



**LEBANON**  
MISSOURI

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# **CITY OF LEBANON BUDGET**

## **FISCAL YEAR 2019**



AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF LEBANON, LACLEDE COUNTY, MISSOURI, (HEREINAFTER REFERRED TO AS "CITY") ADOPTING THE FISCAL YEAR 2019 BUDGET FOR THE PERIOD BEGINNING JULY 1, 2018, AND ENDING JUNE 30, 2019.

*WHEREAS*, that the City Council held a Work Session regarding the Fiscal Year 2019 Proposed Budget on May 15, 2018; *and*

*WHEREAS* that during Said Work Sessions the following items were discussed 1) Revenues; 2) Expenditures; 3) Personnel Staffing; 4) Fund Balances; 5) Health Insurance Funding; 6) Capital Expenditures; and 7) City Goals; *and*

*WHEREAS*, the Capital Improvement Plan is a planning document; projects from this plan are moved into the budget each year and presented to City Council throughout the year for final approval; *and*

*WHEREAS*, despite the fact that the Capital Improvement Plan 2020-2024 was not discussed during the budget meeting, adoption is recommended to maintain the continuity of the City's past budget process; *and*

*WHEREAS*, that the City held the Fiscal Year 2019 Budget Public Hearing on May 29, 2018; *and*

*WHEREAS*, that the Fiscal Year 2019 Budget and the Capital Improvement Plan 2020-2024 were submitted to the City Council, for approval, by Council Bill No. 4627 at the May 29, 2018 Council Meeting.

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

SECTION 1: That the City Council of the City of Lebanon, Laclede County, Missouri, (hereinafter referred to as "City") hereby adopts and appropriates the revenues and expenditures as the Fiscal Year 2019 Approved Budget. Said Budget is hereby attached and incorporated herewithin as marked "Exhibit A."

SECTION 2: That the City Council of the City of Lebanon, Laclede County, Missouri, (hereinafter referred to as "City") hereby adopts the Capital Improvement Plan 2020-2024. Said CIP is hereby attached and incorporated herewithin as marked "Exhibit B."

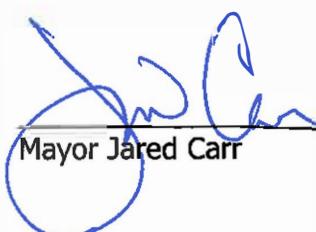
SECTION 3: That this Ordinance shall be in full force and effect from and after the date of its passage and approval.

Passed and approved by the City Council of the City of Lebanon, Laclede County, Missouri, on this 29th day of May, 2018.

(Seal)

Attest:

  
\_\_\_\_\_  
City Clerk Laina Starnes

  
\_\_\_\_\_  
Mayor Jared Carr

1<sup>st</sup> Reading: May 29, 2018  
2<sup>nd</sup> Reading: May 29, 2018



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**City of Lebanon, Missouri**

# **Annual Operating Budget**

**July 1, 2018 – June 30, 2019**

**Prepared by the Finance Department**

Kat Gill, Director of Finance

Holli Hawkins, Financial Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lebanon**

**Missouri**

For the Fiscal Year Beginning

**July 1, 2017**

*Jeffrey P. Brown*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Lebanon, Missouri for its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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





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**CITY OF LEBANON, MISSOURI • INCORPORATED 1877**

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

On behalf of the entire City of Lebanon staff, it is my pleasure, pursuant to the requirements of Sections 67.010 and 67.020 of the Revised Statutes of Missouri, to submit to the City Council the proposed budget for the City of Lebanon for the Fiscal Year 2019. This transmittal letter provides a general summary of the overall financial condition of the City, reflects upon the prior fiscal year, and details highlights from this year's budget. I can report the City's overall financial outlook remains stable and fiscally sound.

This budget balances the money realistically available for appropriation against citizen demand for programs and services. Staff has worked diligently over the past several months to anticipate the needs of their departments and provide enhancements or ensure continuity in the level of services provided to our residents. Upon its adoption, this document represents the specific direction of the community, established by the Mayor and City Council, for the next twelve (12) months. Staff is committed to providing the governing body with recommendations to move forward on policies and programs as established by the adoption of this budget during this fiscal year.

Once again, the City will begin its fiscal year with its major fund balances sufficient to manage purchases and perform program activities. We are projecting ending FY19 fund balances of twenty-three percent (23%) for the General Fund, twenty-five percent (25%) for the Street fund, and twenty-six percent (26%) for the Capital Improvement fund. A twenty-four percent (24%) fund balance in Capital Improvements represents a significant increase over the FY17 and FY18 budgets, however, as with the Street Fund in FY18, staff feels it is prudent to create a reserve given the looming Capital Improvements Tax sunset on January 01, 2020. Some of this fund balance could be appropriated by Council should the Capital Improvement Tax be renewed during this fiscal year. Over the past several years, one of the financial policies the City has worked toward is to maintain a fund balance of twenty-five percent (25%) in each fund, which this budget achieves for the Street Fund and Capital Improvement Fund, while coming close for the General Fund.

### **Fiscal Year 2018 Reflections and Accomplishments:**

Fiscal Year 2018 saw the realization of several projects important to the community, ranging from fleet upgrades to street projects to park improvements, all of which the City Council and community should be proud. Highlights of the notable projects and achievements completed or begun during the last twelve months include:

- ❖ **Renewal of the Transportation Tax and Subsequent Appropriation of Additional Money from the Street Fund for Additional Projects-** In November of 2017, the voters overwhelmingly approved a ten (10) year extension of the Transportation Tax which had been in place since the early 1980s. As a result, staff was able to propose to Council an additional \$485,167 in street maintenance projects out of the reserve established in case the tax was not immediately renewed prior to its January 01, 2019 sunset.

- ❖ **Adoption of Updated Streets Master Plan-** Council approved the adoption of a new Streets Master Plan to guide maintenance, repair, and construction efforts on the City's street network over the next five (5) years.
- ❖ **Updated Building Permit Fees-** Council approved the first update of Building Permit fees since 1974.
- ❖ **Impact Fee Moratorium and Reduction-** Council approved an impact fee moratorium until July 01, 2018 on all one and two family residential structures. Staff believes this has helped stimulate housing development and is a contributing factor to the increased number of residential building permits. As a result of this, a reduction in overall impact fees has been proposed to Council.
- ❖ **Gasconade and Spiller Parks Shelters-** New shelters were purchased for use at Gasconade and Spiller Parks, along with other improvements that should enhance the residents' experiences at each location.
- ❖ **All Inclusive Playground Purchase for Harke Park-** Brand new all-inclusive playground equipment was purchased and will be installed at Harke Park thanks to the resourcefulness of Parks staff and the willingness of the Park Board and Council to invest in making sure all children have the ability to play on equipment at our most used parks.
- ❖ **Boswell Route 66 Mural Installation Completion-** The final mural in the Route 66 portion of Boswell Park has been installed.
- ❖ **Police Patrol Cars-**Continued our police patrol car replacement plan through the purchase of three new police cruisers to replace three existing units with over 100,000 miles logged.
- ❖ **AMR Meter Purchase and Installation-** Continued the project began in FY 2016 of purchasing and installing new AMR meters. Council approved the continued purchase of water meters not to exceed \$19,450.
- ❖ **Water System Hydraulic Model and Master Plan-** Council entered into a contract with Burns and McDonnell for a Water System Hydraulic Model and Master Plan. This plan will be the master planning document for our water system for years to come upon its completion and adoption.
- ❖ **OTC Flight School at Floyd W. Jones Airport-** OTC will be opening a second campus of their flight program at the Floyd W. Jones Airport in January 2019. Council approved a lease agreement with OTC in December 2017 that will result in a complete renovation of the old FBO building and a significant increase in daily flights and fuel sales at the airport.

Despite continuing mixed signals from the federal and state economies, Lebanon continues to see development and growth, particularly in the manufacturing sector. Significant capital investment and expansion projects have begun at some of our largest manufacturing facilities and we continue to field inquiries from manufacturers seeking to locate in our region. In the commercial sector we continue to see growth, as a Jimmy Johns has begun construction and several existing structures are being remodeled or sold, opening the path to new retail and commercial options in the community. The housing market continues to recover from the downturn of the late 2000s as we are still seeing a gradual increase in the construction of custom homes and multi-family developments.

The past few years have been years of change, both internally to the City of Lebanon organization and for the community at large. New technologies have been deployed, staff has been reconfigured, and new residential, commercial, and industrial projects continue to move forward, upholding Lebanon's proud tradition as a progressive and modern organization in rural Missouri.

### **Fiscal Year 2019 Priorities:**

City programs and operations are divided by governmental activity, enterprise activity internal and special funds. Governmental activity includes General, Street and Capital funds. Enterprise activity includes the Electric, Water, Wastewater, and Fiber funds. The remaining Funds are special funds with dedicated funding sources or are strictly internal to City operations.

The City of Lebanon has a mission to promote community engagement in order to create a secure, friendly, and sustainable community by providing equitable, proficient, and helpful public services. The Fiscal Year 2019 budget uses this mission to guide decision making in providing resources to the many programs and activities preformed by the City.

The three priorities of this budget are 1) ensuring appropriate fund balances are maintained, especially in the face of potential loss of revenue streams both this and next fiscal year, 2) investing in our workforce through funding of our merit system and a COLA, and 3) continued investment in the physical assets of the community. These issues have been discussed repeatedly over the past several years at both the staff (operational) and Council (legislative policy) levels. A closer examination of the progress made on these critical items is presented below:

- ❖ **Ensuring appropriate fund balances are maintained-** Staff has worked hard to propose a budget that maintains a conservative approach to fund balance management. With the Capital Improvement Tax potentially sunsetting on January 01, 2020, a greater amount than usual is being withheld from appropriation to ensure continuity of operations should that tax not be renewed by the voters. This tax generates approximately \$1.7 million annually and is used to fund the purchase of a wide variety of public safety equipment, such as new vehicles and technology, improvements and maintenance projects at the Cowan Civic Center, and more. Moreover, without the passage of a Use Tax or the renewal of the Out-of-State Motor Vehicle Sales Tax, the City could again potentially lose revenue. A Use Tax would also help address the loss of sales tax dollars to online retailers with a presence in Missouri, ensuring these companies are not free-loading on the backs of local merchants and citizens.
- ❖ **Investment in our workforce-** The retention of quality, well-trained employees is mission critical to our organization. Additionally, as positions are vacated within the City, the attraction of new talent into our organization takes an ever-increasing level of importance, particularly as economic conditions continue to improve, and wages begin to rise once more in the private sector. This budget proposes an investment in our employees through funding of the merit system and a two-percent (2%) COLA applied to all positions across the entire grid. In a further attempt to retain qualified and talented linemen, a ten percent (10%) increase is proposed for certain bargaining unit positions in the Electric division grid.
- ❖ **Continued investment in Lebanon's physical assets-** The FY 2019 budget outlines areas of capital investment that maximize the taxpayer's dollar, are critical to operational and community needs, and are consistent with the policies and direction set forth by the governing

body. The CIP grows every year as staff continues to identify equipment and infrastructure requiring attention. Making regular investments in our physical assets is critical to keeping the citizens happy, attracting new development, and containing costs over the mid-to-long term.

In FY 2016, the City Council approved raising electric utility rates, with the requirement that rates are reviewed regularly and a minimum 1% increase be proposed by staff on an annual basis. These measures were designed to avoid further large-scale rate increases and to help keep costs manageable for customers and electric utility revenue stable. Further, Council directed staff to pursue a formal electric rate study from an outside consultant to provide advice and direction for future electric rate restructuring. In FY 2017 Toth and Associates was selected to perform that rate study, as well as a physical inventory and geolocation of the various components that make up our electric assets. That study was completed and presented to the City Council in June 2017. In FY 19 it is now incumbent upon Council to begin directing staff to implement such portions of the Toth study as they deem appropriate. Additionally, water and sewer rates must be examined this fiscal year as well, with an adjusted sewer rate being critical to the forward progress on improvements to the wastewater treatment plant that have been planned for the past two fiscal years.

As discussed as a core priority above, the investment of resources in capital assets is once again a top priority in Fiscal Year 2018. Accordingly, continued investments in public safety, the civic center, and streets are reflected in this budget. Enterprise funds will again see investments in system improvements and equipment purchases within the electric, water and wastewater funds. A comprehensive narrative list of capital investment is included within this budget. Fully detailed project descriptions are included in the complete 2020-2024 CIP available on our website.

#### **Fiscal Year 2019 Continued Priorities:**

The following priorities are a continuation from prior budget years and developed from the strides made from diligent work by both Council and staff to address ongoing needs of the community. Over the last three budget cycles priorities have focused on 1) planning for the future, 2) investment in public safety and infrastructure, 3) working on economic development activity and 4) internal operations and fiscal oversight. This budget seeks to continue addressing these important goals as well.

## Financial Highlights:

The FY 2017 and FY 2018 budgets reflected heavy investments in capital assets, significant efforts to maintain low operational costs, and a focus on creating policies to better manage our personnel costs and fixed assets. In FY 2019, staff continues to propose investment in these needed areas, but also made hard decisions in the budget construction process to shift other purchases and projects into future years. Ultimately these purchases and projects must be completed prior to equipment or service failure to ensure minimal service interruptions and the maximum efficiency of tax dollars used on these projects. Excessive deferral of certain capital needs will eventually create a backlog of necessary projects which will be prohibitively expensive to resolve. All deferred purchases or projects have been placed back into the 2020-2024 Capital Improvement Program (CIP) and will be brought back in future fiscal years for consideration.

This budget has \$53,794,835 in appropriations; including \$8,299,991 in major projects and capital investment in order to meet the demands of our community. In contrast, the City, through taxes, fees, and utility rates, is projecting \$48,783,157 in new revenues. Fiscal Year 2019 appropriations break down to four major classifications:

governmental activity at \$12,185,303, enterprise activity at \$33,110,562, internal funds at \$4,959,206, and special funds at \$3,539,764.

The revenues presented in this budget are projected to remain flat or slightly increase over the next twelve months. The expenditures are \$2,584,639 over projected revenues. This is due in part to the planned \$8,299,991 investment in capital improvements and equipment using carry-over from the prior year's fund balance.

The largest governmental fund, General Fund (Fund 01), makes up \$7,676,671 of the governmental activity. The City is anticipating spending \$4,682,375, or fifty-eight percent (61%) of this fund on Public Safety.

The largest enterprise fund, Electric (Fund 80), makes up \$26,252,026 of the enterprise activity. The City is anticipating purchasing power for a cost of \$20,756,000 or seventy-nine (79%) percent of the Electric Operating Fund budget.

The overall budget will see a decrease in the City Fund balance of \$2,584,639. The City continues to be conservative with both its anticipated revenues and planned operational expenditures during Fiscal Year 2019. During the next several budget cycles, Council should evaluate new sources of revenue, continue to monitor fund balances, invest in personnel and physical assets, and take advantage of Lebanon's strong reputation and geographic position in the state to continue to develop our community for the future.

**Conclusion:**

Many people share in the responsibility of ensuring the City's ability to provide high levels of service, undertake significant capital investments in infrastructure and operational equipment, and maintaining a strong financial position. Through the collective efforts of the City Council, residents, and staff, Lebanon continues to be a model community in the state of Missouri. Staff performed professionally, creatively, and collaboratively in preparing this budget and they should be commended for their hard work. But the work is not yet done. The work of reviewing this draft budget now falls to the Council and the community as a whole to ensure the priorities set forth in Fiscal Year 2019 reflect the aims, objectives, and priorities for the community during the next twelve months. Where appropriate, this budget should be amended by the governing body to reflect any changes which will be made prior to final adoption. As always, staff remains ready to assist the Council and community in any way required.

I wish to offer special thanks to the City Council for entrusting me with the responsibility of managing the City of Lebanon's operations during the FY18 fiscal year. This draft budget submittal represents my last official act as Acting City Administrator, as Mike Schumacher, the new City Administrator, will be charged with shepherding this document through Council review and approval. I know the City is in good hands and look forward to seeing the changes brought about by the partnership between Mayor Carr and Mr. Schumacher in the future.

Respectfully Submitted,



Benjamin C. DeClue  
Acting City Administrator

# Introduction



## **The Mayor**

Jared Carr

## **The Council**

### **Ward 1**

Gilbert Adkins  
Ken Eldridge

### **Ward 2**

Sheila Mitchell  
James White

### **Ward 3**

Randy Wall  
LeAnn Mather

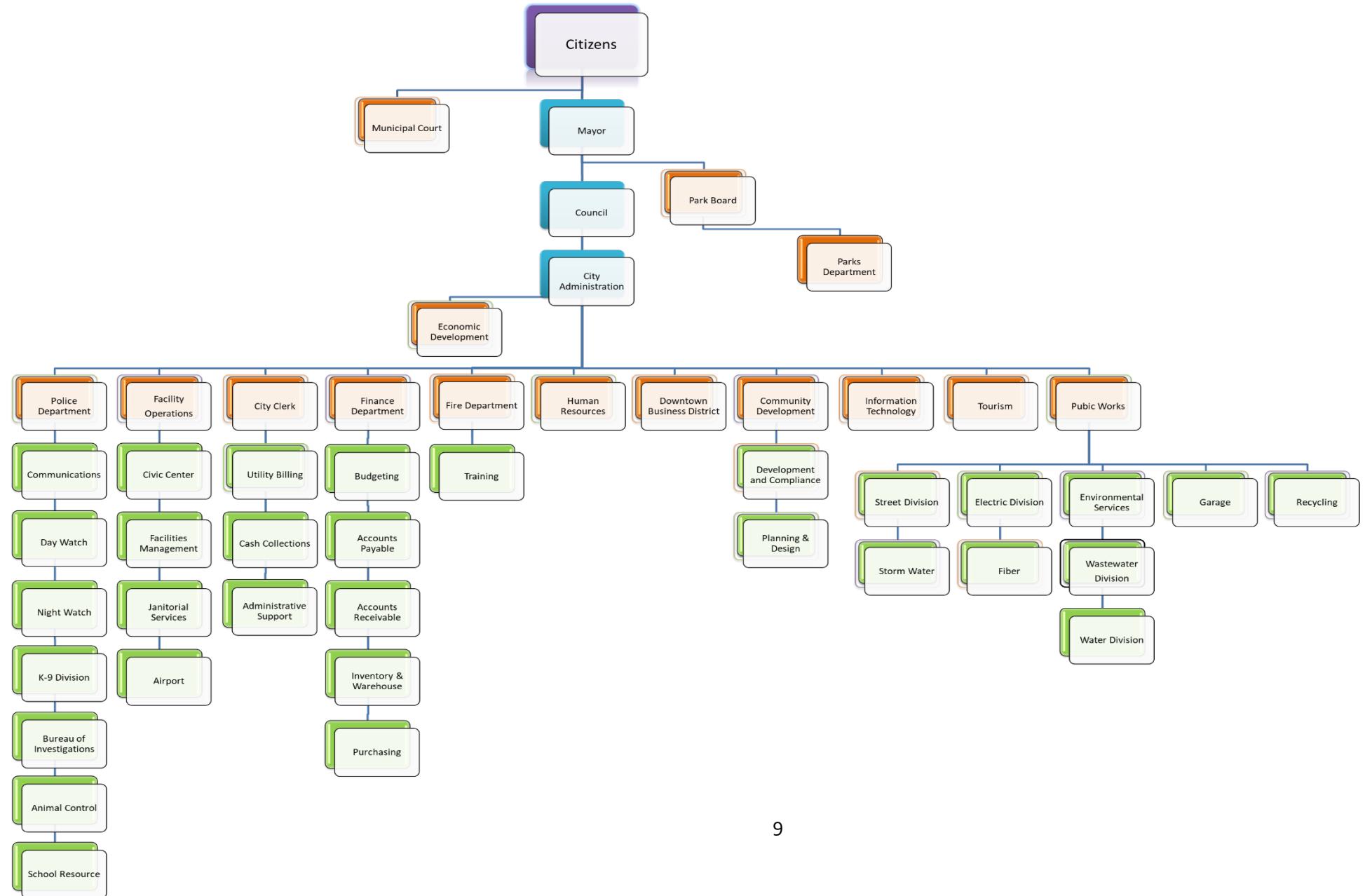
### **Ward 4**

Chuck Jordan  
Bob Garner

## **The Administration**

City Administrator, Michael Schumacher  
Chris Allen, City Attorney  
Laina Starnes, City Clerk  
Richard Shockley, Public Works Director  
Kat Gill, Finance Director  
Randy Halstead, Police Chief  
Sam Schneider, Fire Chief  
Deryl Wilson, Operations Director  
John Shelton, Parks Director  
Jarrad Schomaker, IT Director  
Nicole McGinnis, Tourism Director  
Kathy Milliken, Human Resource Director  
Ben DeClue, Assistant City Administrator

# Our Organization



# **City of Lebanon, Missouri**

## **Community Profile**

**2018**

|  |  |
|--|--|
| Date of Incorporation                  | 1877   |
| Form of Government                     | City of the third class; governed by a Mayor/Council form of government  |
| 2018 Estimated Population              | 14,709   |
| Estimated Housing                      | 6,187  |
| Land Area                              | 14.63 square miles   |
| Mile of Street                         | 111  |
| Police Protection                      |  |
| # of Stations                          | 1  |
| # of Police Officers                   | 30   |
| Fire Protection                        |  |
| # of Stations                          | 2  |
| # of Firefighters                      | 18   |
| Public Education                       | Classified as "Accredited" by Department of Elementary and Secondary Education, serves approximately 4,500 students in 3 elementary schools, a junior high school, a high school, an alternative education center, and a vocational school |
| Higher Education                       | 3 colleges have a presence in Lebanon  |
| Recreation and Culture                 |  |
| Parks                                  | 11 parks cover over 185 acres  |
| Number of Libraries                    | 1  |
| Median Household Income<br>(2011-2015) | \$31,115   |

## History

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



## Population



According to the 2010 census, Lebanon's population is (95% urban, 5% rural). Of that population, approximately 52.5% are female and 47.5% are male.

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

The racial makeup of the population is 94.1% Caucasian, 1.3% African American, 0.7% Asian, and 0.6% American Indian. Hispanic or Latino of any race is 2.6% of the population and the remainder of the population of Lebanon is made up of another race or a combination of two or more races.



Source: Missouri Census Data Center & US Census Bureau

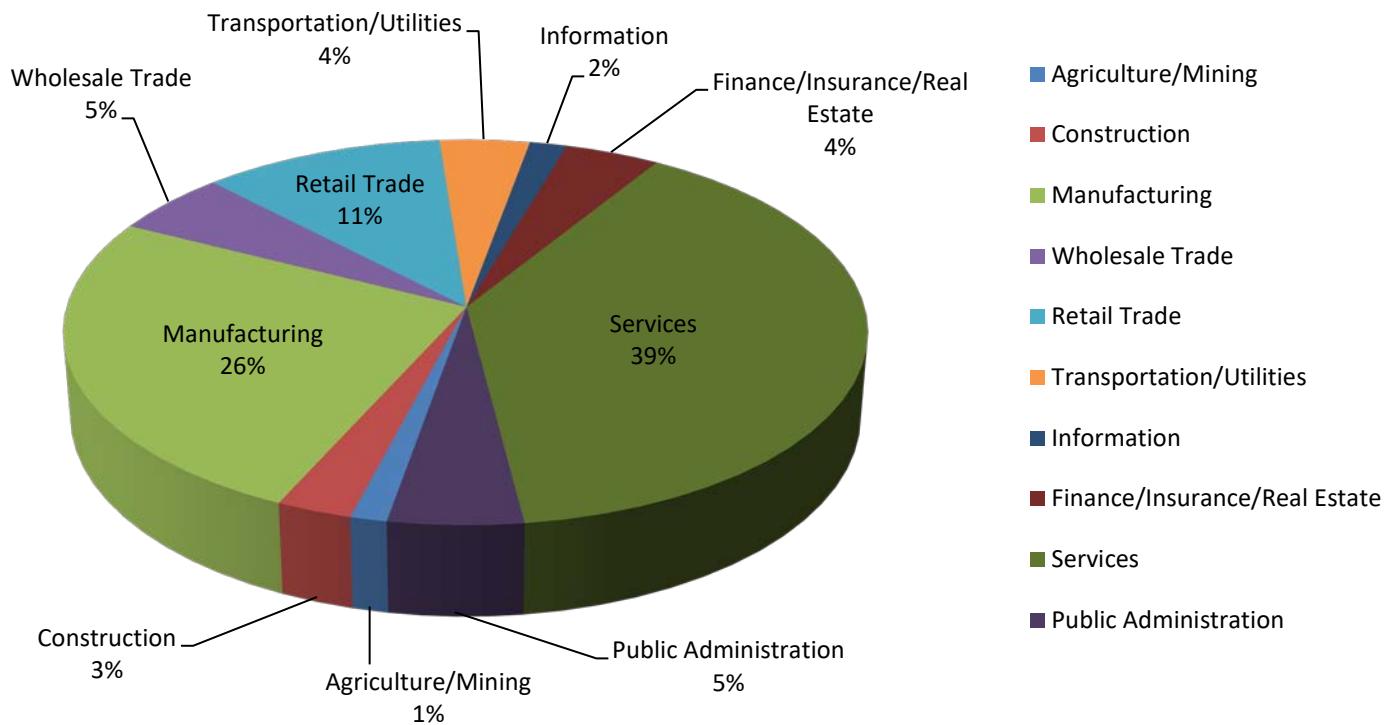
## Commerce, Industry and Employment

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

| Employer                         | Type of Business                   | Number of Employees |
|----------------------------------|------------------------------------|---------------------|
| 1. Tracker Marine                | Boat Manufacturing                 | 1115                |
| 2. Emerson Climate Technologies  | Compressors for HVAC Industry      | 865                 |
| 3. Lebanon R-III School District | School                             | 748                 |
| 4. Independent Stave             | Barrel Manufacturing               | 570                 |
| 5. Mercy Hospital                | Healthcare                         | 474                 |
| 6. The Durham Company            | Electrical Component Manufacturing | 380                 |
| 7. G-3 Boats                     | Boat Manufacturing                 | 355                 |
| 8. Lowe Boats                    | Boat Manufacturing                 | 330                 |
| 9. Marine Electrical Products    | Marine Electrical Components       | 286                 |
| 10. Detroit Tool Metal Products  | Metal Fabrication                  | 253                 |

Source: Lebanon Regional Economic Development Incorporated.

## 2015 Employed Population 16+ by Industry

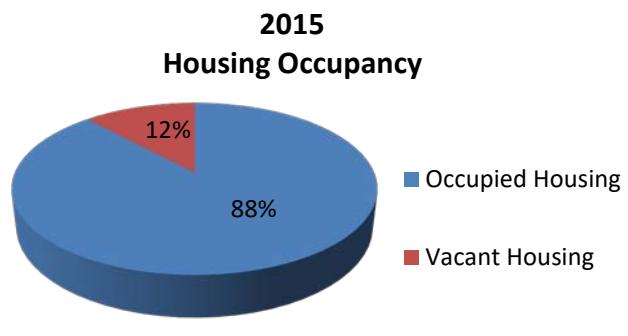


## Housing

### Household Summary

|                             |       |
|-----------------------------|-------|
| 2000 Households             | 5,269 |
| 2000 Average Household Size | 2.33  |
| 2010 Households             | 5,980 |
| 2010 Average Household Size | 2.36  |
| 2014 Households             | 6,002 |
| 2014 Average Household Size | 2.38  |
| 2018 Households             | 6,187 |
| 2018 Average Household Size | 2.31  |

Source: American Community Survey



Source: American Community Survey

## Education

### College/University in Lebanon:

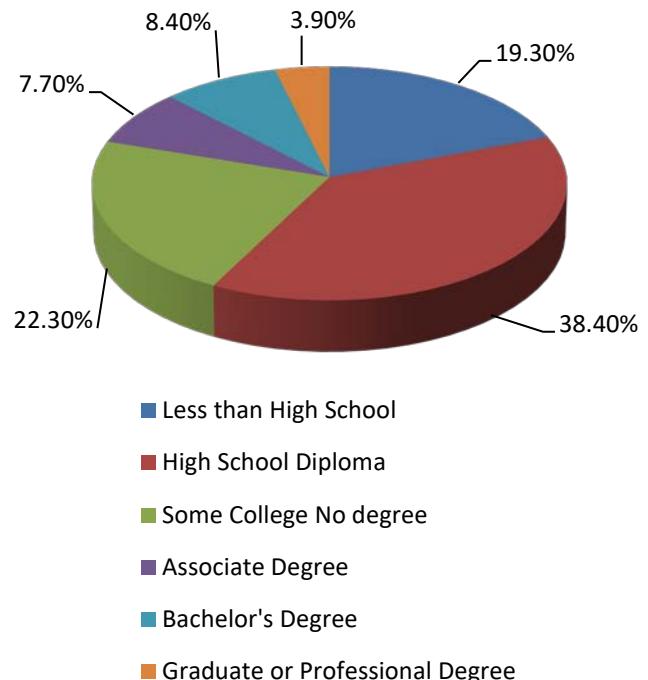
- Drury University
- Ozarks Technical Community College
- Missouri State University

### Public schools in Lebanon:

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

## Educational Attainment

### Ages 25 plus



Source: American Community Survey

# Vision, Mission, Values, and Goals

## OUR MISSION:

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

## OUR VISION:

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

## VALUE STATEMENTS:

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

# Goals and Objectives Fiscal Year 2019

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

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

- I. Address the Capital Improvement Sales Tax. The Capital Improvement Tax (CIT) will sunset in January of 2020 and is critical to the City's parks, public safety, and overall livability
  - o Develop an overall strategy to renew the existing Capital Improvement Tax
  - o Review current and future revenue strategies, including other taxing entities' plans
- II. Develop and complete customer satisfaction survey. By using this information Council will have needed information to make data driven decisions based upon input directly from our customers.
  - o Analyze customer satisfaction scores and develop city goals and priorities
  - o Develop a strategy to address customer identified priorities
- III. Develop a communication strategy for the City of Lebanon. To be successful it is imperative the City communicates effectively with our customers with accurate and timely information.
  - o Develop and implement a communication plan for the City
  - o Consolidate communication functions into one Communications Manager position to increase accuracy and consistency
- IV. Develop and implement employee development programming. Our employees are the organizations most valued asset and need to be able to succeed.
  - o Complete salary survey and develop a plan to implement
  - o Develop and implement a multi-faceted training program
  - o Develop and implement a city-wide employee recognition program and employee suggestion program
- V. Refine economic development efforts. The continued economic success of Lebanon requires a healthy existing business community and attracting new business partners.
  - o Explore recommendations from housing study to address shortage of affordable housing for entry level employees
  - o Create a marketing strategy for development opportunities
  - o Create an economic development team approach to retain and attract business opportunities
  - o Develop a comprehensive economic development incentives utilization policy for future development guidance.
- VI. Obtain a work order system to track customer service request. Meeting our customers' expectations is essential to the organizational success.
  - o A work order system will track customer request and communicate with the customer through the entire process
  - o This system will also provide data points which, over time, identify successes and opportunity for improvement
- VII. Develop a five-year strategic plan for the City of Lebanon
  - o Staff will present Council with suggested goals for plan based upon customer survey
- VIII. Once adopted by Council, staff will align initiatives, proposed budgets, and performance management efforts to reach

# Major Fiscal Policies



# Financial Policies

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## Background/Purpose

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

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

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

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

## Financial Planning Policies

### Balanced Budget

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

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

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

### **Asset Inventory**

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

### **Cash and Investments**

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

### **Long-Range Planning**

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

## **Revenue Policy**

### **Revenue Diversification**

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

### **Non-Recurring Revenue**

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

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

## Use of Unpredictable Revenues

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

## Charges for Services

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

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

## Expenditure Policy

### Undesignated Reserves

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

The City recognizes the need to maintain adequate cash reserves and to provide an appropriate level of service funded from annual revenues. In order to balance these needs, and to maintain the City's credit worthiness, the City of Lebanon will be working toward increasing the fund balances that are under twenty-five percent (25%) of operating revenues to provide for emergencies and allow for financial stability. This will also provide the City with resources to achieve its objectives and the flexibility to respond to unexpected opportunities or expenses. When feasible, a plan to replenish these reserves within a reasonable period of time should be developed.

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

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

Use of cash reserves will require Council action.

### Budgetary Compliance

Each department is sent a monthly expenditure status report and is expected to monitor their spending and stay within budget. In addition, the Finance Department prepares a monthly report comparing actual to budgeted expenditures for the major operating funds and is presented for administrative review.

## Cost Effective Services

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

## Financial Reporting Policy

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

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

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

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

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

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

## Capital Improvement Policy

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

## Debt Policy

### Purpose

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

- Demonstrate a commitment to long-term financial planning objectives.
- Promote continuity and consistency in the decision-making process.
- Provide guidance to decision makers regarding the timing and purpose for which debt may be issued.
- Minimize interest expense and cost of issuance.

- Maintain the highest credit rating possible.
- Keep the level of indebtedness within available revenue and within the legal limitations of the State of Missouri.

## Debt Affordability Analysis

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

## Types of Debt

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

# Debt

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## General Obligation Bonds

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

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

### Computation of Legal Debt Capacity

|  |                |
|--|----------------|
| 2017 Assessed Valuation                      | \$ 211,507,016 |
| Constitutional Debt Limit                    |                |
| (20% of assessed valuation)                  | \$ 42,301,403  |
| Amount of debt applicable to debt limitation | \$ -           |
| REMAINING LEGAL DEBT CAPACITY                | \$ 42,301,403  |

## Current Long-Term General Obligation Indebtedness

The City currently has no outstanding general obligation indebtedness.

## History of General Obligation Indebtedness

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

| <b><u>Fiscal Year Ending *</u></b> | <b><u>Total Outstanding Debt</u></b> |
|------------------------------------|--------------------------------------|
| June 30, 2016                      | -0-                                  |
| June 30, 2015                      | -0-                                  |
| June 30, 2014                      | -0-                                  |
| June 30, 2013                      | -0-                                  |
| June 30, 2012                      | -0-                                  |

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## Other Long-Term Obligations of the City

### Revenue Bonds

The City currently has no outstanding revenue obligations.

### Certificates of Participation

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

The Certificates of Participation issued in 2010 provided financing for the costs of certain improvements to the City's wastewater treatment plant and the City's waterworks system. The revenues generated from the City's Wastewater fund – eight-nine percent and Water Fund – eleven percent - are responsible for the debt service on the 2010 issue. As of July 1, 2018 the outstanding principal owed is \$2,750,000. By the end of FY2019 the outstanding principal owed will be \$2,395,000.

