 0              | 0              | 0              | 49,750           |
| 05 Capital Outlay                              | 0              | 0              | 0              | 0              | 39,500           |
| <b>240 Information Tech. - CWSS Total</b>      | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>89,250</b>    |
| <b>240 Information Tech. - Electric</b>        |                |                |                |                |                  |
| 02 Contractual Services                        | 0              | 0              | 0              | 0              | 52,250           |
| 05 Capital Outlay                              | 0              | 0              | 0              | 0              | 7,000            |
| <b>240 Information Tech. - Electric Total</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>59,250</b>    |
| <b>240 Information Tech. - EMS</b>             |                |                |                |                |                  |
| 02 Contractual Services                        | 0              | 0              | 0              | 0              | 13,000           |
| 05 Capital Outlay                              | 0              | 0              | 0              | 0              | 24,300           |
| <b>240 Information Tech. - EMS Total</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>37,300</b>    |
| <b>240 Information Tech.- Comm. Ctr</b>        |                |                |                |                |                  |
| 02 Contractual Services                        | 0              | 0              | 0              | 0              | 10,750           |
| 05 Capital Outlay                              | 0              | 0              | 0              | 0              | 28,300           |
| <b>240 Information Tech.- Comm. Ctr Total</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>39,050</b>    |
| <b>240 Information Tech.- Park</b>             |                |                |                |                |                  |
| 02 Contractual Services                        | 0              | 0              | 0              | 0              | 4,800            |
| 05 Capital Outlay                              | 0              | 0              | 0              | 0              | 5,000            |
| <b>240 Information Tech.- Park Total</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>9,800</b>     |
| <b>Department Total</b>                        | <b>867,267</b> | <b>903,829</b> | <b>892,577</b> | <b>988,432</b> | <b>1,912,187</b> |

## Sources

### Administrative Services

|                            | 2020        |             |             |         |             |
|----------------------------|-------------|-------------|-------------|---------|-------------|
|                            | 2017 Actual | 2018 Actual | 2019 Actual | Amended | 2021 Budget |
| 01 General Fund            | 867,267     | 903,829     | 892,577     | 988,432 | 1,670,037   |
| 07 Electric Fund           | 0           | 0           | 0           | 0       | 59,250      |
| 08 CWSS Fund               | 0           | 0           | 0           | 0       | 89,250      |
| 11 Park Fund               | 0           | 0           | 0           | 0       | 9,800       |
| 13 Aquatic Center Fund     | 0           | 0           | 0           | 0       | 7,500       |
| 15 Community Center Fund   | 0           | 0           | 0           | 0       | 39,050      |
| 16 Emergency Services Fund | 0           | 0           | 0           | 0       | 37,300      |

# Law Enforcement



## GOALS

### Police Department

1-The body-dash camera system replacement is a very large needed expenditure and unfortunately a necessity in this day and age. The current system is old and antiquated causing frequent problems and concerns should we have a major incident and need to rely on this system. This system needs to be reliable to not only protect the officer but the City itself. That said, having a reliable system that could possibly save the city from frivolous lawsuits allows the city to channel those funds into infrastructure and economic growth programs.

2-The need to replace and keep current our police vehicle inventory not only provides staff with a safe vehicle and work environment to work in, it also protects the city from liability. The appearance of a new and professional police vehicle pursuing the city on a daily basis enshrines the city in a positive light as well as helps promote a positive economic growth environment.

### Animal Control

1-The request to purchase a camera system for the shelter is not only for the staff's protection but also the animals we care for on a daily basis. A staff that feels safer at work will also be a more productive staff accomplishing more on a daily basis. A more productive staff helps portray the city in a positive light that aids in economic growth.

2-The request to replace the aging animal control vehicle is a need based on the age of the current vehicle. The appearance of a new and professional animal control vehicle patrolling the city on a daily basis displays the city's desire to promote economic growth.

3-The animal shelter parking lot resurfacing and expansion request helps preserve the city's current infrastructure while the expansion promotes Harrisonville's bright future with economic growth. Both the Police Department and Animal Control budget requests are currently funded through the General Fund of the annual City of Harrisonville budget.

## DEPARTMENT CHANGES

1. Lease 2 patrol cars and outdated camera system in patrol division
2. Lease replacement animal control truck and box

# Expenditures

## *Police Department*

|                                     | 2017 Actual | 2018 Actual | 2019 Actual | 2020<br>Amended | 2021 Budget |
|-------------------------------------|-------------|-------------|-------------|-----------------|-------------|
| <b>310 Law Enf-Adm And Dispatch</b> |             |             |             |                 |             |
| 01 Personnel Services               | 421,176     | 438,370     | 456,284     | 510,235         | 495,952     |
| 02 Contractual Services             | 65,494      | 86,459      | 69,866      | 95,760          | 89,471      |

|                                           | 2020             |                  |                  |                  |                  |
|-------------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                           | 2017 Actual      | 2018 Actual      | 2019 Actual      | Amended          | 2021 Budget      |
| 03 Commodities                            | 23,817           | 21,630           | 26,751           | 30,040           | 19,740           |
| 05 Capital Outlay                         | 2,690            | 32,499           | 37,904           | 15,000           | 0                |
| <b>310 Law Enf-Adm And Dispatch Total</b> | <b>513,177</b>   | <b>578,957</b>   | <b>590,805</b>   | <b>651,035</b>   | <b>605,163</b>   |
| <b>311 Law Enf-Patrol</b>                 |                  |                  |                  |                  |                  |
| 01 Personnel Services                     | 1,670,775        | 1,777,320        | 1,927,466        | 2,101,595        | 2,088,604        |
| 02 Contractual Services                   | 162,661          | 185,499          | 190,516          | 260,364          | 257,417          |
| 03 Commodities                            | 66,543           | 110,795          | 100,228          | 95,320           | 91,795           |
| 04 Other Charges                          | 26,589           | -3,223           | 1,000            | 0                | 0                |
| 05 Capital Outlay                         | 135,707          | 68,569           | 0                | 101,845          | 276,613          |
| 04 Debt Payment                           | 0                | 0                | 0                | 0                | 63,000           |
| <b>311 Law Enf-Patrol Total</b>           | <b>2,062,275</b> | <b>2,138,960</b> | <b>2,219,211</b> | <b>2,559,124</b> | <b>2,777,429</b> |
| <b>312 Law Enf-Animal Control</b>         |                  |                  |                  |                  |                  |
| 01 Personnel Services                     | 133,291          | 127,738          | 120,568          | 163,480          | 179,167          |
| 02 Contractual Services                   | 29,770           | 39,380           | 36,012           | 65,495           | 51,062           |
| 03 Commodities                            | 11,462           | 16,485           | 18,782           | 17,675           | 17,675           |
| 04 Other Charges                          | 1,000            | 0                | 0                | 0                | 0                |
| 05 Capital Outlay                         | 0                | 25,635           | 0                | 0                | 53,673           |
| 04 Debt Payment                           | 0                | 0                | 0                | 0                | 12,600           |
| <b>312 Law Enf-Animal Control Total</b>   | <b>175,523</b>   | <b>209,238</b>   | <b>175,362</b>   | <b>246,650</b>   | <b>314,177</b>   |
| <b>Department Total</b>                   | <b>2,750,974</b> | <b>2,927,155</b> | <b>2,985,378</b> | <b>3,456,809</b> | <b>3,696,769</b> |

## Sources

### Police Department

|                 | 2020             |                  |                  |                  |                  |
|-----------------|------------------|------------------|------------------|------------------|------------------|
|                 | 2017 Actual      | 2018 Actual      | 2019 Actual      | Amended          | 2021 Budget      |
| 01 General Fund | 2,750,974        | 2,927,155        | 2,985,378        | 3,456,809        | 3,696,769        |
| <b>Total</b>    | <b>2,750,974</b> | <b>2,927,155</b> | <b>2,985,378</b> | <b>3,456,809</b> | <b>3,696,769</b> |

## Community Development



Goals Set: 2021 (set by Community Development Department)

- Staff will reactivate Economic Development memberships
- Staff will participate in Missouri Partnership's Briefing Missions
- Staff will participate in Site Selection Consultant Forums and Conferences
- Staff will participate in State level events
- Staff will participate in County level events
- Staff will participate in Kansas City metropolitan Economic Development events
- Staff will participate in Workforce Development events
- Staff will forge a stronger partnership with the Harrisonville School District
- Staff will forge partnerships with Harrisonville employers

Goals Set: 2021 (Planning & Zoning)

Complete a major update of the Harrisonville Comprehensive Plan and begin implementation of citywide amendments to the Harrisonville Zoning Map and Future Street Plan.

Update Harrisonville Courthouse Square Historic Preservation Plan.

### DEPARTMENT CHANGES

1. Moved Codes to Public Works

## Expenditures

### Community Development

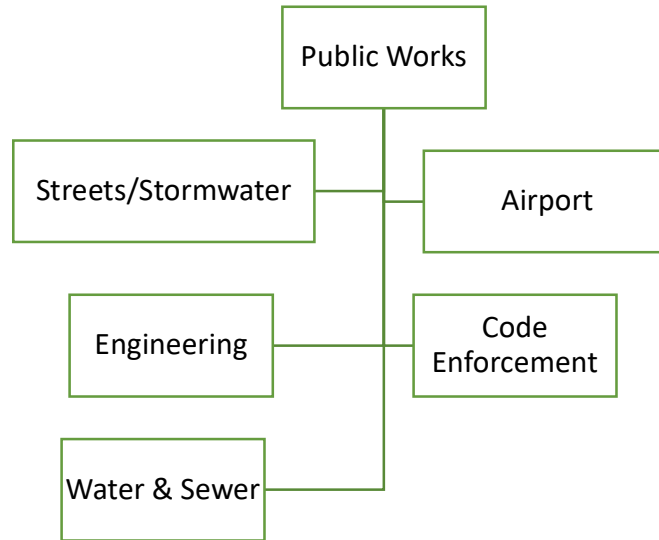
|                                        | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020 Amended   | 2021 Budget    |
|----------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>608 Community Development</b>       |                |                |                |                |                |
| 01 Personnel Services                  | 314,118        | 288,776        | 267,963        | 403,102        | 191,876        |
| 02 Contractual Services                | 73,134         | 43,016         | 40,684         | 103,340        | 206,353        |
| 03 Commodities                         | 14,378         | 7,053          | 13,083         | 30,030         | 16,150         |
| 05 Capital Outlay                      | 0              | 21,208         | 24,376         | 27,011         | 0              |
| 04 Debt Payment                        | 0              | 0              | 0              | 0              | 0              |
| <b>608 Community Development Total</b> | <b>401,630</b> | <b>360,054</b> | <b>346,106</b> | <b>563,483</b> | <b>414,379</b> |

|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
| Department Total | 401,630 | 360,054 | 346,106 | 563,483 | 414,379 |
|------------------|---------|---------|---------|---------|---------|

## Sources

|                 | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020 Amended   | 2021 Budget    |
|-----------------|----------------|----------------|----------------|----------------|----------------|
| 01 General Fund | 401,630        | 360,054        | 346,106        | 563,483        | 414,379        |
| <b>Total</b>    | <b>401,630</b> | <b>360,054</b> | <b>346,106</b> | <b>563,483</b> | <b>414,379</b> |

# Public Works



## 1. Codes Enforcements and Building Inspections

Develop and implement, with other departments, the "Rental Ready/ PD Safe" program, including rental property licensing, rental property periodic inspections and certifications, and assist in establishing a "neighborhood safety program" similar to "Block Watch".

## 2. Airport

The need for a credit card machine, pavement maintenance, and airplane hangar repair or replacement is a yearly consideration needed to provide a safe and attractive amenity to our city.

## 3. Street

Complete the project management of engineering design and construction phase services of the following budget amounts of street programs listed below. Included in the list of Asphalt projects is asphalt resurfacing for areas where the city sees potential for industry growth; Precision Drive and Brookhart Drive areas to showcase our city.

Priority 1 Asphalt Program \$320,000

Priority 2 Sidewalk and Curb Program \$100,000

Priority 3 Aldi's development ½ cost to widen Winchester \$20,000

## 4. Combined Water and Sanitary Sewer

Engineering for sewer main replacement projects for the \$100,000 included in the budget. The engineering for the following three projects:

a. Blueberry to James SE 21-01

b. Crestwood to Delmar SE 21-02

c. Mechanic to Halsey SE 21-03

d. Also included in the 2021 budget is the purchase of a used camera truck (\$90,000), a new jet truck (\$275,000) and a new skid steer (Bobcat) and equipment - \$110,000.

## 5. Wastewater Treatment Plant

Sewer main improvements to the WWTP and lift stations included in the budget and funded by the Certificates of Participation (COP).

a. South Service Area Sanitary Sewer project. This is a Design-Build contract between the City, Burns & McDonnell, and CAS Constructors LLC SE 20-03.

b. UV and Disinfection System Equipment. This is a Design-Build contract between the City, Burns & McDonnell, and CAS Constructors LLC SE 20-01. The total amount of the engineering contract is \$415,000 for the two (2) projects, SE 20-01, and SE 20-03.

## 6. Water Treatment Plant

a. Produce safe, reliable, and cost-effective drinking water; and meet all MDNR regulations

## 7. Stormwater

a. City staff plan to use \$100,000 for the flood buy-out properties 20 percent matching funding. Complete the project management of engineering design and construction phase services of the following budget amounts of stormwater.

b. City Park Lakes Dam & Spillway Renovation, \$2,650,000

c. Glen Eagle Regional Retention Basin, \$1,000,000

*DUE TO THE LENGTH OF THE ACHEIVEMENTS FOR PUBLIC WORKS PLEASE SEE THE APPENDIX*

## DEPARTMENT CHANGES

1. Moved Codes to Public Works

2 Lease fund - replacement bobcat

3. Aldi 1/2 cost of widening Westchester

4. Fund city portion of mill and overlay taxi lanes

5. Add Codes administrative secretary

6. Added 1 wastewater treatment plant operator

# Expenditures - Across all Funds

## Public Works

Main Department

Public Works

|                               | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020<br>Amended | 2021 Budget      |
|-------------------------------|----------------|----------------|----------------|-----------------|------------------|
| <b>514 Codes</b>              |                |                |                |                 |                  |
| 01 Personnel Services         | 0              | 0              | 0              | 0               | 302,634          |
| 02 Contractual Services       | 0              | 0              | 0              | 0               | 85,650           |
| 03 Commodities                | 0              | 0              | 0              | 0               | 10,450           |
| 05 Capital Outlay             | 0              | 0              | 0              | 0               | 0                |
| 04 Debt Payment               | 0              | 0              | 0              | 0               | 0                |
| <b>514 Codes Total</b>        | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>        | <b>398,734</b>   |
| <b>707 P.W.-Street</b>        |                |                |                |                 |                  |
| 01 Personnel Services         | 506,091        | 536,613        | 566,250        | 543,170         | 551,234          |
| 02 Contractual Services       | 57,085         | 54,353         | 53,035         | 76,535          | 155,380          |
| 03 Commodities                | 216,138        | 224,987        | 227,879        | 239,145         | 234,750          |
| 04 Other Charges              | 0              | 508            | 0              | 0               | 0                |
| 05 Capital Outlay             | 32,245         | 12,185         | 43,345         | 76,000          | 57,000           |
| 04 Debt Payment               | 0              | 0              | 0              | 0               | 8,500            |
| <b>707 P.W.-Street Total</b>  | <b>811,558</b> | <b>828,645</b> | <b>890,508</b> | <b>934,850</b>  | <b>1,006,863</b> |
| <b>717 P.W.-Airport</b>       |                |                |                |                 |                  |
| 01 Personnel Services         | 83,722         | 84,408         | 14,288         | 6,370           | 0                |
| 02 Contractual Services       | 53,248         | 53,421         | 56,322         | 86,250          | 82,121           |
| 03 Commodities                | 42,543         | 62,766         | 27,660         | 49,610          | 48,860           |
| 04 Other Charges              | 50,768         | 0              | 0              | 0               | 0                |
| 05 Capital Outlay             | 0              | 0              | 0              | 12,000          | 89,000           |
| <b>717 P.W.-Airport Total</b> | <b>230,281</b> | <b>200,595</b> | <b>98,270</b>  | <b>154,230</b>  | <b>219,981</b>   |