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

**BOND DEBT SERVICE**

**Series 2010B Build America Bonds**  
**City of Lebanon, Missouri**  
**Certificates of Participation**  
**Series 2010**  
**(New Money)**  
**FINAL**

**Dated Date**      **10/29/2010**  
**Delivery Date**      **10/29/2010**

| <b>Period Ending</b> | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b> | <b>Debt Service</b> | <b>Annual Debt Service</b> |
|----------------------|------------------|---------------|-----------------|---------------------|----------------------------|
| 05/01/2011           |                  |               | 80,850.97       | 80,850.97           | 80,850.97                  |
| 11/01/2011           |                  |               | 79,962.50       | 79,962.50           |                            |
| 05/01/2012           |                  |               | 79,962.50       | 79,962.50           | 159,925.00                 |
| 11/01/2012           |                  |               | 79,962.50       | 79,962.50           |                            |
| 05/01/2013           |                  |               | 79,962.50       | 79,962.50           | 159,925.00                 |
| 11/01/2013           |                  |               | 79,962.50       | 79,962.50           |                            |
| 05/01/2014           |                  |               | 79,962.50       | 79,962.50           | 159,925.00                 |
| 11/01/2014           |                  |               | 79,962.50       | 79,962.50           |                            |
| 05/01/2015           |                  |               | 79,962.50       | 79,962.50           | 159,925.00                 |
| 11/01/2015           |                  |               | 79,962.50       | 79,962.50           |                            |
| 05/01/2016           |                  |               | 79,962.50       | 79,962.50           | 159,925.00                 |
| 11/01/2016           |                  |               | 79,962.50       | 79,962.50           |                            |
| 05/01/2017           |                  |               | 79,962.50       | 79,962.50           | 159,925.00                 |
| 11/01/2017           |                  |               | 79,962.50       | 79,962.50           |                            |
| 05/01/2018           | 345,000          | 4.500%        | 79,962.50       | 424,962.50          | 504,925.00                 |
| 11/01/2018           |                  |               | 72,200.00       | 72,200.00           |                            |
| 05/01/2019           | 355,000          | 4.750%        | 72,200.00       | 427,200.00          | 499,400.00                 |
| 11/01/2019           |                  |               | 63,768.75       | 63,768.75           |                            |
| 05/01/2020           | 365,000          | 5.000%        | 63,768.75       | 428,768.75          | 492,537.50                 |
| 11/01/2020           |                  |               | 54,643.75       | 54,643.75           |                            |
| 05/01/2021           | 380,000          | 5.125%        | 54,643.75       | 434,643.75          | 489,287.50                 |
| 11/01/2021           |                  |               | 44,906.25       | 44,906.25           |                            |
| 05/01/2022           | 390,000          | 5.250%        | 44,906.25       | 434,906.25          | 479,812.50                 |
| 11/01/2022           |                  |               | 34,668.75       | 34,668.75           |                            |
| 05/01/2023           | 405,000          | 5.375%        | 34,668.75       | 439,668.75          | 474,337.50                 |
| 11/01/2023           |                  |               | 23,784.38       | 23,784.38           |                            |
| 05/01/2024           | 420,000          | 5.500%        | 23,784.38       | 443,784.38          | 467,568.76                 |
| 11/01/2024           |                  |               | 12,234.38       | 12,234.38           |                            |
| 05/01/2025           | 435,000          | 5.625%        | 12,234.38       | 447,234.38          | 459,468.76                 |
|                      | 3,095,000        |               | 1,812,738.49    | 4,907,738.49        | 4,907,738.49               |

## Future Financings

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

In accordance with regulations of the Missouri Department of Natural Resources, the City has completed the design process of flow capacity increases to its Wastewater treatment system. Capacity increases will be required based on the rate of increase of residential and commercial demand on the Wastewater system. At this point, the City is considering the issuance of revenue or lease obligations to finance such improvements.

# Budget Process

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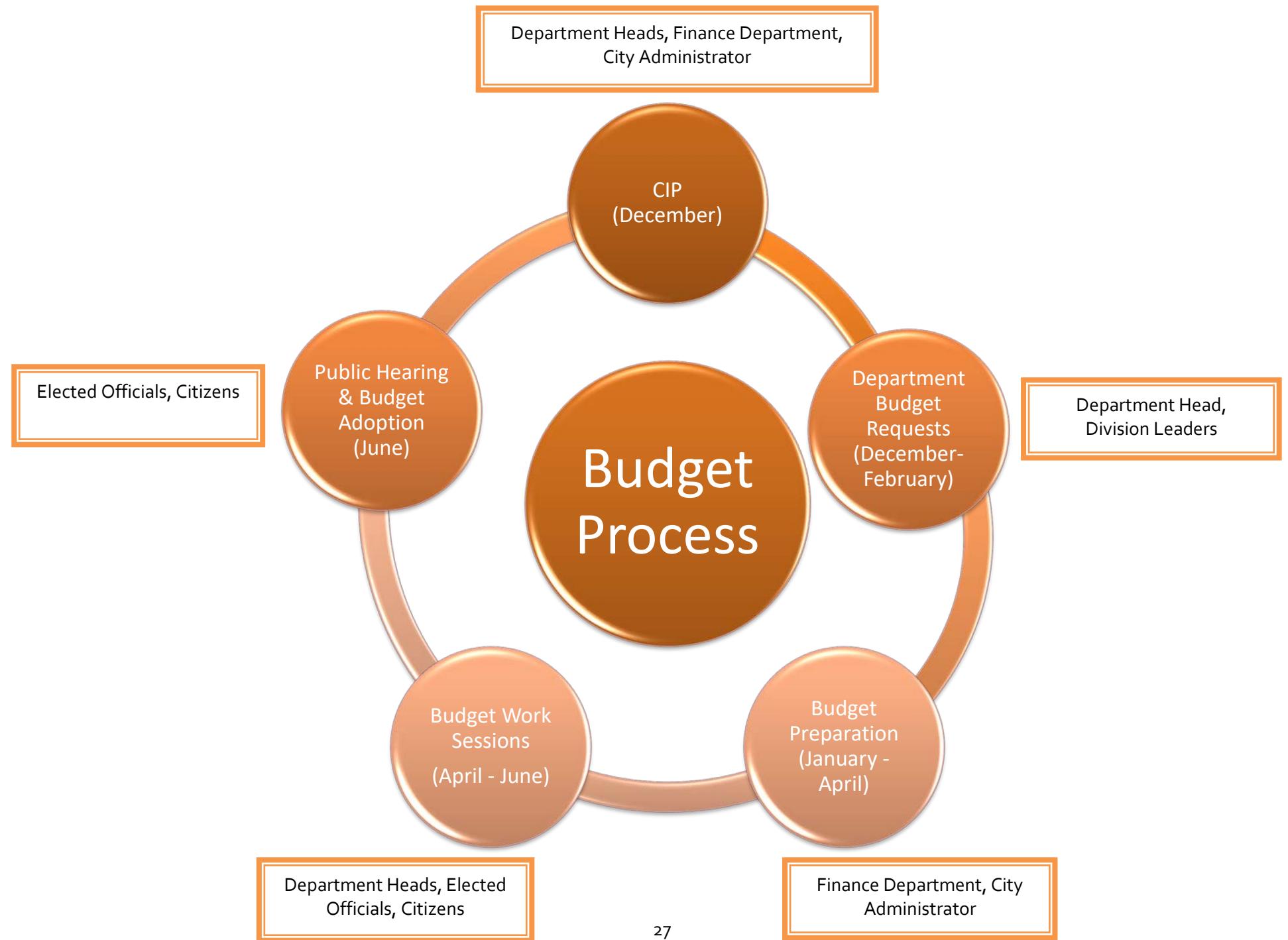
The City is required by law to prepare an annual budget of estimated receipts and disbursements for the coming fiscal year under the direction of the City Administrator, Director of Finance and Department Heads and which is presented to the City Council for approval before July 1. The City's fiscal year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

Four Stages of the Budget Process:

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

## Budget Amendments

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



| Action Steps:   | Responsibility:                          | Date:                |
|---|--|----------------------|
| CIP information due from departments                                    | All Departments                          | January 2018         |
| Distribute Instructions for Budget Preparation and Staff Plans          | Director of Finance                      | December 19 2017     |
| Begin Revenue Projections, Debt Service & Salary Projection             | Director of Finance                      | January 2018         |
| CIP information to Finance Department                                   | Finance Department                       | January 2018         |
| Distribvute Instructions for Line Item Budgets                          | Director of Finance                      | February 2018        |
| Line items, Org Charts, Goals &FTE Sheets due back to Finance           | All Departments                          | February 2018        |
| Compile budget and review items with departments                        | Finance Department                       | February-March 2018  |
| Review Estimated Revenue & Projected Expenses                           | City Administrator & Director of Finance | March 2018           |
| Proposed Budget Draft to City Administrator                             | Director of Finance                      | April 2018           |
| Proposed Budget to Mayor and City Council                               | City Administrator & Director of Finance | April 16, 2018       |
| Council Review of Budget  | Mayor & City Council                     | 4<br>April-June 2018 |
| Set Public Hearing 10 days in advance of final Hearing                  | City Administration                      | June 2018            |
| Submit Budget Ordinance for Public Hearing and First and Second Reading | City Administrator & Director of Finance | June 2018            |
| Adopted Budget published to website and printed copies to Council       | Finance Department                       | June 2018            |

# All Funds



## Budget Overview

This summary provides an overview of the city's entire fiscal year 2019 budget and activity, covering fund activity for city activities consisting of governmental, enterprise, internal and special funds. For more detail information go to the fund, department, or division detail sections of this budget.

The General Fund consists of the following divisions: general, municipal court, fire, police, civic center, community buildings,

administration and finance, recycling and storm water.

These divisions provide general services to the community.

Expenses in many of these divisions are down slightly for Fiscal Year 2019. Despite this, the fund balance for the General Fund has declined

slightly to twenty-three percent (23%) due in part to increased salary and benefits in administration, as well as investment in capital expenditures and one time investments in planned studies and professional services. The starting balance is projected to be \$2,589,954 and end around \$1,523,073.

City crews continue to work on projects funded by the Street Fund. East Fremont Road improvements, the Springfield Road overlay, and the Evergreen Parkway Asphalt Overlay will be very visible projects during this year. Grant revenue and increase in collection of sales tax has enabled us to continue to invest in our community street infrastructure while moving the fund balance to twenty-five percent (25%) The starting balance should start around \$1,009,472 and end around \$600,741.

The Capital Fund will again invest predominantly in the Civic Center, in addition to Police and Fire and Fairgrounds. Over the past few budget cycles, the city has invested this tax into projects and programs to benefit the greater community, and this year is no different. The funding source for this fund will sunset January 1, 2020. Due to this potential sunset, in order to ensure continuity of operations should the tax not be renewed, the fund balance for this fund has been increased to twenty-six percent (26%), up above the usual seven to nine percent (7%-9%) that has been proposed over the last few fiscal years. The starting balance is estimated to be \$379,258 with an ending estimated balance of \$442,358.

The Special Funds are used to account for special activities and programs. The largest of these funds is the Park Fund and is managed by a board appointed by the Mayor with the consent of the City Council. This fund will spend down their fund balance on projects that were slated to be completed this year. The starting balance will be \$902,569 and is projected to be \$735,995 by the end of Fiscal Year 2019. The decrease in the amount available for appropriation will be offset by the capital assets.

The Tourism Fund will see a decrease in its fund balance. This fund has little to no capital expenses and has an internal transfer to offset employee cost. The starting balance should be \$172,279 and the ending balance is projected to be \$130,701.

|                                      |                     |
|--------------------------------------|---------------------|
| <b>Carryover for Appropriation</b>   | <b>\$19,758,107</b> |
| <b>New Revenue</b>                   | <b>\$48,783,157</b> |
| <b>Internal Service Cost</b>         | <b>\$1,531,115</b>  |
| <b>Total Funds Available</b>         | <b>\$70,072,380</b> |
| <b>Interfund Transfer In</b>         | <b>\$895,923</b>    |
| <b>Appropriations</b>                | <b>\$51,848,538</b> |
| <b>Internal Service Cost</b>         | <b>\$1,946,296</b>  |
| <b>Total Appropriations</b>          | <b>\$53,794,835</b> |
| <b>Estimated Ending Fund Balance</b> | <b>\$17,173,468</b> |

The Downtown Business District will see a slight decrease in its fund balance to \$25,263. This decrease is a result of landscaping and streetscape improvement activity established as a priority of the Board. This fund has no staff and the funds are used by a board that is appointed by the Mayor with consent of the City Council. The members of the board have to meet qualifications to serve on the board.

The Airport and Economic Development Funds manage projects related to these funds and the balances are subject to change solely based on project activity.

The Internal Funds are used to account for internal activities and programs. The three funds considered internal to operations are the Community Development, Internal Services, and Benefit Funds. The Internal Fund carries no fund balance. The activity in this fund is covered by services performed as operations to the city. The Community Development is mainly funded through the General Fund; however, the City's subdivision development is managed through this fund. The balance in this fund is expected to end at \$(60,000) due to work performed on subdivisions where an assessment is outstanding on the land. The Benefit Fund will see an increase in its fund balance from \$560,038 to \$880,786, as we have re-stabilized this fund through premium increases last fiscal year and are at our target goal of a twenty-five percent (25%) fund balance.

| Internal Service Funding      |                              |                       |                  |                        |                            |                           |                 |                    |  |
|-------------------------------|------------------------------|-----------------------|------------------|------------------------|----------------------------|---------------------------|-----------------|--------------------|--|
| 50 Community Development Fund |                              |                       |                  | 60 Service Fund        |                            |                           |                 |                    |  |
|                               | 305 Development & Compliance | 310 Planning & Design | Total            | 305 Garage & Warehouse | 315 Information Technology | 320 Facilities Management | 325 Janitorial  | Total              |  |
| 01 General                    | \$253,329                    | \$26,021              | \$279,350        | \$52,387               | \$136,846                  | \$164,595                 | \$38,012        | \$391,840          |  |
| 08 Street                     | \$12,105                     | \$29,784              | \$41,889         | \$93,617               | \$41,704                   | \$56,269                  | \$4,280         | \$195,869          |  |
| 40 Tourism                    | \$0                          | \$0                   | \$0              | \$63                   | \$9,526                    | \$1,068                   | \$0             | \$10,657           |  |
| 45 Econ Dev                   | \$0                          | \$0                   | \$0              | \$601                  | \$0                        | \$9,368                   | \$0             | \$9,969            |  |
| 73 Airport                    | \$0                          | \$0                   | \$0              | \$1,000                | \$1,500                    | \$4,058                   | \$0             | \$6,558            |  |
| 75 Downtown Business          | \$0                          | \$0                   | \$0              | \$0                    | \$0                        | \$23,160                  | \$0             | \$23,160           |  |
| 79 Parks                      | \$1,211                      | \$9,559               | \$10,770         | \$2,783                | \$12,580                   | \$9,917                   | \$0             | \$25,281           |  |
| 80 Electric                   | \$16,245                     | \$31,250              | \$47,495         | \$54,937               | \$37,014                   | \$10,588                  | \$5,222         | \$107,761          |  |
| 83 Fiber                      | \$0                          | \$1,508               | \$1,508          | \$0                    | \$43,849                   | \$0                       | \$0             | \$43,849           |  |
| 85 Wastewater                 | \$15,034                     | \$22,078              | \$37,112         | \$45,860               | \$36,868                   | \$16,447                  | \$4,280         | \$103,455          |  |
| 87 Water                      | \$17,572                     | \$18,136              | \$35,708         | \$65,026               | \$43,704                   | \$9,673                   | \$4,297         | \$122,699          |  |
| Direct Cost                   | \$235,000                    | \$0                   | \$235,000        | \$7,034                | \$0                        | \$29,152                  | \$0             | \$36,186           |  |
| <b>Total</b>                  | <b>\$550,496</b>             | <b>\$138,335</b>      | <b>\$688,831</b> | <b>\$323,307</b>       | <b>\$363,591</b>           | <b>\$334,296</b>          | <b>\$56,090</b> | <b>\$1,077,284</b> |  |

Enterprise Funds are used to manage the city utilities. The Electric Fund is the largest of these funds. The operating fund will start the year with at \$1,787,457 and will end the year around \$1,878,843. The reserve will start with a balance of \$9,552,661 and end with a balance of \$9,132,032. The decrease in the Electric Reserve fund is a direct result of the continued investment in capital purchases from this fund. The total capital investment planned from this fund for this fiscal year is \$1,650,181, of which \$1,397,181 is being expensed from the reserve fund during this fiscal year.

Fiber Fund manages our fiber utility and will see a decrease in its fund balance by \$36,607. There is planned investment this fiscal year for SCADA communications improvements.

The Wastewater Fund will start the year with a balance around \$947,690 and end with a balance of \$892,255. The revenue shows an increase, as a rate adjustment will need to be made in anticipation of new debt service from the improvements to the treatment facility that the city has been planning for over the past few years. This budget reflects \$1,000,000 in construction activity related to the facility. We are continuing to make significant investments in our collection system which is reflected in this budget as well.

The Water Fund's largest project is the completion of the water system hydraulic study begun in FY18. This activity along with other capital investments will bring the fund balance to \$554,057 or thirty percent (30%) fund balance.

Finally, it is important to note the difference between operational and capital costs in this budget. Capital costs, while beneficial to the City, are sometimes not required purchases, unlike operational costs, which are required to maintain our current levels of service. When capital costs of \$8,299,991 are separated from the budget, the City sees an operational surplus of \$5,807,096, indicating a healthy financial position.

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

###

# Budget Summary Governmental Activity

| <i>01 General Fund</i>                        |                    | <i>08 Street Fund</i>                     |                    |
|---|--------------------|---|--------------------|
| <i>Carryover for Appropriations-Operating</i> | <b>\$2,286,300</b> | <i>Carryover for Appropriations</i>       | <b>\$1,009,472</b> |
| <i>Carryover for Appropriations-Reserve</i>   | <b>\$303,654</b>   | <i>New Revenues</i>                       | <b>\$2,438,000</b> |
| <i>New Revenues</i>                           | <b>\$6,609,790</b> | <i>Total Available for Appropriations</i> | <b>\$3,447,472</b> |
| <i>Total Available for Appropriations</i>     | <b>\$9,199,744</b> | 500 Street                                | \$2,846,731        |
| 100 General                                   | \$1,268,180        | <i>Total Street Fund Appropriations</i>   | <b>\$2,846,731</b> |
| 105 Municipal Court                           | \$243,326          | <i>Estimated Ending Balance</i>           | <b>\$600,741</b>   |
| 110 Fire Department                           | \$1,505,049        | <i>22 Capital Fund</i>                    |                    |
| 115 Police Department                         | \$2,933,999        | <i>Carryover for Appropriations</i>       | <b>\$379,258</b>   |
| 120 Police Officer Training                   | \$0                | <i>New Revenues</i>                       | <b>\$1,725,000</b> |
| 130 Civic Center                              | \$446,217          | <i>Total Available for Appropriations</i> | <b>\$2,104,258</b> |
| 135 Community Buildings/NEC                   | \$39,100           | 600 General                               | \$1,531,900        |
| 140 Mayor & Council                           | \$45,987           | 630 Service                               | \$80,000           |
| 145 City Administration                       | \$507,958          | 650 Parks                                 | \$50,000           |
| 150 City Clerk Office                         | \$277,574          | <i>Total Capital Fund Appropriations</i>  | \$1,661,900        |
| 155 Recycling                                 | \$34,233           | <i>Estimated Ending Balance</i>           | <b>\$442,358</b>   |
| 165 Storm Water                               | \$94,700           |   |                    |
| 170 Finance Office                            | \$280,348          |   |                    |
| <i>Total General Fund Appropriations</i>      | <b>\$7,676,671</b> |   |                    |
| <i>Estimated Ending Balance</i>               | <b>\$1,523,073</b> |   |                    |

## Percent of Fund Balance

General – 23%  
 Street - 25%  
 Capital – 26%

# Budget Summary Special and Internal Activity

## Percent of Fund Balance

Tourism – 64%  
 Economic Development -26%  
 Airport – 0%  
 Downtown Business – 75%  
 Parks – 106%

| 73 Airport Fund                           |             |
|---|-------------|
| <i>Carryover for Appropriations</i>       | \$0         |
| <i>New Revenues</i>                       | \$860,102   |
| <i>Interfund Transfer In</i>              | \$350,181   |
| <i>Total Available for Appropriations</i> | \$1,210,283 |
| 100 Airport General                       | \$1,210,283 |
| <i>Total Airport Fund Appropriations</i>  | \$1,210,283 |
| <i>Estimated Ending Balance</i>           | \$0         |

## 40 Tourism Fund

## 75 Downtown Business District Fund

|   |           |   |          |
|---|-----------|---|----------|
| <i>Carryover for Appropriations</i>       | \$172,279 | <i>Carryover for Appropriations</i>       | \$32,275 |
| <i>New Revenues</i>                       | \$145,065 | <i>New Revenues</i>                       | \$33,600 |
| <i>Interfund Transfer In</i>              | \$60,000  | <i>Total Available for Appropriations</i> | \$65,875 |
| <i>Total Available for Appropriations</i> | \$377,344 | 500 DTBD General                          | \$40,612 |
| 500 Tourism                               | \$246,643 | <i>Total DTBD Fund Appropriations</i>     | \$40,612 |
| <i>Total Tourism Fund Appropriations</i>  | \$246,643 | <i>Estimated Ending Balance</i>           | \$25,263 |
| <i>Estimated Ending Balance</i>           | \$130,701 | 79 Parks Fund                             |          |

## 45 Economic Development Fund

## Carryover for Appropriations-Operating

\$180,643

|   |             |   |             |
|---|-------------|---|-------------|
| <i>Carryover for Appropriations</i>                   | \$305,557   | <i>Carryover for Appropriations-Reserve</i> | \$721,926   |
| <i>New Revenues</i>                                   | \$1,185,420 | <i>New Revenues</i>                         | \$693,300   |
| <i>Total Available for Appropriations</i>             | \$1,490,977 | <i>Total Available for Appropriations</i>   | \$1,595,869 |
| 700 Economic General                                  | \$481,101   | 500 Parks Operation and Administration      | \$736,879   |
| 715 Detroit Tool Metal Products                       | \$489,500   | 515 Boswell Aquatic Center                  | \$84,395    |
| 730 Copeland  | \$211,750   | 520 Parks Activities                        | \$38,600    |
| <i>Total Economic Development Fund Appropriations</i> | \$1,182,351 | <i>Total Parks Fund Appropriations</i>      | \$859,874   |
| <i>Estimated Ending Balance</i>                       | \$308,626   | <i>Estimated Ending Balance</i>             | \$735,995   |

# Budget Summary Special and Internal Activity

## Percent of Fund Balance

Community Development – (24) %  
Service -0%  
Benefits– 26%

| <b>60 Service Fund</b>                                 |                  |   |                    |
|--|------------------|---|--------------------|
| <i>Carryover for Appropriations</i>                    | \$0              |   |                    |
| <i>Internal Service Cost Revenue</i>                   |                  | \$1,077,284                               |                    |
| <b>Total Available for Appropriations</b>              |                  | <b>\$1,077,284</b>                        |                    |
| 305 Garage & Warehouse                                 |                  | \$323,307                                 |                    |
| 315 Information Technology                             |                  | \$363,591                                 |                    |
| 320 Facilities Management                              |                  | \$334,296                                 |                    |
| 325 Janitorial Services                                |                  | \$56,090                                  |                    |
| <b>Total Internal Service Fund Appropriations</b>      |                  | <b>\$1,077,284</b>                        |                    |
| <b>50 Community Development Fund</b>                   |                  |   |                    |
| <i>Carryover for Appropriations</i>                    | \$0              | <i>Estimated Ending Balance</i>           | \$0                |
| <i>New Revenues</i>                                    | \$245,000        | <b>70 Benefits Fund</b>                   |                    |
| <i>Interfund Transfer In</i>                           | \$5,000          | <i>Carryover for Appropriations</i>       | \$560,038          |
| <i>Internal Service Cost Revenue</i>                   | \$453,831        | <i>New Revenues</i>                       | \$3,438,839        |
| <b>Total Available for Appropriations</b>              | <b>\$703,831</b> | <b>Total Available for Appropriations</b> | <b>\$3,998,877</b> |
| 305 Development & Compliance                           | \$625,496        | 400 Benefits                              | \$3,118,091        |
| 310 Planning & Design                                  | \$138,335        | <b>Total Benefits Fund Appropriations</b> | <b>\$3,118,091</b> |
| <b>Total Community Development Fund Appropriations</b> | <b>\$763,831</b> | <i>Estimated Ending Balance</i>           | <b>\$880,786</b>   |
| <b>Estimated Ending Balance</b>                        | <b>-\$60,000</b> |   |                    |

# Budget Summary Enterprise Activity

| <b>80 Electric Fund</b>                       |                     | <b>85 Wastewater Fund</b>                     |                    |
|---|---------------------|---|--------------------|
| <i>Carryover for Appropriations-Operating</i> | <b>\$1,787,457</b>  | <i>Carryover for Appropriations-Operating</i> | <b>\$947,690</b>   |
| <i>Carryover for Appropriations-Reserve</i>   | <b>\$9,552,661</b>  | <i>Carryover for Appropriations-Reserve</i>   | <b>\$595,188</b>   |
| <i>New Revenues-Operating</i>                 | <b>\$25,442,041</b> | <i>New Revenues</i>                           | <b>\$4,050,900</b> |
| <i>Interfund Transfer In-Reserve</i>          | <b>\$480,742</b>    | <i>Total Available for Appropriations</i>     | <b>\$5,593,778</b> |
| <i>Total Available for Appropriations</i>     | <b>\$37,262,901</b> | 200 WWTP and Operation                        | <b>\$4,023,142</b> |
| 200 Electric Operating                        | <b>\$25,097,672</b> | 205 WW Maintenance                            | <b>\$200,988</b>   |
| 205 Electric Maintenance                      | <b>\$252,984</b>    | 215 Inflow & Infiltration                     | <b>\$477,394</b>   |
| 215 Electric Reserve                          | <b>\$901,371</b>    | <i>Total Wastewater Fund Appropriations</i>   | <b>\$4,701,524</b> |
| <i>Total Electric Fund Appropriations</i>     | <b>\$26,252,026</b> | <i>Estimated Ending Balance</i>               | <b>\$892,255</b>   |
| <i>Estimated Ending Balance-Operating</i>     | <b>\$1,878,843</b>  | <b>87 Water Fund</b>                          |                    |
| <i>Estimated Ending Balance-Reserve</i>       | <b>\$9,132,032</b>  | <i>Carryover for Appropriations-Operating</i> | <b>\$438,768</b>   |
| <b>83 Fiber Fund</b>                          |                     | <i>Carryover for Appropriations-Reserve</i>   | <b>\$319,594</b>   |
| <i>Carryover for Appropriations</i>           | <b>\$165,347</b>    | <i>New Revenues</i>                           | <b>\$1,841,100</b> |
| <i>New Revenues</i>                           | <b>\$75,000</b>     | <i>Total Available for Appropriations</i>     | <b>\$2,599,462</b> |
| <i>Total Available for Appropriations</i>     | <b>\$240,347</b>    | 200 Water Operation                           | <b>\$1,596,319</b> |
| 200 Fiber Operating                           | <b>\$111,607</b>    | 205 Water Maint. & Distribution System        | <b>\$449,086</b>   |
| <i>Total Fiber Fund Appropriations</i>        | <b>\$111,607</b>    | <i>Total Water Fund Appropriations</i>        | <b>\$2,045,405</b> |
| <i>Estimated Ending Balance</i>               | <b>\$128,740</b>    | <i>Estimated Ending Balance</i>               | <b>\$554,057</b>   |

## Percent of Fund Balance

Electric – 43%  
 Fiber - 172%  
 Wastewater – 30%  
 Water – 30%

## Fund Structure

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

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

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

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



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

## Major Revenues

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

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

Each revenue page is divided into three sections:

Fund(s) and Account Code

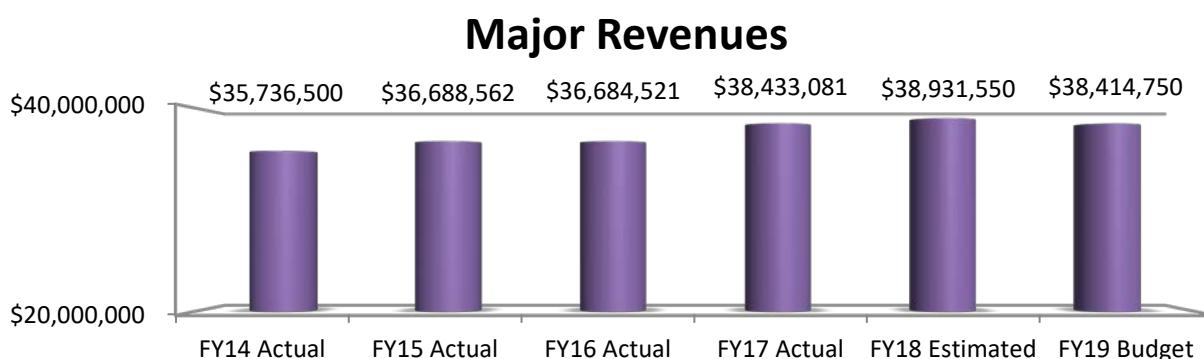
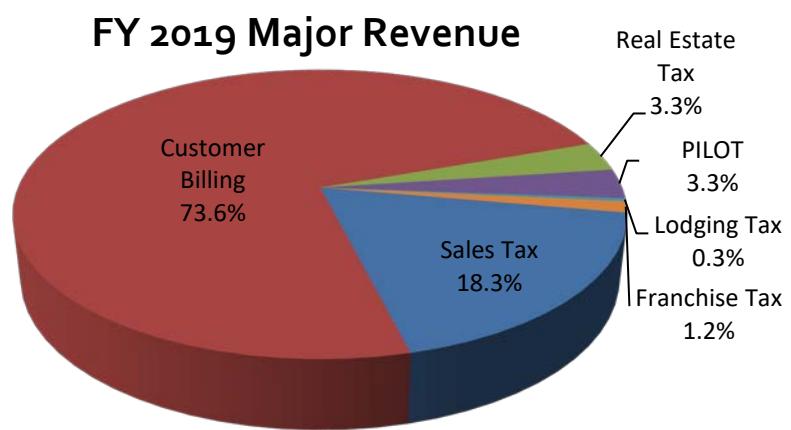
This is the specific line(s) to which the revenue source is posted in the city's accounting system.