## 718 P.W.-Engineering



|                                            | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020<br>Amended  | 2021 Budget      |
|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| 01 Personnel Services                      | 3,270            | -1,785           | 0                | 0                | 0                |
| 02 Contractual Services                    | 82,325           | 82,382           | 76,599           | 85,110           | 85,111           |
| 03 Commodities                             | 1,474            | 1,832            | 0                | 1,200            | 0                |
| <b>718 P.W.-Engineering Total</b>          | <b>87,070</b>    | <b>82,429</b>    | <b>76,599</b>    | <b>86,310</b>    | <b>85,111</b>    |
| <b>10 Gen. Fund Capital Projects</b>       |                  |                  |                  |                  |                  |
| 907 Cap Projects - Street                  | 260,269          | 510,471          | 383,210          | 300,000          | 320,000          |
| 917 Cap Projects - Airport                 | 2,079            | 700              | 2,954            | 0                | 0                |
| 936 Cap Projects-Stormwater                | 145,995          | 0                | 0                | 100,000          | 100,000          |
| 938 Cap Projects - Sidewalks               | 90,348           | 329,690          | 342,909          | 100,000          | 100,000          |
| 990 Capital Projects - CDBG                | 34,234           | 0                | 0                | 0                | 0                |
| <b>10 Gen. Fund Capital Projects Total</b> | <b>532,925</b>   | <b>840,861</b>   | <b>729,073</b>   | <b>500,000</b>   | <b>520,000</b>   |
| <b>103 Refuse Administration</b>           |                  |                  |                  |                  |                  |
| 02 Contractual Services                    | 448,152          | 555,719          | 550,253          | 578,335          | 569,578          |
| 04 Other Charges                           | 5,814            | 2,321            | 3,842            | 0                | 0                |
| 04 Transfers                               | 51,182           | 29,735           | 29,805           | 28,470           | 37,227           |
| <b>103 Refuse Administration Total</b>     | <b>505,148</b>   | <b>587,775</b>   | <b>583,900</b>   | <b>606,805</b>   | <b>606,805</b>   |
| <b>103 CWSS Administration</b>             |                  |                  |                  |                  |                  |
| 01 Personnel Services                      | 258,040          | 153,417          | 138,089          | 127,965          | 321,556          |
| 02 Contractual Services                    | 63,453           | 68,773           | 104,279          | 106,975          | 119,716          |
| 03 Commodities                             | 19,076           | 18,383           | 17,315           | 48,600           | 16,100           |
| 04 Other Charges                           | 179,035          | 44,795           | 103,058          | 41,670           | 526,960          |
| 05 Capital Outlay                          | 0                | 568              | 0                | 0                | 0                |
| 06 Depreciation                            | 1,024,228        | 966,723          | 1,116,978        | 0                | 0                |
| 04 Debt Payment                            | 147,660          | 164,683          | 204,537          | 1,447,005        | 1,862,039        |
| 04 Transfers                               | 717,479          | 650,420          | 726,080          | 790,475          | 706,179          |
| <b>103 CWSS Administration Total</b>       | <b>2,408,971</b> | <b>2,067,762</b> | <b>2,410,335</b> | <b>2,562,690</b> | <b>3,552,550</b> |
| <b>720 Water Plant</b>                     |                  |                  |                  |                  |                  |
| 01 Personnel Services                      | 287,017          | 312,257          | 270,990          | 285,940          | 287,285          |
| 02 Contractual Services                    | 132,946          | 156,750          | 168,164          | 192,100          | 200,400          |
| 03 Commodities                             | 130,489          | 150,633          | 132,140          | 146,250          | 166,580          |
| 05 Capital Outlay                          | 30,274           | 2,603            | 0                | 32,000           | 0                |
| <b>720 Water Plant Total</b>               | <b>580,726</b>   | <b>622,243</b>   | <b>571,294</b>   | <b>656,290</b>   | <b>654,265</b>   |
| <b>721 Water Distribution</b>              |                  |                  |                  |                  |                  |
| 01 Personnel Services                      | 410,978          | 415,931          | 520,298          | 482,580          | 448,189          |
| 02 Contractual Services                    | 45,381           | 64,333           | 70,463           | 64,735           | 64,735           |
| 03 Commodities                             | 74,781           | 111,062          | 143,342          | 114,580          | 114,580          |
| 05 Capital Outlay                          | 3,770            | 10,851           | 0                | 65,000           | 475,000          |
| <b>721 Water Distribution Total</b>        | <b>534,910</b>   | <b>602,177</b>   | <b>734,103</b>   | <b>726,895</b>   | <b>1,102,504</b> |
| <b>728 Wastewater Treatment</b>            |                  |                  |                  |                  |                  |
| 01 Personnel Services                      | 289,326          | 295,388          | 303,962          | 306,705          | 379,730          |
| 02 Contractual Services                    | 277,200          | 337,693          | 222,333          | 405,650          | 434,455          |
| 03 Commodities                             | 10,869           | 13,227           | 21,989           | 21,210           | 21,210           |
| 04 Other Charges                           | 1,000            | 0                | 0                | 0                | 0                |
| 05 Capital Outlay                          | 0                | 0                | 0                | 255,000          | 164,000          |
| <b>728 Wastewater Treatment Total</b>      | <b>578,395</b>   | <b>646,308</b>   | <b>548,283</b>   | <b>988,565</b>   | <b>999,395</b>   |

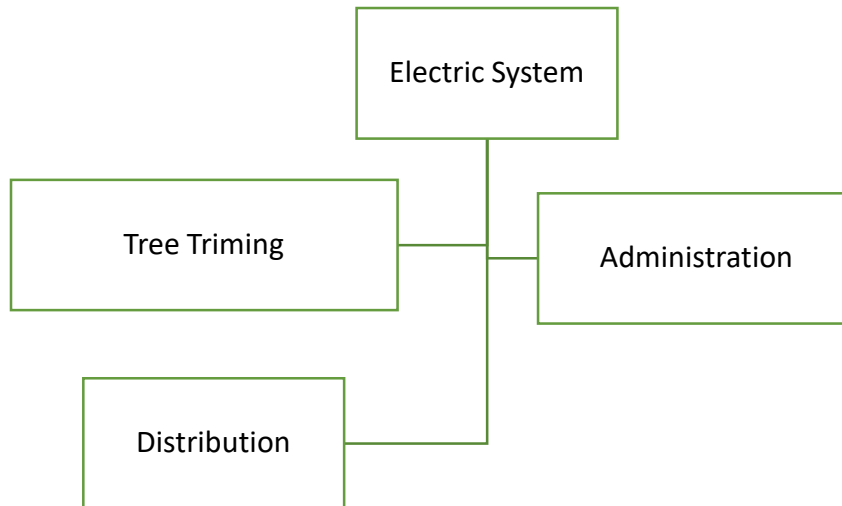
|                                       | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020<br>Amended  | 2021 Budget       |
|---------------------------------------|------------------|------------------|------------------|------------------|-------------------|
| <b>30 CWSS Capital Projects</b>       |                  |                  |                  |                  |                   |
| 931 Cap Projects - Water              | 0                | 37,976           | 5,262            | 0                | 0                 |
| 933 Cap Projects - Srf                | 0                | 0                | 0                | 0                | 0                 |
| 932 Cap Projects - Srf                | 0                | 0                | 0                | 500,000          | 10,643,125        |
| <b>30 CWSS Capital Projects Total</b> | <b>0</b>         | <b>37,976</b>    | <b>5,262</b>     | <b>500,000</b>   | <b>10,643,125</b> |
| <b>Department Total</b>               | <b>6,269,984</b> | <b>6,516,770</b> | <b>6,647,628</b> | <b>7,716,635</b> | <b>19,789,333</b> |

## Sources

### *Public Works*

|                 | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020<br>Amended  | 2021 Budget       |
|-----------------|------------------|------------------|------------------|------------------|-------------------|
| 01 General Fund | 1,661,834        | 1,952,529        | 1,794,451        | 1,675,390        | 2,230,689         |
| 05 Refuse Fund  | 505,148          | 587,775          | 583,900          | 606,805          | 606,805           |
| 08 CWSS Fund    | 4,103,002        | 3,976,466        | 4,269,277        | 5,434,440        | 16,951,839        |
| <b>Total</b>    | <b>6,269,984</b> | <b>6,516,770</b> | <b>6,647,628</b> | <b>7,716,635</b> | <b>19,789,333</b> |

## Electric System



### GOALS:

1- A mapping system will give the Electric Department a better inventory of exactly what we have for infrastructure and how to better manage it.

2-The contract services (trees budget) is to address the care of our electric infrastructure while addressing outages and public safety. Reducing overtime spent on vegetation outages will be another benefit.

3- Placing overhead lines underground is a long-term project that will make the electric system more robust, while eliminating vegetation and wildlife outages. By reducing vegetation issues by placing electric lines underground should reduce operating costs as well.

4-All Electric Department budget items will be funded by revenues from power sales.

### DEPARTMENT CHANGES

1. Cash purchase replacement bucket truck and Ford F-250
2. Build equipment building
3. Map entire electric system
4. Fund \$250,000 in overhead line conversion to underground

## Expenditures

### Electric System

|                                    | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Amended | 2021 Budget |
|------------------------------------|-------------|-------------|-------------|--------------|-------------|
| <b>103 Electric Administration</b> |             |             |             |              |             |
| 01 Personnel Services              | 33,525      | 192,294     | 164,223     | 109,855      | 261,362     |
| 02 Contractual Services            | 27,952      | 38,407      | 55,686      | 63,280       | 61,242      |
| 03 Commodities                     | 8,173,837   | 7,771,623   | 7,866,366   | 8,209,780    | 8,252,601   |
| 04 Other Charges                   | 129,686     | 65,096      | 66,996      | 868,017      | 974,647     |
| 05 Capital Outlay                  | 0           | 452         | 0           | 0            | 0           |
| 06 Depreciation                    | 323,584     | 338,450     | 339,600     | 0            | 0           |

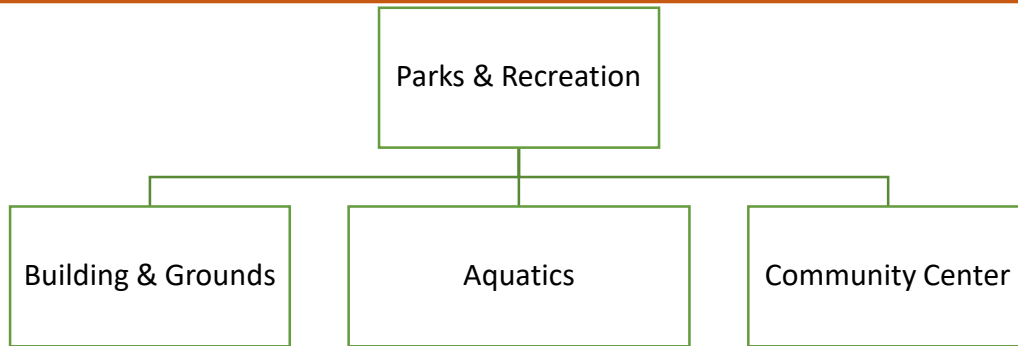
|                                          | 2020              |                   |                   |                   |                   |
|------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                                          | 2017 Actual       | 2018 Actual       | 2019 Actual       | Amended           | 2021 Budget       |
| 04 Debt Payment                          | 0                 | 0                 | 0                 | 250,000           | 0                 |
| 04 Transfers                             | 1,397,657         | 1,469,523         | 1,458,574         | 564,010           | 791,676           |
| <b>103 Electric Administration Total</b> | <b>10,086,241</b> | <b>9,875,845</b>  | <b>9,951,446</b>  | <b>10,064,942</b> | <b>10,341,528</b> |
| <b>721 Electric Distribution</b>         |                   |                   |                   |                   |                   |
| 01 Personnel Services                    | 581,621           | 520,962           | 502,310           | 564,325           | 618,470           |
| 02 Contractual Services                  | 54,368            | 155,701           | 135,023           | 65,890            | 358,740           |
| 03 Commodities                           | 165,119           | 109,928           | -29,378           | 57,000            | 104,500           |
| 05 Capital Outlay                        | 51,877            | 31,891            | 65,480            | 403,500           | 510,000           |
| <b>721 Electric Distribution Total</b>   | <b>852,985</b>    | <b>818,482</b>    | <b>673,434</b>    | <b>1,090,715</b>  | <b>1,591,710</b>  |
| <b>727 Meter Reading</b>                 |                   |                   |                   |                   |                   |
| 01 Personnel Services                    | 25,199            | 30,107            | 26,066            | 31,335            | 0                 |
| <b>727 Meter Reading Total</b>           | <b>25,199</b>     | <b>30,107</b>     | <b>26,066</b>     | <b>31,335</b>     | <b>0</b>          |
| <b>735 Tree Trimming</b>                 |                   |                   |                   |                   |                   |
| 01 Personnel Services                    | 239,833           | 233,668           | 273,175           | 283,030           | 0                 |
| 02 Contractual Services                  | 11,194            | 13,820            | 456,910           | 264,100           | 500,600           |
| 03 Commodities                           | 19,464            | 15,973            | 17,676            | 24,250            | 0                 |
| 04 Other Charges                         | 1,000             | 0                 | 0                 | 0                 | 0                 |
| <b>735 Tree Trimming Total</b>           | <b>271,491</b>    | <b>263,461</b>    | <b>747,761</b>    | <b>571,380</b>    | <b>500,600</b>    |
| <b>Department Total</b>                  | <b>11,235,916</b> | <b>10,987,895</b> | <b>11,398,708</b> | <b>11,758,372</b> | <b>12,433,838</b> |

## Sources

### Electric System

|                  | 2020              |                   |                   |                   |                   |
|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                  | 2017 Actual       | 2018 Actual       | 2019 Actual       | Amended           | 2021 Budget       |
| 07 Electric Fund | 11,235,916        | 10,987,895        | 11,398,708        | 11,758,372        | 12,433,838        |
| <b>Total</b>     | <b>11,235,916</b> | <b>10,987,895</b> | <b>11,398,708</b> | <b>11,758,372</b> | <b>12,433,838</b> |

## Parks & Recreation



- 1- Repair Outdoor Pool and renovate Aquatic Center features.
- 2- Replace Community Center swimming pool HVAC.
- 3 - Complete repairs to Community Center HVAC system.
- 4 - Replace Community Center specialized weight, free weight and cardio equipment.
- 5 - Replace Community Center carpet with rubber fitness flooring.
- 6 - Install Batting / Golf cage in the Social Hall.
- 7 - Increase Community Center Memberships.
- 8 - Increase enrollment in Before/After School and Summer Camp programs.

### DEPARTMENT CHANGES

1. Major repairs and improvements to Parks, Aquatic and Community Center facilities
2. Add 2 Facility maintenance employees (CWSS fund)
3. Lease fund Kubota tractor, 4x4 service truck, 4x4 3/4 ton truck, Ford Ranger, & Mower
4. Outsource pool life guards

## Expenditures

### Parks & Recreation

|                                     | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020 Amended   | 2021 Budget    |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>1125 Park Maintenance</b>        |                |                |                |                |                |
| 01 Personnel Services               | 323,795        | 333,727        | 349,283        | 324,465        | 375,376        |
| 02 Contractual Services             | 87,620         | 75,971         | 105,060        | 112,239        | 108,600        |
| 03 Commodities                      | 45,819         | 49,735         | 51,856         | 57,616         | 57,266         |
| 04 Other Charges                    | 23,536         | 0              | 0              | 0              | 0              |
| 05 Capital Outlay                   | 0              | 16,105         | 23,371         | 25,000         | 212,090        |
| 04 Debt Payment                     | 0              | 0              | 0              | 0              | 33,113         |
| 04 Transfers                        | 12,892         | 12,705         | 12,665         | 12,550         | 12,550         |
| <b>1125 Park Maintenance Total</b>  | <b>493,662</b> | <b>488,243</b> | <b>542,236</b> | <b>531,870</b> | <b>798,995</b> |
| <b>1124 Aquatics Center</b>         |                |                |                |                |                |
| 01 Personnel Services               | 82,875         | 80,421         | 99,354         | 101,230        | 0              |
| 02 Contractual Services             | 51,359         | 45,730         | 45,580         | 47,355         | 116,085        |
| 03 Commodities                      | 33,943         | 32,899         | 36,664         | 33,095         | 33,095         |
| 04 Other Charges                    | 17,472         | 0              | 0              | 0              | 0              |
| 06 Depreciation                     | 94,529         | 86,666         | 86,666         | 0              | 0              |
| 04 Transfers                        | 7,677          | 7,380          | 5,710          | 7,020          | 7,020          |
| <b>1124 Aquatics Center Total</b>   | <b>287,855</b> | <b>253,096</b> | <b>273,974</b> | <b>188,700</b> | <b>156,200</b> |
| <b>103 Comm. Ctr Administration</b> |                |                |                |                |                |
| 01 Personnel Services               | 252,873        | 251,314        | 264,720        | 325,560        | 339,070        |

## Parks & Recreation

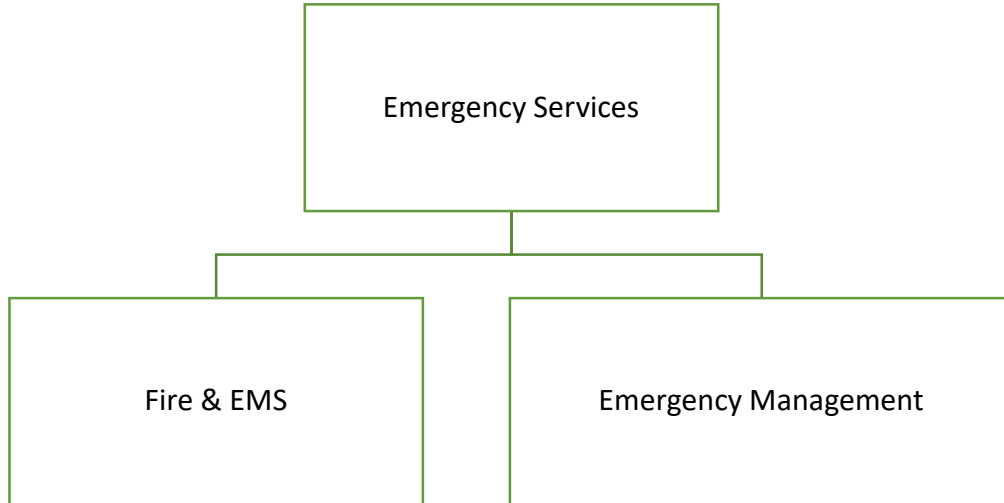
|                                           | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      |
|-------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| 02 Contractual Services                   | 56,486           | 65,026           | 68,585           | 74,375           | 72,624           |
| 03 Commodities                            | 14,930           | 16,934           | 18,729           | 20,755           | 11,250           |
| 04 Other Charges                          | 1,291            | 10,859           | 204              | 1,300            | 1,300            |
| 05 Capital Outlay                         | 0                | 0                | 18,921           | 0                | 20,000           |
| 04 Debt Payment                           | 0                | 0                | 0                | 0                | 62,000           |
| 04 Transfers                              | 31,210           | 936,600          | 876,186          | 882,750          | 737,277          |
| <b>103 Comm. Ctr Administration Total</b> | <b>356,790</b>   | <b>1,280,733</b> | <b>1,247,346</b> | <b>1,304,740</b> | <b>1,243,521</b> |
| <b>1119 Building &amp; Grounds</b>        |                  |                  |                  |                  |                  |
| 01 Personnel Services                     | 139,570          | 141,352          | 151,180          | 128,340          | 117,349          |
| 02 Contractual Services                   | 256,468          | 271,771          | 227,940          | 240,330          | 250,328          |
| 03 Commodities                            | 16,635           | 23,191           | 28,961           | 28,850           | 28,850           |
| 05 Capital Outlay                         | 0                | 0                | 0                | 0                | 328,000          |
| 04 Debt Payment                           | 19,577           | 18,931           | 18,931           | 18,930           | 19,105           |
| <b>1119 Building &amp; Grounds Total</b>  | <b>432,250</b>   | <b>455,245</b>   | <b>427,012</b>   | <b>416,450</b>   | <b>743,632</b>   |
| <b>1124 Comm. Ctr Aquatics</b>            |                  |                  |                  |                  |                  |
| 01 Personnel Services                     | 120,216          | 114,231          | 135,774          | 140,120          | 0                |
| 02 Contractual Services                   | 10,407           | 11,546           | 9,709            | 14,750           | 221,545          |
| 03 Commodities                            | 9,520            | 7,506            | 7,502            | 11,190           | 11,190           |
| <b>1124 Comm. Ctr Aquatics Total</b>      | <b>140,143</b>   | <b>133,283</b>   | <b>152,984</b>   | <b>166,060</b>   | <b>232,735</b>   |
| <b>1126 Recreation Programs</b>           |                  |                  |                  |                  |                  |
| 01 Personnel Services                     | 148,482          | 166,642          | 158,320          | 168,050          | 218,749          |
| 02 Contractual Services                   | 24,517           | 18,913           | 20,805           | 30,575           | 30,578           |
| 03 Commodities                            | 21,620           | 23,407           | 23,950           | 35,880           | 36,380           |
| 05 Capital Outlay                         | 9,108            | 10,316           | 10,946           | 10,105           | 10,000           |
| <b>1126 Recreation Programs Total</b>     | <b>203,727</b>   | <b>219,278</b>   | <b>214,021</b>   | <b>244,610</b>   | <b>295,707</b>   |
| <b>990 Capital Projects</b>               |                  |                  |                  |                  |                  |
| 42 Capital Projects-Park                  | 113,309          | 100,201          | 0                | 0                | 872,297          |
| 42 Capital Projects-Comm. Ctr             | 23,108           | 0                | 57,827           | 0                | 1,178,800        |
| <b>990 Capital Projects Total</b>         | <b>136,417</b>   | <b>100,201</b>   | <b>57,827</b>    | <b>0</b>         | <b>2,051,097</b> |
| <b>Department Total</b>                   | <b>2,050,844</b> | <b>2,930,079</b> | <b>2,915,399</b> | <b>2,852,430</b> | <b>5,521,887</b> |

## Sources

## Parks & Recreation

|                            | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 11 Park Fund               | 606,971          | 588,482          | 542,236          | 531,870          | 1,671,292        |
| 12 Missouri Sales Tax Fund | 837,263          | 0                | 0                | 0                | 0                |
| 13 Aquatic Center Fund     | 287,855          | 253,096          | 273,974          | 188,700          | 156,200          |
| 15 Community Center Fund   | 1,156,018        | 2,088,501        | 2,099,189        | 2,131,860        | 3,694,395        |
| <b>Total</b>               | <b>2,888,107</b> | <b>2,930,079</b> | <b>2,915,399</b> | <b>2,852,430</b> | <b>5,521,887</b> |

## Emergency Services



### GOALS

- 1 - Maintain the ambulance fleet with annual replacements
- 2 - Remodel and update the living quarters
- 3 - Add Commercial Washer and Dryer
- 4 - Replace turn-out gear
- 5- Ventilate the apparatus bay

### DEPARTMENT CHANGES

1. Facility improvements: commercial washer & dryer, vent system, bunk rooms & turnout gear
2. Lease Replacement of Ambulance (Box and vehicle)

## Expenditures

### Emergency Services

|                                 | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>103 Administration</b>       |                  |                  |                  |                  |                  |
| 01 Personnel Services           | 1,662,906        | 1,810,603        | 1,954,299        | 2,035,875        | 2,104,316        |
| 02 Contractual Services         | 1,371,350        | 1,397,220        | 1,373,688        | 1,338,385        | 1,313,307        |
| 03 Commodities                  | 111,942          | 134,574          | 126,069          | 161,555          | 148,905          |
| 05 Capital Outlay               | 323,182          | 39,193           | 341,778          | 79,500           | 310,000          |
| 04 Debt Payment                 | 0                | 0                | 0                | 55,000           | 120,000          |
| 04 Transfers                    | 284,220          | 295,785          | 331,620          | 336,520          | 341,568          |
| <b>103 Administration Total</b> | <b>3,753,600</b> | <b>3,677,375</b> | <b>4,127,454</b> | <b>4,006,835</b> | <b>4,338,096</b> |

## Sources

### Emergency Services

|                            | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 16 Emergency Services Fund | 3,753,600        | 3,677,375        | 4,127,454        | 4,006,835        | 4,338,096        |
| <b>Total</b>               | <b>3,753,600</b> | <b>3,677,375</b> | <b>4,127,454</b> | <b>4,006,835</b> | <b>4,338,096</b> |

## FUND SUMMARY



## City of Harrisonville, Missouri

### Budget Summary - 2021

| FUND                          | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Budget | 2021 Budget |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Beginning Fund Balance</b> |             |             |             |             |             |
| General-01                    | 5,855,652   | 6,253,124   | 6,230,201   | 6,121,617   | 6,078,183   |
| Refuse-05                     | 71,737      | 82,267      | 100,119     | 126,323     | 126,323     |
| Electric-07                   | 9,844,826   | 10,518,881  | 11,951,913  | 12,036,205  | 12,857,415  |
| Comb. Water & Sewer System-08 | 27,325,289  | 28,218,951  | 29,140,674  | 29,876,044  | 29,797,064  |
| Park-11                       | 14,418      | (60,885)    | (14,440)    | (26,818)    | (25,618)    |
| Aquatic-13                    | 652,353     | 525,428     | 430,824     | 341,277     | 333,047     |
| Community Center-15           | (14,446)    | 82,926      | 50,660      | 57,530      | 29,346      |
| Emergency Services-16         | 248,504     | (245,553)   | (472,526)   | (693,956)   | (1,112,452) |
| Debt Service-20               | 320,997     | 239,262     | 303,984     | 306,215     | 308,295     |
| Total                         | 44,319,330  | 45,614,401  | 47,721,409  | 48,144,436  | 48,391,603  |
| <b>Revenues</b>               |             |             |             |             |             |
| General-01                    | 7,845,044   | 7,875,869   | 8,191,931   | 8,875,477   | 9,742,402   |
| Refuse-05                     | 515,678     | 605,627     | 610,104     | 606,805     | 606,805     |
| Electric-07                   | 11,909,971  | 12,420,927  | 11,482,999  | 12,579,582  | 12,493,088  |
| Comb. Water & Sewer System-08 | 5,001,103   | 4,926,729   | 5,021,437   | 5,355,460   | 17,041,089  |
| Park-11                       | 531,668     | 634,927     | 529,858     | 533,070     | 1,681,092   |
| Aquatic-13                    | 160,930     | 158,492     | 184,427     | 180,470     | 163,700     |
| Community Center-15           | 1,253,390   | 2,056,235   | 2,106,059   | 2,103,676   | 3,733,445   |
| Emergency Services-16         | 3,259,543   | 3,450,402   | 3,906,023   | 3,588,339   | 4,375,396   |
| Debt Service-20               | 838,903     | 907,758     | 843,292     | 849,510     | 855,350     |
| Total                         | 31,316,230  | 33,036,966  | 32,876,130  | 34,672,389  | 50,692,367  |

## City of Harrisonville, Missouri

### Budget Summary - 2021

| FUND                          | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Budget | 2021 Budget |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Expenses</b>               |             |             |             |             |             |
| General-01                    | 7,447,572   | 7,898,792   | 8,300,514   | 8,918,911   | 9,742,402   |
| Refuse-05                     | 505,148     | 587,775     | 583,900     | 606,805     | 606,805     |
| Electric-07                   | 11,235,916  | 10,987,895  | 11,398,708  | 11,758,372  | 12,493,088  |
| Comb. Water & Sewer System-08 | 4,107,441   | 4,005,006   | 4,286,067   | 5,434,440   | 17,041,089  |
| Park-11                       | 606,971     | 588,482     | 542,236     | 531,870     | 1,681,092   |
| Aquatic-13                    | 287,855     | 253,096     | 273,974     | 188,700     | 163,700     |
| Community Center-15           | 1,156,018   | 2,088,501   | 2,099,189   | 2,131,860   | 3,733,445   |
| Emergency Services-16         | 3,753,600   | 3,677,375   | 4,127,454   | 4,006,835   | 4,375,396   |
| Debt Service-20               | 920,638     | 843,036     | 841,061     | 847,430     | 855,350     |
| Total                         | 30,021,159  | 30,929,958  | 32,453,103  | 34,425,223  | 50,692,367  |
| <b>Ending Fund Balance</b>    |             |             |             |             |             |
| General-01                    | 6,253,124   | 6,230,201   | 6,121,617   | 6,078,183   | 6,078,183   |
| Refuse-05                     | 82,267      | 100,119     | 126,323     | 126,323     | 126,323     |
| Electric-07                   | 10,518,881  | 11,951,913  | 12,036,205  | 12,857,415  | 12,857,415  |
| Comb. Water & Sewer System-08 | 28,218,951  | 29,140,674  | 29,876,044  | 29,797,064  | 29,797,064  |
| Park-11                       | (60,885)    | (14,440)    | (26,818)    | (25,618)    | (25,618)    |
| Aquatic-13                    | 525,428     | 430,824     | 341,277     | 333,047     | 333,047     |
| Community Center-15           | 82,926      | 50,660      | 57,530      | 29,346      | 29,346      |
| Emergency Services-16         | (245,553)   | (472,526)   | (693,956)   | (1,112,452) | (1,112,452) |
| Debt Service-20               | 239,262     | 303,984     | 306,215     | 308,295     | 308,295     |
| Total                         | 45,614,401  | 47,721,409  | 48,144,436  | 48,391,603  | 48,391,603  |

## **FUND SUMMARIES**

# Fund Summaries

## General Fund

The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For financial reporting purposes, the City's Emergency Services Fund's activities are included in the General Fund.

|                                | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                 |                  |                  |                  |                  |                  |
| Sales Taxes                    | 2,352,115        | 2,394,265        | 2,549,518        | 2,580,565        | 2,657,962        |
| Property Taxes                 | 609,412          | 875,473          | 890,841          | 916,050          | 924,043          |
| Franchise Fees                 | 1,171,626        | 1,131,541        | 1,100,456        | 1,956,688        | 2,559,620        |
| Charges For Service            | 174,104          | 194,430          | 209,221          | 197,600          | 176,300          |
| Misc. Income                   | 408,858          | 118,982          | 177,732          | 120,600          | 94,989           |
| Intergovernmental              | 1,706,480        | 1,666,408        | 1,811,493        | 1,994,914        | 2,242,939        |
| Interest                       | 118,684          | 147,950          | 192,290          | 129,550          | 129,550          |
| Transfers                      | 925,375          | 974,013          | 905,144          | 626,660          | 168,838          |
| License, Fees & Permits        | 143,818          | 132,714          | 124,304          | 125,600          | 131,425          |
| Fines & Forfeitures            | 234,570          | 240,093          | 230,931          | 227,250          | 237,450          |
| Debt Proceeds                  | 0                | 0                | 0                | 0                | 419,286          |
| <b>Revenue Total</b>           | <b>7,845,044</b> | <b>7,875,869</b> | <b>8,191,931</b> | <b>8,875,477</b> | <b>9,742,402</b> |
| <b>Expenditure</b>             |                  |                  |                  |                  |                  |
| Personnel Services             | 4,162,797        | 4,305,862        | 4,471,271        | 4,877,225        | 5,053,679        |
| Contractual Services           | 1,183,159        | 1,254,542        | 1,168,914        | 1,562,874        | 2,024,543        |
| Commodities                    | 516,441          | 516,535          | 477,190          | 567,610          | 516,855          |
| Capital Outlay                 | 800,216          | 1,094,244        | 861,253          | 781,597          | 1,243,086        |
| Debt Payments                  | 0                | 0                | 0                | 0                | 83,400           |
| Transfers                      | 786,000          | 727,610          | 1,321,887        | 1,129,605        | 820,839          |
| <b>Expenditure Total</b>       | <b>7,448,612</b> | <b>7,898,792</b> | <b>8,300,514</b> | <b>8,918,911</b> | <b>9,742,402</b> |
| <b>Net Increase (Decrease)</b> | <b>396,432</b>   | <b>(22,923)</b>  | <b>(108,584)</b> | <b>(43,433)</b>  | <b>-</b>         |

# Fund Summaries

## Refuse Fund

Accounts for the provision of refuse collection to the residents of the City. All activities necessary to provide such services are accounted for in this fund.

|                                | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020 Amended   | 2021 Budget    |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Revenue</b>                 |                |                |                |                |                |
| Charges For Service            | 515,499        | 605,413        | 609,760        | 606,505        | 606,505        |
| Interest                       | 179            | 214            | 344            | 300            | 300            |
| <b>Revenue Total</b>           | <b>515,678</b> | <b>605,627</b> | <b>610,104</b> | <b>606,805</b> | <b>606,805</b> |
| <b>Expenditure</b>             |                |                |                |                |                |
| Commodities                    | 5,814          | 2,321          | 3,842          | 0              | 0              |
| Contractual Services           | 448,152        | 555,719        | 550,253        | 578,335        | 569,578        |
| Transfers                      | 51,182         | 29,735         | 29,805         | 28,470         | 37,227         |
| <b>Expenditure Total</b>       | <b>505,148</b> | <b>587,775</b> | <b>583,900</b> | <b>606,805</b> | <b>606,805</b> |
| <b>Net Increase (Decrease)</b> | <b>10,530</b>  | <b>17,852</b>  | <b>26,204</b>  | <b>-</b>       | <b>-</b>       |

# Fund Summaries

## Electric Fund

Accounts for the billing and collection of charges for electric service for most City residents. Revenues are used to pay for both operations and capital outlay to maintain this service.