Description

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

Financial Trend

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



## Sales Tax 1%

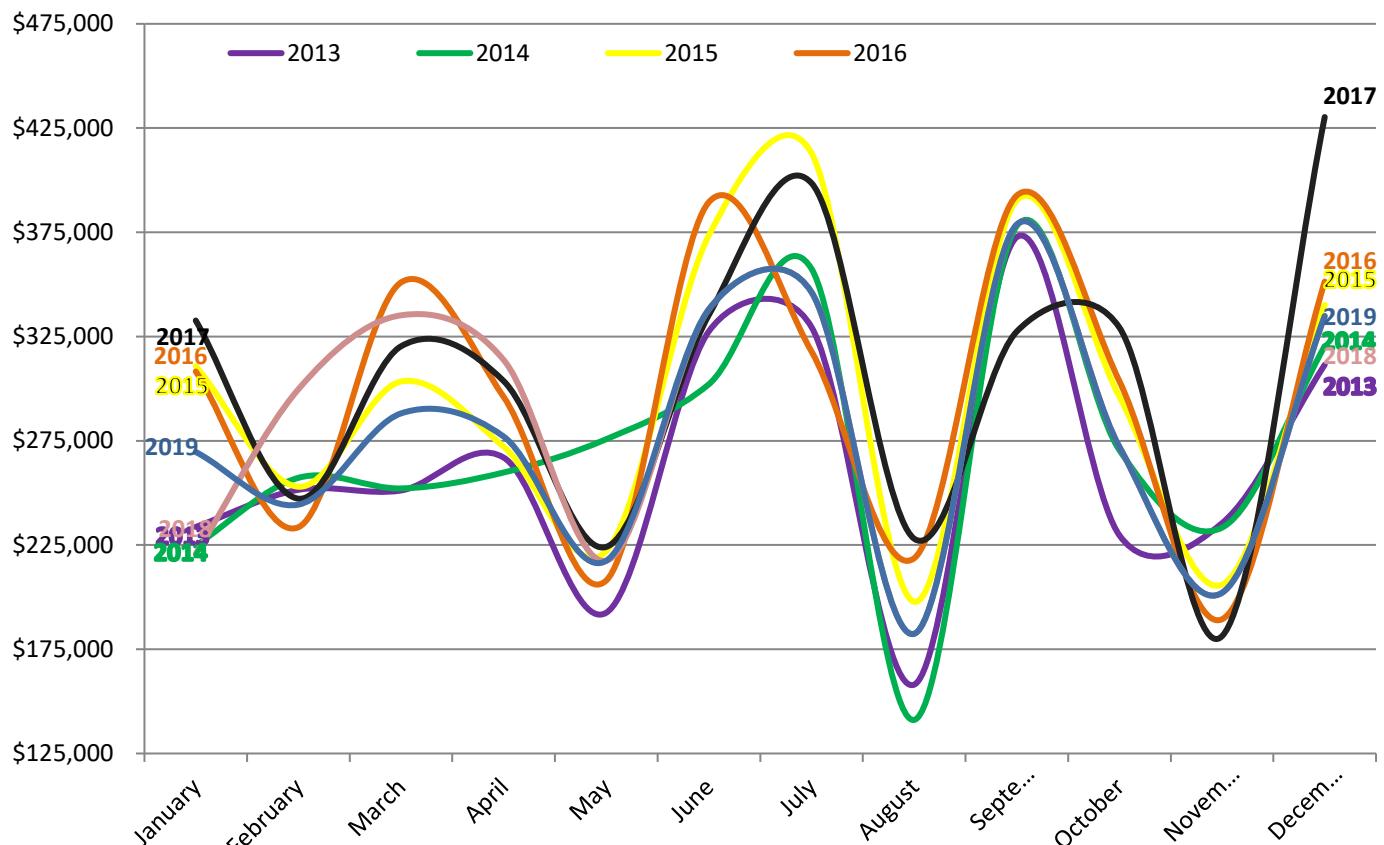
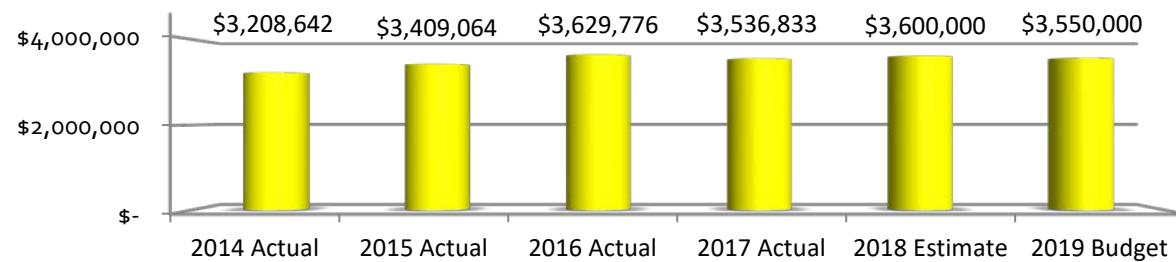
Revenue General Ledger Account:

General Fund 01-4-100-1000.001

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

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

## Sales Tax 1% Revenue History



## Customer Billing

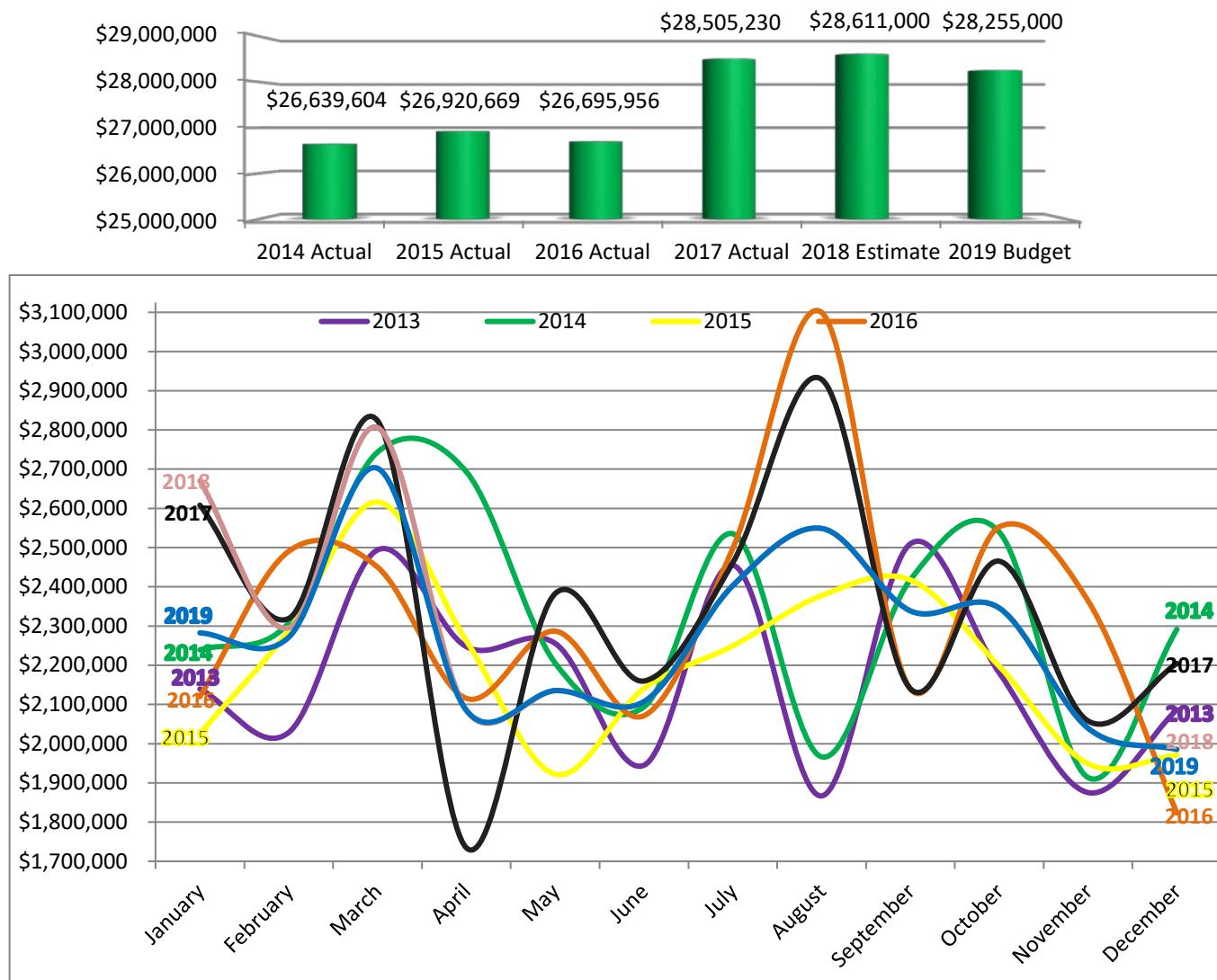
Revenue General Ledger Accounts:

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

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

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

## Customer Billing Revenue History



## Real Estate Tax

### Revenue General Ledger Accounts:

|                            |                   |
|----------------------------|-------------------|
| General Fund               | 01-4-100-1000.003 |
| Downtown Business District | 75-4-500-1000.003 |
| Parks Fund                 | 79-4-500-1000.003 |

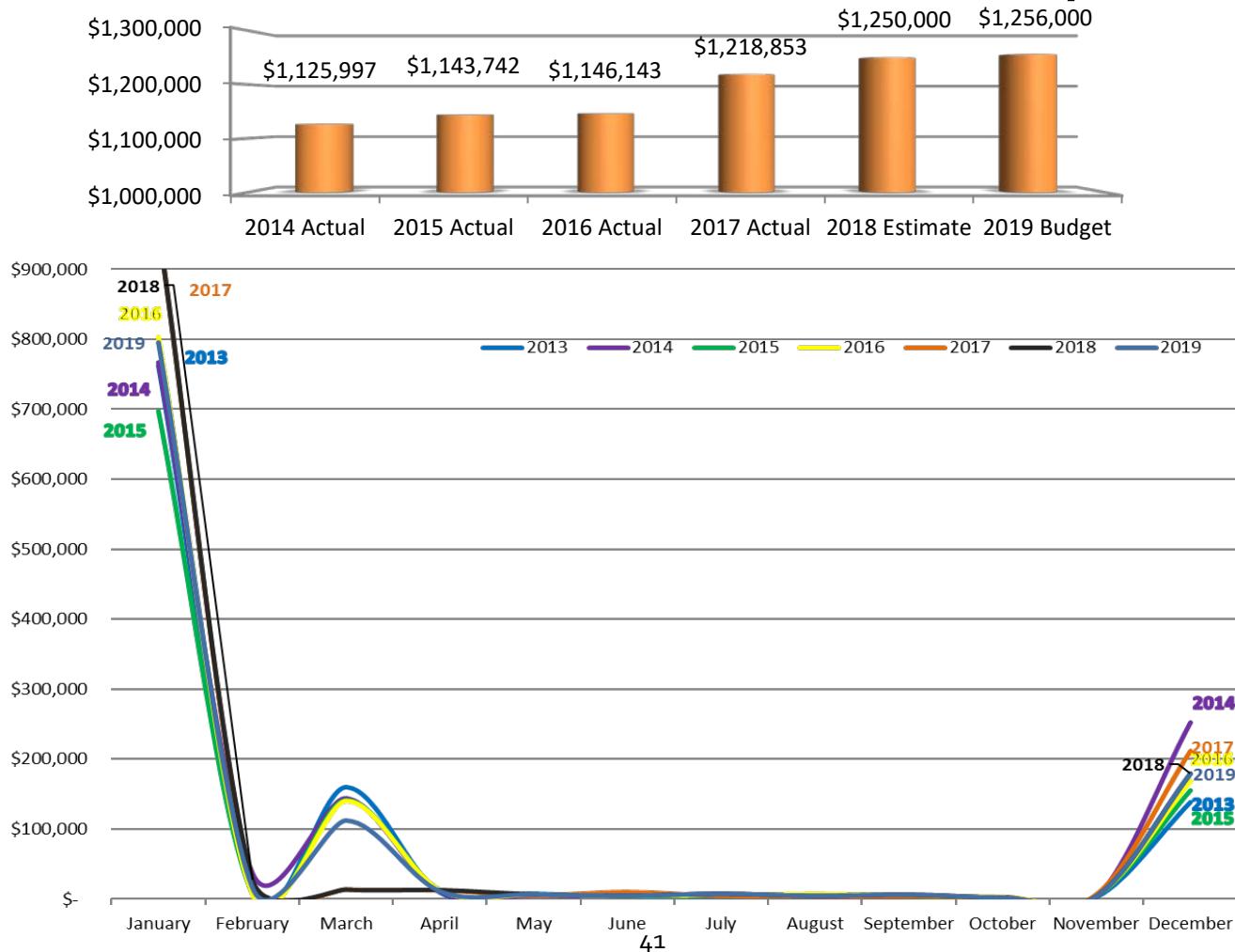
Real estate taxes levied according to the taxation districts are received from the city collector and recorded in the proper fund.

The General Fund Ad Valorem levy for the next year is \$0.2607 per one hundred dollars assessed valuation of all taxable, tangible property within the city limits of the city.

The Special Business District (Downtown Business District) Ad Valorem levy for the next year is \$0.7402 per one hundred dollars assessed valuation of all taxable, tangible property within the boundaries of the Downtown Special Business District.

The Parks Ad Valorem levy for the next year is \$0.2607 per one hundred dollars assessed valuation of all taxable, tangible property within the city limits of the city.

## Real Estate Tax Revenue History



## Sales Tax .5%

### Revenue General Ledger Accounts:

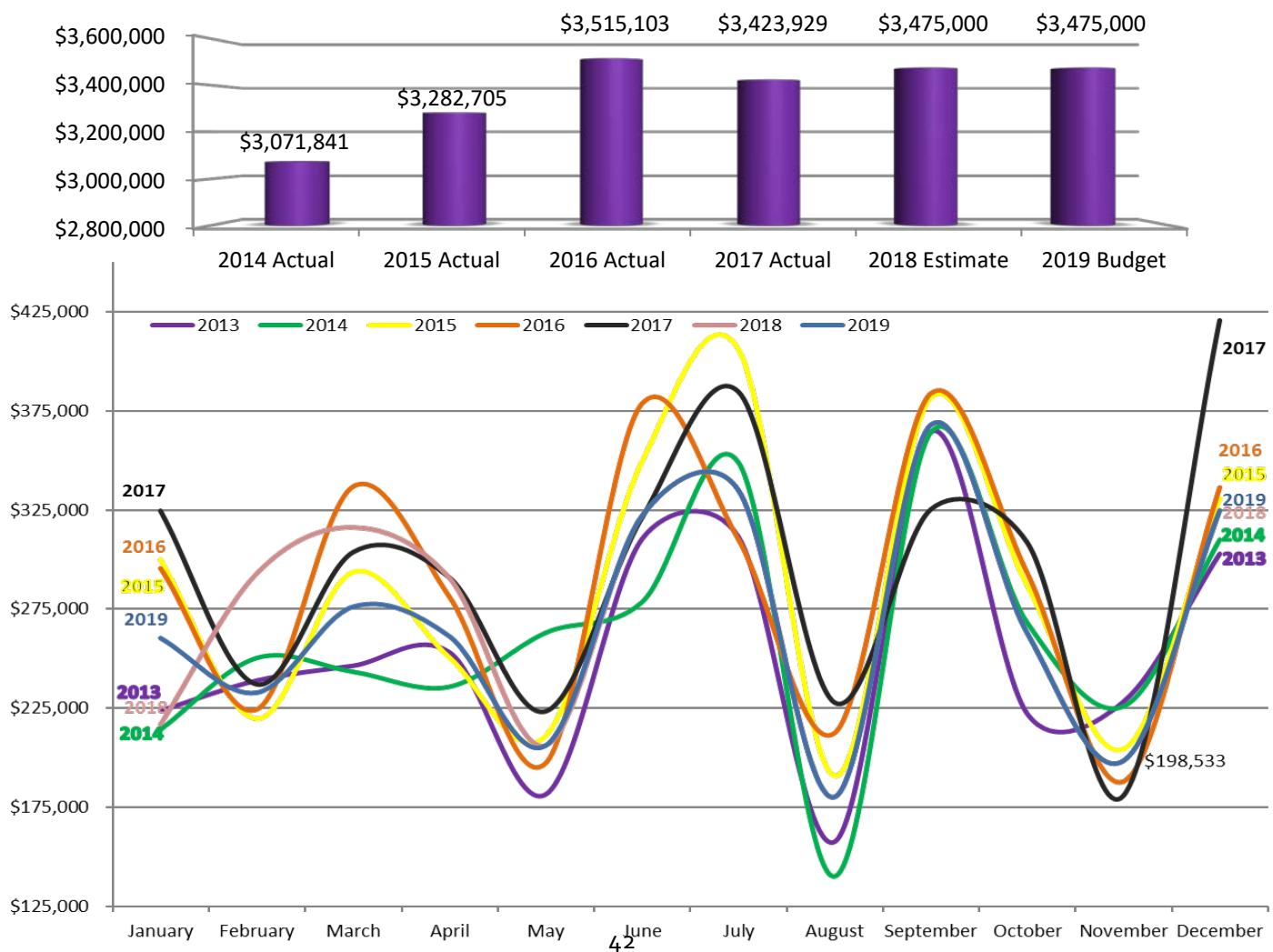
|              |                   |
|--------------|-------------------|
| Street Fund  | 08-4-500-1000.002 |
| Capital Fund | 22-4-600-1000.002 |

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

The voters of Lebanon elected to impose a local, one half of one percent, sales tax for the purpose of carrying out the renovation, reconstruction and/or maintenance of existing city streets. As this revenue stream is tied to the local sales prevailing economic factors impacting local residents can affect collections. By state law monies collected by such a tax shall be appropriated and disbursed only for transportation purposes. This tax remains effective until January 1, 2019.

The voters of Lebanon elected to impose a local sales tax to establish and cover multi-year expenditures of major capital projects and expenditures for all general government programs. Since the sales tax is tied to the spending habits of local consumers it is subject to the local economic conditions affecting local residents. This tax remains effective until January 1, 2020.

## Sales Tax .5% Revenue History



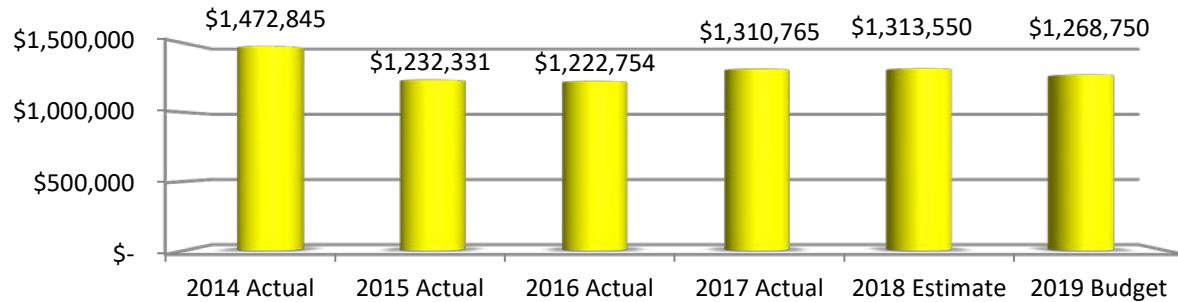
## PILOT

### Revenue General Ledger Accounts:

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

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

## PILOT Revenue History



## Lodging

Revenue General Ledger Account:

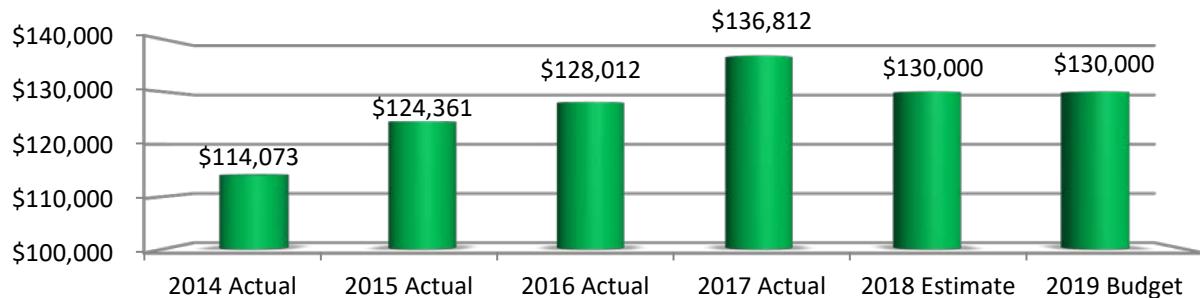
Tourism 40-4-500-1000.006

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

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

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

## Lodging Revenue History



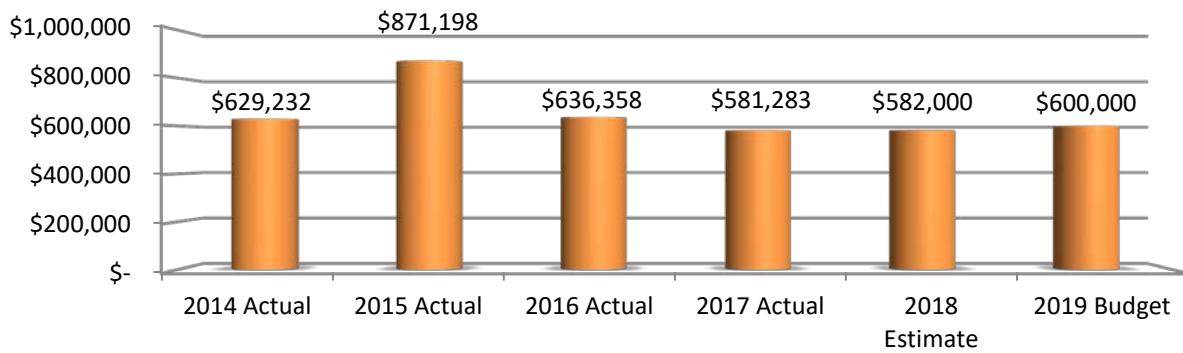
## Franchise

### Revenue General Ledger Accounts:

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

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

## Franchise Revenue History



## Personnel Schedule

|   | Salary Grade | FY 2017 Budget | FY 2018 Budget | FY 2019 Proposed |
|---|--------------|----------------|----------------|------------------|
| <b>Municipal Court</b>                              |              |                |                |                  |
| Clerk I (Court Clerk)                               | 6            | 2              | 1              | 1                |
| Clerk III (Court Clerk)                             | 8            | 0              | 1              | 1                |
| Security Officer I (Courtroom Security Officer)     | 7            | 1              | 1              | 1                |
| Security Officer II (Courtroom Security Supervisor) | 8            | 0.5            | 0.5            | 0.5              |
| <b>Total Municipal Court</b>                        |              | <b>3.5</b>     | <b>3.5</b>     | <b>3.5</b>       |
| <b>Fire</b>   |              |                |                |                  |
| Captain   | 3 - 4        | 3              | 3              | 3                |
| Fire Chief  | 14           | 1              | 1              | 1                |
| Firefighter   | 1 - 2        | 12             | 12             | 12               |
| Inspector III (Fire Inspector)                      | 10           | 1              | 1              | 1                |
| Lieutenant  | 2 - 3        | 3              | 3              | 3                |
| Training/Assistant Chief                            | 10           | 1              | 1              | 1                |
| <b>Total Fire</b>                                   |              | <b>21</b>      | <b>21</b>      | <b>21</b>        |
| <b>Police</b>                                       |              |                |                |                  |
| Animal Control Officer                              | 6            | 2              | 2              | 2.5              |
| Captain   | 12           | 1              | 0              | 0                |
| Chief Communications Officer                        | 10           | 1              | 1              | 1                |
| Clerk I (Evidence/Records Clerk)                    | 6            | 1              | 1              | 1                |
| Clerk III (Executive Assistant)                     | 8            | 1              | 1              | 0                |
| Clerk IV (Police Analyst)                           | 9            | 0              | 0              | 1                |
| Dispatcher I - II                                   | 6 - 7        | 7              | 7              | 7                |
| Lieutenant I - II                                   | 10 - 11      | 1              | 2              | 2                |
| Police Chief  | 14           | 1              | 1              | 1                |
| Police Officer I - II                               | 8 - 9        | 22             | 22             | 22               |
| Police Sergeant I - II                              | 9 - 10       | 5              | 5              | 5                |
| <b>Total Police</b>                                 |              | <b>42</b>      | <b>42</b>      | <b>42.5</b>      |
| <b>Civic Center</b>                                 |              |                |                |                  |
| Business Manager                                    | 8            | 1              | 1              | 0                |
| Custodian I   | 1            | 1              | 1              | 1                |
| Maintenance/Operations Worker I                     | 4            | 0.5            | 0.5            | 0.5              |
| Maintenance/Operations Worker II                    | 5            | 2              | 1              | 1                |
| Maintenance/Operations Worker III                   | 6            | 1              | 1              | 1                |
| Operations Director                                 | 14           | 1              | 1              | 1                |
| <b>Total Civic Center</b>                           |              | <b>6.5</b>     | <b>5.5</b>     | <b>4.5</b>       |

|   | Salary<br>Grade | FY 2017<br>Budget | FY 2018<br>Budget | FY 2019<br>Proposed |
|---|-----------------|-------------------|-------------------|---------------------|
| <b><i>Administration</i></b>              |                 |                   |                   |                     |
| Assistant City Administrator              | 12              | 1                 | 1                 | 1                   |
| City Administrator                        | Contract        | 1                 | 1                 | 1                   |
| Clerk V (Human Resource Generalist)       | 10              | 1                 | 1                 | 1                   |
| Communications Manager                    | 10              | 0                 | 0                 | 1                   |
| Human Resource Director                   | 13              | 1                 | 1                 | 1                   |
| <b><i>Total Administration</i></b>        |                 | <b>4</b>          | <b>4</b>          | <b>5</b>            |
| <b><i>City Clerk</i></b>                  |                 |                   |                   |                     |
| City Clerk                                | 14              | 1                 | 1                 | 1                   |
| Clerk III (Administrative Clerk)          | 8               | 2                 | 2                 | 2                   |
| Clerk V (Utility Billing Clerk)           | 10              | 1                 | 1                 | 1                   |
| <b><i>Total City Clerk</i></b>            |                 | <b>4</b>          | <b>4</b>          | <b>4</b>            |
| <b><i>Recycling</i></b>                   |                 |                   |                   |                     |
| Maintenance/Operations Worker I           | 4               | 0.5               | 0.5               | 0.5                 |
| <b><i>Total Recycling</i></b>             |                 | <b>0.5</b>        | <b>0.5</b>        | <b>0.5</b>          |
| <b><i>Finance</i></b>                     |                 |                   |                   |                     |
| Clerk IV (Accounts Receivable Clerk)      | 9               | 1                 | 1                 | 1                   |
| Clerk IV (Accounts Payable Clerk)         | 9               | 1                 | 1                 | 1                   |
| Director of Finance                       | 14              | 1                 | 1                 | 1                   |
| Financial Analyst                         | 12              | 1                 | 1                 | 1                   |
| <b><i>Total Finance</i></b>               |                 | <b>4</b>          | <b>4</b>          | <b>4</b>            |
| <b><i>Total General Fund</i></b>          |                 | <b>85.5</b>       | <b>84.5</b>       | <b>84.5</b>         |
| <b><i>Street Division</i></b>             |                 |                   |                   |                     |
| Clerk IV (Public Works Analyst)           | 9               | 1                 | 1                 | 1                   |
| Equipment Operator I                      | 6               | 2                 | 3                 | 1.5                 |
| Equipment Operator II                     | 7               | 2                 | 2                 | 3                   |
| Equipment Operator III                    | 8               | 6                 | 6                 | 6                   |
| Equipment Operator IV                     | 9               | 1                 | 1                 | 1                   |
| Equipment Operator V                      | 10              | 2                 | 2                 | 2                   |
| Operations Manager I (Street Maintenance) | 12              | 1                 | 1                 | 1                   |
| Operations Manager I (Street Projects)    | 12              | 1                 | 1                 | 1                   |
| Seasonal Maintenance Worker II            | 2               | 1.5               | 0                 | 0                   |
| Street Superintendent                     | 13              | 1                 | 1                 | 1                   |
| <b><i>Total Street Division</i></b>       |                 | <b>18.5</b>       | <b>18</b>         | <b>17.5</b>         |

|   | Salary<br>Grade | FY 2017<br>Budget | FY 2018<br>Budget | FY 2019<br>Proposed |
|---|-----------------|-------------------|-------------------|---------------------|
| <b>Tourism</b>  |                 |                   |                   |                     |
| Clerk I (Administrative Clerk)                            | 6               | 0                 | 0.5               | 0.5                 |
| Tourism Director  | 12              | 1                 | 1                 | 1                   |
| <b>Total Tourism</b>                                      |                 | <b>1</b>          | <b>1.5</b>        | <b>1.5</b>          |
| <b>Development &amp; Compliance</b>                       |                 |                   |                   |                     |
| Community Development Director                            | 17              | 1                 | 1                 | 1                   |
| Inspector I   | 8               | 1                 | 1                 | 1                   |
| Inspector II  | 9               | 1                 | 1                 | 1                   |
| Planner III (Code Administrator)                          | 13              | 1                 | 1                 | 1                   |
| <b>Total Development &amp; Compliance</b>                 |                 | <b>4</b>          | <b>4</b>          | <b>4</b>            |
| <b>Planning &amp; Design</b>                              |                 |                   |                   |                     |
| Equipment Technician III (Draft Technician)               | 8               | 1                 | 1                 | 1                   |
| Equipment Technician IV (Engineering Technician)          | 9               | 1                 | 1                 | 1                   |
| <b>Total Planning &amp; Design</b>                        |                 | <b>2</b>          | <b>2</b>          | <b>2</b>            |
| <b>Total Community Development Fund</b>                   |                 | <b>6</b>          | <b>6</b>          | <b>6</b>            |
| <b>Garage &amp; Warehouse</b>                             |                 |                   |                   |                     |
| Clerk IV (Inventory)                                      | 9               | 1                 | 1                 | 1                   |
| Equipment Technician IV                                   | 9               | 1                 | 1                 | 1                   |
| Equipment Technician V                                    | 10              | 1                 | 1                 | 1                   |
| Maintenance/Operations Worker I                           | 4               | 0.5               | 0.5               | 0.5                 |
| Purchasing Agent/Buyer                                    | 11              | 0                 | 0                 | 1                   |
| <b>Total Garage &amp; Warehouse</b>                       |                 | <b>3.5</b>        | <b>3.5</b>        | <b>4.5</b>          |
| <b>Information Technology</b>                             |                 |                   |                   |                     |
| Help Desk I   | 7               | 0                 | 0                 | 1                   |
| IT Director   | 13              | 1                 | 1                 | 1                   |
| Maintenance/Operations Worker I (Help Desk Administrator) | 4               | 0.5               | 0.5               | 0                   |
| Network Manager II  | 11              | 1                 | 1                 | 1                   |
| System Administrator I                                    | 8               | 1                 | 1                 | 0                   |
| System Administrator II                                   | 9               | 0                 | 0                 | 1                   |
| <b>Total Information Technology</b>                       |                 | <b>3.5</b>        | <b>3.5</b>        | <b>4</b>            |
| <b>Facilities Management</b>                              |                 |                   |                   |                     |
| Maintenance/Operations Worker I                           | 4               | 2                 | 1                 | 1                   |
| Maintenance/Operations Worker III                         | 6               | 0                 | 1                 | 1                   |
| Maintenance/Operations Worker IV                          | 7               | 1                 | 0                 | 0                   |
| Maintenance/Operations Worker V                           | 8               | 1                 | 1                 | 1                   |

|  | Salary<br>Grade | FY 2017<br>Budget | FY 2018<br>Budget | FY 2019<br>Proposed |
|--|-----------------|-------------------|-------------------|---------------------|
| Operations Manager I                                 | 12              | 1                 | 1                 | 1                   |
| Seasonal Maintenance Worker I                        | 1               | 3                 | 2                 | 3                   |
| Seasonal Maintenance Worker II                       | 2               | 0.5               | 0                 | 0                   |
| <b>Total Facilities Management</b>                   |                 | <b>8.5</b>        | <b>6</b>          | <b>7</b>            |
| <b>Janitorial Services</b>                           |                 |                   |                   |                     |
| Custodian I  | 1               | 1                 | 1                 | 1                   |
| Custodian II   | 2               | 1                 | 1                 | 1                   |
| Custodian III  | 3               | 0.5               | 0.5               | 0.5                 |
| <b>Total Janitorial Services</b>                     |                 | <b>2.5</b>        | <b>2.5</b>        | <b>2.5</b>          |
| <b>Total Service Fund</b>                            |                 | <b>18</b>         | <b>15.5</b>       | <b>18</b>           |
| <b>Airport</b>                                       |                 |                   |                   |                     |
| Maintenance/Operations Worker I                      | 4               | 1                 | 1                 | 1                   |
| Maintenance/Operations Worker IV                     | 7               | 1                 | 1                 | 1                   |
| Operations Manager I                                 | 12              | 1                 | 1                 | 1                   |
| <b>Total Airport</b>                                 |                 | <b>3</b>          | <b>3</b>          | <b>3</b>            |
| <b>Parks</b>   |                 |                   |                   |                     |
| Assistant Park Director                              | 9               | 1                 | 1                 | 1                   |
| Lifeguard I  | 1               | 6                 | 6                 | 6                   |
| Lifeguard II   | 3               | 1.5               | 1.5               | 1.5                 |
| Maintenance/Operations Worker I                      | 4               | 2                 | 2                 | 3                   |
| Maintenance/Operations Worker I (Pool Manager)       | 4               | 0.5               | 0.5               | 0.5                 |
| Maintenance/Operations Worker II                     | 5               | 0                 | 1                 | 1                   |
| Maintenance/Operations Worker V                      | 8               | 1                 | 1                 | 1                   |
| Parks Director                                       | 13              | 1                 | 1                 | 1                   |
| Seasonal Maintenance Worker I                        | 1               | 0                 | 2                 | 1                   |
| Seasonal Maintenance Worker I (Front Desk Attendant) | 1               | 1.5               | 1.5               | 1.5                 |
| Seasonal Maintenance Worker II                       | 2               | 3                 | 0                 | 0                   |
| Seasonal Maintenance Worker III                      | 3               | 0                 | 0                 | 0                   |
| <b>Total Parks</b>                                   |                 | <b>17.5</b>       | <b>17.5</b>       | <b>17.5</b>         |
| <b>Electric</b>                                      |                 |                   |                   |                     |
| Apprentice Lineman I - IV                            | 7 - 8 - 9 - 10  | 2                 | 3                 | 6                   |
| Clerk II (Cash Collections Clerk)                    | 7               | 1                 | 1                 | 1                   |
| Electric Superintendent                              | 15              | 1                 | 1                 | 1                   |
| Equipment Operator I - II                            | 6 - 7           | 2                 | 2                 | 3                   |
| Equipment Operator III                               | 8               | 2                 | 2                 | 2                   |
| Equipment Technician III                             | 8               | 1                 | 1                 | 1                   |
| Journeymen Lineman I                                 | 12              | 7                 | 7                 | 3                   |

|                                       | Salary<br>Grade | FY 2017<br>Budget | FY 2018<br>Budget | FY 2019<br>Proposed |
|---------------------------------------|-----------------|-------------------|-------------------|---------------------|
| Journeyman Lineman II                 | 13              | 4                 | 4                 | 4                   |
| Operations Manager I                  | 12              | 1                 | 1                 | 1                   |
| Operations Manager II                 | 13              | 1                 | 1                 | 1                   |
| Operations Specialist III             | 13              | 1                 | 1                 | 1                   |
| <b>Total Electric</b>                 |                 | <b>23</b>         | <b>24</b>         | <b>24</b>           |
| <b>Wastewater</b>                     |                 |                   |                   |                     |
| Clerk III (Utilities Manager)         | 8               | 1                 | 1                 | 1                   |
| Clerk V (Project Specialist)          | 10              | 1                 | 1                 | 1                   |
| Environmental Services Superintendent | 13              | 1                 | 1                 | 1                   |
| Equipment Operator I                  | 6               | 0.5               | 0.5               | 0.5                 |
| Equipment Operator II                 | 7               | 1                 | 3                 | 3                   |
| Equipment Operator III                | 8               | 6                 | 4                 | 3                   |
| Equipment Operator IV                 | 9               | 1                 | 1                 | 2                   |
| Equipment Operator V                  | 10              | 1                 | 1                 | 1                   |
| Equipment Technician I (Meter Reader) | 6               | 0.5               | 0                 | 0                   |
| Equipment Technician II               | 7               | 0                 | 1                 | 1                   |
| Equipment Technician IV               | 9               | 1                 | 1                 | 0                   |
| Equipment Technician V                | 10              | 0                 | 0                 | 1                   |
| Maintenance/Operations Worker I       | 4               | 1.5               | 0                 | 0                   |
| Maintenance/Operations Worker II      | 5               | 0                 | 1.5               | 1.5                 |
| Operations Manager I                  | 12              | 1                 | 1                 | 1                   |
| <b>Total Wastewater</b>               |                 | <b>16.5</b>       | <b>17</b>         | <b>17</b>           |
| <b>Water</b>                          |                 |                   |                   |                     |
| Clerk I (Cash Collection Clerk)       | 6               | 0.5               | 0                 | 0                   |
| Clerk II (Cash Collection Clerk)      | 7               | 1                 | 1                 | 1                   |
| Equipment Operator I                  | 6               | 0                 | 0                 | 0.5                 |
| Equipment Operator II                 | 7               | 1.5               | 1.5               | 1                   |
| Equipment Operator III                | 8               | 2                 | 1                 | 1                   |
| Equipment Operator IV                 | 9               | 1                 | 2                 | 2                   |
| Equipment Operator V                  | 10              | 1                 | 0                 | 0                   |
| Equipment Technician I (Meter Reader) | 6               | 0.5               | 0                 | 0                   |
| Equipment Technician II               | 7               | 1                 | 1                 | 1                   |
| Equipment Technician III              | 8               | 1                 | 2                 | 1                   |
| Equipment Technician IV               | 9               | 0                 | 0                 | 1                   |
| Operations Manager I                  | 12              | 1                 | 1                 | 1                   |
| Public Works Director                 | 16              | 1                 | 1                 | 1                   |
| <b>Total Water</b>                    |                 | <b>11.5</b>       | <b>10.5</b>       | <b>10.5</b>         |
| <b>All City</b>                       |                 | <b>200.5</b>      | <b>197.5</b>      | <b>200</b>          |

## Personnel Changes

The City has an overall staffing increase of 2.5%. Below is the explanation by department:

The Police Department has an increase of 0.5 FTE to add a part-time animal control position as a result of increased activities.

Civic Center has a decrease of 1 FTE. This was a fulltime position that was realigned through attrition.

City Administration has an increase of 1 FTE for a Communications Manager. This FTE was created through a realignment of positions.

Street Department has a net decrease of 0.5 FTE. This position was requested for a specific project last year and the project is now complete.

Garage and Warehouse has an increase of 1 FTE to add a full-time Purchasing Agent to strengthen the City's purchasing activities in partnership with departments.

Information Technology has an increase of 0.5 FTE to move a part-time position to full-time due to increased workloads.

Facilities Management has an increase 1 FTE to help with activities.