|                                | 2017 Actual       | 2018 Actual       | 2019 Actual       | 2020 Amended      | 2021 Budget       |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenue</b>                 |                   |                   |                   |                   |                   |
| Charges For Service            | 11,394,649        | 11,942,098        | 11,153,950        | 12,225,532        | 12,239,038        |
| Interest                       | 47,072            | 88,688            | 160,708           | 65,000            | 65,000            |
| Intergovernmental              | 232,191           | 196,493           | 14,824            | 100,000           | 0                 |
| Misc. Income                   | 236,059           | 193,648           | 153,518           | 189,050           | 189,050           |
| <b>Revenue Total</b>           | <b>11,909,971</b> | <b>12,420,927</b> | <b>11,482,999</b> | <b>12,579,582</b> | <b>12,493,088</b> |
| <b>Expenditure</b>             |                   |                   |                   |                   |                   |
| Personnel Services             | 880,178           | 977,031           | 965,774           | 988,545           | 879,832           |
| Commodities                    | 8,489,106         | 7,962,620         | 7,921,661         | 9,159,047         | 9,331,748         |
| Contractual Services           | 93,514            | 207,928           | 647,619           | 393,270           | 972,832           |
| Capital Outlay                 | 375,461           | 370,793           | 405,080           | 403,500           | 517,000           |
| Debt Payments                  | 0                 | 0                 | 0                 | 250,000           | 0                 |
| Transfers                      | 1,397,657         | 1,469,523         | 1,458,574         | 564,010           | 791,676           |
| <b>Expenditure Total</b>       | <b>11,235,916</b> | <b>10,987,895</b> | <b>11,398,708</b> | <b>11,758,372</b> | <b>12,493,088</b> |
| <b>Net Increase (Decrease)</b> | <b>674,055</b>    | <b>1,433,032</b>  | <b>84,292</b>     | <b>821,210</b>    | <b>-</b>          |

# Fund Summaries

## Water and Sewer Fund

Accounts for the billing and collection of charges for water and sanitary sewer services to the residents of the City and a limited number of customers outside of City limits. All activities necessary to provide such services are accounted for in this fund.

|                                | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget       |
|--------------------------------|------------------|------------------|------------------|------------------|-------------------|
| <b>Revenue</b>                 |                  |                  |                  |                  |                   |
| Charges For Service            | 4,822,903        | 4,756,835        | 4,694,655        | 5,031,715        | 5,658,150         |
| Interest                       | 133,687          | 98,062           | 262,281          | 220,780          | 220,780           |
| Intergovernmental              | 0                | 0                | 0                | 0                | 0                 |
| Misc. Income                   | 38,658           | 68,001           | 59,014           | 97,465           | 97,465            |
| Transfers                      | 58,620           | 8,163            | 11,986           | 78,980           | 524,194           |
| License, Fees & Permits        | 5,855            | 3,831            | 5,488            | 5,500            | 5,500             |
| Debt Proceeds                  | 0                | 0                | 0                | 0                | 10,535,000        |
| <b>Revenue Total</b>           | <b>5,059,723</b> | <b>4,934,892</b> | <b>5,033,423</b> | <b>5,434,440</b> | <b>17,041,089</b> |
| <b>Expenditure</b>             |                  |                  |                  |                  |                   |
| Personnel Services             | 1,245,361        | 1,176,993        | 1,233,338        | 1,203,190        | 1,436,760         |
| Commodities                    | 415,250          | 338,100          | 417,843          | 372,310          | 845,430           |
| Contractual Services           | 518,980          | 627,549          | 565,239          | 769,460          | 869,056           |
| Capital Outlay                 | 1,058,272        | 1,018,721        | 1,122,240        | 852,000          | 11,321,625        |
| Debt Payments                  | 147,660          | 164,683          | 204,537          | 1,447,005        | 1,862,039         |
| Transfers                      | 721,918          | 678,960          | 742,870          | 790,475          | 706,179           |
| <b>Expenditure Total</b>       | <b>4,107,441</b> | <b>4,005,006</b> | <b>4,286,067</b> | <b>5,434,440</b> | <b>17,041,089</b> |
| <b>Net Increase (Decrease)</b> | <b>952,282</b>   | <b>929,886</b>   | <b>747,356</b>   | <b>-</b>         | <b>-</b>          |

# Fund Summaries

## Park Fund

Primarily used for the maintenance of the City's parks. The fund is financed by property taxes, intergovernmental revenues, and charges for services.

|                                | 2017 Actual     | 2018 Actual    | 2019 Actual     | 2020 Amended   | 2021 Budget      |
|--------------------------------|-----------------|----------------|-----------------|----------------|------------------|
| <b>Revenue</b>                 |                 |                |                 |                |                  |
| Charges For Service            | 71,277          | 79,394         | 60,682          | 85,970         | 87,106           |
| Interest                       | 355             | 310            | 430             | 200            | 200              |
| Intergovernmental              | 31,326          | 119,395        | 0               | 0              | 0                |
| Misc. Income                   | 35,229          | 9,476          | 16,210          | 14,050         | 16,250           |
| Property Taxes                 | 139,481         | 177,172        | 189,305         | 186,940        | 202,266          |
| Transfers                      | 254,000         | 249,180        | 263,231         | 245,910        | 290,883          |
| Debt Proceeds                  | 0               | 0              | 0               | 0              | 1,084,387        |
| <b>Revenue Total</b>           | <b>531,668</b>  | <b>634,927</b> | <b>529,858</b>  | <b>533,070</b> | <b>1,681,092</b> |
| <b>Expenditure</b>             |                 |                |                 |                |                  |
| Personnel Services             | 323,795         | 333,727        | 349,283         | 324,465        | 375,376          |
| Commodities                    | 69,355          | 49,773         | 51,856          | 57,616         | 57,266           |
| Contractual Services           | 87,620          | 75,971         | 105,060         | 112,239        | 113,400          |
| Capital Outlay                 | 113,309         | 116,306        | 23,371          | 25,000         | 1,089,387        |
| Debt Payments                  | 0               | 0              | 0               | 0              | 33,113           |
| Transfers                      | 12,892          | 12,705         | 12,665          | 12,550         | 12,550           |
| <b>Expenditure Total</b>       | <b>606,971</b>  | <b>588,482</b> | <b>542,236</b>  | <b>531,870</b> | <b>1,681,092</b> |
| <b>Net Increase (Decrease)</b> | <b>(75,303)</b> | <b>46,445</b>  | <b>(12,378)</b> | <b>1,200</b>   | <b>-</b>         |



# Fund Summaries

## Aquatic Center Fund

Accounts for the operations and maintenance of the Aquatic Center.

|                                | 2017 Actual      | 2018 Actual     | 2019 Actual     | 2020 Amended   | 2021 Budget    |
|--------------------------------|------------------|-----------------|-----------------|----------------|----------------|
| <b>Revenue</b>                 |                  |                 |                 |                |                |
| Charges For Service            | 98,592           | 111,102         | 104,564         | 108,170        | 126,850        |
| Interest                       | 276              | 290             | 120             | 300            | 300            |
| Misc. Income                   | 62,062           | 47,100          | 47,793          | 47,000         | 36,550         |
| Transfers                      | 0                | 0               | 31,950          | 25,000         | 0              |
| <b>Revenue Total</b>           | <b>160,930</b>   | <b>158,492</b>  | <b>184,427</b>  | <b>180,470</b> | <b>163,700</b> |
| <b>Expenditure</b>             |                  |                 |                 |                |                |
| Personnel Services             | 82,875           | 80,421          | 99,354          | 101,230        | 0              |
| Commodities                    | 51,415           | 32,899          | 36,664          | 33,095         | 33,095         |
| Contractual Services           | 51,359           | 45,730          | 45,580          | 47,355         | 116,085        |
| Capital Outlay                 | 94,529           | 86,666          | 86,666          | 0              | 7,500          |
| Transfers                      | 7,677            | 7,380           | 5,710           | 7,020          | 7,020          |
| <b>Expenditure Total</b>       | <b>287,855</b>   | <b>253,096</b>  | <b>273,974</b>  | <b>188,700</b> | <b>163,700</b> |
| <b>Net Increase (Decrease)</b> | <b>(126,925)</b> | <b>(94,604)</b> | <b>(89,547)</b> | <b>(8,230)</b> | <b>-</b>       |

# Fund Summaries

## Community Center Fund

Responsible for the operations of the City's Community Center. The fund is financed by the park sales tax and charges for services.

|                                       | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                        |                  |                  |                  |                  |                  |
| Charges For Service                   | 827,198          | 868,897          | 921,301          | 1,030,321        | 1,110,305        |
| Interest                              | 0                | 3,006            | 2,122            | 730              | 730              |
| Misc. Income                          | 35,983           | 21,824           | 24,231           | 30,650           | 30,650           |
| Sales Taxes                           | 0                | 1,027,887        | 1,081,657        | 1,021,975        | 1,062,854        |
| Transfers                             | 390,209          | 134,621          | 76,748           | 20,000           | 180,106          |
| Debt Proceeds                         | 0                | 0                | 0                | 0                | 1,348,800        |
| <b>Revenue Total</b>                  | <b>1,253,390</b> | <b>2,056,235</b> | <b>2,106,059</b> | <b>2,103,676</b> | <b>3,733,445</b> |
| <b>Expenditure</b>                    |                  |                  |                  |                  |                  |
| Personnel Services                    | 661,141          | 673,539          | 709,994          | 762,070          | 675,168          |
| Commodities                           | 63,996           | 81,859           | 79,346           | 97,975           | 88,970           |
| Contractual Services                  | 347,878          | 367,256          | 327,038          | 360,030          | 585,825          |
| Capital Outlay                        | 32,216           | 10,316           | 87,694           | 10,105           | 1,565,100        |
| Debt Payments                         | 19,577           | 18,931           | 18,931           | 18,930           | 81,105           |
| Transfers                             | 31,210           | 936,600          | 876,186          | 882,750          | 737,277          |
| <b>Expenditure Total</b>              | <b>1,156,018</b> | <b>2,088,501</b> | <b>2,099,189</b> | <b>2,131,860</b> | <b>3,733,445</b> |
| <b>15 Community Center Fund Total</b> | <b>2,409,408</b> | <b>4,144,736</b> | <b>4,205,248</b> | <b>4,235,536</b> | <b>7,466,890</b> |
| <b>Net Increase (Decrease)</b>        | <b>97,372</b>    | <b>(32,266)</b>  | <b>6,870</b>     | <b>(28,184)</b>  | <b>-</b>         |

# Fund Summaries

## Emergency Services Fund

Accounts for the financial activity of the fire and ambulance operations.

|                                | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended     | 2021 Budget      |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                 |                  |                  |                  |                  |                  |
| Charges For Service            | 2,405,170        | 2,587,395        | 2,500,303        | 2,697,120        | 2,697,120        |
| Interest                       | 0                | 1,380            | 1,061            | 0                | 0                |
| Misc. Income                   | 47,550           | 19,246           | 13,891           | 15,000           | 40,820           |
| Sales Taxes                    | 504,823          | 513,951          | 540,811          | 546,219          | 562,606          |
| Transfers                      | 302,000          | 328,430          | 849,958          | 330,000          | 834,850          |
| Debt Proceeds                  | 0                | 0                | 0                | 0                | 240,000          |
| <b>Revenue Total</b>           | <b>3,259,543</b> | <b>3,450,402</b> | <b>3,906,023</b> | <b>3,588,339</b> | <b>4,375,396</b> |
| <b>Expenditure</b>             |                  |                  |                  |                  |                  |
| Personnel Services             | 1,662,906        | 1,810,603        | 1,954,299        | 2,035,875        | 2,104,316        |
| Commodities                    | 111,942          | 134,574          | 126,069          | 161,555          | 148,905          |
| Contractual Services           | 1,371,350        | 1,397,220        | 1,373,688        | 1,338,385        | 1,326,307        |
| Capital Outlay                 | 323,182          | 39,193           | 341,778          | 79,500           | 334,300          |
| Debt Payments                  | 0                | 0                | 0                | 55,000           | 120,000          |
| Transfers                      | 284,220          | 295,785          | 331,620          | 336,520          | 341,568          |
| <b>Expenditure Total</b>       | <b>3,753,600</b> | <b>3,677,375</b> | <b>4,127,454</b> | <b>4,006,835</b> | <b>4,375,396</b> |
| <b>Net Increase (Decrease)</b> | <b>(494,057)</b> | <b>(226,973)</b> | <b>(221,430)</b> | <b>(418,496)</b> | <b>-</b>         |

# Fund Summaries

## Debt Service Summary

Used to account for the accumulation of financial resources for, and the payment of, the principal and interest for the 2012 Certificates of Participation funding the construction of the Community Center.

|                                | 2017 Actual    | 2018 Actual    | 2019 Actual    | 2020 Amended   | 2021 Budget    |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Revenue</b>                 |                |                |                |                |                |
| Interest                       | 1,640          | 1,813          | 3,461          | 1,250          | 1,250          |
| Transfers                      | 837,263        | 905,945        | 839,831        | 848,260        | 854,100        |
| <b>Revenue Total</b>           | <b>838,903</b> | <b>907,758</b> | <b>843,292</b> | <b>849,510</b> | <b>855,350</b> |
| <b>Expenditure</b>             |                |                |                |                |                |
| Contractual Services           | 1,875          | 2,400          | 1,250          | 1,250          | 1,250          |
| Debt Payments                  | 837,263        | 840,636        | 839,811        | 846,180        | 854,100        |
| Transfers                      | 81,500         | 0              | 0              | 0              | 0              |
| <b>Expenditure Total</b>       | <b>920,638</b> | <b>843,036</b> | <b>841,061</b> | <b>847,430</b> | <b>855,350</b> |
| <b>Net Increase (Decrease)</b> | <b>1,640</b>   | <b>67,122</b>  | <b>3,481</b>   | <b>3,330</b>   | <b>-</b>       |

**Legal Debt Capacity**

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

The legal debt margin of the City is as follows:

|                                                                        |               |
|------------------------------------------------------------------------|---------------|
| Assessed Value for the City for 2020 (i.e., based on 2019 assessment)  | \$147,119,606 |
| Limit of General Obligation Bond Indebtedness at 10% of Assessed Value | \$ 14,711,961 |
| General Obligation Bond Indebtedness Outstanding                       | <u>0</u>      |
| Remaining Legal Debt Margin                                            | \$ 14,711,961 |

## The Capital Improvement Plan

The Capital Improvement Plan (CIP) is a separate budgeting process within the annual operating budget. The CIP procedure is used to plan, budget and finance the purchase and/or construction of large capital infrastructure, facilities, equipment and other capital assets. The City uses this process to ensure expensive, long-lived projects are aligned with its strategic direction and that the money is well spent.

Funding for capital projects can be obtained from any of the following sources:

**General Fund Operating Revenues** Cash is allocated from the General Fund to fund maintenance, technology and other small capital projects.

**Electric System, Water & Sewer Revenue Bonds** The enterprise funds, which are supported by fees for service rather than by taxes. Revenue bonds are a type of loan in which the loan is repaid with revenues from the enterprise, not by contributions from the General Fund. These loans are used for projects related to plant capacity and modernizing the systems.

**General Obligation (GO) Bonds** This funding source is used to finance major capital projects with an expected life of 10 or more years. A general obligation bond is secured by the City's pledge to use legally available resources, including tax revenue, to repay bondholders.

**Certificates of Participation (COP):** This funding source is used to finance major capital projects with an expected life of 10 or more years. A COP is secured by the City's pledge to use legally available resources, including tax revenue, to repay certificate holders.

**Parks Sales Tax Fund** This is funded by a voter approved sales tax initiative. It is dedicated to parks and recreational facilities.

**Grants** Funds may be granted from Federal, State or local sources, such as law enforcement sharing or transportation funding.

## CIP Development Process

The CIP provides detailed information for all CIP projects that the City has planned for the 5 years displayed. The CIP is updated annually to adjust for changing capital needs, changes in availability and cost of funds, and to add a year of programming to replace the year just completed. The CIP process begins in August when all documents and financial tools are updated with current figures. Departments update current project descriptions and create new project descriptions for proposed projects. These descriptions include the following information: Project Name and Number, Fund, Department, Contact Person, Total Project Cost, Description, Justification, Expenditure Detail, Timeline Funding Sources, and Operation and Maintenance costs. Projects are then listed in the 5-year CIP or the unfunded/pending List. The Finance Team examines the revenue forecast to see how the updated projects and proposed new projects impact the forecast. A debt service analysis is conducted and determines the final number of bond projects that can be financed within the five-year period. New projects are included based upon debt capacity, operation and maintenance cost impacts.

The Finance Department then prepares the electronic and print version of the proposed CIP. Work sessions are held with the Board of Alderman to give the board an opportunity to study and evaluate the proposal. The CIP is then formally adopted by the Board of Alderman in October.

The 2021 total dollar amount for capital expenditures in the Capital Improvement Plan is \$16,183,098.