## Revenues & Expenditures by Fund – 3 years

The Revenue and Expenditures from the last three years illustrate the stability of our community. The revenue in FY 2018 is estimated to be lower than anticipated due to the timing of grants received during the fiscal year and deferring the financing for our Wastewater treatment system. In FY 2019, we have estimated revenues to be similar to what was budgeted in FY 2018. The variance in expenses is directly tied to the amount of capital improvements completed in a given year. One notable category is supplies and materials, from which wholesale power is expensed.

| City of Lebanon                | 2017 Actuals        | 2018 Budget         | 2018 Estimated      | 2019 Proposed       |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenues</b>                |                     |                     |                     |                     |
| Taxes                          | \$8,382,534         | \$8,358,400         | \$8,518,687         | \$8,472,400         |
| Franchise Fees                 | \$581,283           | \$640,000           | \$582,000           | \$600,000           |
| PILOTs                         | \$1,310,765         | \$1,369,350         | \$1,313,550         | \$1,268,750         |
| Intergovernmental              | \$1,426,595         | \$1,267,304         | \$1,137,348         | \$1,735,798         |
| Service Charges                | \$29,371,606        | \$31,174,541        | \$29,526,454        | \$30,146,700        |
| Rentals                        | \$1,458,864         | \$1,456,390         | \$1,457,690         | \$1,526,790         |
| Licenses and Permits           | \$110,004           | \$75,800            | \$120,200           | \$140,200           |
| Fines                          | \$166,780           | \$196,100           | \$137,100           | \$145,000           |
| Benefit Revenue                | \$2,548,410         | \$3,223,675         | \$3,132,455         | \$3,438,839         |
| Other                          | \$1,578,280         | \$1,041,570         | \$772,245           | \$1,789,422         |
| Internal Service Revenue       | \$1,277,086         | \$1,592,063         | \$1,425,086         | \$1,946,296         |
| <b>Total Revenues</b>          | <b>\$48,212,206</b> | <b>\$50,395,193</b> | <b>\$48,122,815</b> | <b>\$51,210,196</b> |
| <b>Expenses</b>                |                     |                     |                     |                     |
| Personnel                      | \$9,662,465         | \$11,106,959        | \$10,182,123        | \$11,615,463        |
| Capital                        | \$5,541,832         | \$7,523,949         | \$5,544,808         | \$7,226,900         |
| Debt                           | \$2,539,045         | \$1,858,237         | \$1,887,558         | \$1,508,502         |
| Grant Capital                  | \$688,297           | \$512,100           | \$189,739           | \$1,269,480         |
| Utilities                      | \$774,682           | \$808,775           | \$830,377           | \$858,791           |
| Professional Services          | \$2,967,254         | \$3,643,991         | \$3,152,221         | \$3,366,555         |
| Supplies and Materials         | \$21,651,449        | \$23,148,625        | \$21,611,583        | \$22,146,023        |
| Tools, Equipment, and Vehicles | \$611,001           | \$797,120           | \$652,964           | \$778,330           |
| Benefit Expense                | \$2,837,650         | \$3,038,343         | \$2,450,784         | \$3,118,091         |
| Internal Service Expense       | \$1,279,258         | \$1,414,569         | \$1,280,160         | \$1,906,700         |
| <b>Total Expenses</b>          | <b>\$48,552,933</b> | <b>\$53,852,667</b> | <b>\$47,782,316</b> | <b>\$53,794,835</b> |

# Capital

Capital is defined as outflows for a good that has an expected life of more than one year and the cost of which is in excess of \$1,000. Capital items include real property, office equipment, furnishings and vehicles. A capital improvement is a necessary or desirable project that extends or improves infrastructure and enhances the City's ability to provide safe and desirable services for the benefit of the community and the quality of life in Lebanon. These projects directly affect the way citizens live, travel and conduct business within the community. By ordinance, all capital purchases in excess of \$5,000 must appear before council.

The proposed FY19 budget includes \$8,299,991 worth of capital expenses in excess of \$1,000.

FY 2019 Capital Schedule

| Project Number                | Project Name  | FY 2019 Budget |
|-------------------------------|---|----------------|
| <b>General Fund</b>           |   |                |
| <b>General Administration</b> |   |                |
| 01-FIN-002-17                 | <b>Incode Inventory Module</b><br><br><b>Improvement Type:</b> Software-Purchase<br><b>Account #:</b> 01-5-100-6020.001<br><br><b>Description:</b> Tyler's INCODE Inventory Control is a comprehensive solution for maintaining an in-house inventory system. This module tracks inventory in multiple warehouses, monitors specific usage, prompts re-order points, and maintains average cost for goods. The online inquiry function provides the option to display all inventory items with multiple years of history as well as to display current transactions. Inventory Control integrates with INCODE Centralized Purchasing for updating inventory quantities as well as INCODE Project Accounting for tracking material usage on projects. Integration with INCODE General Ledger allows receipts and disbursements to automatically appear in the financial statement<br><br><b>Justification:</b> Inventories will automatically update as receipts, disbursements, adjustments, and transfers are processed; eliminates data entry duplication; and allows users to search inventory by partial name, partial number, or partial part number. This module will benefit and allow better project planning and management.<br><br><b>Note:</b> Carried over from previous year | \$7,875        |

| Project Number                      | Project Name  | FY 2019 Budget  |
|-------------------------------------|---|-----------------|
| 01-FIN-003-17                       | <p><b>Incode Centralized Purchasing Module</b></p> <p><b>Improvement Type:</b> Software-Purchase</p> <p><b>Account #:</b> 01-5-100-6020.001</p> <p><b>Description:</b> Tyler's INCODE Centralized Purchasing streamlines the entire purchase order process. It manages ordering, approval, tracking, and reporting of goods. Requisition information entered by various departments can be consolidated onto a single purchase order by vendor. Its flexibility allows items from one or more requisitions to be integrated on a single purchase order or split among multiple purchase orders. Centralized Purchasing integrates with INCODE Accounts Payable and Inventory and automatically updates the INCODE General Ledger.</p> <p><b>Justification:</b> Utilizes item templates for recurring orders to quickly load item details during requisition input. Distributes general ledger transactions by item. Compares goods ordered versus received and invoiced with three-way matching capability. Integrates with INCODE Inventory by part number to automatically update items on order, on-hand changes in the units quantity, and price information at the appropriate steps in the ordering and receipt processes. Tracks project expenses related to purchases through integration with the Project Accounting module.</p> <p><b>Note:</b> Carried over from previous year</p> | \$9,875         |
| 01-CDC-002-15                       | <p><b>Comprehensive Plan Update</b></p> <p><b>Improvement Type:</b> Professional Services-Engineering</p> <p><b>Account #:</b> 01-5-100-6000.002</p> <p><b>Description:</b> Update of the City's Comprehensive Plan by an outside consulting firm.</p> <p><b>Justification:</b> City's Comprehensive Plan is due for an update, as it was last updated by City staff nearly 10 years ago. Environmental factors like changes in the local economy, development activity, and demographic trends have all changed from when the plan was last updated. It is recommended to utilize a consulting firm that specializes in comprehensive planning and community engagement.</p> <p><b>Department:</b> Community Development</p> <p><b>Note:</b></p>   | \$35,000        |
| 01-OCK-003-17                       | <p><b>Sliding Shelving Unit</b></p> <p><b>Improvement Type:</b> Furniture and Fixtures</p> <p><b>Account #:</b> 01-5-100-2015.000</p> <p><b>Description:</b> Replacement of office shredder</p> <p><b>Justification:</b> Replaces the shredder purchased in 2011 for the purpose of ensuring unauthorized access to secure and highly sensitive information, such as social security numbers, credit card applications, draft closed session minutes, versions of draft contracts, etc.</p> <p><b>Note:</b> Recurring Expense</p>   | \$9,000         |
| <b>General Administration Total</b> |   | <b>\$61,750</b> |

| Project Number         | Project Name  | FY 2019 Budget |
|------------------------|---|----------------|
| <b>Fire Department</b> |   |                |
| 01-FDE-002-21          | <b>Repair of Flag Poles</b><br><b>Improvement Type: Building &amp; Improvements</b><br><b>Account #:</b> 01-5-110-2010.000<br><b>Description:</b> Replace aging flag poles<br><p><b>Justification:</b> The proper display of the American Flag cannot be understated. The current flag poles at each station are extremely old and do not present a positive image of the flag. These poles are in need of sandblasting, repainting, and replacing hoisting hardware including pulleys and locking devices. The balls on top of each pole should be repainted or replaced as well. The pole at Station 2 has even been damaged, cut, and repaired in place. New flag poles and landscaping will enhance the look of the property and improve relations with local veterans. Several years ago the department acquired a piece of the Twin Towers. This section of I-Beam should be on public display.</p> <p><b>Note:</b></p>   | \$1,500        |
| 01-FDE-007-19          | <b>Hazmat Software</b><br><b>Improvement Type: Software-Purchase</b><br><b>Account #:</b> 01-5-110-6020.001<br><b>Description:</b> Haz-Mat Incident Management Software<br><p><b>Justification:</b> Software provides quick and accurate information on over 100,000 different chemicals. And allows the user to identify the size and direction of plums. Also provides timely weather forecast. System provides user with emergency procedures, selection of correct PPE, and other safety precautions. System is used by major cities such as Kansas City and St. Louis.</p> <p><b>Note:</b></p>   | \$7,100        |
| 01-FDE-006-16          | <b>Storage Addition Station 2</b><br><b>Improvement Type: Building &amp; Improvements</b><br><b>Account #:</b> 01-5-110-2010.000<br><b>Description:</b> Construction of additional storage space at Fire Station 2<br><p><b>Justification:</b> The existing fire stations were built in 1973. At that time the fire department was a volunteer organization. Apparatus were smaller and the mission of the fire service was drastically different. Neither station was built for full-time staff. In 2002 both stations received significant remodels and station 1 was added onto. Since then the fire department has expanded again and outgrown station 2. The current building simply was not designed to house the size of apparatus and staff currently utilizing the building. Storage of everyday items such as paper, janitorial supplies, portable equipment, and tools is a challenge. Currently personnel must utilize a spare bedroom as storage. In addition the bay area is cluttered with hose reels, pressure washer, and bunker gear making access around the apparatus difficult. An addition to the station would improve storage options and improve the useful life of the station.</p> <p><b>Note:</b></p> | \$20,000       |

| Project Number | Project Name  | FY 2019 Budget |
|----------------|---|----------------|
| 01-FDE-002-20  | <b>Brush Truck Skid Unit</b><br><b>Improvement Type:</b> Machinery and Equipment<br><b>Account #:</b> 01-5-110-2020.000<br><b>Description:</b> Water pump and tank for Brush Truck<br><br><b>Justification:</b> Replace aging pump and tank on our current brush truck which is utilized to fight natural cover fires. The skid unit approach allows the department to move the skid unit from one vehicle to another. The current pump is no longer manufactured and the company that produced it is no longer in existence. Parts are difficult to locate and the last part which was needed for the pump had to be fabricated by hand. A new skid unit would add the ability to pump more than one 1¼" attack line when necessary.<br><b>Note:</b> | \$10,000       |
| 01-FDE-001-23  | <b>Seal &amp; Stripe Parking Lots</b><br><b>Improvement Type:</b> Building & Improvements<br><b>Account #:</b> 01-5-110-2010.000<br><b>Description:</b> Seal & Stripe Parking Lot<br><br><b>Justification:</b> Sealing of the parking lot will not only improve the look of the stations but will also extend the life of the parking lot material. Sealing cracks in the lot will aid in controlling water run-off entering below the surface and causing physical damage to the lot. Restriping of the lot will aid in providing parking spaces for employees and guest.<br><b>Note:</b>  | \$3,000        |
| 01-FDE-002-19  | <b>Cook Stoves, Microwaves, and Refrigerators</b><br><b>Improvement Type:</b> Furniture & Fixtures<br><b>Account #:</b> 01-5-110-2015.000<br><b>Description:</b> Replacement of aging kitchen appliances<br><br><b>Justification:</b> The cook stoves, microwaves, and refrigerators are utilized daily at each fire station in some fashion. These items were new in 2002 and except for the refrigerator at Fire Station 1, have not been replaced since then. In 2019 these appliances will be generally 17 years old and at the end of their useful life. Replacing these items will ensure safe, clean, and energy efficient appliances are provided in each station.<br><b>Note:</b>  | \$3,500        |

| Project Number               | Project Name   | FY 2019 Budget  |
|------------------------------|--|-----------------|
| 01-FDE-003-17                | <b>Radio Communication Improvements (Phase 2)</b>  | \$35,000        |
|                              | <b>Improvement Type:</b> Machinery and Equipment   |                 |
|                              | <b>Account #:</b> 01-5-110-2020.000  |                 |
|                              | <b>Description:</b> Purchase of hardware and software to improve radio communications. This includes mobile and portable radios and if necessary dispatch consoles.  |                 |
|                              | <br><br><b>Justification:</b> Communication is vital to effective and timely mitigation of emergency incidents. This project entails a phased in approach to improve radio coverage including 911 Dispatch and field unit mobile and portable radio coverage. Currently the Department operates on a simplex VHF frequency. Due to its line of sight characteristics this system is limited in its coverage area and ability to penetrate structures. Migration to the statewide radio system MOSWIN will greatly enhance communications. MOSWIN should provide coverage over a large majority of the city and county. The MOSWIN system was designed for statewide interoperable mobile coverage for emergency services. However local agencies may utilize the system at no cost. While not specifically designed for portable coverage, the MOSWIN system does improve portable radio coverage as well. Phase 1 included the purchase of portable and mobile radios and was the largest expense estimated at \$68,000. Phase 2 is the assessment of mobile repeaters. |                 |
|                              | <b>Note:</b> This project began in previous year   |                 |
| <b>Fire Department Total</b> |  | <b>\$80,100</b> |
| <b>Police Department</b>     |  |                 |
| 22-PDA-001-14                | <b>Bulletproof Vest</b>  | \$4,000         |
|                              | <b>Improvement Type:</b> Machinery & Equipment   |                 |
|                              | <b>Account #:</b> 22-5-605-2020.000  |                 |
|                              | <b>Description:</b> Purchase of 5 level IIIA bulletproof vests   |                 |
|                              | <br><br><b>Justification:</b> Under normal conditions the life span of a bulletproof vest is five years, which is what most manufacturers warranty them for. After that time the Kevlar fibers begin to degrade and become less effective with passing time. In order to maintain factory warranted bulletproof vests for all officers a replacement cycle of five vests a year has been implemented. Ten new bulletproof vests have been purchased over the past two years. Of the 30 bulletproof vests in use by the Lebanon Police Department, only 13 are within their five year life cycle. Individuals working in the law enforcement profession have survived both ballistic and non-ballistic incidents because they were wearing bulletproof vests. It has been estimated that the risk of dying from gunfire is 14 times higher for an officer not wearing a bulletproof vest than for one who is.   |                 |
|                              | <b>Note:</b> Recurring Expense   |                 |

| Project Number                 | Project Name  | FY 2019 Budget |
|--------------------------------|---|----------------|
| 22-PDA-002-14                  | <b>Electronic Control Devices (Taser)</b>   | \$1,200        |
|                                | <b>Improvement Type:</b> Machinery & Equipment  |                |
|                                | <b>Account #:</b> 22-5-605-2020.000   |                |
|                                | <b>Description:</b> Purchase of 5 tasers for officers.  |                |
|                                | <b>Justification:</b> The Department's X26Tasers are at the end of the manufacturers 5 year warranty. Our current model, X26, is being phased out and is no longer be produced. The manufacturer will not repair our X26 Tasers because they are out of warranty and no longer producing parts. The new Taser X2 model is replacing the X26 and the police department needs a replacement program to purchase these new Tasers at a rate of 5 units per year until all 20 units are replaced. Tasers are an effective tool in controlling an individual exhibiting active aggression by incapacitating them by means of a pulsating electrical current through two probes which overpowers the body's normal electrical signals in the nervous system. This allows officers to subdue a violent individual with minimal force reducing the risk of injury to both the officer and the individual. When properly used to subdue an individual, the taser system does not harm nerves, muscles or any other part of the human body. |                |
|                                | <b>Note:</b> Recurring Expense  |                |
| <b>Police Department Total</b> |   | \$5,200        |
| <b>Civic Center</b>            |   |                |
| 01-CCC-002-22                  | <b>Replacement of CCC Office Furniture</b>  | \$4,000        |
|                                | <b>Improvement Type:</b> Furniture & Fixtures   |                |
|                                | <b>Account #:</b> 01-5-130-2015.000   |                |
|                                | <b>Description:</b> Replace of desk, chair, and bookshleves that is 18 years old in one office.   |                |
|                                | <b>Justification:</b> Most of the office furniture is what was originally purchased.  |                |
|                                | <b>Note:</b> Multi-year project   |                |
| 01-CCC-001-19                  | <b>Replace Existing Computer Systems</b>  | \$5,000        |
|                                | <b>Improvement Type:</b> Machinery and Equipment  |                |
|                                | <b>Account #:</b> 01-5-130-2020.000   |                |
|                                | <b>Description:</b> Replacement of existing desktops and laptops with Win 7.  |                |
|                                | <b>Justification:</b> Current computers have reached end of life. Normal life due to technology is 4-5 years. CCC computers will be 8 years old and were upgraded in 2014 to Win 7. The City is migrating to Win 10 and most systems will have harder time computing as applications evolve. The new 64-bit Win 10 systems will run quicker and process data across the network in a more efficient manner.   |                |
|                                | <b>Note:</b> Recurring Expense  |                |
| <b>Civic Center Total</b>      |   | \$9,000        |

| Project Number                   | Project Name   | FY 2019 Budget  |
|----------------------------------|--|-----------------|
| <b>City Administration</b>       |  |                 |
| 01-CAO-002-14                    | <b>Insulated File Cabinets</b><br><b>Improvement Type:</b> Furniture & Fixtures<br><b>Account #:</b> 01-5-145-2015.000<br><br><b>Description:</b> Insulated file cabinets to protect documents against fire, impact, and water damage. Cabinets are designed to withstand temperatures of 1,700 degrees Fahrenheit for one to two hours and impact-rated to simulate a collapsing ceiling or wall. Cabinets are water-resistant, which are designed to prevent water damage resulting from sprinklers and fire hoses.<br><br><b>Justification:</b> Missouri Revised Statutes Chapter 109 (Public and Business Records) Section 255 authorizes the Local Records Board to establish minimum retention periods for the administrative, fiscal and legal records created by local governments. To ensure records are not destroyed and/or damaged in the event of a fire or other natural disaster, documents need to be transitioned from the current standard cabinet to an insulated cabinet. These cabinets are needed to protect records in the Human Resources office.<br><br><b>Note:</b> Purchase occurring in multiple years | \$5,000         |
| 01-CAO-002-19                    | <b>Administrative Vehicles</b><br><b>Improvement Type:</b> Vehicles<br><b>Account #:</b> 01-5-145-2025.000<br><br><b>Description:</b> Replacement of existing Ford Expedition with one (1) large SUV.<br><br><b>Justification:</b> Current vehicle has reached the end of its service life. The vehicle is used by council and staff to travel to conferences and for daily driving tasks.<br><br><b>Note:</b>   | \$40,000        |
| 01-CAO-001-19                    | <b>Replace Existing Computer Systems</b><br><b>Improvement Type:</b> Machinery and Equipment<br><b>Account #:</b> 01-5-145-2020.000<br><br><b>Description:</b> Replacement of legacy 32-bit Win 7 desktops or laptops<br><br><b>Justification:</b> Current systems have reached the end of life and have Win 7 as the OS. In our Server 2012 environment and as applications evolve or accept Win 10, the laptops and desktops will need to be replaced with current hardware and software. The current systems were purchased in 2014 and 2015. System replacement is on a 5 year rotation.<br><br><b>Note:</b> Recurring Expense   | \$2,500         |
| <b>City Administration Total</b> |  | <b>\$47,500</b> |

| Project Number            | Project Name  | FY 2019 Budget |
|---------------------------|---|----------------|
| <b>Storm Water</b>        |   |                |
| 01-ENV-001-19             | <b>Stormwater: Mountrose</b>  | \$55,000       |
|                           | <b>Improvement Type:</b> Infrastructure   |                |
|                           | <b>Account #:</b> 01-5-165-2030.000   |                |
|                           | <b>Description:</b> Obtain drainage-way easements, clear and stabilize existing drainage-way along Mountrose. Obtain easement and construct detention facility.                 |                |
|                           | <b>Justification:</b> Watershed north of Mountrose was developed prior to stormwater detention requirements. Stormwater tops street driving surface during extreme rain events. |                |
|                           | <b>Note:</b>  |                |
| <b>Storm Water Total</b>  |   | \$55,000       |
| <b>General Fund Total</b> |   | \$258,550      |

| Street Fund   |  |           |
|---------------|--|-----------|
| 08-STR-001-19 | <b>Evergreen Parkway Asphalt Overlay</b>   | \$300,000 |
|               | <b>Improvement Type:</b> Land & Land Improvements  |           |
|               | <b>Account #:</b> 08-5-500-2005.000  |           |
|               | <b>Description:</b> Asphalt pavement overlay of 10,285 linear feet of Evergreen Parkway from Morgan Road to Jefferson Avenue   |           |
|               | <b>Justification:</b> The majority of the pavement on Evergreen Parkway is in failing condition on the Pavement Condition Index. This approach to rehabilitation will improve ride quality and reduce pavement distresses, while increasing the useful life of the roadway.  |           |
|               | <b>Note:</b>   |           |
| 08-STR-015-18 | <b>Millcreek Road Improvements</b>   | \$120,000 |
|               | <b>Improvement Type:</b> Land & Land Improvements  |           |
|               | <b>Account #:</b> 08-5-500-2005.000  |           |
|               | <b>Description:</b> Reconstruction of 1500 linear feet of new 28' wide street with curb and gutter and storm sewer.  |           |
|               | <b>Justification:</b> Current inspections show the existing pavement condition to be in the low twenties-to-thirty range, very poor to poor condition, on the Pavement Condition Index. Millcreek Road reconstruction is due to needed improvements to street surface, street width, and storm sewer. These improvements have been |           |
|               | <b>Note:</b>   |           |

| Project Number | Project Name  | FY 2019 Budget |
|----------------|---|----------------|
| 08-STR-005-21  | <b>East Fremont Road Improvements</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 08-5-500-2005.000<br><b>Description:</b> Reconstruction of 5253 linear feet of Fremont Road from Tower Road to Jefferson Avenue with curb and gutter and storm drain.<br><b>Justification:</b> Fremont Road reconstruction is due to needed improvements to street surface, street width, and storm sewer. Funding is via a Street Fund and Lebanon Special Road District Number 1 partnership.<br><b>Note:</b> Multi-year project  | \$65,000       |
| 08-STR-003-18  | <b>Springfield Road Overlay</b><br><b>Improvement Type:</b><br><b>Account #:</b> 08-5-500-4005.002<br><b>Description:</b> Mill and replace 2,118 linear feet of Springfield Road from Commercial Street to Hayes Street and from Bethel Road to Owens Drive. The Commercial Street to Hayes Street section will need a 2 inch overlay, while the Bethel Road to Owens Drive section needs a 4 inch overlay.<br><b>Justification:</b> The current pavement condition shows the pavement to be in 10 to 49 ranges, very poor to fair condition, on the Pavement Condition Index. This approach to rehabilitation of Springfield Road will reduce pavement distresses, maintain surface geometrics, reduce noise levels, and improve the service life of the street.<br><b>Note:</b> Carried over from previous year | \$180,000      |
| 08-STR-014-19  | <b>Jack Hammer attachment for Skid Steer</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 08-5-500-2020.000<br><b>Description:</b> Purchase of a new jack hammer attachment for skid steer loader to replace existing jack hammer attachment bar code number 10252.<br><b>Justification:</b> A jack hammer attachment for a skid steer loader is used to break up concrete and rock in excavation projects. The jack hammer attachment being replaced is approaching the end of expected life.<br><b>Note:</b>  | \$10,000       |
| 08-STR-013-19  | <b>Track Loader Undercarriage Rebuild</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 08-5-500-2020.000<br><b>Description:</b> Rebuild 2000 model track loader undercarriage.<br><b>Justification:</b> Track loaders are used for excavation, grading, and material loading on street and storm drainage projects. The track loader being rebuilt has been identified as needing to be rebuilt by City Garage Staff and Caterpillar Equipment Repair Staff.<br><b>Note:</b>  | \$30,000       |

| Project Number | Project Name   | FY 2019 Budget |
|----------------|--|----------------|
| 08-STR-015-18  | <p><b>Millcreek Rebuild (Sidewalk)</b></p> <p><b>Improvement Type:</b> Infrastructure</p> <p><b>Account #:</b> 08-5-500-2030.000</p> <p><b>Description:</b> Included is reconstruction of 900 linear feet of sidewalk from Minkler Avenue to Sherman Avenue.</p> <p><b>Justification:</b> Sidewalk reconstruction is due to condition and ADA compliance of existing sidewalk. These improvements have been identified in the Street Master Plan.</p> <p><b>Note:</b></p>  | \$6,600        |
| 08-STR-004-19  | <p><b>West Bland Road</b></p> <p><b>Improvement Type:</b> Land &amp; Land Improvements</p> <p><b>Account #:</b> 08-5-500-2005.000</p> <p><b>Description:</b> Asphalt pavement overlay of 1300' of West Bland Road from Kent Drive to Elm Street. Perform an engineering study on the possibility of installing right in and right out lanes onto Evergreen Parkway.</p> <p><b>Justification:</b> The majority of the pavement on West Bland Road is in very poor condition on the Pavement Condition Index. This approach to rehabilitation will improve ride quality and reduce pavement distresses, while increasing the useful life of the roadway.</p> <p><b>Note:</b></p> | \$45,500       |
| 08-STR-005-19  | <p><b>Woodhill Drive Improvements</b></p> <p><b>Improvement Type:</b> Land &amp; Land Improvements</p> <p><b>Account #:</b> 08-5-500-2005.000</p> <p><b>Description:</b> Overlay of existing asphalt pavement on 1,320 linear feet of Woodhill Drive from Raef Road to Highway YY.</p> <p><b>Justification:</b> The current pavement condition shows the pavement to be in fair to poor condition on the Pavement Condition Index. This approach to rehabilitation of Woodhill Drive will improve ride quality and reduce pavement distresses.</p> <p><b>Note:</b></p>   | \$52,000       |
| 08-STR-006-19  | <p><b>Hogan Drive Improvements</b></p> <p><b>Improvement Type:</b> Land &amp; Land Improvements</p> <p><b>Account #:</b> 08-5-500-2005.000</p> <p><b>Description:</b> Overlay of existing asphalt pavement on 1,285 linear feet of Hogan Drive from Elm Street to Rader Drive.</p> <p><b>Justification:</b> The current pavement condition shows the pavement to be in failing condition on the Pavement Condition Index. This approach to rehabilitation of Hogan Drive will improve ride quality and reduce pavement distresses.</p> <p><b>Note:</b></p>   | \$40,000       |

| Project Number | Project Name   | FY 2019 Budget |
|----------------|--|----------------|
| 08-STR-010-19  | <p><b>Clara Drive Overlay</b></p> <p><b>Improvement Type:</b> Land &amp; Land Improvements</p> <p><b>Account #:</b> 08-5-500-2005.000</p> <p><b>Description:</b> Asphalt pavement overlay of 407 linear feet of Clara Drive from Millcreek Road to the end of Clara Drive.</p> <p><b>Justification:</b> The pavement surface on Clara Drive is in failing condition on the Pavement Condition Index. This approach to rehabilitation will improve ride quality and reduce pavement distresses, while increasing the useful life of the roadway.</p> <p><b>Note:</b></p>    | \$8,415        |
| 08-STR-011-19  | <p><b>Lenz Avenue Overlay</b></p> <p><b>Improvement Type:</b> Land &amp; Land Improvements</p> <p><b>Account #:</b> 08-5-500-2005.000</p> <p><b>Description:</b> Asphalt pavement overlay of 513 linear feet of Lenz Avenue from Millcreek Road to Bland Avenue.</p> <p><b>Justification:</b> The pavement surface on Lenz Avenue is in failing condition on the Pavement Condition Index. This approach to rehabilitation will improve ride quality and reduce pavement distresses, while increasing the useful life of the roadway.</p> <p><b>Note:</b></p>              | \$10,560       |
| 08-STR-012-19  | <p><b>Minkler Avenue Asphalt Surface Treatment</b></p> <p><b>Improvement Type:</b> Land &amp; Land Improvements</p> <p><b>Account #:</b> 08-5-500-2005.000</p> <p><b>Description:</b> Chip and seal surface treatment of 513 linear feet of Minkler Avenue from Millcreek Road to Bland Avenue.</p> <p><b>Justification:</b> The pavement surface on Minkler Avenue is in failing condition on the Pavement Condition Index. Chip and seal surface treatment is needed to improve the paved surface of Minkler Avenue.</p> <p><b>Note:</b></p>                             | \$4,425        |
| 08-STR-015-19  | <p><b>McPhail Street Overlay</b></p> <p><b>Improvement Type:</b> Land &amp; Land Improvements</p> <p><b>Account #:</b> 08-5-500-2005.000</p> <p><b>Description:</b> Asphalt pavement overlay of 1,035 linear feet of McPhail Street from South Street to St. Louis Street.</p> <p><b>Justification:</b> The pavement surface on McPhail Street is in failing condition on the Pavement Condition Index. This approach to rehabilitation will improve ride quality and reduce pavement distresses, while increasing the useful life of the roadway.</p> <p><b>Note:</b></p> | \$40,100       |

| Project Number               | Project Name   | FY 2019 Budget   |
|------------------------------|--|------------------|
| 08-STR-005-16                | <b>Three Quarter Ton 4X4 Pickup Truck Replacement</b>  | \$35,000         |
|                              | <b>Improvement Type:</b> Vehicle   |                  |
|                              | <b>Account #:</b> 08-5-500-2025.000  |                  |
|                              | <b>Description:</b> Purchase of three-quarter ton 4 x 4 pickups to replace 2002 model unit.  |                  |
|                              | <b>Justification:</b> Three quarter ton pickups are used to transport personnel, tools, and equipment to jobsites. Pickup being replaced are approaching the end of service life and in line with the City Capitalization policy.  |                  |
|                              | <b>Note:</b> Recurring Expense   |                  |
| <b>Street Fund Total</b>     |  | <b>\$947,600</b> |
| <b>Capital Fund</b>          |  |                  |
| <b>Capital-General</b>       |  |                  |
| 22-FMS-002-18                | <b>Elm Street Christmas Decorations</b>  | \$4,900          |
|                              | <b>Improvement Type:</b> Infrastructure  |                  |
|                              | <b>Account #:</b> 22-5-605-2030.000  |                  |
|                              | <b>Description:</b> Acquisition of Christmas decorations along Elm Street/Route 66.  |                  |
|                              | <b>Justification:</b> Christmas decorations have been added along Elm Street over the last several years and this project seeks to continue that effort. The addition of these decorations (angels) would provide a decoration on each pole on Elm from Mills Drive to Kent Drive. This would provide for decorations along Christmas parade route and near Civic Center for the Mayor's Christmas program.  |                  |
|                              | <b>Note:</b> Multi-year project  |                  |
| 22-OCK-001-16                | <b>City Hall LED Signage</b>   | \$50,000         |
|                              | <b>Improvement Type:</b> Building & Improvements   |                  |
|                              | <b>Account #:</b> 01-5-100-2010.000  |                  |
|                              | <b>Description:</b> Purchase and installation of a decorative LED sign at the intersection of Jefferson and Hayes  |                  |
|                              | <b>Justification:</b> The purpose of the signage is to provide an additional avenue by which the City can communicate to its citizens. Closing dates for City Hall, City Council meeting dates, other miscellaneous meeting dates, and an array of other information can be distributed using this signage. Citizens can become informed simply by reading the sign as they go about their daily activities. |                  |
|                              | <b>Note:</b> Carried over from previous year   |                  |
| <b>Capital-General Total</b> |  | <b>\$54,900</b>  |

| Project Number                 | Project Name   | FY 2019 Budget |
|--------------------------------|--|----------------|
| <b>Capital-Fire Department</b> |  |                |
| 22-FDE-003-15                  | <b>Fire Apparatus</b><br><b>Improvement Type:</b> Vehicles<br><b>Account #:</b> 01-5-110-2025.000<br><b>Description:</b> Purchase of a new NFPA 1901 Compliant Fire Engine<br><br><b>Justification:</b> Replacement of 1995 HME custom engine, which will be 21 years old at the time of replacement. This purchase will allow the fire department to place a new engine in front-line service and rotate a 2004 model engine to reserve status. New vehicle will meet current NFPA guidelines. Pump capacity will be increased from 1500gpm to 2000gpm. Vehicle could be sold, or held in reserve to lower the initial cost of establishing a third fire station.<br><b>Note:</b> Carried over from previous year   | \$550,000      |
| 01-FDE-012-17                  | <b>Repair Damaged Concrete in Parking Lots</b><br><b>Improvement Type:</b> Building & Improvements<br><b>Account #:</b> 01-5-110-2010.000<br><b>Description:</b> Repair or replacement of damaged concrete parking lots<br><br><b>Justification:</b> The concrete at each fire station has large cracks in the parking lots and apparatus aprons in front and behind the stations. Cracks allow water to enter under the structure and erode the footing or sub-structure eventually leading to collapse of the concrete. There are areas of the concrete which could possibly be sealed with an overlay or slurry mix. Other portions of the concrete should be removed and replaced with new concrete. These areas of the parking lots are subject to traffic of fire apparatus multiple times each day.<br><b>Note:</b> | \$30,000       |

| Project Number                       | Project Name   | FY 2019 Budget   |
|--------------------------------------|--|------------------|
| 01-FDE-001-19                        | <b>Updating Hydraulic Rescue Tools</b><br><b>Improvement Type:</b> Machinery and Equipment<br><b>Account #:</b> 01-5-110-2020.000<br><b>Description:</b> Replacement of vehicle extrication tools  | \$65,000         |
|                                      | <b>Justification:</b> The fire department currently operates hydraulic extrication tools which are powered by a gasoline pump. This technology is outdated. The setup of this equipment requires personnel to carry heavy tools and a power unit to a site, roll out hoses, make connections to tools and pump, start the pump then begin cutting of vehicles. While the department does have some pre-connected tools, these tools loose cutting power due to the length of hoses used in the system. The latest technology is electric hydraulic tools. These tools are fully enclosed and deploy by simply turning the tool on at the work site. The new electric tools also have greater cutting and pushing capability when compared to our current tools. The reduction in setup and deployment time due to the elimination of the pump and hoses reduces the time victims are trapped in vehicles or other machinery. These funds will allow the department to replace both sets of our frontline tools. This would move a newer set to the heavy rescue apparatus, eliminate two pumps and several hoses, and improve space available of our fire apparatus.<br><b>Note:</b> |                  |
| 01-FDE-007-19                        | <b>Improvements to Fire Station 1 Roof</b><br><b>Improvement Type:</b> Building and Building Improvements<br><b>Account #:</b> 22-5-605-2010.000<br><b>Description:</b> Improvements of Fire Station 1 Roof  | \$12,000         |
|                                      | <b>Justification:</b> The metal roof over the bay area is over 16 years old, this particular portion is overlapped metal sheets screwed into a metal frame with rubber washers and metal screws. Water damage is evident in large portions of the bay area. During the overlay process all loose or damaged metal screws and rubber washers will be replaced with larger screws and washers to seal the hole. In addition a spray on membrane will cover the entire metal roof further sealing the roof from leaks. A warranty of approximately 10 years may be obtained. This maintenance will extend the life of the strucuture and help protect the equipment and apparatus from water.   |                  |
| <b>Capital-Fire Department Total</b> |  | <b>\$657,000</b> |