## Impact on Operating Budget

Some capital projects will have an impact on future operating budgets. Examples of on-going operational costs include maintenance, utility costs, fuel and annual debt service payments. These costs are analyzed along with the capital project item to determine the operating impact, positive or negative to the budget. The following 2021 CIP detail reports received from departments specify anticipated impacts on the operating budget for each 2018 project. Debt financed projects will not have any immediate impact on the budget but will have annual debt service payments that will be included in future budgets.

|                          | 2017 Actual      | 2018 Actual      | 2019 Actual      | 2020 Amended Budget | 2021 Budget Proposed |
|--------------------------|------------------|------------------|------------------|---------------------|----------------------|
| Equipment Maintenance    | \$289,810        | \$272,822        | \$260,622        | \$373,565           | \$379,622            |
| Maintenance & Repair     | \$273,616        | \$251,238        | \$304,833        | \$311,540           | \$314,540            |
| Radio Maintenance        | \$3,547          | \$1,823          | \$5,943          | \$11,950            | \$16,350             |
| Right Of Way Maintenance | \$2,300          | \$602            | \$0              | \$3,000             | \$0                  |
| Street Light Maintenance | \$1,050          | \$0              | \$0              | \$0                 | \$0                  |
| Substation Maintenance   | \$214            | \$2,000          | \$1,113          | \$2,000             | \$2,000              |
| Uniform Maintenance      | \$14,807         | \$18,656         | \$16,447         | \$19,370            | \$20,575             |
| Distribution Maintenance | \$126,555        | \$73,594         | -\$59,157        | \$15,000            | \$60,000             |
| <b>Grand Total</b>       | <b>\$711,899</b> | <b>\$620,735</b> | <b>\$529,800</b> | <b>\$736,425</b>    | <b>\$793,087</b>     |

# City of Harrisonville, Missouri

## Capital Improvements Plan - 2021 to 2025

### Summary by Category

|                                                              | 2021             | 2022             | 2023           | 2024           | 2025           | Total            |
|--------------------------------------------------------------|------------------|------------------|----------------|----------------|----------------|------------------|
| <b>Administrative</b>                                        |                  |                  |                |                |                |                  |
| Admin Vehicles                                               | 52,000           | 0                | 0              | 0              | 0              | 52,000           |
| <b>Administrative Total</b>                                  | <b>52,000</b>    | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>52,000</b>    |
| <b>Airport</b>                                               |                  |                  |                |                |                |                  |
| Mill & Overlay Taxilanes (Contingent On Grant)               | 89,000           | 1,451,000        | 0              | 0              | 0              | 1,540,000        |
| Remove & Replace Wooden Frame Airplane Hanger                | 0                | 1,000,000        | 0              | 0              | 0              | 1,000,000        |
| Replace Credit Card Machine                                  | 0                | 15,500           | 0              | 0              | 0              | 15,500           |
| Rpr Wooden Structure May Be Possible To Repair In Sections   | 0                | 400,000          | 0              | 0              | 0              | 400,000          |
| <b>Airport Total</b>                                         | <b>89,000</b>    | <b>2,866,500</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>2,955,500</b> |
| <b>Community Center</b>                                      |                  |                  |                |                |                |                  |
| Artificial Turf Install Artificial Turf In Social Hall       | 0                | 0                | 15,000         | 0              | 0              | 15,000           |
| Batting Cage                                                 | 2,000            | 0                | 0              | 0              | 0              | 2,000            |
| Cardio                                                       | 170,000          | 0                | 0              | 0              | 0              | 170,000          |
| CC Pool Hvac                                                 | 375,000          | 0                | 0              | 0              | 0              | 375,000          |
| Divider Curtain                                              | 30,000           | 0                | 0              | 0              | 0              | 30,000           |
| Duct Work Repair & Painting                                  | 28,000           | 0                | 0              | 0              | 0              | 28,000           |
| Fitness Equipment                                            | 200,000          | 0                | 0              | 0              | 0              | 200,000          |
| Floor Scrubber Replace Floor Scrubber                        | 0                | 0                | 12,000         | 0              | 0              | 12,000           |
| Hot Wtr Heater Replace Last Orginial Hot Wtr Heater          | 0                | 0                | 30,000         | 0              | 0              | 30,000           |
| Indoor Pool Rebuild Pool Main Pump                           | 4,800            | 0                | 0              | 0              | 0              | 4,800            |
| Indoor Pool Replace Filter Valves (4) & Chemtrol Outdated    | 13,000           | 0                | 0              | 0              | 0              | 13,000           |
| Indoor Pool Replace Pool Heater                              | 75,000           | 0                | 0              | 0              | 0              | 75,000           |
| Led Lights Led Fixture Upgrades                              | 0                | 0                | 3,500          | 0              | 0              | 3,500            |
| Motion Cage Fitness Functional Training                      | 0                | 0                | 22,000         | 0              | 0              | 22,000           |
| Obstacle Course On Southside Grass Area                      | 110,000          | 0                | 0              | 0              | 0              | 110,000          |
| Other CC Hvac                                                | 80,000           | 0                | 0              | 0              | 0              | 80,000           |
| Other CC Hvac Units                                          | 90,000           | 0                | 0              | 0              | 0              | 90,000           |
| Patio Shade Structures                                       | 36,000           | 0                | 0              | 0              | 0              | 36,000           |
| Playground Equipment                                         | 75,000           | 0                | 0              | 0              | 0              | 75,000           |
| Replace Indoor Spray Feature Injectors                       | 0                | 0                | 8,000          | 0              | 0              | 8,000            |
| Replace Sauna Promised With Rate Increase                    | 35,000           | 0                | 0              | 0              | 0              | 35,000           |
| Replace Scissor Lift With Drivable Lift                      | 0                | 0                | 30,000         | 0              | 0              | 30,000           |
| Social Hall Dividers                                         | 5,000            | 0                | 0              | 0              | 0              | 5,000            |
| Splash Pad Install Splash Pad                                | 150,000          | 0                | 0              | 0              | 0              | 150,000          |
| Storage Building Install Storage Building                    | 15,000           | 0                | 0              | 0              | 0              | 15,000           |
| Television Upgrades Replace Televisions Throughout CC        | 0                | 0                | 3,000          | 0              | 0              | 3,000            |
| Wall Climbing Course                                         | 13,000           | 0                | 0              | 0              | 0              | 13,000           |
| <b>Community Center Total</b>                                | <b>1,506,800</b> | <b>0</b>         | <b>123,500</b> | <b>0</b>       | <b>0</b>       | <b>1,630,300</b> |
| <b>Community Development</b>                                 |                  |                  |                |                |                |                  |
| Community Development Vehicle                                | 0                | 26,000           | 0              | 0              | 0              | 26,000           |
| <b>Community Development Total</b>                           | <b>0</b>         | <b>26,000</b>    | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>26,000</b>    |
| <b>Electric System</b>                                       |                  |                  |                |                |                |                  |
| Addiitonal F150 For Codes Staff                              | 0                | 28,000           | 0              | 0              | 0              | 28,000           |
| Electric Building For Equip                                  | 60,000           | 0                | 0              | 0              | 0              | 60,000           |
| Maint On Electric Building                                   | 0                | 2,000            | 2,000          | 2,000          | 2,000          | 8,000            |
| Map Entire Electric System & Pole Inventory                  | 300,000          | 20,000           | 20,000         | 20,000         | 20,000         | 380,000          |
| Overhead Lines Coversion To Underground                      | 250,000          | 250,000          | 250,000        | 250,000        | 250,000        | 1,250,000        |
| Replace 2004 Bucket Truck                                    | 160,000          | 0                | 0              | 0              | 0              | 160,000          |
| Replace 2008 Ford F-250                                      | 40,000           | 0                | 0              | 0              | 0              | 40,000           |
| <b>Electric System Total</b>                                 | <b>810,000</b>   | <b>300,000</b>   | <b>272,000</b> | <b>272,000</b> | <b>272,000</b> | <b>1,926,000</b> |
| <b>Parks</b>                                                 |                  |                  |                |                |                |                  |
| 4X4 3/4 Ton Truck                                            | 49,000           | 0                | 0              | 0              | 0              | 49,000           |
| 4X4 1/2 Ton Truck                                            | 0                | 38,000           | 0              | 0              | 0              | 38,000           |
| 4X4 Dump Body Truck                                          | 0                | 62,000           | 0              | 0              | 0              | 62,000           |
| 4X4 Service Body Truck                                       | 57,000           | 0                | 0              | 0              | 0              | 57,000           |
| Basketball Court Replace Backboards/ Rims & Repair & Repaint | 0                | 9,000            | 0              | 0              | 0              | 9,000            |
| Benches/Tables Replace Benches (6) & Park Picnic Tables (5)  | 0                | 8,600            | 0              | 0              | 0              | 8,600            |
| Fence Replace Wood For 6" Chain Link Privacy                 | 0                | 14,000           | 0              | 0              | 0              | 14,000           |



# City of Harrisonville, Missouri

## Capital Improvements Plan - 2021 to 2025

### Summary by Category

|                                                        | 2021             | 2022           | 2023     | 2024     | 2025     | Total            |
|--------------------------------------------------------|------------------|----------------|----------|----------|----------|------------------|
| Kobota Tractor                                         | 68,000           | 0              | 0        | 0        | 0        | 68,000           |
| Mower                                                  | 14,738           | 0              | 0        | 0        | 0        | 14,738           |
| Outdoor Pool Repairs                                   | 830,297          | 0              | 0        | 0        | 0        | 830,297          |
| Playground Equipment Rail Slide To Replace Old Swings  | 0                | 20,000         | 0        | 0        | 0        | 20,000           |
| Pole Barn Parks Equipment Storage 30 X 40 Barn         | 30,000           | 0              | 0        | 0        | 0        | 30,000           |
| Pole Garage Package To House Equipment                 | 0                | 12,000         | 0        | 0        | 0        | 12,000           |
| Ranger                                                 | 23,352           | 0              | 0        | 0        | 0        | 23,352           |
| Replace Shelter Concrete                               | 12,000           | 0              | 0        | 0        | 0        | 12,000           |
| Skate Park Repair Concret                              | 0                | 6,000          | 0        | 0        | 0        | 6,000            |
| Tennis Court Rplace Tennis Courts Due To Deteriorating | 0                | 500,000        | 0        | 0        | 0        | 500,000          |
| Trails/Parking Lot 23 Loads Gravel                     | 0                | 14,000         | 0        | 0        | 0        | 14,000           |
| <b>Parks Total</b>                                     | <b>1,084,387</b> | <b>683,600</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,767,987</b> |

#### Public Safety

|                                                       |                |               |          |          |          |                |
|-------------------------------------------------------|----------------|---------------|----------|----------|----------|----------------|
| Commercial Washer & Dryer Ppe                         | 20,000         | 0             | 0        | 0        | 0        | 20,000         |
| Fire Side Kitchen Remodel                             | 0              | 20,000        | 0        | 0        | 0        | 20,000         |
| Remodel Bunk Rooms                                    | 20,000         | 0             | 0        | 0        | 0        | 20,000         |
| Replace 2016 Ford F450 Type I Ambulance               | 240,000        | 0             | 0        | 0        | 0        | 240,000        |
| Replace Current Outdated Camera System W/New System   | 186,633        | 0             | 0        | 0        | 0        | 186,633        |
| Replace Existing 2006 Animal Control Vehicle & Box    | 53,673         | 0             | 0        | 0        | 0        | 53,673         |
| Replace Two Patrol Vehicles                           | 89,980         | 0             | 0        | 0        | 0        | 89,980         |
| Replacement Turn Out Gear                             | 10,000         | 0             | 0        | 0        | 0        | 10,000         |
| Resurface Existing Animal Control Shelter Parking Lot | 0              | 50,000        | 0        | 0        | 0        | 50,000         |
| Ventilation System (Apparatus Bay)                    | 20,000         | 0             | 0        | 0        | 0        | 20,000         |
| <b>Public Safety Total</b>                            | <b>640,286</b> | <b>70,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>710,286</b> |

#### Sewer

|                                                          |                  |                |                |                |                |                  |
|----------------------------------------------------------|------------------|----------------|----------------|----------------|----------------|------------------|
| Blueberry To James Sanit Swr Prjt-Const                  | 0                | 197,500        | 0              | 0              | 0              | 197,500          |
| Blueberry To James Sanit Swr Prjt-Conting                | 0                | 39,500         | 0              | 0              | 0              | 39,500           |
| Blueberry To James Sanit Swr Prjt-Engr                   | 49,375           | 0              | 0              | 0              | 0              | 49,375           |
| Camera Truck To Televis Problem Areas                    | 90,000           | 0              | 0              | 0              | 0              | 90,000           |
| Crestwood To Delmar Sanit Swr Prjt-Const                 | 0                | 136,500        | 0              | 0              | 0              | 136,500          |
| Crestwood To Delmar Sanit Swr Prjt-Conting               | 0                | 27,300         | 0              | 0              | 0              | 27,300           |
| Crestwood To Delmar Sanit Swr Prjt-Engr                  | 34,125           | 0              | 0              | 0              | 0              | 34,125           |
| Double Chip & Seal Wwtp                                  | 22,000           | 0              | 0              | 0              | 0              | 22,000           |
| Fair Banks Morris Pump Replacements                      | 100,000          | 0              | 0              | 0              | 0              | 100,000          |
| Kings St & Anaconda @ Clearwater Sanit Swr Prjts-Const   | 0                | 0              | 0              | 0              | 117,700        | 117,700          |
| Kings St & Anaconda @ Clearwater Sanit Swr Prjts-Conting | 0                | 0              | 0              | 0              | 23,540         | 23,540           |
| Kings St & Anaconda @ Clearwater Sanit Swr Prjts-Engr    | 0                | 0              | 0              | 29,425         | 0              | 29,425           |
| Meadowlark Sanit Swr Prjt-Const                          | 0                | 0              | 0              | 644,000        | 0              | 644,000          |
| Meadowlark Sanit Swr Prjt-Conting                        | 0                | 0              | 0              | 128,800        | 0              | 128,800          |
| Meadowlark Sanit Swr Prjt-Engr                           | 0                | 0              | 161,000        | 0              | 0              | 161,000          |
| Mechanic To Halsey Sanit Swr Prjt-Const                  | 0                | 98,500         | 0              | 0              | 0              | 98,500           |
| Mechanic To Halsey Sanit Swr Prjt-Conting                | 0                | 19,700         | 0              | 0              | 0              | 19,700           |
| Mechanic To Halsey Sanit Swr Prjt-Engr                   | 24,625           | 0              | 0              | 0              | 0              | 24,625           |
| Pump Replacement                                         | 25,000           | 25,000         | 25,000         | 25,000         | 25,000         | 125,000          |
| Scum Pump Replacement                                    | 17,000           | 0              | 0              | 0              | 0              | 17,000           |
| Skid Steer & Equipment                                   | 110,000          | 0              | 0              | 0              | 0              | 110,000          |
| South Sewer System-Const                                 | 2,507,000        | 0              | 0              | 0              | 0              | 2,507,000        |
| South Sewer System-Const Testing                         | 8,000            | 0              | 0              | 0              | 0              | 8,000            |
| South Sewer System-Conting                               | 500,000          | 0              | 0              | 0              | 0              | 500,000          |
| South Sewer System-Engr                                  | 330,000          | 0              | 0              | 0              | 0              | 330,000          |
| South Sewer System-Inspection                            | 40,000           | 0              | 0              | 0              | 0              | 40,000           |
| South Sewer System-Row/Acquisitions                      | 500,000          | 0              | 0              | 0              | 0              | 500,000          |
| Southland Interceptor Sanit Swr Prjt-Const               | 0                | 0              | 449,900        | 0              | 0              | 449,900          |
| Southland Interceptor Sanit Swr Prjt-Conting             | 0                | 0              | 89,980         | 0              | 0              | 89,980           |
| Southland Interceptor Sanit Swr Prjt-Engr                | 0                | 112,475        | 0              | 0              | 0              | 112,475          |
| Wwtp Disinfection System-Const                           | 2,500,000        | 0              | 0              | 0              | 0              | 2,500,000        |
| Wwtp Disinfection System-Conting                         | 400,000          | 0              | 0              | 0              | 0              | 400,000          |
| Wwtp Disinfection System-Inspection                      | 100,000          | 0              | 0              | 0              | 0              | 100,000          |
| <b>Sewer Total</b>                                       | <b>7,357,125</b> | <b>656,475</b> | <b>725,880</b> | <b>827,225</b> | <b>166,240</b> | <b>9,732,945</b> |

#### Stormwater

# City of Harrisonville, Missouri

## Capital Improvements Plan - 2021 to 2025

### Summary by Category

|                                                        | 2021              | 2022             | 2023             | 2024              | 2025             | Total             |
|--------------------------------------------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|
| City Park Lakes Dam & Spillway Renovation Prjt         | 2,650,000         | 0                | 0                | 0                 | 0                | 2,650,000         |
| Glen Eagle Regional Detention Basin                    | 1,000,000         | 0                | 0                | 0                 | 0                | 1,000,000         |
| Misc Stormwater Prjts                                  | 100,000           | 100,000          | 100,000          | 100,000           | 100,000          | 500,000           |
| Stormwater Projects                                    | 0                 | 150,000          | 150,000          | 150,000           | 150,000          | 600,000           |
| <b>Stormwater Total</b>                                | <b>3,750,000</b>  | <b>250,000</b>   | <b>250,000</b>   | <b>250,000</b>    | <b>250,000</b>   | <b>4,750,000</b>  |
| <b>Streets</b>                                         |                   |                  |                  |                   |                  |                   |
| 2021 Sidewalk & Curb Program                           | 100,000           | 200,000          | 200,000          | 200,000           | 200,000          | 900,000           |
| Aldis Development 1/2 Cost To Widen Westchester        | 20,000            | 0                | 0                | 0                 | 0                | 20,000            |
| Ashphalt Program                                       | 320,000           | 400,000          | 400,000          | 400,000           | 400,000          | 1,920,000         |
| Install Roof on Street Dpt Building                    | 0                 | 15,500           | 0                | 0                 | 0                | 15,500            |
| Precision Drive Rail Spur Track Maintenance            | 65,000            | 0                | 0                | 0                 | 0                | 65,000            |
| Replace 2012 Hustler X1 60" Riding Mower               | 0                 | 12,500           | 0                | 0                 | 0                | 12,500            |
| Replace Bobcat 773 Skid Steer Loader & Equip           | 37,000            | 0                | 0                | 0                 | 0                | 37,000            |
| <b>Streets Total</b>                                   | <b>542,000</b>    | <b>628,000</b>   | <b>600,000</b>   | <b>600,000</b>    | <b>600,000</b>   | <b>2,970,000</b>  |
| <b>Water</b>                                           |                   |                  |                  |                   |                  |                   |
| Ammonia Pump                                           | 5,000             | 0                | 0                | 0                 | 0                | 5,000             |
| Anthracite Every 5 Yrs                                 | 10,000            | 0                | 0                | 0                 | 0                | 10,000            |
| Bleach Pumps                                           | 5,000             | 0                | 0                | 0                 | 0                | 5,000             |
| Caustic Pumps                                          | 5,000             | 0                | 0                | 0                 | 0                | 5,000             |
| Dfloc Pump                                             | 5,000             | 0                | 0                | 0                 | 0                | 5,000             |
| Fluoride Pumps                                         | 5,000             | 0                | 0                | 0                 | 0                | 5,000             |
| Generator Service                                      | 3,000             | 0                | 0                | 0                 | 0                | 3,000             |
| Lake Harrisonville Spillway Renovation-Const           | 0                 | 900,000          | 0                | 0                 | 0                | 900,000           |
| Lake Harrisonville Spillway Renovation-Engr            | 0                 | 100,000          | 0                | 0                 | 0                | 100,000           |
| Polymer Pump                                           | 5,000             | 0                | 0                | 0                 | 0                | 5,000             |
| Praxair Tank-Tank Rental & Inspection                  | 8,000             | 0                | 0                | 0                 | 0                | 8,000             |
| Raw Wtrtransm Line-Const                               | 0                 | 0                | 0                | 6,873,000         | 0                | 6,873,000         |
| Raw Wtrtransm Line-Const Testing                       | 0                 | 0                | 0                | 24,000            | 0                | 24,000            |
| Raw Wtrtransm Line-Conting                             | 0                 | 0                | 0                | 1,374,600         | 0                | 1,374,600         |
| Raw Wtrtransm Line-Engr                                | 0                 | 700,000          | 0                | 0                 | 0                | 700,000           |
| Raw Wtrtransm Line-Inflation Factor                    | 0                 | 0                | 0                | 824,760           | 0                | 824,760           |
| Raw Wtrtransm Line-Inspection                          | 0                 | 0                | 0                | 150,000           | 0                | 150,000           |
| Raw Wtrtransm Line-Row/Acquisitions                    | 0                 | 0                | 500,000          | 0                 | 0                | 500,000           |
| Replace 20 Year Old Jet Truck                          | 275,000           | 0                | 0                | 0                 | 0                | 275,000           |
| Square Watermain Replacement-Const                     | 0                 | 0                | 256,424          | 0                 | 0                | 256,424           |
| Square Watermain Replacement-Conting                   | 0                 | 0                | 45,790           | 0                 | 0                | 45,790            |
| Square Watermain Replacement-Environmental             | 0                 | 91,580           | 0                | 0                 | 0                | 91,580            |
| Walker Addition Watermain Replacement-Const            | 0                 | 0                | 0                | 0                 | 457,700          | 457,700           |
| Walker Addition Watermain Replacement-Conting          | 0                 | 0                | 0                | 0                 | 79,600           | 79,600            |
| Walker Addition Watermain Replacement-Engr             | 0                 | 0                | 0                | 90,000            | 0                | 90,000            |
| Walker Addition Watermain Replacement-Row/Acquisitions | 0                 | 0                | 0                | 69,200            | 0                | 69,200            |
| Wtp Clarifier Covers                                   | 0                 | 400,000          | 0                | 0                 | 0                | 400,000           |
| <b>Water Total</b>                                     | <b>326,000</b>    | <b>2,191,580</b> | <b>802,214</b>   | <b>9,405,560</b>  | <b>537,300</b>   | <b>13,262,654</b> |
| <b>Grand Total</b>                                     | <b>16,157,598</b> | <b>7,672,155</b> | <b>2,773,594</b> | <b>11,354,785</b> | <b>1,825,540</b> | <b>39,783,672</b> |

# City of Harrisonville, Missouri

## Capital Improvements Plan - 2021 to 2025

### Summary by Funding Type

|                       | 2021              | 2022             | 2023             | 2024              | 2025             | Total             |
|-----------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|
| <b>Cash</b>           |                   |                  |                  |                   |                  |                   |
| Airport               | 89,000            | 1,466,500        | 0                | 0                 | 0                | 1,555,500         |
| Community Center      | 158,000           | 0                | 123,500          | 0                 | 0                | 281,500           |
| Electric System       | 810,000           | 300,000          | 272,000          | 272,000           | 272,000          | 1,926,000         |
| Parks                 | 0                 | 583,600          | 0                | 0                 | 0                | 583,600           |
| Public Safety         | 70,000            | 70,000           | 0                | 0                 | 0                | 140,000           |
| Sewer                 | 272,125           | 656,475          | 725,880          | 827,225           | 166,240          | 2,647,945         |
| Stormwater            | 100,000           | 250,000          | 250,000          | 250,000           | 250,000          | 1,100,000         |
| Streets               | 505,000           | 615,500          | 600,000          | 600,000           | 600,000          | 2,920,500         |
| Water                 | 51,000            | 1,191,580        | 802,214          | 9,405,560         | 537,300          | 11,987,654        |
| <b>Cash Total</b>     | <b>2,055,125</b>  | <b>5,133,655</b> | <b>2,773,594</b> | <b>11,354,785</b> | <b>1,825,540</b> | <b>23,142,699</b> |
| <b>COP</b>            |                   |                  |                  |                   |                  |                   |
| Sewer                 | 6,885,000         | 0                | 0                | 0                 | 0                | 6,885,000         |
| Stormwater            | 3,650,000         | 0                | 0                | 0                 | 0                | 3,650,000         |
| <b>COP Total</b>      | <b>10,535,000</b> | <b>0</b>         | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>10,535,000</b> |
| <b>Debt</b>           |                   |                  |                  |                   |                  |                   |
| Airport               | 0                 | 1,400,000        | 0                | 0                 | 0                | 1,400,000         |
| <b>Debt Total</b>     | <b>0</b>          | <b>1,400,000</b> | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>1,400,000</b>  |
| <b>Lease</b>          |                   |                  |                  |                   |                  |                   |
| Administrative        | 52,000            | 0                | 0                | 0                 | 0                | 52,000            |
| Community Center      | 170,000           | 0                | 0                | 0                 | 0                | 170,000           |
| Community Development | 0                 | 26,000           | 0                | 0                 | 0                | 26,000            |
| Parks                 | 212,090           | 100,000          | 0                | 0                 | 0                | 312,090           |
| Public Safety         | 570,286           | 0                | 0                | 0                 | 0                | 570,286           |
| Sewer                 | 200,000           | 0                | 0                | 0                 | 0                | 200,000           |
| Streets               | 37,000            | 12,500           | 0                | 0                 | 0                | 49,500            |
| Water                 | 275,000           | 0                | 0                | 0                 | 0                | 275,000           |
| <b>Lease Total</b>    | <b>1,516,376</b>  | <b>138,500</b>   | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>1,654,876</b>  |
| <b>Note</b>           |                   |                  |                  |                   |                  |                   |
| Community Center      | 1,178,800         | 0                | 0                | 0                 | 0                | 1,178,800         |
| Parks                 | 872,297           | 0                | 0                | 0                 | 0                | 872,297           |
| Water                 | 0                 | 1,000,000        | 0                | 0                 | 0                | 1,000,000         |
| <b>Note Total</b>     | <b>2,051,097</b>  | <b>1,000,000</b> | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>3,051,097</b>  |
| <b>Grand Total</b>    | <b>16,157,598</b> | <b>7,672,155</b> | <b>2,773,594</b> | <b>11,354,785</b> | <b>1,825,540</b> | <b>39,783,672</b> |

# **APPENDIX - A**

## City Goals – Resolution 2019-29



*The City's elected and appointed officials shall endeavor to implement, administer, execute, and complete the following goals of the City by March 31, 2020:*

1. Create a program for increased code enforcement AND to incentivize better property management throughout the City.
2. Hire one dedicated and certified economic development professional to promote the City for economic development opportunities.
3. Create a plan for the immediate, short-term, and long-term, to prioritize the City's infrastructure projects to get those projects designed, scheduled, and identify how to fund them.

## City Goals

### Code Enforcement

- Create a program for increased code enforcement AND to incentivize better property management throughout the City
  - Increased Code Enforcement
    - Describe/identify what increased code enforcement means:
      - Property maintenance
      - Nuisance properties
      - Dangerous buildings
    - Review the City's current Code provisions and consider the adoption of the International Property Maintenance Code
    - Update nuisance ordinances to make them consistent with state statutes
    - Inventory/prioritize problem properties throughout the City to increase the impact of enforcement efforts
  - Incentive Options
    - Learn about incentives, and particularly Chapter 353, RSMo, abatement programs
    - Identify an incentives program and develop a plan to implement it
    - Review-update the City's incentives policy to ensure it is consistent with the identified program
    - Improve recognition for best-kept properties

## City Goals



### Economic Growth

- Hire one dedicated and certified economic development professional to promote the City for economic development opportunities
  - Budget for this position in the FY 2019-2020 budget
  - Review and update the City's economic development policy regarding authority and expectations for the position
  - Develop a list of qualifications for the position
  - Review and edit the job description for this position
  - Review and update the description of the City for use with recruiting an individual for this position
  - Collaborate with other cities to develop goals, expectations, measurements of success and consider tying these to a compensation program for the position
  - Timeline:
    - Advertise for the position in October 2019
    - Interview applicants in November 2019
    - Hire the best applicant in December 2019
    - Economic development professional begins work in January 2020

## City Goals



### Infrastructure

- Plan for the immediate, short-term, and long-term, prioritizing City's infrastructure projects designed, scheduled, and identify funding
  - Definitions:
    - Immediate = now until March 31, 2020
    - Short-term = 2020 – 2022
    - Long term = 2024 – 202
  - Priority Projects (generally):
    - Sewer rates
      - Currently the water utility heavily subsidizes the sewer utility
      - Not sustainable for future maintenance and replacement needs
      - Best approach for planning and reconfiguring ongoing maintenance and sewer infrastructure replacement funding without "passing the buck" forward
        - Public charrette providing information and get public opinion on developing this "best approach"



## City Goals



### **Economic Growth - Continued**

#### Sewer Plant

- Missouri Department of Natural Resources intense regulatory pressure to make improvements to the City's sewer plant
- Design and construction must be completed within 2 years

#### Storm water improvements

- Utilize hydrology study to be completed around October 2019 identifying storm water improvements that make the largest impact to improving the City's infrastructure and policies

### **ADMINISTRATIVE SERVICES GOALS**

The IT Department has completed the Email migration project funded in the 2020 budget. This project supports the enhanced communication and organization of the entire organization. Looking to 2021 the IT department will add staffing that will support the security and operations of all departments.

The Finance department is continuing the implementation of Incode 10 which supports the financials of all divisions of City government. This project will go live in the first quarter of 2021. Later in 2021 Utility billing will be converted to the newest version of Incode 10 as well.

In an effort to align with the City of Harrisonville Board of Alderman goals and objectives set in 2019 the Harrisonville Police Department proposes the following plan for the capital items requested for the 2021 City of Harrisonville annual budget.

### **Police Department**

- The body-dash camera system replacement is a very large needed expenditure and unfortunately a necessity in this day and age. The current system is old and antiquated causing frequent problems and concerns should we have a major incident and need to rely on this system. This system needs to be reliable to not only protect the officer but the City itself. That said, having a reliable system that could possibly save the city from frivolous lawsuits allows the city to channel those funds into infrastructure and economic growth programs.
- The need to replace and keep current our police vehicle inventory not only provides staff with a safe vehicle and work environment to work in, it also protects the city from liability. The appearance of a new and professional police vehicle pursuing the city on a daily basis enshrines the city in a positive light as well as helps promote a positive economic growth environment.

### **Animal Control**

- The request to purchase a camera system for the shelter is not only for the staff's protection but also the animals we care for on a daily basis. A staff that feels safer at work will also be a more productive staff accomplishing more on a daily basis. A more productive staff helps portray the city in a positive light that aids in economic growth.
- The request to replace the aging animal control vehicle is a need based on the age of the current vehicle. The appearance of a new and professional animal control vehicle patrolling the city on a daily basis displays the city's desire to promote economic growth.
- The animal shelter parking lot resurfacing and expansion request helps preserve the city's current infrastructure while the expansion promotes Harrisonville's bright future with economic growth.

Both the Police Department and Animal Control budget requests are currently funded through the General Fund of the annual City of Harrisonville budget.

## EMERGENCY SERVICES

In an effort to align with the City of Harrisonville Board of Alderman goals and objectives set in 2019 the Harrisonville Emergency Services proposes the following plan for the capital items requested for the 2021 City of Harrisonville annual budget

### **Replacing Older Ambulance in fleet**

The older ambulance is a 2016 Ford F450 Type 1 ambulance that has served the City quite well over its lifetime. Normally ambulances only have about a 4 to 5 year life of use. When they get older they start to have more maintenance issues and usually are presented with larger than average invoices for repair. It is our goal in the 2021 budget is to finance a new ambulance and pay for it over the next four years when it will meet its end of life expectancy and be replaced at this time. We put on the average of around 50,000 miles on our ambulances a year, due to patient transports, which normally are to the KC Metro Area and sometimes farther. This current ambulance has around 211,000 miles on it.

### **Remodel and Update Station and Living Quarters**

We plan to use the monies from the 2021 Budget to update and remodel the kitchen and living quarters. We will go out for quotes and give a licensed builder to remodel these areas of the station. These areas have not been updated for almost 15 years and over time they have deteriorated to where we need to fix them and update them.

### **New Fitness Equipment**

The department currently has old, outdated, and donated equipment that does not work properly. We as a department try to stay physically fit due to the hazards of our job. It is the goal to replace this equipment with new equipment which serve us for at least the next few years.

### **Turn-Out Gear Replacement**

The department has to meet the requirement with the NFPA to make sure that we update our personal protection equipment before it expires. Normal life expectancy of turn out gear is 7 to 10 years. It is our goal to update our PPE on a regular basis to protect our firefighters.

### **Commercial Washer and Dryer**

The department currently has a Commercial and Dryer that is better than 10 years old. With all the hazards of our jobs, the firefighters need to a place and the equipment to clean their turnout gear. The current washer we have is outdated and does not clean our

equipment efficiently. It again is our goal to have the ability to keep our gear clean and free of carcinogens that we get on our gear during firefighting.

### **Deputy Chief Position**

The department has been ran by 1 Chief and 3 Captains since its start. With the growth of the department and more responsibilities, hiring another administrative person for the department would be an asset. The Chief of the Departments job is to make sure the budget is done and completed to meet the needs to the department as well as the vision or future of the department. The goal is to have a Deputy Chief that would be in charge of the operations of the department, so the Chief can focus on the future of the department and provide better service to the citizens of the City.

### **Ventilation System of Apparatus Bays**

The building was never fitted for a ventilation system. All of our vehicles are diesel fueled and require to be started before they exit the bays. This has caused diesel soot to form on the walls in the apparatus bay areas. This would prevent that and help protect the personnel from harmful chemicals from exhaust. The goal is to protect our equipment and our personnel.

Emergency Services is funded from revenue, sales tax, and some funds from the General Fund of the annual City of Harrisonville budget.

## Community Development Department - Budget Request

### 2020 and 2021 Goals

#### **Economic Development**

##### Goals Met: 2020 (set by Board of Aldermen)

- Hired a dedicated, certified economic development professional.
- Staff is researching and educating on Chapter 353 Tax Abatement Program, to implement as a tool, to assist in effectively addressing and influencing investment and improvement of City staff identified vacant, abandoned and blighted properties.
- Staff developed a comprehensive Economic Development Incentives Policy, adopted by the Board of Aldermen, identifying several Economic Development Incentives Programs, establishing incentives eligibility thresholds, to inspire quality investment and quality jobs.
- Staff is engaging with partners and participating in activities, to expose Harrisonville and to educate prospective investors on Harrisonville's assets and opportunities for beneficial investment.