| Project Number                   | Project Name   | FY 2019 Budget |
|----------------------------------|--|----------------|
| <b>Capital-Police Department</b> |  |                |
| 22-PDA-004-19                    | <b>In-car Camera Solution</b><br><b>Improvement Type:</b> Machinery and Equipment<br><b>Account #:</b> 22-5-605-2020.000<br><b>Description:</b> Purchase 12 Motorola In-car Dash Cameras for the patrol fleet, replacing the Digital Ally legacy units<br><br><b>Justification:</b> With the products all going online vault oriented, Motorola offers a solution to bring videos to the cloud for full-circle management. The camera units integrate with the CAD system and current Motorola products used within the department. Motorola also offers a complete refresh of the units after two years versus purchasing new cameras. The online environment will streamline evidence from the officer to the Prosecuting Attorney.<br><b>Note:</b>                        | \$70,000       |
| 01-PDA-002-19                    | <b>911 Hardware and Software</b><br><b>Improvement Type:</b> Machinery and Equipment<br><b>Account #:</b> 22-5-605-2020.000<br><b>Description:</b> Purchase of hardware and software for in-house 911 System.<br><br><b>Justification:</b> Current 911 system is a branch off the county 911 system. The laptop configuration is designed for mobile command structures, not a fixed installation. Also, the county relays calls to the city or uses over-the-air and the city would like to go back to silent dispatch methods deployed in our fleet. Requested the fixed unit under the tax and was denied by the county. The city of Lebanon would have timely service from city dispatchers. The city would also take fire dispatch back from the county<br><b>Note:</b> | \$62,000       |

| Project Number | Project Name   | FY 2019 Budget |
|----------------|--|----------------|
| 22-PDA-003-15  | <p><b>Patrol Cars</b></p> <p><b>Improvement Type:</b> Vehicles<br/> <b>Account #:</b> 22-5-605-2025.000<br/> <b>Description:</b> Replacement of Police Vehicles.</p> <p><b>Justification:</b> The Police Department has implemented a replacement cycle to replace three aging and high mileage patrol vehicles each year. This replacement program will keep the police department patrol fleet in reliable condition and eliminate the necessity of replacing large numbers of vehicles at one time. The three vehicles scheduled to be replaced in FY-16 are three 2011 model Dodge Charger used by the patrol division. At time of replacement based on current usage these vehicles will have in excess of 100,000 miles and be out of warranty. Under the City's fixed asset policy ordinance 5052 the anticipated service life of a patrol vehicle is three (3) years. The below cost estimate does not include ancillary equipment to transform these vehicles into a serviceable patrol vehicle. This might include but not limited to painting, striping, emergency equipment, push bumpers, cages and the computer consoles/docking station or other items which may not be transferable from the old to new vehicles. Any equipment needed to outfit the vehicles would be budgeted for in the department's vehicle equipment fund account. The vehicles removed from use by the patrol division will be rotated within the department to replace older vehicles or removed from police service and offered to other city departments, or for public sale.</p> <p><b>Note:</b> Recurring Expense</p> | \$95,000       |
| 22-PDA-004-18  | <p><b>Patrol Fleet Awning</b></p> <p><b>Improvement Type:</b> 22-5-600-2030.000<br/> <b>Account #:</b> Infrastructure<br/> <b>Description:</b> A structure to protect parked patrol cars from weather related elements.</p> <p><b>Justification:</b> The police department fleet vehicles when not in use are parked in the rear parking lot exposed to the elements. This environment allows snow and ice to accumulate on the vehicle in the winter and exposes them to potential hail damage during severe weather. During the winter months on duty officers while inside the police department for even a short time during inclement weather will have to clean the windshield before being able to respond to a call unless the car is left running. A solution would be to construct an awning structure. This awning area, 140' X 30' would cover the 12 patrol vehicle parking area. The cost is based on an estimated \$25.00 per square foot and is subject to architectural design.</p> <p><b>Note:</b></p>   | \$80,000       |

| Project Number                         | Project Name   | FY 2019 Budget   |
|--|--|------------------|
| 22-PDA-001-19                          | ITI Upgrades   | \$8,000          |
|  | <b>Improvement Type:</b> Machinery & Equipment   |                  |
|  | <b>Account #:</b> 22-5-605-2020.000  |                  |
|  | <b>Description:</b> Purchase additional module for ITI to link court, PD, and county PA.   |                  |
|  | <b>Justification:</b> All tickets are wrote on paper and then delivered to the court clerk for processing. At that time, the clerk would enter it into CJIS and then processed again. ITI has the ability to print tickets in the car through the software and dump that data automatically into CJIS nightly without duplicating the work. To do so, the court and PA would need to be on ITI and managed by Lebanon IT Department. Once approved, the PA, county, and city PD would eliminate the thousands printed pages per year and delivering across town. The PA and court would have automation at their fingertips for all local investigations, tickets, etc.. |                  |
|  | <b>Note:</b>   |                  |
| <b>Capital-Police Department Total</b> |  | <b>\$315,000</b> |
| <b>Capital-Civic Center</b>            |  |                  |
| 22-CCC-002-15                          | Ag Arena Parking Lot and Campsites   | \$80,000         |
|  | <b>Improvement Type:</b> Land & Land Improvements  |                  |
|  | <b>Account #:</b> 22-5-605-2005.000  |                  |
|  | <b>Description:</b> New parking lot and campsites for the new Ag Arena.  |                  |
|  | <b>Justification:</b> The new Agricultural Legacy Center needs a parking lot and we are adding new campsites. Funds were not put into the original project. Funds are coming from the delay of the east end of the CCC parking lot to 2020.  |                  |
|  | <b>Note:</b> Multi-year project  |                  |
| 22-CCC-003-17                          | Replace Theater Carpet   | \$25,000         |
|  | <b>Improvement Type:</b> Building and Building Improvements  |                  |
|  | <b>Account #:</b> 22-5-605-2010.000  |                  |
|  | <b>Description:</b> Replace carpet throughout CCC Theater  |                  |
|  | <b>Justification:</b> Carpet is 18 years old. We have not allowed food in the theater but there has been a lot of foot traffic. Theater has still been exposed to chemicals from snow removal due to the fact that the side doors are used for entrances for events.   |                  |
|  | <b>Note:</b> Carried over from previous year   |                  |

| Project Number                    | Project Name   | FY 2019 Budget   |
|-----------------------------------|--|------------------|
| 22-CCC-009-16                     | <b>Replacement of Theater Sound System</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 22-5-605-2020.000<br><b>Description:</b> Replacement of 21 year old theater sound system<br><br><b>Justification:</b> Components of the theater sound system are aging and are no longer functioning properly. The sound board was replaced 15 years ago and is no longer supported by the manufacturer. Additionally, when the system was designed some of the modern devices used today were not anticipated or invented, and therefore are not compatible with the existing system. As part of this project, staff recommends consolidating all of the theater sound equipment into one room.<br><b>Note:</b> | \$20,000         |
| 22-CCC-023-14                     | <b>Civic Center Signage</b><br><b>Improvement Type:</b> Building and Building Improvements<br><b>Account #:</b> 22-5-605-2010.000<br><b>Description:</b> Enhanced signage for CCC/YMCA<br><br><b>Justification:</b> The present marquee is 15 years old and was installed prior to the present occupancy of space in the structure. This project will create unified signage for both the Elm Street and Washington Street portions of the CCC campus as well as coordinated way-finding signage on the grounds. This will help address both the visibility concerns of the YMCA and help visitors to the facilities more easily navigate the grounds.<br><b>Note:</b> Carried over from previous year                             | \$70,000         |
| 22-CCC-005-17                     | <b>Upgrade Theater Stage Lights</b><br><b>Improvement Type:</b> Building and Building Improvements<br><b>Account #:</b> 22-5-605-2010.000<br><b>Description:</b> Replacement of 20 year old lights for theater stage.<br><br><b>Justification:</b> Lights on stage are the original lights. Several have stopped working or been broken during adjustments. The new ellipsoidal lights will be more user-friendly. LED will supply the same amount of light. They will also have the capability of changing colors. Currently, installation of colored gels is required for different effects.<br><b>Note:</b> Carried over from previous year   | \$30,000         |
| <b>Capital-Civic Center Total</b> |  | <b>\$225,000</b> |

| Project Number                           | Project Name  | FY 2019 Budget     |
|--|---|--------------------|
| <b>Capital-Community Buildings</b>       |   |                    |
| 22-CBN-005-16                            | <b>Show Arena at Fairgrounds</b>  | \$280,000          |
|  | <b>Improvement Type:</b> Building and Building Improvements   |                    |
|  | <b>Account #:</b> 22-5-605-2010.000   |                    |
|  | <b>Description:</b> Construction of enclosed show arena at Fairgrounds  |                    |
|  | <b>Justification:</b> Currently, the Fairgrounds do not have a fully enclosed show area. In March, April, October, and November, events can be cold, wet and miserable. During the Fair, the show area is very hot and uncomfortable for showmen, animals, and also spectators. A show area that is heated, cooled, and enclosed would benefit not only the sales in March, April, October, and November, but the facility could then be used for other events such as benefit auctions, small gatherings, and estate auctions. The arena would be attached to existing structure. In 2017, adding more space for animals to be housed under roof, is one of the recommendations made by the Laclede County Fair Board. |                    |
|  | <b>Note:</b> Carried over from previous year  |                    |
| <b>Capital-Community Buildings Total</b> |   | <b>\$280,000</b>   |
| <b>Capital-Service</b>                   |   |                    |
| 22-FMS-006-18                            | <b>Fuel Island Vehicle Awning</b>   | \$80,000           |
|  | <b>Improvement Type:</b> Infrastructure   |                    |
|  | <b>Account #:</b> 22-5-630-2030.000   |                    |
|  | <b>Description:</b> A structure to protect parked patrol cars from weather related elements.  |                    |
|  | <b>Justification:</b> Currently, there are no awning areas over the fuel pump stations. In harsh weather, personnel are subject to rain, sleet, snow, and hail. Many divisions operate during inclement weather and are forced to fuel in such situations. A solution would be to construct an awning structure. This awning area would cover two of the four fuel pump stations, either the north or south side, both of which has a diesel and unleaded station. The cost is based on an estimated \$25.00 per square foot and is subject to architectural design   |                    |
|  | <b>Note:</b>  |                    |
| <b>Capital-Service Total</b>             |   | <b>\$80,000</b>    |
| <b>Capital-Parks</b>                     |   |                    |
| 79-PKD-003-19                            | <b>Atchley Park Lower Parking Lot Paved</b>   | \$50,000           |
|  | <b>Improvement Type:</b> Land & Land Improvements   |                    |
|  | <b>Account #:</b> 22-5-650-2005.000   |                    |
|  | <b>Description:</b> Paving the parking lot at Atchley park.   |                    |
|  | <b>Justification:</b> Provide more parking spaces for the numerous events that occur in the lower parking entrance to Atchley park.   |                    |
|  | <b>Note:</b> Carried over from previous year  |                    |
| <b>Capital-Parks Total</b>               |   | <b>\$50,000</b>    |
| <b>Capital Fund Total</b>                |   | <b>\$1,661,900</b> |

| Project Number                    | Project Name   | FY 2019 Budget   |
|-----------------------------------|--|------------------|
| <b>Economic Development Fund</b>  |  |                  |
| <b>Economic Development</b>       |  |                  |
| 22-FMS-004-19                     | <b>420 Washington Roof</b><br><br><b>Improvement Type:</b> Building and Building Improvements<br><b>Account #:</b> 45-5-700-2010.000<br><b>Description:</b> Repair roof at 420 Washington<br><b>Justification:</b> Current roof is in disrepair. In order to rent facility a new roof needs to be installed.<br><b>Note:</b>   | \$5,000          |
| 45-EDC-001-19                     | <b>Laclede Industries Site Improvements</b><br><br><b>Improvement Type:</b> Land and Improvements<br><b>Account #:</b> 45-5-700-2005.000<br><b>Description:</b> Engineer and perform site work for parking lot and stormwater detention facility, construct concrete curb.<br><b>Justification:</b> Improvement in conjunction with Solar Farm property swap.<br><b>Note:</b>  | \$35,000         |
| 22-EDC-001-17                     | <b>Copeland Warehouse Roof</b><br><br><b>Improvement Type:</b> Building and Building Improvements<br><b>Account #:</b> 45-5-730-2010.000<br><b>Description:</b> Repair Copeland warehouse roof<br><b>Justification:</b> The current roof was re-coated in 2006. The product was warranted for 1 year and we were told at the time that it needed to be done each year. We have patched 14 areas that were leaking. The roof is 70,000 square feet. Many of the old HVAC units could be removed and sold for scrap to help defray the cost of this project.<br><b>Note:</b> Carries over from previous year | \$210,000        |
| <b>Economic Development Total</b> |  | <b>\$250,000</b> |

|   |  |         |
|---|--|---------|
| <b>Community Development Fund</b>           |  |         |
| <b>Community Development Administration</b> |  |         |
| 01-CDC-001-19                               | <b>Replace Existing Computer Systems</b><br><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 50-5-305-2020.000<br><b>Description:</b> Replacement of desktops or laptops purchased in 2014 and 2015 all of which have Win 7, 32-bit OS<br><b>Justification:</b> With the department using software suites versus paper and legacy software, the systems will need to keep up. The current systems were purchased in 2014 and have Win 7, 32-bit OS. For current operations they are fine. Once AutoCAD and more Incode modules or compliance software is used, the system will need to keep up. The lifecycle is 5 years and this would keep the department on schedule. The vehicles will need to be equipped as mobile offices as well with tablets and Bluetooth printers.<br><b>Note:</b> Recurring Expense | \$5,000 |

| Project Number                                    | Project Name   | FY 2019 Budget   |
|---|--|------------------|
| 22-CDC-001-18                                     | Replacement of Staff Fleet Vehicles  | \$20,000         |
|   | <b>Improvement Type:</b> Vehicles<br><b>Account #:</b> 50-5-305-2025.000<br><b>Description:</b> Replacement of existing 2002 Taurus  |                  |
|   | <b>Justification:</b> As we implement regular building inspections and adopt new technology in the field, our vehicle requirements have changed. The vehicle is well beyond regular service life and require replacement. We are proposing the replacement of the Ford Taurus cars with similar 4 door sedans.<br><b>Note:</b> Recurring expense                 |                  |
| 01-CDC-002-16                                     | Subdivision Development  | \$235,000        |
|   | <b>Improvement Type:</b> Infrastructure<br><b>Account #:</b> 50-5-305-2030.000<br><b>Description:</b> Wrinkle Avenue \$65,000, new projects \$170,000<br><b>Justification:</b> Developers are planning to develop subdivision, or have shown interest in developing areas with city subdivision program.<br><b>Note:</b> Wrinkle-Carried over from previous year |                  |
| <b>Community Development Administration Total</b> |  | <b>\$260,000</b> |
| <b>Community Development Fund Total</b>           |  | <b>\$260,000</b> |

| Service Fund                                |   |                 |
|---|---|-----------------|
| <b>Service-Garage &amp; Warehouse</b>       |   |                 |
| 60-GFM-001-18                               | Garage Exhaust Fans (Phase 2)   | \$6,000         |
|   | <b>Improvement Type:</b> Building & Building Improvements<br><b>Account #:</b> 60-5-305-2010.000<br><b>Description:</b> Exhaust Fan for Service Area<br><b>Justification:</b> Fumes from welding, cutting, vehicle and equipment cause unhealthy work environment<br><b>Note:</b> This project began in previous year   |                 |
| 60-GFM-001-18                               | RTA Software (Phase 2)  | \$16,000        |
|   | <b>Improvement Type:</b> Software Purchase<br><b>Account #:</b> 60-5-305-6020.001<br><b>Description:</b> The RTA software will link the fuel system to a fleet platform for the garage to manage vehicle maintenance. A digital record of all OBD2 sensor codes and scheduled maintenance will be recorded and stored with the .sql portion of the software.<br><b>Justification:</b> RTA is the recognized leader for fleet management and is an integral part of the complete fuel system. The paper copies will be removed from cycle and a networked database will enhance efficiency and an overall effective maintenance program. The fuel system is not being used to its full potential and portions of our operations are not recorded for future reference.<br><b>Note:</b> This project began in previous year |                 |
| <b>Service-Garage &amp; Warehouse Total</b> |   | <b>\$22,000</b> |

| Project Number                             | Project Name  | FY 2019 Budget  |
|--|---|-----------------|
| <b>Service-Facilities Management</b>       |   |                 |
| 01-FMS-002-16                              | <b>Half Ton Pickup</b><br><b>Improvement Type:</b> Vehicle<br><b>Account #:</b> 60-5-320-2025.000<br><b>Description:</b> Replacement of ½ ton pickup  | \$26,000        |
|  | <b>Justification:</b> Replacement of pickups used by Facilities Management. These vehicles are used to transport staff and supplies between job sites in the City network of facilities. While the vehicle has been maintained and will continue to be, many of the internal parts of the drive train have significant wear, and will have considerable cost associated with repair or replacement as the truck continues through its service life. The anticipated service life of such vehicles under the Capital Asset policy is anticipated to be seven (7) years. It is recommended that the units be offered for public auction as between the age and miles on the odometer they will have little to no trade-in value on a new vehicle.<br><b>Note:</b> Recurring expense |                 |
| 60-FMS-001-19                              | <b>Landscaping Software</b><br><b>Improvement Type:</b> Software Purchase<br><b>Account #:</b> 60-5-320-6020.001<br><b>Description:</b> ProLandscape V.22 or Newer  | \$1,500         |
|  | <b>Justification:</b> The additional license would enable the department to transform into a mobile environment. Drawings and project planning can be started in the field enhancing overall efficiency.<br><b>Note:</b>  |                 |
| <b>Service-Facilities Management Total</b> |   | <b>\$27,500</b> |
| <b>Service Fund Total</b>                  |   | <b>\$49,500</b> |

| Airport Fund  |   |           |
|---------------|---|-----------|
| 01-APT-003-19 | <b>Refurbished Fuel Truck</b>   | \$120,000 |
|               | <b>Improvement Type:</b> Vehicle<br><b>Account #:</b> 73-5-100-2025.000<br><b>Description:</b> 2200 gallon fuel truck for refueling general aviation aircraft   |           |
|               | <b>Justification:</b> The current jet fuel refueling truck was manufactured in 1991 and has over 95,000 miles on its odometer. Staff recommends the purchase of a newer jet fuel truck in 2019 in order to ensure they can continue to service patrons and maintain a safe working environment.<br><b>Note:</b> |           |

| Project Number            | Project Name  | FY 2019 Budget   |
|---------------------------|---|------------------|
| 73-APT-002-19             | <b>Additional Hangers</b><br><b>Improvement Type:</b> Building & Improvements<br><b>Account #:</b> 73-5-100-2010.000<br><br><b>Description:</b> Ten-unit t-hangar relocation from St. Clair Municipal Airport to Floyd W. Jones Lebanon Airport   | \$63,000         |
|                           | <b>Justification:</b> The hangar relocation project will provide additional rental facilities increasing the number of based aircraft by more than 30%. Additional based aircraft would purchase fuel and pay rent. The airport has a long and growing list of potential tenants waiting for hangar space. This allows the airport to continue to grow at a fraction of the cost of building new t-hangars.<br><b>Note:</b> Multi-year project  |                  |
| 01-APT-003-18             | <b>Runway Mill and Overlay Design (GRANT)</b><br><b>Improvement Type:</b> Grants-Capital Improvement<br><b>Account #:</b> 73-5-100-4005.002<br><b>Description:</b> Engineering services for runway mill and overlay project design.<br><br><b>Justification:</b> The current pavement condition index of 59 indicates the existing runway pavement is nearing the end of its service life. Engineering services are required to design a future mill and overlay project to address the rapidly deteriorating pavement conditions.<br><b>Note:</b> This project began previous year | \$176,000        |
| <b>Airport Fund Total</b> |   | <b>\$359,000</b> |

| Downtown Business District Fund       |     |
|---------------------------------------|-----|
| Downtown Business District Fund Total | \$0 |

| Parks Fund             |  |
|------------------------|--|
| <b>Parks-Operating</b> |  |
| 22-PKD-003-17          | <b>Gasconade Park Improvements</b><br><b>Improvement Type:</b> Machinery and Equipment<br><b>Account #:</b> 79-5-500-2020.000<br><b>Description:</b> Install new playground equipment and play features<br><br><b>Justification:</b> The master planning process identified items that would help to increase the patron experience.<br><b>Note:</b>   |
| 79-PDA-003-19          | <b>Sprinkler System</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 79-5-500-2005.000<br><b>Description:</b> Install sprinkler system on the Atchley Park field number 2 infield and outfield.<br><br><b>Justification:</b> Being our premier tournament location a sprinkler system will allow better turf field practices which will result in a better and safer playing surface.<br><b>Note:</b> Recurring expense |

| Project Number | Project Name  | FY 2019 Budget                   |
|----------------|---|----------------------------------|
| 79-PKD-001-14  | <b>Vehicle and Motor Equipment</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 79-5-500-2020.000<br><b>Improvement Type:</b> Vehicles<br><b>Account #:</b> 79-5-500-2025.000<br><b>Description:</b> Replacement of 4-wheel drive, 2 seat Utility Vehicle used for ball field maintenance. Replacement of a 60 inch, zero turn, commercial grade mower with striping kit. Replacement of ½ ton 2 wheel drive Truck with trailer towing package, V8, limited slip-rear end, based off state bid.<br><b>Justification:</b> To replace vehicles as part of our scheduled vehicle replacement plan.<br><b>Note:</b> Recurring expense   | \$47,000<br>\$23,000<br>\$24,000 |
| 79-PDA-004-19  | <b>Park Signs</b><br><b>Improvement Type:</b> Building & Improvements<br><b>Account #:</b> 79-5-500-2010.000<br><b>Description:</b> Signage to for the park office as well as the Winfrey property. Sign to replace the sign that was moved at Boswell Park during the Route 66 park improvements<br><b>Justification:</b> Signs for the park office and Winfrey property will help address the visibility issues of the buildings and help visitors locate the facilities easier.<br><b>Note:</b>  | \$45,000                         |
| 79-PKD-010-16  | <b>Infield Surface Material</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 79-5-500-2005.000<br><b>Description:</b> Add turfase pro league red infield conditioner to the current infield surface material at Atchley, Boswell, and Nelson parks.<br><b>Justification:</b> New material will add color to the surface which will help with ball visibility. It will also allow the field to be in better playing condition when it rains and keep the surface from hardening during hot and dry weather.<br><b>Note:</b> Recurring expense   | \$5,000                          |
| 79-PKD-001-19  | <b>Replace Existing Computer Systems</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 79-5-500-2020.000<br><b>Description:</b> Replacement of desktops, laptops, or tablets with legacy OS.<br><b>Justification:</b> Current systems are at their end of life and were purchased or upgraded in 2014. As the parks become fiber ready, the systems will need more resources as they will be networked and full suites applied. Tablets will also afford the department real-time processing and field management with regards to park modifications and construction. By reducing paper, the park projects will become reliable on digital media.<br><b>Note:</b> Recurring expense | \$5,000                          |

| Project Number                | Project Name   | FY 2019 Budget   |
|-------------------------------|--|------------------|
| 79-PKD-013-19                 | Activities Software  | \$15,000         |
|                               | <b>Improvement Type:</b> Software-Purchase   |                  |
|                               | <b>Account #:</b> 79-5-500-6020.001  |                  |
|                               | <b>Description:</b> Purchase of software and computer systems to create an online portal, inventory, and point of sales.   |                  |
|                               | <b>Justification:</b> The parks department would like to offer online registration for youth sports as well as the ability to start running concession stands for the sports programs. |                  |
|                               | <b>Note:</b>   |                  |
| <b>Parks-Operating Total</b>  |  | <b>\$182,000</b> |
| <b>Parks-Activities</b>       |  |                  |
| 79-PDA-005-19                 | Boswell Aquatic Center Improvements  | \$5,000          |
|                               | <b>Improvement Type:</b> Building & Improvements   |                  |
|                               | <b>Account #:</b> 79-5-515-2010.000  |                  |
|                               | <b>Description:</b> Replace existing lounge chairs and picnic tables   |                  |
|                               | <b>Justification:</b> Several lounge chairs are broken, and need replaced. Replacements haven't been made since the original remodel of the aquatic center                             |                  |
|                               | <b>Note:</b>   |                  |
| <b>Parks-Activities Total</b> |  | <b>\$5,000</b>   |
| <b>Parks Fund Total</b>       |  | <b>\$187,000</b> |

| Electric Fund                   |  |                  |
|---------------------------------|--|------------------|
| Electric-Operating              |  |                  |
| 80-ELF-003-17                   | Department Pickup  | \$28,000         |
|                                 | <b>Improvement Type:</b> Vehicle   |                  |
|                                 | <b>Account #:</b> 80-5-215-2025.000  |                  |
|                                 | <b>Description:</b> Purchase new pickups to replace existing units   |                  |
|                                 | <b>Justification:</b> Replacement of existing pickups that are used by department supervisors and On-Call crew. The trucks slated for replacement in 2017 is a 2001 model. |                  |
|                                 | <b>Note:</b> Recurring expense   |                  |
| 80-ELF-006-15                   | Construction Truck Replacement   | \$225,000        |
|                                 | <b>Improvement Type:</b> Vehicle   |                  |
|                                 | <b>Account #:</b> 80-5-215-2025.000  |                  |
|                                 | <b>Description:</b> Replacement of 55 foot working height trucks   |                  |
|                                 | <b>Justification:</b> The 2002 model truck has reached its life and is proposed for replacement in 2017. This equipment replacement program was begun in 2005.             |                  |
|                                 | <b>Note:</b> Recurring expense   |                  |
| <b>Electric-Operating Total</b> |  | <b>\$253,000</b> |

| Project Number          | Project Name  | FY 2019 Budget |
|-------------------------|---|----------------|
| <b>Electric-Reserve</b> |   |                |
| 80-ELF-005-15           | <b>69kV Transmission Pole Replacements</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 80-5-215-2005.000<br><b>Description:</b> Replacement of nine wooden transmission poles and insulators installed in the early 1970's with new steel poles.<br><b>Justification:</b> Existing wooden poles have been identified through system inspection program as requiring replacement to assure reliability. It is recommended to use steel poles in this application due to our ability to use them beyond their useful life of 35 years.<br><b>Note:</b> Multi-year project   | \$100,000      |
| 80-ELF-003-14           | <b>Automated Meter Infrastructure</b><br><b>Improvement Type:</b> Grant - Capital Improvement<br><b>Account #:</b> 80-5-200-4005.002<br><b>Description:</b> Purchase and install automated meters to replace existing infrastructure. Funding from MPUA grant-100% contribution.<br><b>Justification:</b> Automated Meters will lower overhead, reduce lost revenue, and improve customer service. It will also improve system losses and outage management.<br><b>Note:</b> Multi-year project   | \$476,741      |
| 80-ELF-008-14           | <b>Line Reconductor/Extensions</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 80-5-215-2005.000<br><b>Description:</b> Replacement of exist conductors due to capacity limits, or line extensions to serve future developments. This work will occur on Feeder 1020 which feeds the North Side of Commercial Street and into the residential area. The existing wire has been in place since the 1960's and has sustained damage due to lighting strikes and ice storms that has weakened its strength<br><b>Justification:</b> Feeders that are at or near existing wire capacity, or the extension of lines to serve new customers. This feeder was identified through our system inspection, and determined that it is below industry standards.<br><b>Note:</b> Multi-year project | \$75,000       |
| 80-ELF-002-15           | <b>Wire Storage Building</b><br><b>Improvement Type:</b> Building & Building Improvements<br><b>Account #:</b> 80-5-215-2010.000<br><b>Description:</b> Build a 3,500 square feet building to store wire spools at Public Works.<br><b>Justification:</b> Construct a building to store reels of wire inside. This will keep reels from rotting due to exposure, and protect from other damage to wire. Currently there is not enough inside storage available in warehouse located at Public Works.<br><b>Note:</b> Carried over from previous year  | \$200,000      |

| Project Number                | Project Name  | FY 2019 Budget     |
|-------------------------------|---|--------------------|
| 80-ELF-009-14                 | <b>Overhead/Underground Projects</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 80-5-215-2005.000<br><b>Description:</b> Replace existing overhead lines with underground primary in areas that we have right of way restrictions.<br><b>Justification:</b> Many of these lines are costly to maintain due to yard fences and vegetative growth. Replacement will add reliability while lowering maintenance costs.<br><b>Note:</b> Multi-year project   | \$350,000          |
| 80-ELF-003-15                 | <b>LED Streetlight Conversion</b><br><b>Improvement Type:</b> Machinery and Equipment<br><b>Account #:</b> 80-5-215-2020.000<br><b>Description:</b> Replace High Pressure Sodium with LED fixtures and have existing steel poles sandblasted and repainted<br><b>Justification:</b> Some of the existing steel poles in service are in need of repainting, and replacing the existing fixtures with LEDs will see a savings in energy consumption and maintenance costs.<br><b>Note:</b> Multi-year project   | \$60,000           |
| 80-ELF-004-15                 | <b>Distribution Pole Changes</b><br><b>Improvement Type:</b> Building and Building Improvements<br><b>Account #:</b> 80-5-215-2010.000<br><b>Description:</b> Replacement of distribution poles due to age and condition<br><b>Justification:</b> As a component of the Electric Department's system reliability program it annually inspects the poles used in the distribution network. Through this inspection process the department identifies poles which should be replaced to ensure minimal service interruption to the consumers.<br><b>Note:</b> Recurring expense | \$25,000           |
| 80-ELF-002-18                 | <b>Downtown Power Outlet Replacements</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 80-5-215-2020.000<br><b>Description:</b> Replacement of the existing conduit and outlets in the islands for Christmas decorations.<br><b>Justification:</b> The existing infrastructure has failed, wire and conduit has sustained damage over the years. Existing power outlets are also damaged beyond repair.<br><b>Note:</b> Carried over from previous year   | \$80,000           |
| <b>Electric-Reserve Total</b> |   | <b>\$1,366,741</b> |
| <b>Electric Fund Total</b>    |   | <b>\$1,619,741</b> |

| Project Number          | Project Name  | FY 2019 Budget  |
|-------------------------|---|-----------------|
| <b>Fiber Fund</b>       |   |                 |
| 87-WTR-014-15           | <b>Scada Communications Improvements</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 83-5-200-2020.000<br><b>Description:</b> Install fiber optic cable for communications to the water wells (removing existing radio communication).<br><b>Justification:</b> This will provide more reliable communication with the water wells. The SCADA system allows staff to remotely monitor and operate the water wells. It will create enhanced reporting as the system would log the run hours from the meters on each pump, as well as provide alarm notification if there was a change in the operating condition of the lift station or well.<br><b>Location:</b> Various Locations<br><b>Note:</b> Carried over from previous year | \$50,000        |
| <b>Fiber Fund Total</b> |   | <b>\$50,000</b> |

| <b>Wastewater Fund</b> |  |          |
|------------------------|--|----------|
| 85-WWO-004-16          | <b>Oak &amp; Catlin Sewer Extension</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 85-5-200-2005.000<br><b>Description:</b> Extend City Sewer to serve Property's (1,100ft of 8in PVC)<br><b>Justification:</b> The City does not have sewer service in the area. This line extension will provide service to properties which are not currently served by the City's wastewater collection system.<br><b>Note:</b> | \$30,000 |
| 85-WWO-007-19          | <b>North Hwy 5 Sewer Extension</b><br><b>Improvement Type:</b> Land & Land Improvements<br><b>Account #:</b> 85-5-200-2005.000<br><b>Description:</b> Extend City Sewer to serve Property's<br><b>Justification:</b> The City does not have sewer service in the area. This line extension will provide service to properties which are not currently served by the City's wastewater collection system.<br><b>Note:</b>                           | \$35,000 |

| Project Number | Project Name   | FY 2019 Budget |
|----------------|--|----------------|
| 85-ENV-001-14  | <b>Collection Improvements in the Goodwin Hollow Watershed</b><br><b>Improvement Type:</b> Land and Land Improvements<br><b>Account #:</b> 85-5-200-2005.000<br><br><b>Description:</b> Sanitary Sewer Evaluation Study (SSES) of Goodwin Hollow watershed and rehabilitation/improvements identified within report (MULTIYEAR FUNDING). Improvements anticipated include lining of pipes and manholes, creation of new design standards, and other best management practices.<br><b>Justification:</b> This project will reduce the number and duration of sanitary sewer overflows in this watershed by repairing/replacing collection system pipes and manholes that have numerous defects that allow rainwater to exceed the capacity of the lines.<br><b>Note:</b> Carried over from previous year  | \$785,000      |
| 85-ENV-999-14  | <b>WWTP Improvements (Phase 2)</b><br><b>Improvement Type:</b> Building & Building Improvements<br><b>Account #:</b> 85-5-200-2010.000<br><br><b>Description:</b> Filter and sludge improvements will include: new disc filters, conversion of backwash basin to a 30ft diameter 16ft deep waste basin providing 74k gallons of storage), bar screen upgrade at the head of plant, new sludge holding basin (80ft diameter 20ft deep holding 750k gallons), new electrical equipment control center, new bio-solids hauling truck, installation of mixers, and dissolved oxygen meters in the existing oxidation ditches. Note: Previously 85-WWT-001-14<br><br><b>Justification:</b> The water quality regulations set by the Missouri Department of Natural Resources continue to get more stringent. The existing equipment has been in continuous service for 35 years and has exceeded their life cycles and is reaching design capacity. The sludge improvements are needed to continue to meet the 503 regulations set by the Environmental Protection Agency. By increasing the design capacity of the wastewater treatment plant it will allow quality treatment for many years to come.<br><b>Note:</b> Multi-year project | \$1,000,000    |
| 85-ENV-006-19  | <b>Flow Meters</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 85-5-200-2020.000<br><br><b>Description:</b> Area/Velocity portable flow meters<br><br><b>Justification:</b> Portable flow meters are utilized to measure the amount of inflow and infiltration in the wastewater collection system during rain events. This Data is critical in targeting areas needing rehabilitation<br><b>Note:</b>  | \$20,000       |
| 85-ENV-004-18  | <b>Lift Station Improvements</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 85-5-200-2020.000  | \$110,000      |

| Project Number | Project Name   | FY 2019 Budget |
|----------------|--|----------------|
|                | <p><b>Description:</b> Replacement of electrical control panels and installing access hatches and pump slide rails to approximately 15 current lift stations. Conversion of 9 wet well mounted lift stations to submersible pump lift stations.</p> <p><b>Justification:</b> The existing aged lift stations need improvements to maintain reliable service. By installing slide rails for the pumps it almost eliminates the need for a manned entry into the confined space to perform maintenance and repairs.</p> <p><b>Note:</b> Recurring Expense</p>  |                |
| 85-ENV-006-17  | Pipe Laser   | \$5,500        |
|                | <p><b>Improvement Type:</b> Machinery &amp; Equipment</p> <p><b>Account #:</b> 85-5-200-2020.000</p> <p><b>Description:</b> Replacement of pipe laser.</p> <p><b>Justification:</b> The current pipe laser has reached the end of its useful life cycle. This device is used in the installation of sewer pipe so it can be set on grade.</p> <p><b>Note:</b></p>  |                |
| 85-ENV-005-19  | Standby Generator  | \$80,000       |
|                | <p><b>Improvement Type:</b> Machinery &amp; Equipment</p> <p><b>Account #:</b> 85-5-200-2020.000</p> <p><b>Description:</b> Replacement of Standby Generator</p> <p><b>Justification:</b> This will enable the division to operate the Goodwin Hollow lift station during a power outage. The Goodwin Hollow lift station is responsible for about half of the wastewater that is generated every day and pumps it to the WWTP. This should insure that there is not a sanitary sewer overflow (SSO).. This generator has reached its end of life. It has been 10 years since it was rehabilitated and replacement parts availability are diminishing. The second generator will be replacing the older of the two currently at the WWTP. It is reaching the end of life and repairs are needed more frequently.</p> <p><b>Note:</b></p> |                |
| 85-ENV-002-18  | Easement Cleaning Machine  | \$18,000       |
|                | <p><b>Improvement Type:</b> Debt-Lease Obligation</p> <p><b>Account #:</b> 85-5-200-3020.000</p> <p><b>Description:</b> Replacement of easement cleaning machine.</p> <p><b>Justification:</b> This equipment aids in the ability to operate and maintain the entirety of the City's sewer infrastructure to reduce and eliminate sanitary sewer overflows and increase continuous operation for the customer. It operates in backyards and other areas of the City where the combination cleaning truck (Vactor) cannot reach. This equipment has reached its end of life. It is more than 20 years old and replacement parts availability are diminishing.</p> <p><b>Note:</b> Multi-year project due to lease/purchase financing</p>  |                |

| Project Number               | Project Name  | FY 2019 Budget     |
|------------------------------|---|--------------------|
| 85-ENV-002-19                | <b>Benchtop Spectrophotometer</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 85-5-200-2020.000<br><b>Description:</b> Replacement of the existing benchtop Spectrophotometer at the wastewater treatment plant.<br><b>Justification:</b> This will replace the existing meter that is used in daily DNR compliance testing. The meter has reached the end of its useful service life.<br><b>Note:</b>   | \$6,000            |
| 85-ENV-003-18                | <b>Replace Existing Wastewater Computer Systems</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 85-5-200-2020.000<br><b>Description:</b> Replacement of desktops, laptops, or tablets Win 7, 32 bit with Win 10 or greater.<br><b>Justification:</b> Current systems are at their end of life and were purchased in 2014 and 2015. Some were received from Jefferson City state program and were already a few years old. We would like to implement tablets in the field as well to become more mobile and digital. The new systems would be capable of handling current suites and or applications. The tablets will ensure field operations are streamlined into daily business functions and enhance efficiency. The IT Department has worked with a variety of tablets and field tested many. Training has been provided and users understand the VPN capabilities.<br><b>Note:</b> Recurring Expense | \$5,000            |
| <b>Wastewater Fund Total</b> |   | <b>\$2,094,500</b> |

| Water Fund    |  |          |
|---------------|--|----------|
| 87-ENV-002-19 | <b>Water Main: West Bland</b><br><b>Improvement Type:</b> Land and Land Improvements<br><b>Account #:</b> 87-5-200-2005.000<br><b>Description:</b> Replace 1,250 linear feet of 6 inch cast iron with 12 inch PVC along West Bland between Kent Drive and Elm Street.<br><b>Justification:</b> Installing the 12 inch main line will improve the fire flows to this area of the distribution system. This is being done in conjunction with the street improvements.<br><b>Note:</b> | \$46,000 |
| 87-ENV-001-20 | <b>Water Main: Ohio and Utah</b><br><b>Improvement Type:</b> Land and Land Improvements<br><b>Account #:</b> 87-5-200-2005.000<br><b>Description:</b> Move 8 services to the 10 inch PVC main and 2 services to the 12 inch PVC main line<br><b>Justification:</b> This will allow the removal of approximately 1,350 linear feet of 4 inch cast iron lines that have a history of leaks.<br><b>Note:</b>  | \$13,000 |

| Project Number | Project Name  | FY 2019 Budget |
|----------------|---|----------------|
| 87-ENV-002-20  | <b>Water Main: Iowa</b><br><b>Improvement Type:</b> Land and Land Improvements<br><b>Account #:</b> 87-5-200-2005.000<br><br><b>Description:</b> Replace 500 linear feet of 4 inch cast iron main line with 6 inch PVC<br><br><b>Justification:</b> The existing cast iron lines have a history of leaks. Installing the 6 inch main line will improve the fire flows to this area of the distribution system<br><b>Note:</b>                           | \$13,500       |
| 87-ENV-003-20  | <b>Water Main: Crisp</b><br><b>Improvement Type:</b> Land and Land Improvements<br><b>Account #:</b> 87-5-200-2005.000<br><br><b>Description:</b> Replace 500 linear feet of 4 inch cast iron main line with 6 inch PVC<br><br><b>Justification:</b> The existing cast iron lines have a history of leaks. Installing the 6 inch main line will improve the fire flows to this area of the distribution system.<br><b>Note:</b>                         | \$18,500       |
| 87-ENV-004-20  | <b>Water Main: Texas</b><br><b>Improvement Type:</b> Land and Land Improvements<br><b>Account #:</b> 87-5-200-2005.000<br><br><b>Description:</b> Replace 1,000 linear feet of 4 inch cast iron main line with 1,550 linear feet of 6 inch PVC.<br><br><b>Justification:</b> The existing cast iron lines have a history of leaks. Installing the 6 inch main line will improve the fire flows to this area of the distribution system.<br><b>Note:</b> | \$37,000       |
| 87-ENV-005-20  | <b>Water Main: Kansas</b><br><b>Improvement Type:</b> Land and Land Improvements<br><b>Account #:</b> 87-5-200-2005.000<br><br><b>Description:</b> Install 1,500 linear feet of 12 inch PVC main line.<br><br><b>Justification:</b> Installing the 12 inch main line will improve the fire flows to this area of the distribution system.<br><b>Note:</b>   | \$37,000       |

| Project Number | Project Name   | FY 2019 Budget |
|----------------|--|----------------|
| 87-ENV-006-19  | <b>Water System Hydraulic Study</b><br><b>Improvement Type:</b> Professional Services-Studies<br><b>Account #:</b> 87-5-200-6000.013<br><b>Description:</b> Water System Hydraulic Study<br><b>Justification:</b> A hydraulic study is needed to see the affects of the different pressures and pipe sizes throughout the water distribution system to understand the areas that need improvements to increase system reliability and fire flows. This study will also aid in the planning of the future needs of a new well and/or tower to insure quality water service to current and future customers.<br><b>Note:</b> | \$100,000      |
| 87-ENV-006-15  | <b>Tower Modification</b><br><b>Improvement Type:</b> Building & Improvements<br><b>Account #:</b> 87-5-200-2010.000<br><b>Description:</b> Modify piping from wells and water towers to achieve recommended chlorine contact time at 301 Lawson Avenue, 643 Ohio Avenue, 539 Mayfield Street, Spiller and Washington Avenue, and Glencastle Lane.<br><b>Justification:</b> Modifying the piping at the water towers will achieve greater chlorine contact time. This is a recommendation from Missouri Department of Natural Resources during the latest sanitary inspection.<br><b>Note:</b> Multi-year project          | \$75,000       |
| 87-WTR-006-16  | <b>Backhoe Replacement</b><br><b>Improvement Type:</b> Debt - Lease Purchase<br><b>Account #:</b> 87-5-200-3020.000<br><b>Description:</b> Purchase of one (1) backhoe to replace existing backhoe.<br><b>Justification:</b> The 2006 backhoe has reached the end of its service life and requires replacement.<br><b>Note:</b> Multi-year project due to lease/purchase financing   | \$25,000       |
| 87-ENV-007-19  | <b>Rock &amp; Dirt Sifter</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 87-5-200-2020.000<br><b>Description:</b> Rock and Dirt separator for cleaning black dirt for the use in restoring yards<br><b>Justification:</b> To improve the quality of dirt used in yard restoration<br><b>Note:</b>  | \$10,000       |
| 87-ENV-008-19  | <b>Water Critical Parts</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 87-5-200-2020.000<br><b>Description:</b> Keep in stock critical parts for the operation and maintenance of the water wells and towers.<br><b>Justification:</b> To keep the wells and towers in good operating condition<br><b>Note:</b> Recurring Expense  | \$20,000       |

| Project Number | Project Name   | FY 2019 Budget |
|----------------|--|----------------|
| 87-ENV-004-19  | <b>Water Wells: Chlorine Analyzers Replacements</b><br><b>Improvement Type:</b> Machinery & Equipment<br><b>Account #:</b> 87-5-200-2020.000<br><b>Description:</b> Replacement of the existing chlorine analyzers in the seven wells<br><br><b>Justification:</b> The existing chlorine analyzers have reached the end of their useful life. The analyzers are used to monitor the chlorine levels at the well. This is a useful tool to better manage the water system and insure safe drinking water is delivered to our customers.<br><br><b>Note:</b> | \$4,500        |
| 87-ENV-003-18  | <b>Pickup Truck</b><br><b>Improvement Type:</b> Vehicle<br><b>Account #:</b> 87-5-200-2025.000<br><b>Description:</b> Purchase of one new ¾ ton 4 x 4 pickups to replace and 2006 model unit.<br><br><b>Justification:</b> Pickups are used to transport personnel, tools, and equipment to jobsites. Pickups being replaced are approaching the end of service life and in line with the City Capitalization policy.<br><br><b>Note:</b> Recurring Expense  | \$30,000       |
| 87-ENV-007-19  | <b>Backflow Software</b><br><b>Improvement Type:</b> Software-Purchase<br><b>Account #:</b> 87-5-200-6020.001<br><b>Description:</b> This software will allow us to better manage the reports of customer owned water backflow devices that are to be inspected yearly and the reports sent to the City.<br><br><b>Justification:</b> The back flow device protects the water system from allowing water to come back from the customer during a pressure drop on the City's water line.<br><br><b>Note:</b>   | \$5,000        |

| Project Number          | Project Name  | FY 2019 Budget   |
|-------------------------|---|------------------|
| 87-ENV-005-18           | Replace Existing Water Computer Systems   | \$5,000          |
|                         | <b>Improvement Type:</b> Machinery & Equipment  |                  |
|                         | <b>Account #:</b> 87-5-200-2020.000   |                  |
|                         | <b>Description:</b> Replacement of desktops, laptops, or tablets with Win 7 32-bit to Win 10.   |                  |
|                         | <b>Justification:</b> Current systems are at their end of life and were purchased in 2014 and 2015. Some were received from Jefferson City state program and were already a few years old. We would like to implement tablets in the field as well to become more mobile and digital. The new systems would be capable of handling current suites and or applications. The tablets will ensure field operations are streamlined into daily business functions and enhance efficiency. The IT Department has worked with a variety of tablets and field tested many. Training has been provided and users understand the VPN capabilities. |                  |
|                         | <b>Note:</b> Recurring Expense  |                  |
| <b>Water Fund Total</b> |   | <b>\$439,500</b> |

| Multiple Fund    |   |          |
|------------------|---|----------|
| Multiple Funding |   |          |
| 22-ITS-005-16    | Tablets   | \$24,700 |
|                  | <b>Improvement Type:</b> Machinery and Equipment  |          |
|                  | <b>Account #:</b> Direct billed to departments/divisions  |          |
|                  | 01-115 Police Department  | \$8,000  |
|                  | 01-130 Civic Center   | \$1,500  |
|                  | 01-140 Mayor & Council  | \$1,000  |
|                  | 01-145 City Administration  | \$2,000  |
|                  | 08-500 Street Department  | \$2,000  |
|                  | 50-305 Development & Compliance   | \$1,000  |
|                  | 60-315 IT Department  | \$2,000  |
|                  | 60-320 Facilities Management  | \$1,600  |
|                  | 79-500 Parks Department   | \$1,600  |
|                  | 80-215 Electric Reserve   | \$2,000  |
|                  | 87-200 Water Operating  | \$2,000  |
|                  | <b>Description:</b> Replacement of desktops, laptops, and tablets with Win 7 to Win 10 or greater.  |          |
|                  | <b>Justification:</b> Current systems will have reached the end of life and operate under Win 7, 32-bit. Win 10 or greater will be required to continue processing data in efficient manner. The tablets will be used for remote work or field operations. The IT Department is often stretched thin and all over the city. The tablet will allow remote access to servers for troubleshooting. |          |
|                  | <b>Note:</b> Recurring Expense  |          |

| Project Number | Project Name  | FY 2019 Budget |
|----------------|---|----------------|
| 99-ITS-003-20  | <b>Printer Replacement Konica</b>   | \$23,000       |
|                | <b>Improvement Type:</b> Machinery and Equipment  |                |
|                | <b>Account #:</b> Direct billed to departments/divisions  |                |
|                | 01-100 General Admin  | \$5,750        |
|                | 80-215 Electric Reserve   | \$5,750        |
|                | 85-200 Wastewater Operating   | \$5,750        |
|                | 87-200 Water Operating  | \$5,750        |
|                | <b>Description:</b> Replacement of networked high-end printer for City Hall   |                |
|                | <b>Justification:</b> The current printer (Konica Minolta) will have reached its end of service life in 2019. The printer was swapped with the PW Konica in FY16 and will be well over 4 million prints. The printer is used by all departments across the city, but heavily used by billing and utilities. |                |
|                | <b>Note:</b>  |                |
| 99-ITS-001-16  | <b>Capital Hardware-Switches</b>  | \$75,000       |
|                | <b>Improvement Type:</b> Machinery and Equipment  |                |
|                | <b>Account #:</b> Direct billed to departments/divisions  |                |
|                | 01-105 Municipal Court  | \$1,034        |
|                | 01-110 Fire Department  | \$5,172        |
|                | 01-115 Police Department  | \$33,621       |
|                | 01-130 Civic Center   | \$1,552        |
|                | 01-140 Mayor & Council  | \$517          |
|                | 01-145 City Administration  | \$2,586        |
|                | 01-150 City Clerk   | \$2,069        |
|                | 01-170 Finance Office   | \$2,069        |
|                | 08-500 Street Department  | \$2,586        |
|                | 40-500 Tourism  | \$1,034        |
|                | 50-305 Development & Compliance   | \$1,552        |
|                | 50-310 Planning & Design  | \$2,069        |
|                | 60-305 Garage & Warehouse   | \$1,034        |
|                | 60-315 IT Department  | \$2,586        |
|                | 60-320 Facilities Management  | \$1,552        |
|                | 73-100 Airport  | \$1,034        |
|                | 79-500 Parks Department   | \$1,552        |
|                | 80-215 Electric Reserve   | \$3,621        |
|                | 85-200 Wastewater Operating   | \$4,138        |
|                | 87-200 Water  | \$3,621        |

| Project Number                  | Project Name  | FY 2019 Budget     |
|---------------------------------|---|--------------------|
|                                 | <p><b>Description:</b> Upgrades and replacement of city wide computing infrastructure.</p> <p><b>Justification:</b> Updating of routers, switches, servers, wireless devices, peripherals, and miscellaneous items (tools, cabling, etc.) nearing the end of its expected lifecycle. In FY 17, I would like to explore host replacements from left-hand system to a mix of cloud/scale servers. All server will be at end of life-cycle for current configuration and have already been upgraded as much as possible based on internal expansion slots available. The design was implemented JMARC in 2012 with purpose for failover protection, yet one component was missing. When the servers crash or need rebooting, the failover takes 2 hours. In FY 18 and beyond, the IT Department will continue to upgrade, modify, and fix nodes as needed and will continue to support all components.</p> <p><b>Note:</b></p> |                    |
| <b>Multiple Funds Total</b>     |   | <b>\$122,700</b>   |
| <b>All Capital Improvements</b> |   | <b>\$8,299,991</b> |

# Statement of Budgeted Revenues and Expenditures and Changes in Fund Balance

|                            | Estimated Beginning Balance | Revenues     | Expenditures | Projected Ending Balance | Percent Change in Fund balance |
|----------------------------|-----------------------------|--------------|--------------|--------------------------|--------------------------------|
| General                    | \$2,589,954                 | \$6,609,790  | \$7,676,671  | \$1,523,073              | -41.19%                        |
| Street                     | \$1,009,472                 | \$2,438,000  | \$2,846,731  | \$600,741                | -40.49%                        |
| Capital                    | \$379,258                   | \$1,725,000  | \$1,661,900  | \$442,358                | 16.64%                         |
| Tourism                    | \$172,279                   | \$205,065    | \$246,643    | \$130,701                | -24.13%                        |
| Economic Development       | \$305,557                   | \$1,185,420  | \$1,182,351  | \$308,626                | 1.00%                          |
| Community Development      | \$0                         | \$703,831    | \$763,831    | -\$60,000                | 0.00%                          |
| Service                    | \$0                         | \$1,077,284  | \$1,077,284  | \$0                      | 0.00%                          |
| Benefits                   | \$560,038                   | \$3,438,839  | \$3,118,091  | \$880,786                | 57.27%                         |
| Airport                    | \$0                         | \$1,210,283  | \$1,210,283  | \$0                      | 0.00%                          |
| Downtown Business District | \$32,275                    | \$33,600     | \$40,612     | \$25,263                 | -21.73%                        |
| Parks                      | \$902,569                   | \$693,300    | \$859,874    | \$735,995                | -18.46%                        |
| Electric                   | \$11,340,118                | \$25,922,783 | \$26,252,026 | \$11,010,875             | -2.90%                         |
| Fiber                      | \$165,347                   | \$75,000     | \$111,607    | \$128,740                | -22.14%                        |
| Wastewater                 | \$1,542,878                 | \$4,050,900  | \$4,701,524  | \$892,255                | -42.17%                        |
| Water                      | \$758,362                   | \$1,841,100  | \$2,045,405  | \$554,057                | -26.94%                        |
| GRAND TOTAL                | \$19,758,107                | \$51,210,196 | \$53,794,835 | \$17,173,468             | -13.08%                        |

## Explanation of Changes in Fund Balance Greater than 10%:

The **General Fund** is scheduled to decrease by 41.19% due in part to investment in capital expenditures, one time investments in planned studies and professional services and increased salary and benefits in administration.

The **Street Fund** is scheduled to decrease by 40.49% due to planned capital activity.

The **Capital Fund**, scheduled to increase by 16.64% as a result of the debt service payoff

The **Tourism Fund** is scheduled to decrease by 24.13% due to additional investment in part-time staff and increased advertising

The **Benefits Fund** is scheduled to increase by 57.27% due to the continued effects from last years planned increase of funding from other funds paying the benefits portion of the health insurance cost.

The **Downtown Business District Fund** is scheduled to decrease by 21.73% due to investment in streetscapes

The **Parks Fund** is scheduled to decrease by 18.46% due to planned spending of the Park Master Plan projects.

The **Fiber Fund** is scheduled to decrease by 22.14%

The **Wastewater Fund** is scheduled to decrease by 42.17% due to planned capital improvements and purchases.

The **Water Fund** is scheduled to decrease 26.94% due to anticipating planned capital improvements, purchases, and the implementation of automated reading infrastructure.

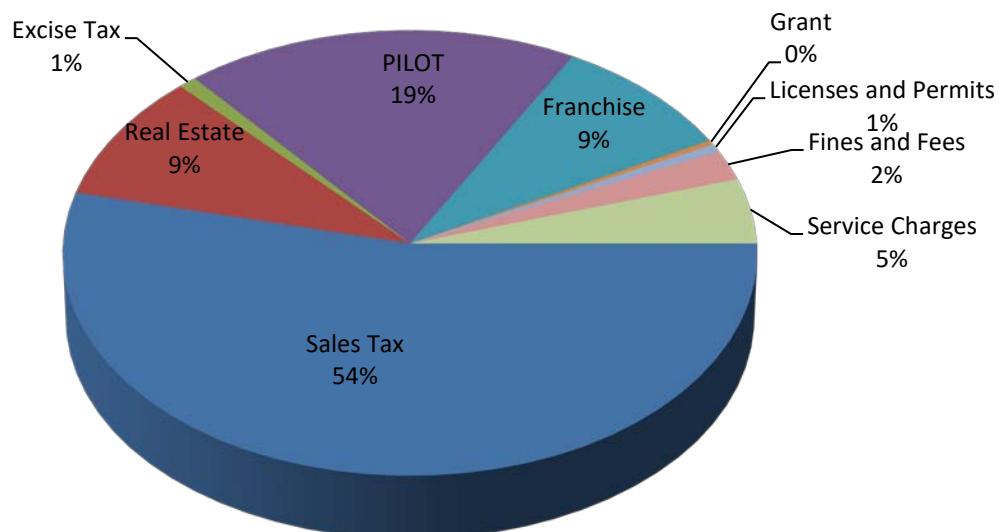
# Departmental Summaries



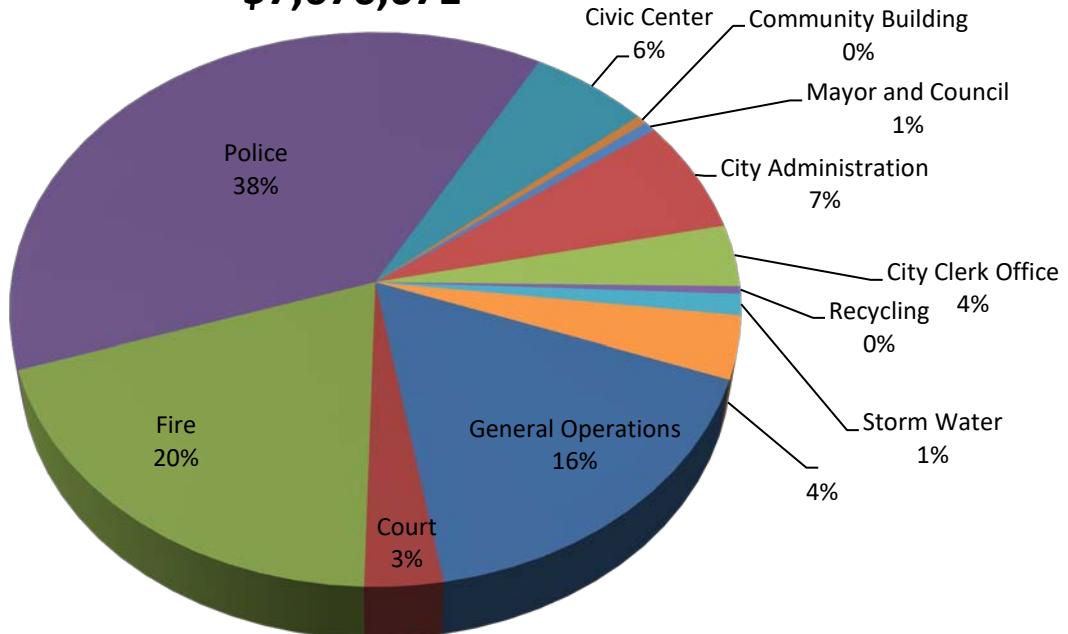
## General Fund

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

**General Funds Available by Category**  
**\$6,609,790**



**General Fund Expense by Department**  
**\$7,676,671**



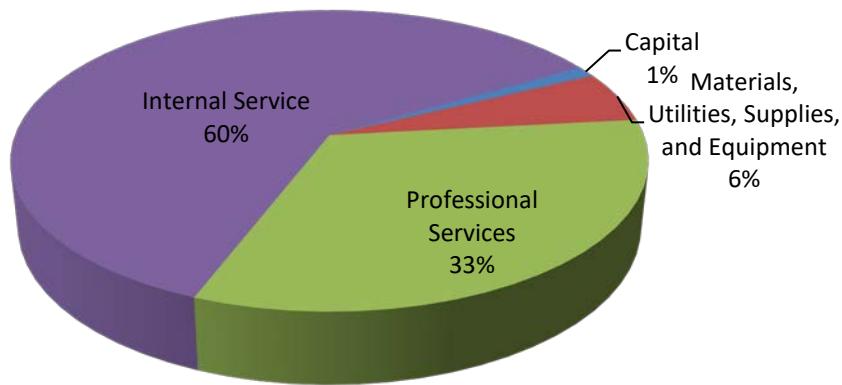
## General Fund Revenue and Expenses by Category

| General Fund                   | 2017 Actuals       | 2018 Budget        | 2018 Estimated     | 2019 Proposed      |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                |                    |                    |                    |                    |
| Taxes                          | \$4,193,198        | \$4,200,000        | \$4,274,000        | \$4,224,000        |
| Franchise Fees                 | \$581,283          | \$640,000          | \$582,000          | \$600,000          |
| PILOTs                         | \$1,310,765        | \$1,369,350        | \$1,313,550        | \$1,268,750        |
| Intergovernmental              | \$25,261           | \$170,858          | \$176,598          | \$20,540           |
| Service Charges                | \$20,969           | \$2,700            | \$3,350            | \$7,000            |
| Rentals                        | \$233,250          | \$226,000          | \$230,000          | \$229,000          |
| Licenses and Permits           | \$53,686           | \$25,000           | \$25,000           | \$25,000           |
| Fines                          | \$166,780          | \$196,100          | \$137,100          | \$145,000          |
| Benefit Revenue                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$131,243          | \$87,400           | \$88,915           | \$90,500           |
| Internal Service Revenue       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Revenues</b>          | <b>\$6,716,435</b> | <b>\$6,917,408</b> | <b>\$6,830,513</b> | <b>\$6,609,790</b> |
| <b>Expenses</b>                |                    |                    |                    |                    |
| Personnel                      | \$4,314,085        | \$4,960,214        | \$4,649,690        | \$5,125,386        |
| Capital                        | \$177,733          | \$551,080          | \$484,201          | \$265,571          |
| Grants                         | \$43,355           | \$33,000           | \$39,739           | \$31,039           |
| Utilities                      | \$263,631          | \$293,025          | \$265,616          | \$280,605          |
| Professional Services          | \$720,645          | \$993,071          | \$866,370          | \$876,941          |
| Supplies and Materials         | \$92,947           | \$126,550          | \$107,298          | \$128,840          |
| Tools, Equipment, and Vehicles | \$165,471          | \$202,750          | \$183,935          | \$207,100          |
| Internal Service Expense       | \$554,864          | \$627,677          | \$609,000          | \$761,190          |
| <b>Total Expenses</b>          | <b>\$6,332,730</b> | <b>\$7,787,367</b> | <b>\$7,205,849</b> | <b>\$7,676,671</b> |

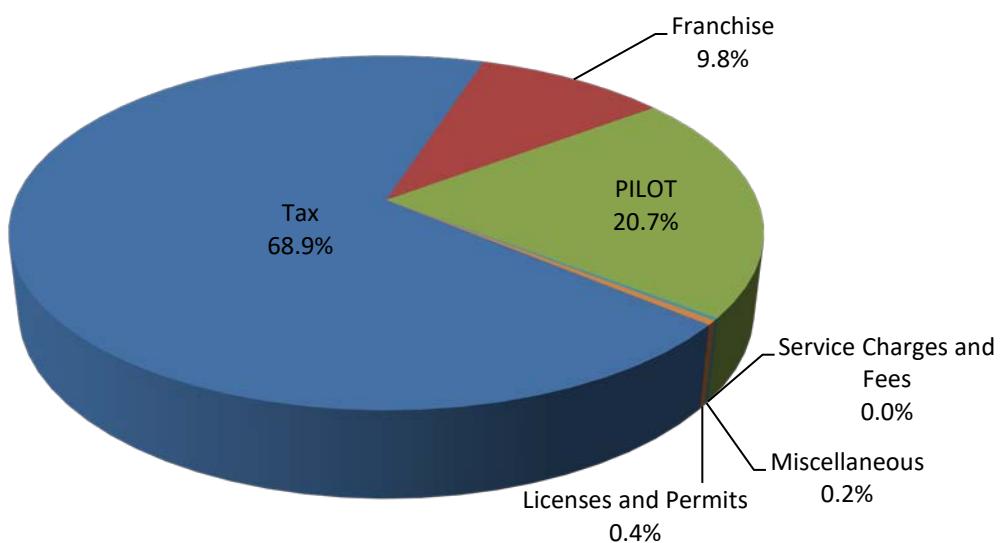
## General Administration

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

### General Expenses by Category \$1,268,180



### General Revenue by Category \$6,131,750



| General Fund-General Revenues |   |                            | FY17               | FY18               | FY18               | FY19               |
|-------------------------------|---|----------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                          | Account   | Account Name               | Budget             | Budget             | Estimated Ending   | Proposed           |
| 01                            | 4-100-1000.001  | Tax-Sales 1%               | \$3,500,000        | \$3,550,000        | \$3,600,000        | \$3,550,000        |
| 01                            | 4-100-1000.003  | Tax-Real Estate            | \$570,000          | \$590,000          | \$615,000          | \$615,000          |
| 01                            | 4-100-1000.004  | Tax-Cigarette              | \$60,000           | \$60,000           | \$59,000           | \$59,000           |
|                               | <b>Total Tax Revenue</b>                              |                            | <b>\$4,130,000</b> | <b>\$4,200,000</b> | <b>\$4,274,000</b> | <b>\$4,224,000</b> |
| 01                            | 4-100-1005.001  | Franchise-Telephone        | \$26,500           | \$26,500           | \$20,000           | \$20,000           |
| 01                            | 4-100-1005.002  | Franchise-Natural Gas      | \$225,000          | \$200,000          | \$180,000          | \$180,000          |
| 01                            | 4-100-1005.003  | Franchise-Cable Television | \$80,000           | \$85,000           | \$85,000           | \$85,000           |
| 01                            | 4-100-1005.004  | Franchise-Cellular         | \$195,000          | \$230,500          | \$195,000          | \$215,000          |
| 01                            | 4-100-1005.005  | Franchise-Laclede Electric | \$95,000           | \$98,000           | \$102,000          | \$100,000          |
|                               | <b>Total Franchise Revenue</b>                        |                            | <b>\$621,500</b>   | <b>\$640,000</b>   | <b>\$582,000</b>   | <b>\$600,000</b>   |
| 01                            | 4-100-1010.001  | PILOT-Electric             | \$1,325,000        | \$1,272,500        | \$1,225,000        | \$1,180,000        |
| 01                            | 4-100-1010.002  | PILOT-Water                | \$89,000           | \$92,500           | \$85,000           | \$85,000           |
| 01                            | 4-100-1010.003  | PILOT-Fiber                | \$4,750            | \$4,350            | \$3,550            | \$3,750            |
|                               | <b>Total PILOT Revenue</b>                            |                            | <b>\$1,418,750</b> | <b>\$1,369,350</b> | <b>\$1,313,550</b> | <b>\$1,268,750</b> |
|                               | <b>Total Local Taxe</b>                               |                            | <b>\$6,170,250</b> | <b>\$6,209,350</b> | <b>\$6,169,550</b> | <b>\$6,092,750</b> |
| 01                            | 4-100-3000.005  | House Inspections          | \$25,000           | \$0                | \$0                | \$0                |
| 01                            | 4-100-3000.006  | Compliance Cleanup         | \$3,000            | \$0                | \$0                | \$0                |
| 01                            | 4-100-3000.007  | Advertising Reimbursement  | \$500              | \$0                | \$0                | \$0                |
|                               | <b>Total Service Charges and Fees Revenue</b>         |                            | <b>\$28,500</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| 01                            | 4-100-3010.003  | Misc.-Interest Income      | \$7,500            | \$6,500            | \$8,000            | \$8,000            |
| 01                            | 4-100-3010.006  | Misc.-Miscellaneous        | \$5,000            | \$5,000            | \$3,500            | \$4,500            |
| 01                            | 4-100-3010.012  | Misc.-Purchasing Card      | \$0                | \$0                | \$915              | \$1,500            |
|                               | <b>Total Miscellaneous Revenue</b>                    |                            | <b>\$12,500</b>    | <b>\$11,500</b>    | <b>\$12,415</b>    | <b>\$14,000</b>    |
|                               | <b>Total Services Charges, Rentals, Miscellaneous</b> |                            | <b>\$41,000</b>    | <b>\$11,500</b>    | <b>\$12,415</b>    | <b>\$14,000</b>    |
| 01                            | 4-100-4000.001  | Licenses-Beverage          | \$25,000           | \$25,000           | \$25,000           | \$25,000           |
| 01                            | 4-100-4005.001  | Permits-Building           | \$25,000           | \$0                | \$0                | \$0                |
|                               | <b>Total Licenses and Permits</b>                     |                            | <b>\$50,000</b>    | <b>\$25,000</b>    | <b>\$25,000</b>    | <b>\$25,000</b>    |
|                               | <b>Total General Revenue</b>                          |                            | <b>\$6,261,250</b> | <b>\$6,245,850</b> | <b>\$6,206,965</b> | <b>\$6,131,750</b> |

| General Fund-General Expenses |   |                                   | FY17     | FY18             | FY18             | FY19             |
|-------------------------------|---|-----------------------------------|----------|------------------|------------------|------------------|
| Fund                          | Account   | Account Name                      | Budget   | Budget           | Estimated Ending | Proposed         |
| 01                            | 5-100-1025.002                                    | Employee -Dues/Lic/Mem            | \$90     | \$90             | \$45             | \$45             |
|                               | <b>Total Employee Expense</b>                     |                                   |          | <b>\$90</b>      | <b>\$90</b>      | <b>\$45</b>      |
| 01                            | 5-100-2005.000                                    | Capital Exp-Land and Improvements | \$0      | \$25,000         | \$0              | \$0              |
| 01                            | 5-100-2015.000                                    | Capital Exp-Furniture and Fixture | \$4,500  | \$13,000         | \$2,550          | \$9,000          |
| 01                            | 5-100-2020.000                                    | Capital Exp-Machinery and Equip   | \$50     | \$15,000         | \$16,600         | \$5,750          |
|                               | <b>Total Capital Expense</b>                      |                                   |          | <b>\$4,550</b>   | <b>\$53,000</b>  | <b>\$19,150</b>  |
| 01                            | 5-100-4020.001                                    | A.C.T. Transitional Housing       | \$7,140  | \$0              | \$0              | \$0              |
|                               | <b>Total Grant Expense</b>                        |                                   |          | <b>\$7,140</b>   | <b>\$0</b>       | <b>\$0</b>       |
| 01                            | 5-100-5000.001                                    | Utilities-Electric                | \$49,660 | \$54,000         | \$47,000         | \$50,000         |
| 01                            | 5-100-5000.002                                    | Utilities-Water                   | \$200    | \$200            | \$200            | \$200            |
| 01                            | 5-100-5000.003                                    | Utilities-Sewer                   | \$250    | \$250            | \$200            | \$200            |
| 01                            | 5-100-5005.002                                    | Utilities-Natural Gas             | \$1,000  | \$850            | \$690            | \$850            |
| 01                            | 5-100-5010.001                                    | Utilities-Landline and Fiber      | \$11,000 | \$12,000         | \$9,500          | \$11,500         |
|                               | <b>Total Utilities Expense</b>                    |                                   |          | <b>\$62,110</b>  | <b>\$67,300</b>  | <b>\$57,590</b>  |
| 01                            | 5-100-6000.001                                    | Prof Services-Legal               | \$48,500 | \$60,000         | \$53,000         | \$55,000         |
| 01                            | 5-100-6000.002                                    | Prof Services-Engineering         | \$57,000 | \$65,000         | \$32,000         | \$35,000         |
| 01                            | 5-100-6000.006                                    | Prof Services-Auditing            | \$30,000 | \$30,500         | \$30,500         | \$31,000         |
| 01                            | 5-100-6000.011                                    | Prof Services-Dues and License    | \$1,500  | \$1,000          | \$6,405          | \$7,000          |
| 01                            | 5-100-6000.013                                    | Prof Services - Studies           | \$0      | \$0              | \$0              | \$26,730         |
| 01                            | 5-100-6000.014                                    | Prof Services-Events & Functions  | \$18,000 | \$40,000         | \$26,500         | \$40,000         |
| 01                            | 5-100-6000.015                                    | Prof Services-Service Contracts   | \$38,325 | \$31,000         | \$32,800         | \$43,000         |
| 01                            | 5-100-6000.016                                    | Prof Services-Taxes and Fees      | \$570    | \$450            | \$250            | \$200            |
| 01                            | 5-100-6000.018                                    | Prof Services-Damage Claims       | \$1,000  | \$1,000          | \$23,000         | \$1,000          |
| 01                            | 5-100-6000.019                                    | Prof Services - CC Fees           | \$50     | \$50             | \$40             | \$50             |
|                               | <b>Total General Professional Service Expense</b> |                                   |          | <b>\$194,945</b> | <b>\$229,000</b> | <b>\$204,495</b> |
|                               | <b>Total General Professional Service Expense</b> |                                   |          | <b>\$194,945</b> | <b>\$229,000</b> | <b>\$204,495</b> |
| 01                            | 5-100-6005.001                                    | Insurance - Vehicle               | \$585    | \$481            | \$96             | \$615            |
| 01                            | 5-100-6005.003                                    | Insurance-Building & Property     | \$6,956  | \$7,161          | \$7,675          | \$7,830          |
| 01                            | 5-100-6005.004                                    | Insurance-Boiler & Machinery      | \$31,060 | \$31,995         | \$33,117         | \$33,780         |