##### Goals Set: 2021 (set by Community Development Department)

- Staff will reactivate Economic Development memberships
- Staff will participate in Missouri Partnership's Briefing Missions
- Staff will participate in Site Selection Consultant Forums and Conferences
- Staff will participate in State level events
- Staff will participate in County level events
- Staff will participate in Kansas City metropolitan Economic Development events
- Staff will participate in Workforce Development events
- Staff will forge a stronger partnership with the Harrisonville School District
- Staff will forge partnerships with Harrisonville employers

#### **Planning and Zoning**

##### Goals Met: 2020

Adopted Mobile Food Vending regulations.

P&Z Commission and BOA approved seven (7) preliminary and final plats, special use permits and rezoning applications.

BOA approved a 33-ac. Voluntary Annexation Petition from Sapp Bros at 275<sup>th</sup> and I-49.

Approved a Comprehensive Fee Schedule, that consolidated all development and utility fees into one schedule.

HPC approved four (4) Certificates of Appropriateness of private renovation projects on the Courthouse Square.

Goals Set: 2021

Complete a major update of the Harrisonville Comprehensive Plan and begin implementation of citywide amendments to the Harrisonville Zoning Map and Future Street Plan.

Update Harrisonville Courthouse Square Historic Preservation Plan.

Complete an update of the Subdivision and Zoning Regulations.

## **CODE ENFORCEMENT AND BUILDING DIVISION**

### **2021 GOALS**

- 1- Develop and implement, with other departments, the “Rental Ready/ PD Safe” program, including rental property licensing, rental property periodic inspections and certifications, and assist in establishing a “neighborhood safety program” similar to “Block Watch”.
- 2- Work with FD to “fine tune”; and correct any discrepancies in adopted International Fire Code 2018 and previous amendments to same. Take this summary to the BOA for ordinance modification as needed.
- 3- Continue and improve strategies to provide a high level of service including; dissemination of helpful and needed information, timely services, and professional interactions with all clients. Work with IT department to implement digital, in the field, access of software and documents.
- 4- Improve the current enhancement of Property Code Enforcement. Continue to work on lowering the number of Vacant, Abandoned and Blighted properties in the City through working with all stakeholders, within the confines of budget and legal strategies.
- 5- Continue and improve employee growth and knowledge base enhancement including; training, professional certifications, and client interaction management.
- 6- Work with Planning and Zoning regarding needed changes to some aspects of Zoning and Property Development municipal code including; Sign code and Zoning Districts approved uses.
- 7- Improve the streamlining of all review processes and increase digital storage and access of information including; planning, building, city engineering, and public works.



**HARRISONVILLE PUBLIC WORKS DEPARTMENT****Goals and Accomplishments - 2020:**

## Public Works

## Codes and Building Inspections

**Code Enforcement Goal**

- Create a program for increased code enforcement AND to incentivize better property management throughout the City

## Increased Code Enforcement

- Describe/identify what increased code enforcement means:
  - Property maintenance
  - Nuisance properties
  - Dangerous buildings
- Review the City's current Code provisions and consider the adoption of the International Property Maintenance Code
- Update nuisance ordinances to make them consistent with state statutes
- Inventory/prioritize problem properties throughout the City to increase the impact of enforcement efforts
- o Incentive Options
  - Learn about incentives, and particularly Chapter 353, RSMo, abatement programs
  - Identify an incentives program and develop a plan to implement it
  - Review-update the City's incentives policy to ensure it is consistent with the identified program
  - Improve recognition for best-kept properties

***Result/Outcome***

Code enforcement and City staff has been increased in 2020. Cases opened have increased and a fulltime code enforcement officer/inspector has been added to City staff. Property and nuisance code enforcement is defined and the additional tool of adopting the international property maintenance code has been achieved. All nuisance codes have been reviewed by the city attorney and are consistent with enabling statutes.

All ICC adopted codes have been updated to the 2018 cycle year. Vacant, abandoned, and blighted properties (VAB) have been identified and mapped. Increased code enforcement is underway for these properties and progress is being made for re-habilitation and/or demolition.

Both, code enforcement and VAB reports, along with a CE graphic are published on the city website and are updated often.

Community Development and Economic Development has started on the available incentive's aspect of abatement of VAB properties. We are studying how the challenge of any municipal ordinance compliance and acknowledgment of positive behavior required by law, can be overcome, and how to best accomplish that. Possibilities include continued chamber recognition, web site reporting and appreciation postings, and possible newsletter inclusion.

### **Infrastructure Goal**

Plan for the immediate, short-term, and long-term, prioritizing City's infrastructure projects designed, scheduled, and identify funding

***Result/Outcome See below for each of the Public Works Divisions***

#### **Airport**

The Airport Budget continues the needed maintenance of a valuable resource related to economic growth in the community. The need for a credit card machine, pavement maintenance, and airplane hangar repair or replacement is a yearly consideration needed to provide a safe and attractive amenity to our city.

Although this was not an identified goal, it should be noted that this project: *Hanger B Emergency Repairs* that structural design is under way by Tony Meister, PE with Structural Logical, a local structural engineer. Estimated cost of the project is \$40,000.

#### **Street**

### **2020 Sidewalk and Curb Program**

*Contracted Work – KJ Remodeling:*

The bid process for this program took place in late March. KJ Remodeling was the apparent low base bid in the amount of \$64,97.00 and was notified. The total amount of the work with the additive alternatives is \$97,000.00. With an estimated bid award for April and work to be done over the summer between the months of May and August. Then Covid-19 events and regulation policies were enforced followed by City monetary decisions for the uncertainty of revenue funds. Due to these events the bid award and estimated work was put on hold until August. In early August, financial spending was permitted, awards were given by the Board, and work was scheduled. Covid-19 events impacted the contractor's schedule, and work could not begin immediately. A notice to proceed was given and work was scheduled within the contract dates. Contractual work with KJ Remodeling for the 2020 Sidewalk and Curb Program is scheduled for November 9th with a completion date of December 6th. All winter preparation and procedures will be followed. The City staff and Contractor are hopeful that the planned work will be in satisfactory condition and completed on time. ***(For the lists of sidewalks and curb & gutter planned to be completed, 480 square feet yards of sidewalk, with six (6) ADA ramps and 1,820 L.F. of C&G, see map.)***

### **2020 Road Program**

#### *Contracted Work – Microsurfacing – Vance Brother’s Inc:*

The bid process for this program took place in early April. Vance Brothers Inc. was the apparent low bidder in the amount of \$50,518.00 and was notified. With an estimated bid award for April and work to be done over the summer between the months of May and August. Then Covid-19 events and regulation policies were enforced followed by City monetary decisions for the uncertainty of revenue funds. Due to these events the bid award and estimated work was put on hold until August. In early August, financial spending was permitted, awards were given by the Board, and work was scheduled. Work was completed in September. ***(For the list of streets completed, 19,430 square yards paved, see map.)***

#### *Contracted Work - Asphalt Mill and Overlay – Metro Asphalt Inc:*

The bid process for this program took place in early April. Metro Asphalt Inc. was the apparent low bidder in the amount of \$236,918.00 and was notified. With an estimated bid award for April and work to be done over the summer between the months of May and August. Then Covid-19 events and regulation policies were enforced followed by City monetary decisions for the uncertainty of revenue funds. Due to these events the bid award and estimated work was put on hold until August. In early August, financial spending was permitted, awards were given by the Board, and work was scheduled. Due to Covid-19 events, weather restrictions, and the impact on the contractor’s schedule work has been approved and projected to take place in Spring 2021, paid for with 2020 funding. ***(For the list of streets to be completed, square yards paved, see map.)***

#### **2020 Railroad Spur**

##### *Contracted Work – Railroad Maintenance - Musselman and Hall*

Street Department received three bids from contractors to surface the Universal Forest Products Rail Spur. They are: 1) Railway Track Services, 2) Kelly-Hill Company, and 3) Musselman and Hall. Work to be done included surfacing the rail spur. Surfacing consist of grading the rails, adding gravel, and tamping. Work must pass the track inspector must list. Musselman and Hall were the contractor of choice in the amount of \$9,717.00. Work was completed on Monday, June 8, 2020. Sections of rail were lifted and realigned. Two (2)-inch limestone gravel was placed on different sections of the track and tamped in. Railroad inspector said, “That one (1) in every four (4) rail ties must comply for the spur to be complaint.” The inside measurement between rails on the curve is too tight which is causing the rails to sheer. Several of the rails will need to be replaced in the next couple of years due to narrowing of the rails and divots on the top from the cartwheels spinning and grinding. The current rails have been reused several times and flipped which has allowed grinding and sheering on both sides of the rail sections. The spur will need more work next year as it has a lot of deficiencies. It will need about 250 ties replaced, broken hardware replaced, and possible base repair if surfacing work fails.

#### **2020 Chip Seal Program**

Due to a series of unfortunate events the Chip and Seal Program was unable to take place. Covid-19 events, City monetary decisions for the uncertainty of revenue funds, staff change over within department, limited available trained staff, and impeding winter weather put a halt to the completion of the chip and seal program for 2020 recommended roads. These roads will be added to the 2021 recommended list.

### **Street Department City staff Work Completed**

Curb - 2,805 FT at \$89,760 or \$32/L.F.

Sidewalk - 1,049 FT at \$6,294 or \$6/sq. ft.

11 ADA ramps at \$19,800 or \$1,800/each

Street Pavement – 1,250 SQ FT

Redi mix – 307.45 SQ YDS

Asphalt Street Patching – 191.7 TONS

Crack Seal Streets – 7,070 L.F.

Crack Seal Airport Runway – currently under construction. At this time, 19,400 L.F. sealed and 1/6 complete. The final number of L.F. will be determined once the project is complete.

Although these were not identified goals, it should be noted that the Street Department completed the following projects:

**Completed: Paint Striping** for Commercial Street and other main roads went out in 2019, but the project was finished in 2020 after the contractor had to reapply due to inclement weather conditions.

**Completed: First Annual Stream Clean Up:** the first Annual Stream Clean-up was held on Saturday, October 17, 2020, with a total of thirty-three (33) volunteers. The volunteers collected 3 tons of litter. The event was co-sponsored by the South Grand River Watershed Alliance and the Missouri Department of Conservation. Lunch was provided by the Harrisonville Elks Lodge. Several volunteers reported large trash items too big for removal at time (suggested use of backhoe or bobcat) items included: bed frame, dresser, couch, bench. Overall, this was a successful event. City staff have started the Activity Report. The additional information about the event can be found: [\\HVILLE-share\PW-Public\Street Department\MS4\2020\Events\Stream Clean Up](#)

**Completed:** Installation of the **United States Geological Survey (USGS) Water Monitoring System** of Muddy Creek project

USGS staff assured City staff of due diligence in conveying their proposed project and reconciling any shortfalls USGS staff may have had in communication and/or confusion associated with their proposal document. USGS sensor deployments are non-transmitting for the purposes of internal model calibration and map development. The precipitation gage coupled with [WaterAlert](#) is the mechanism used to disseminate situational awareness to the local community. Implementation of a streamflow gage would not have value in the Muddy Creek basin regarding time to peak (flashiness) in addition to the fact this is a cost-prohibitive option that USGS staff could not link benefit. The "heavy lifting" of the mapping products and linkage to precipitation outcomes (duration/accumulation) will be done by the USGS staff as a customized product that will need to reside on a City webpage as a portal of sorts to the community.

An earlier presentation to the Board of Aldermen (BOA) outlined the steps that would be taken to flood warning (National Weather Service (NWS) flash flood watches, warnings/USGS product, and CodeRed

implementation by the community's emergency management). The USGS product with WaterAlert is the foundation for such a warning, but the NWS flood watch and the City of Harrisonville's decision to implement its own CodeRed system are value added information that could potentially reside on the City webpage as well. More to come.....

Combined Water and Sanitary Sewer (CWSS)

### **Water/Sewer Accomplishments**

#### **Goal**

##### **Water and Sewer Rate Study, and the Water and Sewer Tap Fees**

Currently the water utility heavily subsidizes the sewer utility

Not sustainable for future maintenance and replacement needs

Best approach for planning and reconfiguring ongoing maintenance and sewer infrastructure replacement funding without “passing the buck” forward.

Public charrette providing information and to get public opinion developing this “best approach”

#### **Result/Outcome**

Both the Water and Sewer Rate Study, and the Water and Sewer Tap Fee Study were completed by Burns & McDonnell (engineer). The rates and fees indicated in the studies were accepted and approved effective January 1, 2021, by the Mayor and the BOA

- 1,037 Missouri One Call tickets completed
- 269 Water & Electric meters changed out. 64 Hersey/Mueller water meters. 184 Zenner water meters 21 electric meters.
- 1,364 Service tickets completed
- Read 9,132 Meters each month and performed on average 42 shutoff's each month
- Jetted 23,000 L.F. of sewers for regular maintenance to clean out roots and grease and stop sanitary sewer overflows
- Uni-directional flushing of water mains to remove unwanted tastes and odors, and to improve chlorine residual. This task was completed in the Spring 2020.
- One hundred (100) fire hydrants were maintenance and inspected to ensure fire hydrants are in proper working order
- Valve exercising program to ensure all valves are in good working order, operates and shuts off to make sure they are to grade. We need to create a valve map in GSI to determine how many valves that we must maintain.
- Replaced 400 L.F. of AWWA C900 PVC water main pipe along Stella Street and increased the pipe from 4" to 8"; and made a loop to remove a dead end and improve water quality and fire protection.

Wastewater Treatment Plant

#### **Goal**

MDNR intense regulator pressure to make improvements to the City's sewer plant.

Design and construction must be completed withing 2 years.

### ***Result/Outcome***

The City's Design-Build Ultraviolet Disinfection project is planned to be completed by Summer 2022.

- A water/sewer rate study was completed by Burns & McDonnell. The sewer rate has been proposed to increase five (5) percent. By the sewer rate study plan, increasing the sewer rate 5% each year for the next seven years will allow the sewer fund to be self-sustaining where previously the water fund heavily subsidized the sewer fund and was not sustainable for future maintenance and replacement needs.
- Create and start a pump and generator replacement list for the wastewater plant and the lift stations.
- Learn how to apply and submit our wastewater permits to stay compliant with MDNR.
- Stay compliant with all MDNR regulations as far as wet tests, Discharge Monitoring Report - Quality Assurance (DMRQA)'s, daily/weekly/monthly/quarterly testing, and expanded effluent test etc.
- Maintain and keep equipment as well as the plants and lift stations running without any SSO's (sanitary sewer overflows.)
- Start working on the removal of our south plant and the addition of our U.V. system as required by MDNR. SE 20-01
- Manage our budget to use extra line item funds when available to improve outdated equipment around the facility, i.e. purchase of riding lawn mower and aeration blowers.
  - Keep up with our normal maintenance regarding equipment greasing, oil changes, mowing, spraying, fencing etc.

### **Water**

- A water/sewer rate study was completed by Burns & McDonnell. The water rate has been proposed to increase two and one-half (2.5) percent. By the water rate study plan, increasing the water rate 2.5% each year for the next seven years will allow the water fund to be self-sustaining for future maintenance and replacement needs.
  - Completed the Missouri Department of Natural Resources Water Treatment and Distribution Inspection
  - Two (2) City staff operators renewed their MDNR licenses
  - Maintained MDNR's testing and reports

1) There were no CIP projects scheduled for 2020

### **Stormwater**

#### **Goal**

Utilize hydrology study to be completed around October 2019 identifying storm water improvements to make the largest impact to improve the City's infrastructure and policies

### ***Result/Outcome***

Continue to monitor, respond to calls, investigate storm water complaints, review drainage on development plans, work on compliance to the MS4, and update/modify the City's Stormwater Master Plan as needed.

## Engineering

A Request for Proposals City Lake Spillway Replacement was due September 3rd. City staff received five (5) proposals for the work. City staff are reviewing the five (5) proposals for the Lake Luna and City Lake RFP work. Wilson & Company, Water Resources Solutions, Anderson Engineering, Allgeier, Martin and Associates, Inc., and Olsson submitted RFP's City staff have selected Wilson & Company as the top-rated firm regarding the Lake Luna and City Lake RFP work. City staff to negotiate the scope and fee with Wilson & Co.

City staff submitted to the MARC staff regarding the City of Harrisonville's two (2) projects on the MARC Surface Transportation Block Grant Program (STP):

- 1) MO-Highway 2 (South Street) Culvert over Muddy Creek Tributary, just east of Eastwood Rd.
- 2) MO-Highway 2 (South Street) at Independence St Intersection Improvements and the MARC STP Committee awarded to the City of Harrisonville \$993,600 for the MO-Highway 2 (South Street ) Culvert over Muddy Creek Tributary, just east of Eastwood Rd. project.

Transportation Engineering Assistance Program (TEAP) grant projects: City staff received a 80/20 grant for a the MoDOT TEAP Agreement on the following two (2) TEAP grants

- 1) For Pedestrian and Traffic Congestion Study at Matt and Meghan Streets
- 2) For an Intersection Study at Locust and Commercial Streets

## **Goals - 2021:**

### Codes and Building Inspections

- 1- Develop and implement, with other departments, the "Rental Ready/ PD Safe" program, including rental property licensing, rental property periodic inspections and certifications, and assist in establishing a "neighborhood safety program" similar to "Block Watch".
- 2- Work with FD to "fine tune"; and correct any discrepancies in adopted International Fire Code 2018 and previous amendments to same. Take this summary to the BOA for ordinance modification as needed.
- 3- Continue and improve strategies to provide a high level of service including dissemination of helpful and needed information, timely services, and professional interactions with all clients. Work with IT department to implement digital, in the field, access of software and documents.
- 4- Improve the current enhancement of Property Code Enforcement. Continue to work on lowering the number of Vacant, Abandoned and Blighted properties in the City through working with all stakeholders, within the confines of budget and legal strategies.
- 5- Continue and improve employee growth and knowledge base enhancement including training, professional certifications, and client interaction management.
- 6- Work with Planning and Zoning regarding needed changes to some aspects of Zoning and Property Development municipal code including Sign code and Zoning Districts approved uses.

## Airport

The need for a credit card machine, pavement maintenance, and airplane hangar repair or replacement is a yearly consideration needed to provide a safe and attractive amenity to our city.

Below is the list of 2021 Budget CIP's and Objectives in order of priority for the Lawrence Smith Memorial Airport

Priority 1A CIP Airplane Hanger B Immediate Repair \$40,000 Structural Design is underway.

Priority 1 CIP Fuel Sales Credit Card Reader \$15,000

Priority 2 CIP Pavement Habitation, Mill and Overlay Taxi Lanes \$1,409,000 total project cost  
MODOT Grant, \$1,318,00/Cares Grant \$16,900/ **City General Fund \$89,000**

Priority 3 CIP Airplane Hanger B Replacement Estimated Cost is \$1,000,000. City staff to apply for the MoDOT STAR SRF loan to build a new hanger.

Priority 4 CIP Airport Mower \$15,000

## Street

Complete the project management of engineering design and construction phase services of the following budget amounts of street programs. Below is the list of 2021 Budget CIP Projects in order of priority.

Priority 1 CIP Asphalt Program \$300,000

Priority 2 CIP Sidewalk and Curb Program \$100,000

Priority 3 CIP Precision Drive Rail Spur Track Maintenance \$65,000

Priority 4 CIP Aldi's development ½ cost to widen Winchester \$20,000

Priority 5 CIP Skid Steer/Breaker Replacement \$37,000

Priority 6 Objective Street Department Overtime \$13,775

Priority 7 CIP 60" Riding Mower Replacement \$12,500

Priority 8 CIP Street Department Maintenance Building Roof Repair \$15,500

**Installation of New Sidewalk and Storm Sewer System** at end of S. King Street dead end to Oakwood Street. Signed residential easements have been recorded at County Records Office and in given to City Clerk. The project's purpose is to resolve the issue of standing water and debris buildup at the dead end of King Street and to connect a pedestrian sidewalk for students to walk to the nearby school.

**Scheduled: Stormwater Stencil Project** in Collaboration with local Boy Scouts Troop. Scouts will be stenciling the lids of stormwater catch basins of curb inlets. This meets criteria for the minimum control measure of the MS4: Public Involvement and Engagement. This also meets the criteria for the scouts to achieve their Eagle Scout promotion through community service.

SUBJECT: The Street Department Maintenance Budget aligns with the Board's Short-Term Goals

In preparing the Street Department budget, consideration was given to the Boards resolution to how the budget aligns to the goals of economic growth and short-term infrastructure projects. Asphalt resurfacing is planned for areas where the city sees potential for industry growth; Precision Drive and Brookhart Drive areas to help showcase our city. Street improvements for our residents is also a goal as we have included streets that residents have asked to be repaved. Finally, street maintenance, using seals have a



huge impact of tax dollars, the BOA allowing their use shows wisdom and ahead of the curve in a growing trend in roadway maintenance.

The most requested maintenance item is curb & gutter repair. Thanks to the efforts of the BOA, funding for curb & gutter is making an impact, though hundreds of feet of curb & gutter still need repaired. Reducing exposure for the City is everyone's concern and the Federal law requiring ADA improvements. The sidewalk and curb & gutter programs are an attempt in addressing these concerns and making the roadway more attractive.

The residents of Harrisonville require that City equipment and facilities be safe, functional, and clean. This budget attempts to address these concerns with safety and function in mind.

As the Street Division Superintendent with some years in the street maintenance field, most of my knowledge has come from informal teaching, or hands on, and some has been formal teaching in school settings. They are both important and a necessity for future staff. In addressing the need, the Street Division will attempt to send younger City staff to several days of training a year through American Public Works Association (APWA) to get some fundamentals in leadership and a concept of what public works is all about. The Public Works Department also encourages those who will continue formal training, so to be prepared to take on additional responsibilities as some have, investing in themselves as the City has is important in this division.

While these concepts are not new to the City, making a resolution to frame the effort is a great idea as we work for Harrisonville's future.

## CWSS

Below are the list of 2021 Budget CIP sewer main replacement projects for the \$100,000 included in the budget. Complete the project management of engineering design of the \$100K engineering budget of sanitary sewer program. The \$100K will cover the engineering for the following three projects:

- 1) Blueberry to James SE 21-01
- 2) Crestwood to Delmar SE 21-02
- 3) Mechanic to Halsey SE 21-03

Also included in the 2021 budget is the purchase of a used camera truck (\$90,000), a new jet truck (\$275,000) and a new skid steer (Bobcat) an equipment - \$110,000 .

- Continue working on thirty (30) manholes to reduce I & I
- Continue valve exercising program. We anticipate exercising 100 valves.
- Working with all departments as needed
- Keep track of contractors for ROW permits
- Keep up with MDNR training classes when allowed, or classes are reinstated
- Work on our Fats, Oil and Grease (FOG) program
- MDNR has extended City staff licenses for 2020. Those City staff with a Distribution System DSIII license will need to maintain their license with required class credit hours.

- Identify CIPP trenchless sanitary sewer lining projects to bid and receive the most economical costs.
- Schedule flushing/jetting/CCTV for known sanitary sewer main trouble areas with the City's own jetter and CCTV equipment.

Below are the list of 2021 Budget CIP water main replacement projects for the \$100,000 included in the budget.

Complete the project management of engineering design of the \$100K construction budget of subdivision curb and gutter program. The \$100K will cover the engineering for the following projects:

- 1) Historic Square Water Main Replacement WA 21-01

Also, included in the 2021 budget is the design and construction of Lake Harrisonville Spillway Renovation project WA 21-02 and funded by the Certificates of Participation (COP).

#### WWTP

Below is the list of 2021 Budget CIP sewer main, improvements to the WWTP and lift stations included in the budget and funded by the Certificates of Participation (COP).

- 1) South Service Area Sanitary Sewer project. This is a Design-Build contract between the City, Burns & McDonnell and CAS Constructors LLC SE 20-03
- 2) UV and Disinfection System Equipment This is a Design-Build contract between the City, Burns & McDonnell and CAS Constructors LLC SE 20-01 The total amount of the engineering contract in \$415,000 for the two (2) projects, SE 20-01 and SE 20-03.
- 3) Lift Station Pump Replacement SE 21-04
- 4) Replace the two Fairbanks Morris dry weather pumps at Lift Station #2 SE 21-05
- 5) Replace the Scum Pump located in the downstairs pump house SE 21-06
- 6) Add an additional WWTP operator staff employee
- 7) Schedule and budget and replace pumps, generators and outdated equipment as needed and at the end of the equipment's useful expected life.
- 8) Review for our plant(s) MDNR permits and answer questions that may arise with MDNR staff to stay current, within discharge limitations and remain compliant.
- 9) Stay compliant with all MDNR regulations as far as our wet tests, DMRQA's, daily/weekly/monthly/quarterly testing, and expanded effluent test as well as to SSO's (sanitary sewer overflows)
- 10) Continue working with surveyor, appraiser, engineers, and property owners regarding the upcoming South Service Area Sanitary Sewer and lift station projects for the replacement of the City's south WWTP as well as the proposed (future) Ultraviolet Disinfection equipment system at the City 's main WWTP.
- 11) Keep up with our normal maintenance regarding equipment greasing, oil changes, mowing, spraying, fencing etc.

12) Have the WWTP driveway chip and sealed, ST 21-01.

13) City staff to create and work on a Preventative Maintenance Plan for generators and pumps at the lift stations.

#### Water

Begin to monitor for unaccounted water monthly.

Produce safe, reliable, and cost-effective drinking water

Meet all MDNR regulations

Stay current with MDNR training classes

Below are the list of 2021 Budget CIP projects at the WTP included in the budget

1) There are no CIP projects scheduled for 2021

#### Stormwater

City staff plan to use \$100,000 for the flood buy-out properties 20 percent matching funding. Complete the project management of engineering design and construction phase services of the following budget amounts of stormwater. Below is the list of 2021 Budget CIP Projects:

- 1) City Park Lakes Dam & Spillway Renovation, \$2,650,000 City staff selected Wilson & Company to design the storm water improvements as outlined in the Request for Proposals. City staff have received the scope and fee for the work to be completed and have the scope and fee under review.
- 2) Glen Eagle Regional Detention Basin, \$1,000,000 Complete the project management of the engineering design and construction phase services of the regionalization detention basin. project

#### Engineering

Complete the self-assessment phase of our Public Works Department regarding the APWA Accreditation process.

Continue to review the approved yearly budget monthly; submit mid-year budget adjustments to City Administrator.

See individual CIP projects listed above.

## ELECTRIC SYSTEM

To align the 2021 Electric Department budget with the City of Harrisonville's Board of Alderman goals in Resolution 2019-29, the Electric Department has created a plan for the immediate, short-term and long-term, to prioritize the City's infrastructure.

A mapping system will give the Electric Department a better inventory of exactly what we have for infrastructure and how to better manage it.

The contract services (trees budget) is to address the care of our electric infrastructure while addressing outages and public safety. Reducing overtime spent on vegetation outages will be another benefit.

Placing overhead lines underground is a long-term project that will make the electric system more robust, while eliminating vegetation and wildlife outages. By reducing vegetation issues by placing electric lines underground should reduce operating costs as well.

All Electric Department budget items will be funded by revenues from power sales.

## Glossary of Terms

### A

**Accrual Basis of Accounting** - Internal Service Fund and Enterprise Fund revenues and expenses are recognized on the accrual basis. Under this method of accounting, revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period occurred.

**Ad Valorem** - A tax levied on the assessed value of both real and personal property in proportion to the value of the property (also known as "property tax").

**APWA** – American Public Works Association.

**Amortization** - Payment of principal plus interest over a fixed period of time.

**Appropriate** - An authorization made by the Governing Body which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one year period.

**Fund Balance** – the difference between assets and liabilities in reported in a governmental fund.

**Assessed Valuation** - The valuation placed upon real and certain personal property by the County Assessor as the basis for levying property taxes.

### B

**Balanced Budget** - Annual financial plan in which expenditures do not exceed revenues.

**Bond** - A written promise to pay a specified sum of money on a specific date at a specified or variable stated interest rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used as long-term debt to pay for specific capital expenditures.

**Bond Rating** - A rating that is received from Standard & Poor's Corporation and Moody's Investors Service, Inc., that shows the financial and economic strengths of the City.

**Budget** - A plan of financial operation embodying an estimate of proposed revenue and expenditures for a given period of time. It is the primary means by which most of the expenditures and service activities of the City are controlled.

### C

**Capital Improvement Plan (CIP)** - A plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project and identifying the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

**Capital Expenditure** - funds spent for the acquisition of a long-term asset.

**Capital Outlay** - Land, buildings, building improvements, vehicles, machinery and equipment, infrastructure and all other tangible assets over \$1,000 that are used in operations and that have initial useful lives extending beyond a single reporting period.

**Charges for Service** - Category for revenue accounts which includes fees paid by citizens for services rendered. For example, various charges to the public for Animal Control services.

**CEU** – Continuing Education Units

**CID** – Community Improvement Districts are an economic development tool in the state of Missouri.

**CIPP** – Cured in pipe placing

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

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** - Service rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**COPs** - Certificates of Participation. COPs are lease financing agreements in the form of securities that can be marketed to investors in a manner similar to tax exempt debt.

**Current Assets** - Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Some examples are cash, temporary investments, and taxes receivables which will be collected within one year.

**Current Liabilities** - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.

## D

**Delinquent Taxes** - Taxes remaining unpaid on and after the date to which a penalty for nonpayment is attached. The unpaid balances continue to be delinquent taxes until abated, paid, or converted into tax liens.

**Department** - A major administrative organizational unit of the City which indicates overall management responsibility for one or more activities.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

## E

**Encumbrances** - Commitments related to unperformed contracts for goods or services

**Enterprise Fund** - Fund used to account for the acquisition, operation, and maintenance of governmental facilities and services which are predominately self-supporting through user charges.

**Expenditures** - A decrease in the net financial resources of the City due to the acquisition of goods and services.

## F

**Fines and Forfeitures** - Category for revenue accounts which includes fees paid by citizens. For example, Court Fines and Parking Meter Fines due.

**Fiscal Year (FY)** - A 12-month period to which the annual operating budget applies, and at the end of which, government determines its financial position and the results of its operations. The City of Peculiar's fiscal year begins October 1 and ends the following September 30.

**Full-Time Equivalent (FTE)** - One FTE is a 40 hours per week position.

**Fund Balance**- The fund equity of governmental funds and trust funds; the excess of assets over liabilities.

**Fund** - The fiscal and accounting entity with a self-balancing set of accounts recording cash and other fiscal resources, together with all related liabilities and residual equities or

balances, and changes therein, which are segregated for the purpose of carrying a specific activity or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. An independent fiscal and accounting entity including all cash with related liabilities or obligations.

## G

**General Fund** -The general fund is used to account for the resources traditionally associated with government which are not required to be accounted for in another fund.

**General Government** - A category in budget highlights detailing the expenditures of various general operating funds.

### General Obligation Bonds

Long term debt backed by the full faith and credit of the taxing subdivision. A tax levy can be used to pay principal and interest. Often, cities will also use some revenue from a utility fund to finance the payments.

### Generally Accepted Accounting Principle (GAAP)

Uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and the content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines for general application, but also detailed practices and procedures.

### Government Finance Officers Association (GFOA)

A representation of public finance officials throughout the United States and Canada. The GFOA's mission is to enhance and promote the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit. (source: [www.gfoa.org](http://www.gfoa.org))

### Governmental Accounting Standards Board (GASB)

An independent, non-profit agency whose mission is to establish and improve standards of state and local governmental accounting and financial reporting. (source: [www.gasb.org](http://www.gasb.org))

### Goals and Objectives

Activities and results each department was directed to project and intend to work toward throughout the coming year.

### Grants

Part of the General Fund in which grant funds are received for the purpose of financing operating expenditures.

## I

ICC – International Code Council.

INCODE – INCODE is the city's financial system.

**Internal Service Funds** - These funds are used to finance, administer, and account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis. Budgeted internal service funds are Fleet Operations, Custodial and Maintenance Services, Finance Utility Customer Service, Information Technologies, GIS Fund, Public Communications, Employee Benefit Fund, and Self-Insurance Reserve Fund.

**IT** – the Information technology department within the city's budget.

K

KC – the Kansas City metropolitan area.

L

LWCF – Land and Water Conservation Fund

M

MDNR – Missouri Department of Natural Resources.

MS-4 – Municipal separate stormwater sewer system

N

NEC – National Electric Code.

NPDES – National Pollution Discharge Elimination System

NID– Neighborhood Improvement Districts are an economic development tool in the state of Missouri.

O

**Ordinance** - A law set forth by a governmental authority.

P

**Park Sales Tax** - A ½ cent sales tax approved by voters .

**Personal Services** - Expenditures relating to compensating City employees, including salaries, wages, overtime pay, and holiday pay.

## Proprietary Funds

Funds that are used to account for operations that are financed and operated in a manner similar to a private business enterprise. Proprietary funds include enterprise funds and internal service funds.

R

**Reserve** - An account used to indicate a portion of a fund balance is restricted or set aside for emergencies or unforeseen expenditures not otherwise budgeted

**Revenue** - All money that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Revenue Bonds** - Revenue bonds are a type of loan in which the loan is repaid with revenues from the revenue-generating entity, not by contributions from taxes or the General Fund.

S

**Special Assessments** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**SRO** – School resource officers are integrated into the Raymore/Peculiar school district. The City receives funding for the time these officers spend in the school.

T

**TIF** – Tax Increment Financing Districts are an economic development tool in the state of Missouri.

V

**VE** – Value engineering