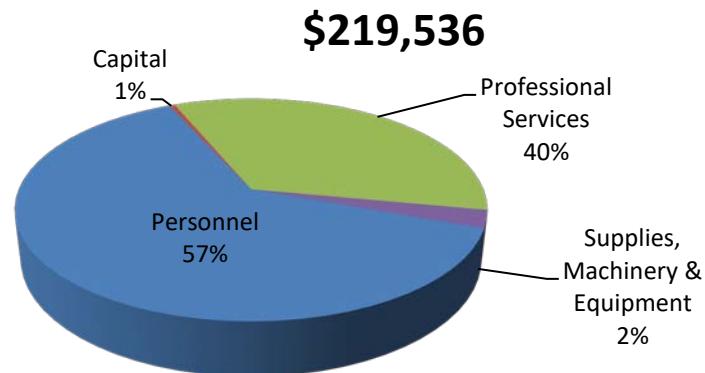
| General Fund-General Expenses                |                |                                     | FY17             | FY18             | FY18             | FY19             |
|--|----------------|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund   | Account        | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 01   | 5-100-6005.006 | Insurance-Terrorism                 | \$875            | \$897            | \$0              | \$0              |
| 01   | 5-100-6005.007 | Insurance-City Government           | \$72,563         | \$74,365         | \$66,123         | \$67,450         |
| 01   | 5-100-6005.008 | Insurance-City Street               | \$75             | \$0              | \$0              | \$0              |
| 01   | 5-100-6005.009 | Insurance-Directors and Officers    | \$3,205          | \$2,620          | \$2,540          | \$2,595          |
| 01   | 5-100-6005.010 | Insurance-Umbrella                  | \$42,433         | \$39,510         | \$40,156         | \$40,960         |
| 01   | 5-100-6005.017 | Insurance-Employee Benefits         | \$388            | \$320            | \$310            | \$320            |
| 01   | 5-100-6005.018 | Insurance-Employee Practices        | \$6,813          | \$5,640          | \$5,474          | \$5,585          |
| 01   | 5-100-6005.020 | Insurance -Cyber Liability          | \$5,959          | \$5,380          | \$5,274          | \$5,380          |
| <b>Total Insurance Expense</b>               |                |                                     | <b>\$170,912</b> | <b>\$168,369</b> | <b>\$160,765</b> | <b>\$164,515</b> |
| 01   | 5-100-6010.003 | Advertising-Print                   | \$200            | \$200            | \$100            | \$200            |
| <b>Total Advertising Expense</b>             |                |                                     | <b>\$200</b>     | <b>\$200</b>     | <b>\$100</b>     | <b>\$200</b>     |
| 01   | 5-100-6020.000 | Software-Annual Renewal/Maintenance | \$0              | \$725            | \$0              | \$0              |
| 01   | 5-100-6020.001 | Software - Purchase                 | \$4,750          | \$17,750         | \$0              | \$17,750         |
| <b>Total Software Expense</b>                |                |                                     | <b>\$4,750</b>   | <b>\$18,475</b>  | <b>\$0</b>       | <b>\$17,750</b>  |
| <b>Total Professional Service Expense</b>    |                |                                     | <b>\$370,807</b> | <b>\$416,044</b> | <b>\$365,360</b> | <b>\$421,445</b> |
| 01   | 5-100-7000.001 | Supplies-Operational                | \$2,500          | \$2,500          | \$1,500          | \$2,500          |
| 01   | 5-100-7005.003 | Supplies-Postage                    | \$280            | \$200            | \$215            | \$250            |
| 01   | 5-100-7010.003 | Supplies-Breakroom                  | \$260            | \$250            | \$200            | \$1,750          |
| <b>Total General Office Supplies Expense</b> |                |                                     | <b>\$3,040</b>   | <b>\$2,950</b>   | <b>\$1,915</b>   | <b>\$4,500</b>   |
| 01   | 5-100-7500.004 | Materials-Landscaping               | \$500            | \$500            | \$250            | \$500            |
| 01   | 5-100-7510.005 | Materials -Fixture                  | \$250            | \$250            | \$500            | \$500            |
| 01   | 5-100-7525.001 | Materials-Infrastructure            | \$750            | \$250            | \$400            | \$500            |
| <b>Total Materials Expense</b>               |                |                                     | <b>\$1,500</b>   | <b>\$1,000</b>   | <b>\$1,150</b>   | <b>\$1,500</b>   |
| 01   | 5-100-8300.001 | Equipment-Repair                    | \$500            | \$500            | \$1,500          | \$1,500          |
| 01   | 5-100-8300.002 | Equipment-Maintenance               | \$500            | \$500            | \$0              | \$500            |
| 01   | 5-100-8300.006 | Equipment-Rental                    | \$20             | \$0              | \$0              | \$0              |
| <b>Total Equipment Expense</b>               |                |                                     | <b>\$1,020</b>   | <b>\$1,000</b>   | <b>\$1,500</b>   | <b>\$2,000</b>   |
| 01   | 5-100-9910.000 | Internal Service-Personnel          | \$555,859        | \$597,677        | \$579,000        | \$671,190        |

| General Fund-General Expenses |   | FY17               | FY18        | FY18        | FY19             |             |
|-------------------------------|---|--------------------|-------------|-------------|------------------|-------------|
| Fund                          | Account                                 | Account Name       | Budget      | Budget      | Estimated Ending | Proposed    |
|                               | <i>Total Internal Service-Personnel</i> |                    | \$555,859   | \$597,677   | \$579,000        | \$671,190   |
| 01                            | 5-100-9999.000                          | Interfund Transfer | \$30,000    | \$30,000    | \$30,000         | \$90,000    |
|                               | <i>Total Interfund Transfer</i>         |                    | \$30,000    | \$30,000    | \$30,000         | \$90,000    |
|                               | <i>Total Internal Service</i>           |                    | \$585,859   | \$627,677   | \$609,000        | \$761,190   |
|                               | <i>Total General Expense</i>            |                    | \$1,036,116 | \$1,169,061 | \$1,055,710      | \$1,268,180 |

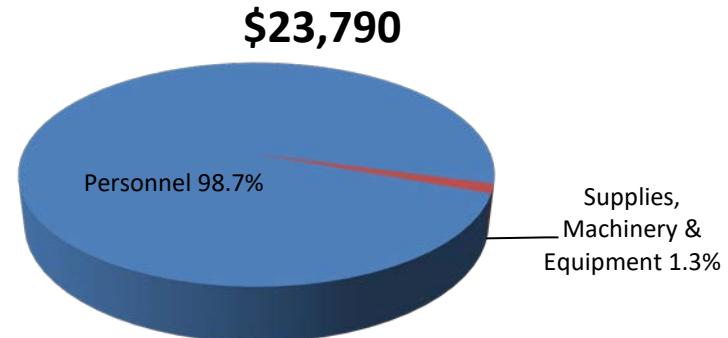
## Municipal Court

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

### Municipal Court Expense by Category



### Prosecuting Attorney Expense by Category



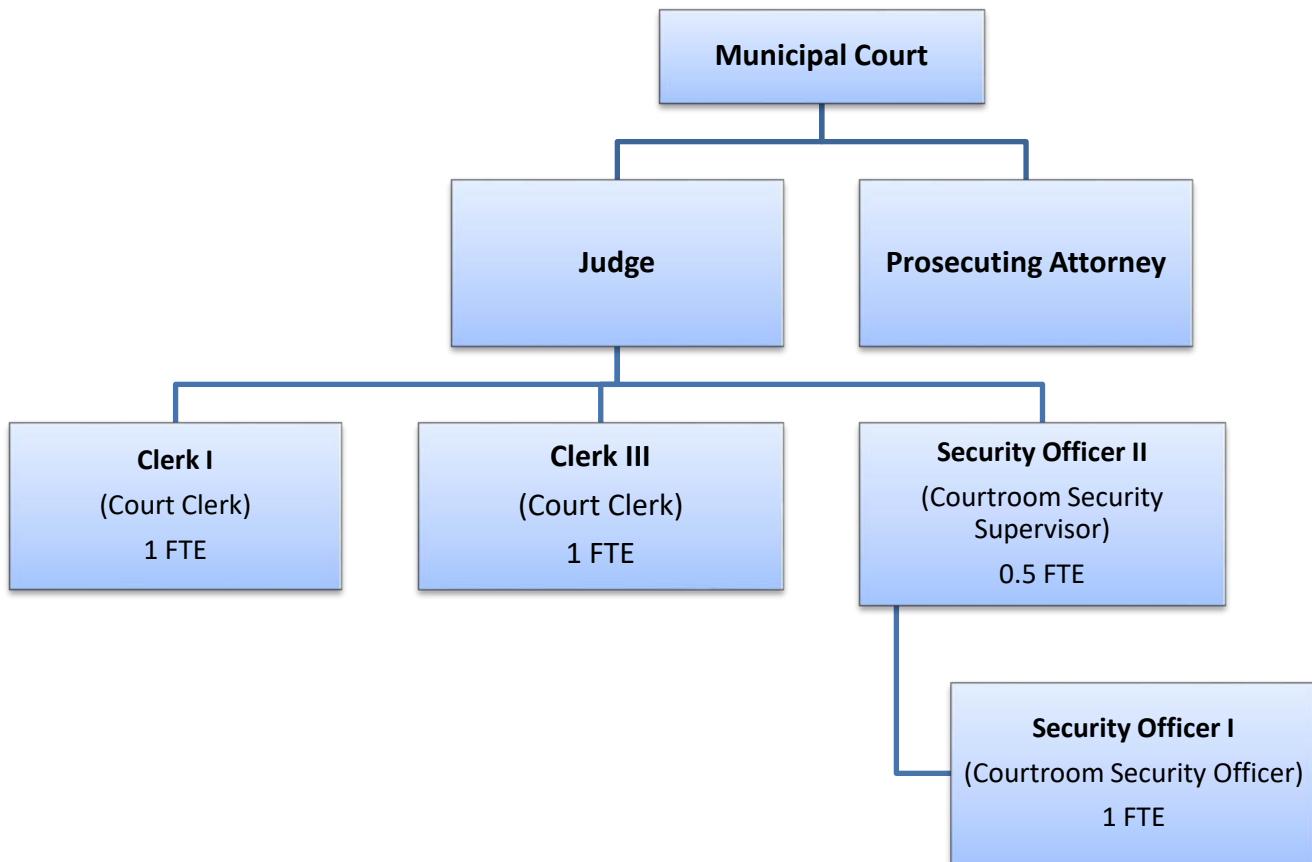
## Performance Measurements

|                             | 2014 | 2015 | 2016 |
|-----------------------------|------|------|------|
| Alcohol/Drug Cases Filed    | 134  | 115  | 102  |
| Alcohol/Drug Cases Disposed | 138  | 89   | 118  |
| Alcohol/Drug Cases Pending  | 52   | 78   | 62   |
| Traffic Cases Filed         | 2033 | 1353 | 981  |
| Traffic Cases Disposed      | 1992 | 1311 | 1033 |
| Traffic Cases Pending       | 493  | 540  | 490  |
| Non-traffic Cases Filed     | 310  | 216  | 191  |
| Non-traffic Cases Disposed  | 327  | 248  | 189  |
| Non-traffic Cases Pending   | 443  | 411  | 413  |

|                                    | Fines     | Clerk Fee | P.O.S.T.* | Crime Victim Compensation | Law Enforcement Training | Domestic Violence |
|------------------------------------|-----------|-----------|-----------|---------------------------|--------------------------|-------------------|
| 2015 Net Disbursements/Collections | \$168,382 | \$13,169  | \$1,096   | \$8,224                   | \$2,143                  | \$2,142           |
| 2016 Net Disbursements/Collections | \$142,813 | \$10,932  | \$909     | \$6,821                   | \$1,726                  | \$1,726           |

\*Police Officer Standard Training

### Municipal Court Organizational Chart



| General Fund-Municipal Court |                                       |                              | FY17             | FY18             | FY18             | FY19             |
|------------------------------|---------------------------------------|------------------------------|------------------|------------------|------------------|------------------|
| Fund                         | Account                               | Account Name                 | Budget           | Budget           | Estimated Ending | Proposed         |
| 01                           | 4-105-3010.006                        | Misc.-Miscellaneous          | \$0              | \$0              | \$0              | \$0              |
|                              | <b>Total Miscellaneous Revenue</b>    |                              | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| 01                           | 4-105-5000.001                        | Fines-Court Fines and Costs  | \$137,000        | \$145,500        | \$105,000        | \$110,000        |
| 01                           | 4-105-5000.002                        | Fines-Court Ordered Payments | \$45,000         | \$45,000         | \$28,000         | \$30,000         |
| 01                           | 4-105-5000.007                        | Fines-Bonds Forfeited        | \$1,000          | \$1,000          | \$0              | \$0              |
|                              | <b>Total Fines Revenue</b>            |                              | <b>\$183,000</b> | <b>\$191,500</b> | <b>\$133,000</b> | <b>\$140,000</b> |
|                              | <b>Total Municipal Court Revenues</b> |                              | <b>\$183,000</b> | <b>\$191,500</b> | <b>\$133,000</b> | <b>\$140,000</b> |

| General Fund-Municipal Court Expenses |                                     |                           | FY17             | FY18             | FY18             | FY19             |
|---------------------------------------|-------------------------------------|---------------------------|------------------|------------------|------------------|------------------|
| Fund                                  | Account                             | Account Name              | Budget           | Budget           | Estimated Ending | Proposed         |
| 01                                    | 5-105-1000.001                      | Fulltime Salary           | \$46,070         | \$60,360         | \$60,545         | \$61,567         |
| 01                                    | 5-105-1000.002                      | Part Time Salary          | \$60,000         | \$60,380         | \$59,000         | \$38,779         |
| 01                                    | 5-105-1000.005                      | Fulltime Overtime         | \$515            | \$0              | \$0              | \$0              |
|                                       | <b>Total Salaries Expense</b>       |                           | <b>\$106,585</b> | <b>\$120,740</b> | <b>\$119,545</b> | <b>\$100,346</b> |
| 01                                    | 5-105-1005.001                      | Health Premium-Employee   | \$5,680          | \$7,900          | \$7,600          | \$7,900          |
| 01                                    | 5-105-1005.003                      | Dental Premium-Employee   | \$325            | \$325            | \$290            | \$325            |
|                                       | <b>Total Insurance Expense</b>      |                           | <b>\$6,005</b>   | <b>\$8,225</b>   | <b>\$7,890</b>   | <b>\$8,225</b>   |
| 01                                    | 5-105-1010.001                      | Life Insurance            | \$110            | \$130            | \$120            | \$130            |
|                                       | <b>Total Life Insurance Expense</b> |                           | <b>\$110</b>     | <b>\$130</b>     | <b>\$120</b>     | <b>\$130</b>     |
| 01                                    | 5-105-1015.001                      | Lagers-General            | \$4,125          | \$8,575          | \$7,600          | \$8,190          |
| 01                                    | 5-105-1015.004                      | Deferred Comp-Employer    | \$1,050          | \$650            | \$1,300          | \$1,300          |
|                                       | <b>Total Retirement Expense</b>     |                           | <b>\$5,175</b>   | <b>\$9,225</b>   | <b>\$8,900</b>   | <b>\$9,490</b>   |
| 01                                    | 5-105-1020.001                      | FICA-Employer             | \$7,630          | \$7,490          | \$7,320          | \$6,225          |
| 01                                    | 5-105-1020.002                      | Medicare-Employer         | \$1,780          | \$1,755          | \$1,500          | \$1,460          |
| 01                                    | 5-105-1020.003                      | Unemployment Compensation | \$1,230          | \$1,210          | \$1,230          | \$1,005          |
|                                       | <b>Total Payroll Taxes Expense</b>  |                           | <b>\$10,640</b>  | <b>\$10,455</b>  | <b>\$10,050</b>  | <b>\$8,690</b>   |
| 01                                    | 5-105-1025.001                      | Employee-Uniforms         | \$500            | \$500            | \$0              | \$250            |

| General Fund-Municipal Court Expenses |   |                                   | FY17             | FY18             | FY18             | FY19             |
|---------------------------------------|---|-----------------------------------|------------------|------------------|------------------|------------------|
| Fund                                  | Account   | Account Name                      | Budget           | Budget           | Estimated Ending | Proposed         |
| 01                                    | 5-105-1025.002                                    | Employee-Dues/License/Member      | \$400            | \$400            | \$400            | \$400            |
| 01                                    | 5-105-1025.004                                    | Employee-Travel/Hotel             | \$615            | \$500            | \$650            | \$650            |
| 01                                    | 5-105-1025.005                                    | Employee-Training                 | \$900            | \$750            | \$900            | \$900            |
|                                       | <b>Total Employee Expense</b>                     |                                   | <b>\$2,415</b>   | <b>\$2,150</b>   | <b>\$1,950</b>   | <b>\$2,200</b>   |
|                                       | <b>Total Personnel Expense</b>                    |                                   | <b>\$130,930</b> | <b>\$150,925</b> | <b>\$148,455</b> | <b>\$129,081</b> |
| 01                                    | 5-105-2020.000                                    | Capital Exp-Machinery and Equip   | \$2,570          | \$2,729          | \$1,500          | \$1,034          |
|                                       | <b>Total Capital Expense</b>                      |                                   | <b>\$2,570</b>   | <b>\$2,729</b>   | <b>\$1,500</b>   | <b>\$1,034</b>   |
| 01                                    | 5-105-6000.005                                    | Prof Services-Temporary Employees | \$26,835         | \$1,500          | \$750            | \$1,000          |
| 01                                    | 5-105-6000.007                                    | Prof services-Toxicology Test     | \$100            | \$100            | \$50             | \$100            |
| 01                                    | 5-105-6000.008                                    | Prof Services - MSHP BA           | \$0              | \$26             | \$26             | \$26             |
| 01                                    | 5-105-6000.011                                    | Prof Services-Dues and License    | \$1,000          | \$1,000          | \$0              | \$500            |
| 01                                    | 5-105-6000.015                                    | Prof Services-Service Contracts   | \$62,000         | \$100,000        | \$65,000         | \$75,000         |
|                                       | <b>Total General Professional Service Expense</b> |                                   | <b>\$89,935</b>  | <b>\$102,626</b> | <b>\$65,826</b>  | <b>\$76,626</b>  |
| 01                                    | 5-105-6005.002                                    | Insurance-Equipment               | \$25             | \$20             | \$16             | \$20             |
|                                       | <b>Total Insurance Expense</b>                    |                                   | <b>\$25</b>      | <b>\$20</b>      | <b>\$16</b>      | <b>\$20</b>      |
| 01                                    | 5-105-6020.000                                    | Software-Annual Renewal/Maint     | \$0              | \$390            | \$390            | \$3,400          |
| 01                                    | 5-105-6020.001                                    | Software - Purchase               | \$0              | \$3,560          | \$3,560          | \$0              |
| 01                                    | 5-105-6020.002                                    | Software - Upgrade                | \$690            | \$690            | \$690            | \$0              |
| 01                                    | 5-105-6020.003                                    | Software-Agreement                | \$0              | \$0              | \$0              | \$3,400          |
|                                       | <b>Total Software Expense</b>                     |                                   | <b>\$690</b>     | <b>\$4,640</b>   | <b>\$4,640</b>   | <b>\$6,800</b>   |
|                                       | <b>Total Professional Service Expense</b>         |                                   | <b>\$90,650</b>  | <b>\$107,286</b> | <b>\$70,482</b>  | <b>\$83,446</b>  |
| 01                                    | 5-105-7000.001                                    | Supplies-Operational              | \$1,445          | \$1,000          | \$1,805          | \$1,500          |
| 01                                    | 5-105-7000.003                                    | Supplies-Desk Acc-Small Equip     | \$200            | \$200            | \$200            | \$700            |
| 01                                    | 5-105-7005.001                                    | Supplies-Printing                 | \$750            | \$750            | \$500            | \$600            |
| 01                                    | 5-105-7005.002                                    | Supplies-Mailing                  | \$500            | \$500            | \$0              | \$400            |
| 01                                    | 5-105-7005.003                                    | Supplies-Postage                  | \$100            | \$100            | \$60             | \$75             |
| 01                                    | 5-105-7005.004                                    | Supplies-Paper                    | \$250            | \$250            | \$150            | \$150            |
|                                       | <b>Total General Office Supplies Expense</b>      |                                   | <b>\$3,245</b>   | <b>\$2,800</b>   | <b>\$2,715</b>   | <b>\$3,425</b>   |

| General Fund-Municipal Court Expenses |  |                       | FY17             | FY18             | FY18             | FY19             |
|---------------------------------------|--|-----------------------|------------------|------------------|------------------|------------------|
| Fund                                  | Account  | Account Name          | Budget           | Budget           | Estimated Ending | Proposed         |
| 01                                    | 5-105-8300.002                                     | Equipment-Maintenance | \$0              | \$2,500          | \$1,500          | \$2,500          |
|                                       | <b>Total Machinery and Equipment Expense</b>       |                       | <b>\$0</b>       | <b>\$2,500</b>   | <b>\$1,500</b>   | <b>\$2,500</b>   |
| 01                                    | 5-105-8600.005                                     | Vehicle-Fuel          | \$100            | \$100            | \$0              | \$50             |
|                                       | <b>Total Vehicle Expense</b>                       |                       | <b>\$100</b>     | <b>\$100</b>     | <b>\$0</b>       | <b>\$50</b>      |
|                                       | <b>Total Tools, Machinery, and Vehicle Expense</b> |                       | <b>\$100</b>     | <b>\$2,600</b>   | <b>\$1,500</b>   | <b>\$2,550</b>   |
|                                       | <b>Total Municipal Court Expense</b>               |                       | <b>\$227,495</b> | <b>\$266,340</b> | <b>\$224,652</b> | <b>\$219,536</b> |

| General Fund- Prosecuting Attorney Expenses |  |                           | FY17       | FY18       | FY18             | FY19            |
|---|--|---------------------------|------------|------------|------------------|-----------------|
| Fund  | Account                                      | Account Name              | Budget     | Budget     | Estimated Ending | Proposed        |
| 01  | 5-106-1000.002                               | Part Time Salary          | \$0        | \$0        | \$0              | \$21,600        |
|   | <b>Total Salaries Expense</b>                |                           | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$21,600</b> |
| 01  | 5-106-1020.001                               | FICA-Employer             | \$0        | \$0        | \$0              | \$1,340         |
| 01  | 5-106-1020.002                               | Medicare-Employer         | \$0        | \$0        | \$0              | \$315           |
| 01  | 5-106-1020.003                               | Unemployment Compensation | \$0        | \$0        | \$0              | \$220           |
|   | <b>Total Payroll Taxes Expense</b>           |                           | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$1,875</b>  |
|   | <b>Total Personnel Expense</b>               |                           | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$23,475</b> |
| 01  | 5-106-7005.001                               | Supplies-Printing         | \$0        | \$0        | \$0              | \$140           |
| 01  | 5-106-7005.002                               | Supplies-Mailing          | \$0        | \$0        | \$0              | \$100           |
| 01  | 5-106-7005.003                               | Supplies-Postage          | \$0        | \$0        | \$0              | \$25            |
| 01  | 5-106-7005.004                               | Supplies-Paper            | \$0        | \$0        | \$0              | \$50            |
|   | <b>Total General Office Supplies Expense</b> |                           | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$315</b>    |
|   | <b>Total Prosecuting Attorney Expense</b>    |                           | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$23,790</b> |

## Fire Department

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

Fiscal Year 2017-2018 Accomplishments:

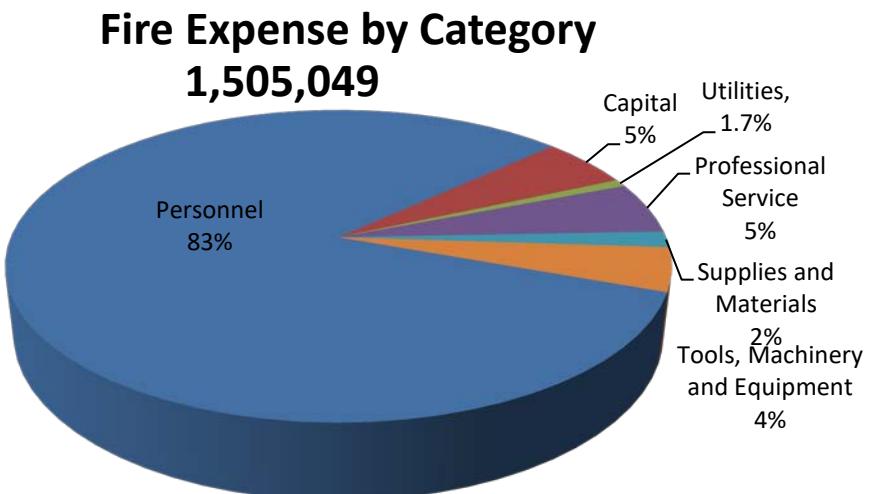
In Fiscal Year 2018 the Fire Department was successful in completing several projects. The department received an Assistance to Firefighters Grant and purchased 20 new SCBA and associated hardware replacing our complete inventory of dated equipment. Three

additional personnel approved in the FY2017 budget were finally hired. The department, like many, struggled to hire personnel for some time. Fortunately, the department was able to find and hire these personnel beginning in late 2016. New wildland PPE was also purchased for the department. Personnel selected a coat and pant ensemble this time instead of a jump-suit style of clothing. Wildland PPE provides department protection during natural cover fires without the added weight of our traditional structural PPE.

Fiscal Year 2019 Goals:

- I. **Goal:** Initiate pre-planning of target hazards in the city limits. Pre-planning provides fire personnel with vital information regarding a specific building prior to a fire. Such information includes nearest hydrant locations, fire load, utility locations, and special hazards such as chemicals which maybe in a facility. These pre-plans provide the Fire Department with information vital to mitigation of an emergency without spending time acquiring the information during an incident.

**Strategy:** Beginning in early 2018 the Fire Department will begin to identify target hazards within the community. These target hazards typically demonstrate a unique hazard not found in a typical commercial structure. Such hazards will include the physical size of the building, inventory, or manufacturing processes which create a higher risk of fire. Once identified Fire



Department personnel will begin physical on-site reviews of these targets. Information and data obtained from these on-site visits will be entered into our computer system making the information available at the time of dispatch to responding personnel.

**Budgetary Factor:** During FY19 the Fire Department does not anticipate any significant budgetary issues. The department was provided three tablets from the Laclede County LEPC which will provide the initial equipment necessary to obtain and access the information collected during pre-planning activity. In forthcoming fiscal years additional hardware and possible upgrades to wireless communications may be necessary to support this project to ensure the pre-plan information is readily available.

II. **Goal:** The timely delivery of fire services is vital to reducing property loss and increasing life safety. In efforts to provide a high level of initial response the Lebanon Fire Department strives to have the first arriving unit on scene of an incident within 6 minutes and 59 seconds from time of dispatch. Our goal is to meet this response matrix on 90% of our incidents within the corporate city limits of Lebanon.

**Strategy:** To meet this goal the appropriate deployment of apparatus and personnel is paramount. The physical location of fire stations improves response times and delivery of services by placing resources closer to the population. The construction and staffing of a third fire station in the southwest portion of our community would greatly improve the capability of the Fire Department to meet this goal. A third fire station and additional staffing would also assist in improving the Department's ISO rating. A lower ISO rating could possibly benefit commercial and industrial properties throughout the City by reducing insurance rates. A three-phase approach to this project is recommended. It is feasible that land acquisition and station construction could be implemented within the same phase. Phase 1 is the purchase or trading of land for the appropriate location. Phase 2 is station construction followed by Phase 3 hiring of additional personnel.

**Budgetary Factor:** The construction and staffing of an additional fire station is a significant financial commitment and requires a multi-year phased in approach. Land acquisition and station construction can easily exceed \$1,500,000. It is possible the City may already own property which may be an appropriate location for a third station, or which could be traded for to acquire land at an appropriate location.

The greatest financial issue is staffing. A minimum of six additional personnel are necessary to maintain a minimum crew of two personnel at each station. The additional personnel will cost approximately \$290,000 annually. A third fire station will require an additional estimated \$30,000 in operating expenses to the annual Fire Department budget.

#### Performance Measurements:

| Average Response Times | 2014 | 2015 | 2016 | 2017 |
|------------------------|------|------|------|------|
| North District         | 4:39 | 4:50 | 5:35 | 4:53 |
| South District         | 5:32 | 5:18 | 5:52 | 5:47 |
| Southwest District     | 7:15 | 7:24 | 8:13 | 7:30 |
| Overall                | 5:10 | 5:16 | 5:59 | 5:28 |

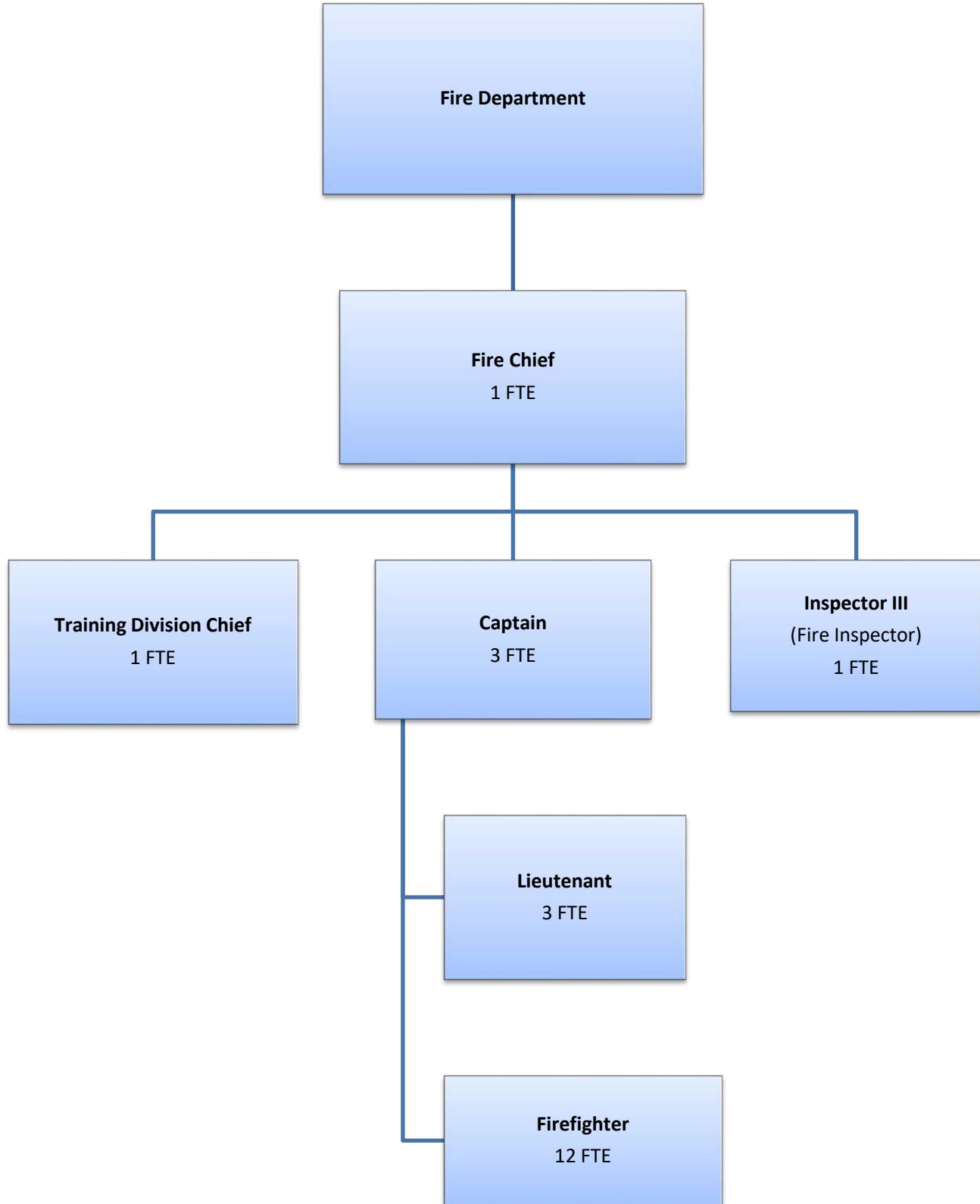
| Call Volume<br>Incident Type | 2014 |       | 2015 |      | 2016 |       | 2017 |       |
|------------------------------|------|-------|------|------|------|-------|------|-------|
|                              | #    | %     | #    | %    | #    | %     | #    | %     |
| All Other Fires              | 89   | 4.65  | 73   | 3.84 | 117  | 5.54  | 137  | 6.29  |
| Over Pressure/Explosion      | 2    | 0.01  | 1    | 0.05 | 4    | 0.18  | 0    | 0     |
| Rescue, MVA, EMS             | 1266 | 66.14 | 1346 | 70.8 | 1526 | 72.32 | 1500 | 68.96 |
| Hazardous Conditions         | 41   | 2.14  | 33   | 1.73 | 47   | 2.22  | 70   | 3.21  |
| Service Calls                | 118  | 6.16  | 108  | 5.68 | 116  | 5.49  | 127  | 5.83  |
| Good Intent                  | 235  | 12.27 | 164  | 8.62 | 149  | 7.06  | 174  | 8.00  |
| False Alarms                 | 116  | 6.06  | 124  | 6.52 | 149  | 7.06  | 165  | 7.58  |
| Weather Related              | 0    | 0     | 1    | 0.05 | 2    | 0.04  | 2    | 0.09  |
| Total                        | 1914 |       | 1901 |      | 2110 |       | 2175 |       |

| 6 Minute 59 Second Response Time Percentage |        |        |       |
|---|--------|--------|-------|
| 2014  | 2015   | 2016   | 2017  |
| 78.00%                                      | 69.80% | 67.90% | 76.50 |

#### Previous Years' Goals:

- I. Improve training of all operational personnel in the areas of fire suppression, rescue, and hazardous materials. Increase the frequency of training with our mutual aid departments.  
Status: The training of personnel did see some improvement in FY18, however there is still room to enhance our training. While a few training classes with our mutual aid departments did occur, the number and frequency needs improvement.
- II. The timely delivery of fire services is vital to reducing property loss and increasing life safety. In efforts to provide a high level of initial response the Lebanon Fire Department strives to have the first arriving unit on scene of an incident within 6 minutes and 59 seconds from time of dispatch. Our goal is to meet this response matrix on 90% of our incidents within the corporate city limits of Lebanon.  
Status: The Department's overall response time did improve by 31 seconds in 2017 over 2016. We did fall short of our goal of a response time of 6:59, 90% of the time again in 2017. There was however an up-tick from 68% in 2016 to 76.5% in 2017. The Southwest District continues to be a challenge to our response time goals. The Southwest District consistently has nearly a two to three minutes greater response time then the North or South districts. Further complicating this is the rising call volume in the Southwest District. Since 2014 there has been a 36.04% increase in call volume in the Southwest District.

## Fire Department Organizational Chart



| General Fund-Fire          |                |                   | FY17             | FY18             | FY18             | FY19       |
|----------------------------|----------------|-------------------|------------------|------------------|------------------|------------|
| Fund                       | Account        | Account Name      | Budget           | Budget           | Estimated Ending | Proposed   |
| 01                         | 4-110-2005.001 | Grant-Operational | \$148,200        | \$142,858        | \$129,520        | \$0        |
| <b>Total Fire Revenues</b> |                |                   | <b>\$148,200</b> | <b>\$142,858</b> | <b>\$129,520</b> | <b>\$0</b> |

| General Fund-Fire Department Expenses |                |                                      | FY17             | FY18               | FY18               | FY19               |
|---------------------------------------|----------------|--------------------------------------|------------------|--------------------|--------------------|--------------------|
| Fund                                  | Account        | Account Name                         | Budget           | Budget             | Estimated Ending   | Proposed           |
| 01                                    | 5-110-1000.001 | Fulltime Salary                      | \$617,910        | \$787,060          | \$678,262          | \$749436           |
| 01                                    | 5-110-1000.008 | Fire Call Back Pay                   | \$67,660         | \$24,160           | \$65,531           | \$84,585           |
| <b>Total Salaries Expense</b>         |                |                                      | <b>\$685,570</b> | <b>\$811,220</b>   | <b>\$743,793</b>   | <b>\$834,020</b>   |
| 01                                    | 5-110-1005.001 | Health Premium-Employee              | \$36,960         | \$52,935           | \$46,596           | \$52,935           |
| 01                                    | 5-110-1005.002 | Health Premium-Family                | \$86,320         | \$113,965          | \$152,833          | \$177,215          |
| 01                                    | 5-110-1005.003 | Dental Premium-Employee              | \$5,100          | \$5,100            | \$5,407            | \$5,500            |
| 01                                    | 5-110-1005.004 | Dental Premium-Family                | \$600            | \$600              | \$640              | \$600              |
| <b>Total Insurance Expense</b>        |                |                                      | <b>\$128,980</b> | <b>\$172,600</b>   | <b>\$205,476</b>   | <b>\$236,250</b>   |
| 01                                    | 5-110-1010.001 | Life Insurance                       | \$1,045          | \$1,325            | \$1,200            | \$1,200            |
| <b>Total Life Insurance Expense</b>   |                |                                      | <b>\$1,045</b>   | <b>\$1,325</b>     | <b>\$1,200</b>     | <b>\$1,200</b>     |
| 01                                    | 5-110-1015.003 | Lagers-Fire                          | \$46,679         | \$52,729           | \$44,419           | \$36,700           |
| 01                                    | 5-110-1015.004 | Deferred Comp-Employer               | \$7,850          | \$13,650           | \$6,925            | \$12,350           |
| <b>Total Retirement Expense</b>       |                |                                      | <b>\$54,529</b>  | <b>\$66,379</b>    | <b>\$51,344</b>    | <b>\$49,050</b>    |
| 01                                    | 5-110-1020.001 | FICA-Employer                        | \$39,250         | \$50,300           | \$40,319           | \$51,710           |
| 01                                    | 5-110-1020.002 | Medicare-Employer                    | \$11,050         | \$11,765           | \$9,432            | \$12,095           |
| 01                                    | 5-110-1020.003 | Unemployment Compensation            | \$7,620          | \$8,115            | \$7,204            | \$8,345            |
| 01                                    | 5-110-1020.004 | Workman's Compensation               | \$48,007         | \$29,958           | \$41,200           | \$29,959           |
| <b>Total Payroll Taxes Expense</b>    |                |                                      | <b>\$105,927</b> | <b>\$100,138</b>   | <b>\$98,155</b>    | <b>\$102,109</b>   |
| 01                                    | 5-110-1025.001 | Employee-Uniforms                    | \$7,500          | \$7,500            | \$6,500            | \$7,000            |
| 01                                    | 5-110-1025.002 | Employee-Dues/License/Membership     | \$750            | \$500              | \$500              | \$500              |
| 01                                    | 5-110-1025.003 | Employee-Books                       | \$250            | \$0                | \$0                | \$0                |
| 01                                    | 5-110-1025.004 | Employee-Travel/Hotel                | \$1,750          | \$1,000            | \$1,000            | \$1,000            |
| 01                                    | 5-110-1025.005 | Employee-Training                    | \$6,000          | \$15,000           | \$10,000           | \$10,000           |
| 01                                    | 5-110-1025.006 | Employee-Recognition                 | \$1,750          | \$1,500            | \$1,500            | \$1,750            |
| 01                                    | 5-110-1025.008 | Employee-Hazmat Physicals            | \$2,010          | \$6,500            | \$6,500            | \$0                |
| 01                                    | 5-110-1025.009 | Employee-Tuition Assistance          | \$2,000          | \$1,000            | \$0                | \$0                |
| <b>Total Employee Expense</b>         |                |                                      | <b>\$22,010</b>  | <b>\$33,000</b>    | <b>\$26,000</b>    | <b>\$20,250</b>    |
| <b>Total Personnel Expense</b>        |                |                                      | <b>\$998,061</b> | <b>\$1,184,662</b> | <b>\$1,125,968</b> | <b>\$1,242,879</b> |
| 01                                    | 5-110-2010.000 | Capital Exp-Building and Improvement | \$0              | \$10,000           | \$10,000           | \$24,500           |
| 01                                    | 5-110-2015.000 | Capital Exp-Furniture and Fixtures   | \$2,000          | \$4,200            | \$5,323            | \$3,500            |
| 01                                    | 5-110-2020.000 | Capital Exp-Machinery and Equipment  | \$28,739         | \$262,850          | \$262,850          | \$50,172           |
| <b>Total Capital Expense</b>          |                |                                      | <b>\$30,739</b>  | <b>\$277,050</b>   | <b>\$278,173</b>   | <b>\$78,172</b>    |
| 01                                    | 5-110-5000.001 | Utilities-Electric                   | \$5,800          | \$14,000           | \$6,500            | \$6,800            |
| 01                                    | 5-110-5000.002 | Utilities-Water                      | \$200            | \$125              | \$125              | \$140              |

| General Fund-Fire Department Expenses             |                |  | FY17            | FY18            | FY18             | FY19            |
|---|----------------|--|-----------------|-----------------|------------------|-----------------|
| Fund  | Account        | Account Name                                     | Budget          | Budget          | Estimated Ending | Proposed        |
| 01  | 5-110-5000.003 | Utilities-Sewer                                  | \$225           | \$165           | \$170            | \$200           |
| 01  | 5-110-5010.001 | Utilities-Landline and Fiber                     | \$1,200         | \$1,100         | \$600            | \$750           |
| 01  | 5-110-5015.001 | Utilities-Cell Phones                            | \$1,100         | \$800           | \$800            | \$725           |
| 01  | 5-110-5020.002 | Utilities-Internet Mobile                        | \$1,950         | \$2,000         | \$2,000          | \$2,000         |
| 01  | 5-110-5025.001 | Utilities-Solid Waste                            | \$720           | \$900           | \$725            | \$725           |
| <b>Total Utilities Expense</b>                    |                |  | <b>\$11,195</b> | <b>\$19,090</b> | <b>\$10,920</b>  | <b>\$11,340</b> |
| 01  | 5-110-6000.001 | Prof Services-Legal                              | \$21,270        | \$5,000         | \$25,000         | \$20,000        |
| 01  | 5-110-6000.007 | Prof Services-Toxicology Testing                 | \$715           | \$1,000         | \$500            | \$700           |
| 01  | 5-110-6000.008 | Prof Services-MSHP Background Checks             | \$250           | \$200           | \$100            | \$100           |
| 01  | 5-110-6000.011 | Prof Services - Dues &                           | \$0             | \$0             | \$361            | \$3,000         |
| 01  | 5-110-6000.015 | Prof Services-Service Contracts                  | \$2,000         | \$7,500         | \$9,060          | \$9,100         |
| 01  | 5-110-6000.018 | Prof Services-Damage Claims                      | \$750           | \$500           | \$500            | \$500           |
| 01  | 5-110-6000.019 | Prof Services - CC Fees                          | \$30            | \$100           | \$50             | \$60            |
| <b>Total General Professional Service Expense</b> |                |  | <b>\$25,015</b> | <b>\$14,300</b> | <b>\$35,571</b>  | <b>\$33,460</b> |
| 01  | 5-110-6005.001 | Insurance-Vehicle                                | \$27,350        | \$27,790        | \$26,659         | \$27,195        |
| 01  | 5-110-6005.002 | Insurance-Equipment                              | \$2,123         | \$2,175         | \$2,292          | \$2,340         |
| 01  | 5-110-6005.003 | Insurance-Building & Property                    | \$1,159         | \$1,095         | \$855            | \$875           |
| <b>Total Insurance Expense</b>                    |                |  | <b>\$30,632</b> | <b>\$31,060</b> | <b>\$29,806</b>  | <b>\$30,410</b> |
| 01  | 5-110-6010.002 | Advertising-Employee Recruitment                 | \$100           | \$100           | \$0              | \$0             |
| 01  | 5-110-6010.003 | Advertising-Print                                | \$250           | \$200           | \$0              | \$0             |
| <b>Total Advertising Expense</b>                  |                |  | <b>\$350</b>    | <b>\$300</b>    | <b>\$0</b>       | <b>\$0</b>      |
| 01  | 5-110-6020.000 | Software-Annual Renewal/Maintenance              | \$5,040         | \$2,145         | \$2,939          | \$8,938         |
| 01  | 5-110-6020.001 | Software - Purchase                              | \$0             | \$5,790         | \$7,135          | \$7,100         |
| 01  | 5-110-6020.002 | Software - Upgrade                               | \$446           | \$0             | \$0              | \$0             |
| 01  | 5-110-6020.003 | Software-Agreement                               | \$0             | \$5,040         | \$5,039          | \$0             |
| <b>Total Software Expense</b>                     |                |  | <b>\$5,486</b>  | <b>\$12,975</b> | <b>\$15,113</b>  | <b>\$16,038</b> |
| <b>Total Professional Service Expense</b>         |                |  | <b>\$61,483</b> | <b>\$58,635</b> | <b>\$80,490</b>  | <b>\$79,908</b> |
| 01  | 5-110-7000.001 | Supplies-Operational                             | \$2,750         | \$2,750         | \$2,750          | \$3,000         |
| 01  | 5-110-7000.002 | Supplies-Computer Accessories                    | \$250           | \$850           | \$450            | \$500           |
| 01  | 5-110-7000.003 | Supplies-Desk Accessories-Small Office Equipment | \$1,105         | \$250           | \$900            | \$500           |
| 01  | 5-110-7005.001 | Supplies-Printing                                | \$300           | \$150           | \$150            | \$100           |
| 01  | 5-110-7005.002 | Supplies-Mailing                                 | \$200           | \$100           | \$100            | \$100           |
| 01  | 5-110-7005.003 | Supplies-Postage                                 | \$300           | \$300           | \$300            | \$200           |
| 01  | 5-110-7005.004 | Supplies-Paper                                   | \$150           | \$150           | \$75             | \$100           |
| 01  | 5-110-7005.005 | Supplies-Forms                                   | \$100           | \$100           | \$100            | \$100           |
| 01  | 5-110-7005.006 | Supplies-Promo-Education                         | \$2,500         | \$2,500         | \$2,500          | \$2,500         |
| 01  | 5-110-7010.001 | Supplies-Janitorial                              | \$2,500         | \$2,500         | \$2,000          | \$2,000         |
| 01  | 5-110-7010.002 | Supplies-Cleaning and Sanitation                 | \$500           | \$250           | \$250            | \$250           |

| General Fund-Fire Department Expenses |  |                            | FY17               | FY18               | FY18               | FY19               |
|---------------------------------------|--|----------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                                  | Account  | Account Name               | Budget             | Budget             | Estimated Ending   | Proposed           |
| 01                                    | 5-110-7010.003                                     | Supplies-Break Room        | \$1,040            | \$1,400            | \$1,000            | \$1,200            |
|                                       | <b>Total General Office Supplies Expense</b>       |                            | <b>\$11,695</b>    | <b>\$11,300</b>    | <b>\$10,575</b>    | <b>\$10,550</b>    |
| 01                                    | 5-110-7015.001                                     | Supplies-Medical           | \$2,750            | \$2,750            | \$3,500            | \$3,500            |
| 01                                    | 5-110-7015.002                                     | Supplies-Hazmat            | \$2,200            | \$5,000            | \$2,000            | \$5,000            |
| 01                                    | 5-110-7015.004                                     | Supplies-Safety            | \$500              | \$500              | \$250              | \$250              |
|                                       | <b>Total Medical and Safety Supplies Expense</b>   |                            | <b>\$5,450</b>     | <b>\$8,250</b>     | <b>\$5,750</b>     | <b>\$8,750</b>     |
|                                       | <b>Total Supplies Expense</b>                      |                            | <b>\$17,145</b>    | <b>\$19,550</b>    | <b>\$16,325</b>    | <b>\$19,300</b>    |
| 01                                    | 5-110-7510.004                                     | Materials-Hardware         | \$1,000            | \$750              | \$1,500            | \$900              |
| 01                                    | 5-110-7510.005                                     | Materials-Fixtures         | \$1,200            | \$1,000            | \$500              | \$500              |
| 01                                    | 5-110-7525.001                                     | Materials - Infrastructure | \$100              | \$6,500            | \$1,000            | \$4,000            |
|                                       | <b>Total Material Expense</b>                      |                            | <b>\$2,300</b>     | <b>\$8,250</b>     | <b>\$3,000</b>     | <b>\$5,400</b>     |
| 01                                    | 5-110-8000.001                                     | Tools-Repair               | \$200              | \$100              | \$100              | \$100              |
| 01                                    | 5-110-8000.002                                     | Tools- Maintenance         | \$200              | \$100              | \$100              | \$100              |
| 01                                    | 5-110-8000.003                                     | Tools-Supplies             | \$1,000            | \$1,000            | \$500              | \$750              |
|                                       | <b>Total Tools and Portable Equipment Expense</b>  |                            | <b>\$1,400</b>     | <b>\$1,200</b>     | <b>\$700</b>       | <b>\$950</b>       |
| 01                                    | 5-110-8300.001                                     | Equipment-Repair           | \$4,250            | \$4,000            | \$9,000            | \$4,500            |
| 01                                    | 5-110-8300.002                                     | Equipment-Maintenance      | \$5,100            | \$2,500            | \$2,500            | \$3,000            |
| 01                                    | 5-110-8300.003                                     | Equipment-Supplies         | \$1,810            | \$1,500            | \$1,500            | \$1,500            |
| 01                                    | 5-110-8300.004                                     | Equipment-Equipment        | \$2,840            | \$750              | \$2,000            | \$750              |
| 01                                    | 5-110-8300.005                                     | Equipment-Fuel             | \$300              | \$100              | \$0                | \$0                |
|                                       | <b>Total Machinery and Equipment Expense</b>       |                            | <b>\$14,300</b>    | <b>\$8,850</b>     | <b>\$15,000</b>    | <b>\$9,750</b>     |
| 01                                    | 5-110-8600.001                                     | Vehicle-Repair             | \$21,300           | \$35,000           | \$25,000           | \$35,000           |
| 01                                    | 5-110-8600.002                                     | Vehicle-Maintenance        | \$3,905            | \$5,000            | \$4,000            | \$4,500            |
| 01                                    | 5-110-8600.003                                     | Vehicle-Supplies           | \$3,500            | \$1,000            | \$750              | \$750              |
| 01                                    | 5-110-8600.004                                     | Vehicle-Equipment          | \$300              | \$100              | \$100              | \$100              |
| 01                                    | 5-110-8600.005                                     | Vehicle-Fuel               | \$20,000           | \$17,000           | \$16,000           | \$17,000           |
|                                       | <b>Total Vehicle Expense</b>                       |                            | <b>\$49,005</b>    | <b>\$58,100</b>    | <b>\$45,850</b>    | <b>\$57,350</b>    |
|                                       | <b>Total Tools, Machinery, and Vehicle Expense</b> |                            | <b>\$64,705</b>    | <b>\$68,150</b>    | <b>\$61,550</b>    | <b>\$68,050</b>    |
|                                       | <b>Total Fire Department Expense</b>               |                            | <b>\$1,185,628</b> | <b>\$1,635,387</b> | <b>\$1,576,426</b> | <b>\$1,505,049</b> |

## Police Department

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

Fiscal Year 2017-2018 Accomplishments:

In 2017 a Criminal Justice Information Systems (CJIS) review was conducted by Scott Cline who is the (CJIS) auditor with the Missouri State Highway Patrol. The following are his findings and recommendations.

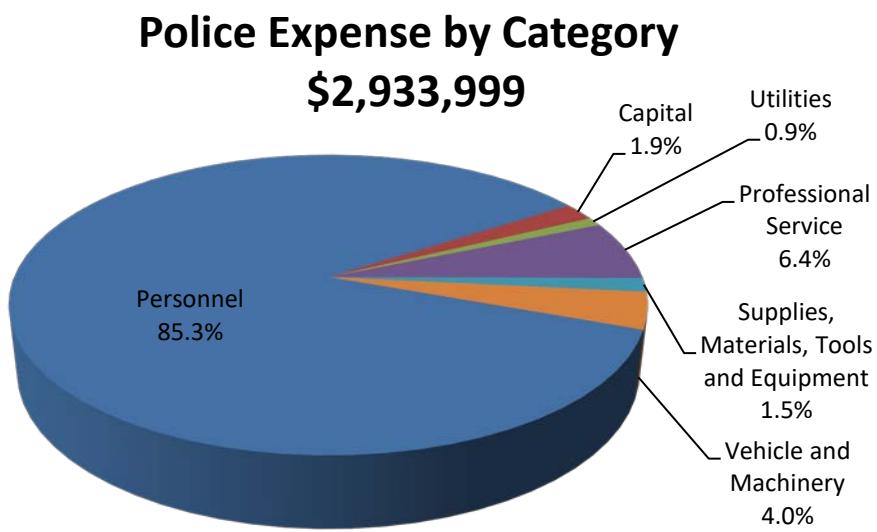
This was the fifth (CJIS) Policy, National Crime Information Center

(NCIC) and Missouri Uniform Law Enforcement Systems (MULES) Policy Compliance Review (PCR) conducted at the Lebanon Police Department. This PCR was conducted with Terminal Agency Coordinator, Patty Rogers. This agency's NCIC/MULES procedures are outstanding and continue to improve. During the PCR of 2014, three areas were found to be out of compliance. These areas are no longer an issue for this agency.

This agency does enter warrants under jurisdiction "M". Five of the warrant entries were reviewed. Only one was found to have missing information. From the data quality it appears that this agency is checking all available sources for information. All entries had the appropriate notation of second party check and validation. The entry packets are well organized. No missing person entries were available for review. The agency's operator files were in excellent order. All had fingerprint returns for those with unescorted access on file.

The user agreements for serviced agency and intra-governmental agreement for their IT operations were accessible and easy to review.

This agency's criminal history records were in good order as well. One-hundred eighty-one (181) criminal history requests made for the month of September 2017 were reviewed. Fifteen (15) of those requests did not have a specific reason. Reason such as "check for felony conv", "domestic assault" or "child placement" were used. This was the only area found out of compliance with policy. This agency's secondary dissemination log was outstanding. Also, this agency's procedure for running criminal histories for the Missouri Division of Family Services (DFS) is outstanding. A list of DFS case workers is maintained at the agency. Each case worker is assigned a security number that they must use when requesting a criminal history. Outstanding. Overall, this was a very good PCR. TAC Rogers and her staff



do an outstanding job in complying with policies. Chief Halstead, TAC Rogers and staff are to be commended.

Fiscal Year 2019 Goals:

- I. **Goal:** Reduce crime and ensure the safety of the citizens of Lebanon while providing the most community focused, efficient, effective and professional police services available within the confines of existing resources.

**Strategy:** Provide realistic departmental guidelines and policies.

- ✓ Recruit and retain the best possible employees.
- ✓ Provide quality training for every level of the organization.
- ✓ Promote police conduct that is responsive and sensitive to the needs of the community.
- ✓ Utilize aggressive crime fighting methods and tactics to improve patrol and investigative recourses in the identification and conviction of individuals committing criminal activity within our jurisdiction.
- ✓ Require a professional work ethic and superior quality of performance by officers engaged in routine patrol duties, and follow-up investigations.
- ✓ Encourage department personnel to become involved and provide suggestions in the planning and development process.
- ✓ Stress the responsibility of all employees to be accountable to the department and the community for all his/her actions either while on or off duty.
- ✓ Enhancing the problem-solving capability of the police department with the new addition of a police analyst on staff. This can be accomplished through collecting, collating, interpreting, presenting data, trends, and patterns. The analyses of these factors and presentation through charts, maps, graphs, tables or other visual products make effective tools in preventing victimization and reducing crime.

**Budgetary Factor:** Availability of grants funds, capital improvement plan funds, and the City's ability to provide for the required local funding for the life-cycle management for recruitment, training and resources. The police department does not generate funds for its operation and is supported through funding from the city's general operating fund and relies on proceeds of a  $\frac{1}{2}$  cent capital sales tax as well as parks and fire for capital improvements. The police department's budget cycle is based on operating expenditures which is derived from the amount of funds available in the general operating fund for police services.

- II. **Goal:** Build public trust through the proper use of social media. The utilization of social media by communicating directly to the public, build good relationships, confidence, involvement, accountability and transparency with community members.

**Strategy:** The Lebanon Police Department cannot be effective without the trust, confidence and support of the citizens we serve. Accountability and transparency are critical to earn and sustain public trust. The Lebanon Police Department in 2017 created its own Facebook page. The use of social media technology provides an opportunity to better engage the public and improve communications. Law enforcement agencies also need to be equipped to monitor social media to see what issues are important in their community.

- ✓ Social media is a valuable tool in sharing information such as community events and time-sensitive notifications related to road closures, accident locations, special events, weather emergencies, and missing and endangered persons.
- ✓ Social media can be used for community outreach and engagement by providing crime prevention tips, offering online- reporting opportunities, and sharing maps and data.
- ✓ Social media is a valuable investigative tool when seeking evidence or information about an unsolved crime or wanted persons by way of soliciting the public's help in identifying a person by use of posting a photo or video.
- ✓ Social media such as Facebook is a good method for police leadership to receive real, immediate feedbacks on how well police activities are currently conducted.
- ✓ Social media usage is a strategy to improve the quality and outcome of interactions between police and citizens. Over time these interactions strengthen community trust and confidence in the police and increases future cooperation from the community.

**Budgetary Factor:** Non-budgeted, no additional funding required.

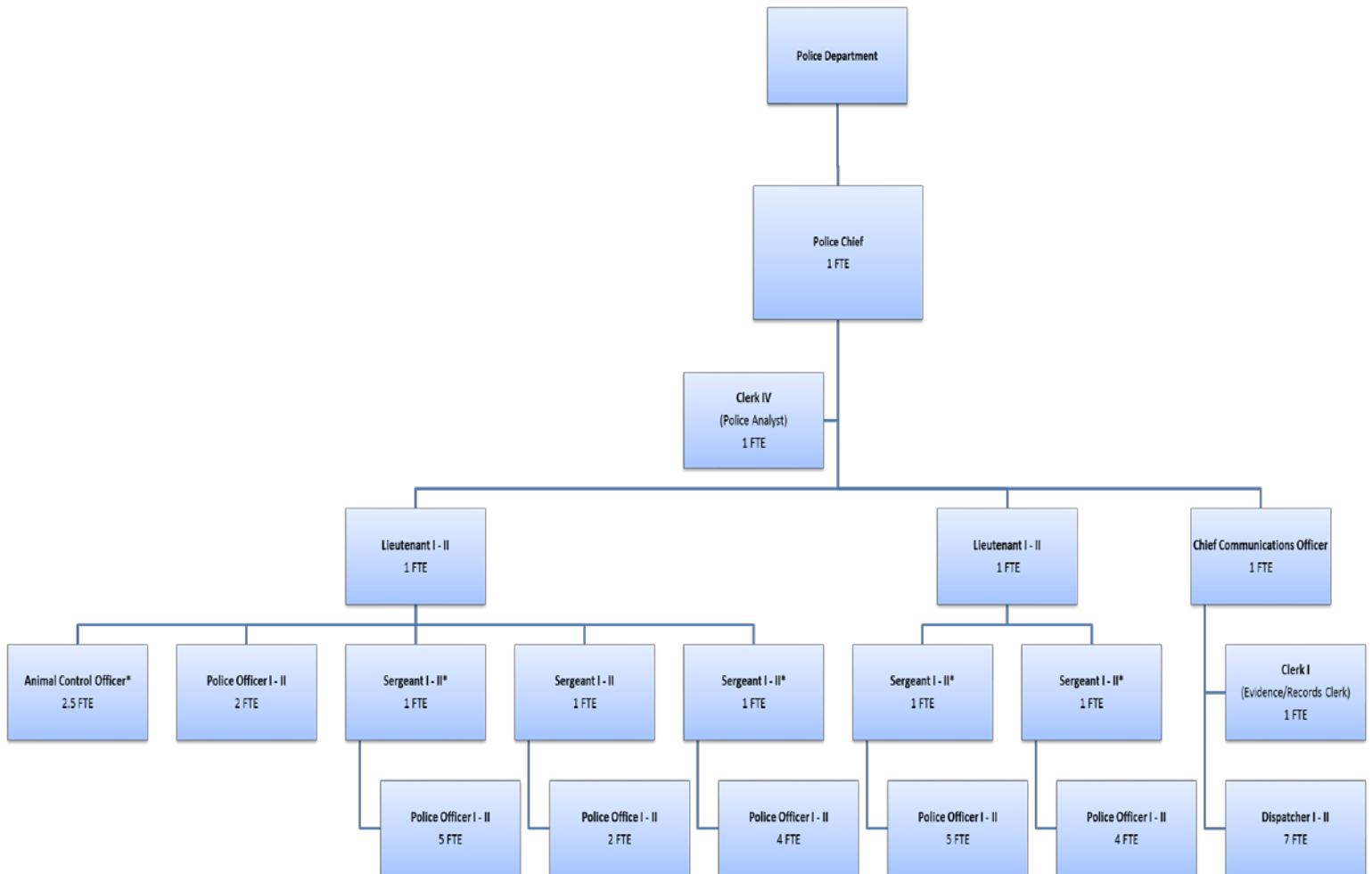
Performance Measures:

|                                  | 2011   | 2012   | 2013   | 2014   | 2015   | 2016   | 2017   |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Total Charges                    | 3,358  | 3,479  | 3,886  | 4,470  | 4,640  | 4,735  | 4,917  |
| Total Reports                    | 2,707  | 2,709  | 2,967  | 3,292  | 3,297  | 3,302  | 3,456  |
| Total Calls for Service<br>(CAD) | 21,875 | 23,807 | 24,796 | 24,252 | 24,832 | 24,464 | 25,032 |

Previous Years' Goals

- I. Reduce crime and ensure the safety of the citizens while providing most community focused, efficient and effective police service available within the confines of existing resources.  
Status: Completed.
- II. Sustain community trust, interactions, involvement and accountability.  
Status: Completed.

## Police Department Organizational Chart



\* Indicates shift rotates from day watch to night watch every two months

| General Fund-Police |   |                                     | FY17            | FY18            | FY18             | FY19            |
|---------------------|---|-------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                | Account   | Account Name                        | Budget          | Budget          | Estimated Ending | Proposed        |
| 01                  | 4-115-2005.001  | Grant-Operational                   | \$10,000        | \$10,000        | \$10,000         | \$10,000        |
|                     | <b>Total Grant Revenue</b>                            |                                     | <b>\$10,000</b> | <b>\$10,000</b> | <b>\$10,000</b>  | <b>\$10,000</b> |
| 01                  | 4-115-3000.001  | Impound Fees                        | \$500           | \$500           | \$850            | \$850           |
| 01                  | 4-115-3000.002  | Animal Removal                      | \$1,000         | \$700           | \$1,000          | \$1,000         |
|                     | <b>Total Service Charges and Fees Revenue</b>         |                                     | <b>\$1,500</b>  | <b>\$1,200</b>  | <b>\$1,850</b>   | <b>\$1,850</b>  |
| 01                  | 4-115-3010.006  | Misc.-Miscellaneous                 | \$1,500         | \$1,900         | \$2,000          | \$2,000         |
| 01                  | 4-115-3010.008  | Misc.-Gain/Loss Asset               | \$0             | \$0             | \$0              | \$0             |
| 01                  | 4-115-3010.009  | Misc.-Agreements                    | \$72,000        | \$74,000        | \$74,000         | \$74,000        |
|                     | <b>Total Miscellaneous Revenue</b>                    |                                     | <b>\$73,500</b> | <b>\$75,900</b> | <b>\$76,000</b>  | <b>\$76,000</b> |
|                     | <b>Total Services Charges, Rentals, Miscellaneous</b> |                                     | <b>\$75,000</b> | <b>\$77,100</b> | <b>\$77,850</b>  | <b>\$77,850</b> |
| 01                  | 4-115-5000.005  | Fines-Recoupment Fees               | \$2,500         | \$2,300         | \$1,300          | \$2,000         |
| 01                  | 4-115-5000.006  | Fines-Fed Equitable Sharing Program | \$0             | \$0             | \$0              | \$0             |
|                     | <b>Total Fines Revenue</b>                            |                                     | <b>\$2,500</b>  | <b>\$2,300</b>  | <b>\$1,300</b>   | <b>\$2,000</b>  |
|                     | <b>Total Police Revenues</b>                          |                                     | <b>\$87,500</b> | <b>\$89,400</b> | <b>\$89,150</b>  | <b>\$89,850</b> |
| 01                  | 4-120-5000.004  | Fines-Police Training Fees          | \$3,500         | \$2,300         | \$2,800          | \$3,000         |
|                     | <b>Total Fines Revenue</b>                            |                                     | <b>\$3,500</b>  | <b>\$2,300</b>  | <b>\$2,800</b>   | <b>\$3,000</b>  |
|                     | <b>Total Police Officer Training Revenues</b>         |                                     | <b>\$3,500</b>  | <b>\$2,300</b>  | <b>\$2,800</b>   | <b>\$3,000</b>  |

| General Fund-Police Department Expenses |                               |                         | FY17               | FY18               | FY18               | FY19               |
|---|-------------------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                                    | Account                       | Account Name            | Budget             | Budget             | Estimated Ending   | Proposed           |
| 01                                      | 5-115-1000.001                | Fulltime Salary         | \$1,460,040        | \$1,513,435        | \$1,413,000        | \$1,543,219        |
| 01                                      | 5-115-1000.002                | Part Time Salary        | \$0                | \$0                | \$0                | \$19,788           |
| 01                                      | 5-115-1000.005                | Fulltime Overtime       | \$35,390           | \$35,840           | \$32,000           | \$36,580           |
|   | <b>Total Salaries Expense</b> |                         | <b>\$1,495,430</b> | <b>\$1,549,275</b> | <b>\$1,445,000</b> | <b>\$1,599,587</b> |
| 01                                      | 5-115-1005.001                | Health Premium-Employee | \$105,600          | \$144,565          | \$142,900          | \$174,590          |
| 01                                      | 5-115-1005.002                | Health Premium-Family   | \$166,560          | \$225,045          | \$225,045          | \$220,990          |
| 01                                      | 5-115-1005.003                | Dental Premium-Employee | \$11,700           | \$11,700           | \$11,700           | \$11,700           |
| 01                                      | 5-115-1005.004                | Dental Premium-Family   | \$1,200            | \$1,200            | \$1,350            | \$1,400            |

| General Fund-Police Department Expenses |                                     |                                      | FY17               | FY18               | FY18               | FY19               |
|---|-------------------------------------|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                                    | Account                             | Account Name                         | Budget             | Budget             | Estimated Ending   | Proposed           |
|   | <b>Total Insurance Expense</b>      |                                      | <b>\$285,060</b>   | <b>\$382,510</b>   | <b>\$380,995</b>   | <b>\$408,680</b>   |
| 01                                      | 5-115-1010.001                      | Life Insurance                       | \$2,520            | \$2,650            | \$2,550            | \$2,650            |
|   | <b>Total Life Insurance Expense</b> |                                      | <b>\$2,520</b>     | <b>\$2,650</b>     | <b>\$2,550</b>     | <b>\$2,650</b>     |
| 01                                      | 5-115-1015.001                      | Lagers-General                       | \$33,640           | \$45,720           | \$40,700           | \$48,050           |
| 01                                      | 5-115-1015.002                      | Lagers-Police                        | \$153,880          | \$170,060          | \$160,000          | \$206,355          |
| 01                                      | 5-115-1015.004                      | Deferred Comp-Employer               | \$14,300           | \$27,300           | \$15,300           | \$19,500           |
|   | <b>Total Retirement Expense</b>     |                                      | <b>\$201,820</b>   | <b>\$243,080</b>   | <b>\$216,000</b>   | <b>\$273,905</b>   |
| 01                                      | 5-115-1020.001                      | FICA-Employer                        | \$88,480           | \$96,060           | \$88,000           | \$99,175           |
| 01                                      | 5-115-1020.002                      | Medicare-Employer                    | \$22,100           | \$22,465           | \$20,408           | \$23,195           |
| 01                                      | 5-115-1020.003                      | Unemployment Compensation            | \$15,240           | \$15,495           | \$14,550           | \$16,000           |
| 01                                      | 5-115-1020.004                      | Workmans Compensation                | \$35,355           | \$33,748           | \$43,300           | \$33,748           |
|   | <b>Total Payroll Taxes Expense</b>  |                                      | <b>\$161,175</b>   | <b>\$167,768</b>   | <b>\$166,258</b>   | <b>\$172,118</b>   |
| 01                                      | 5-115-1025.001                      | Employee-Uniforms                    | \$16,000           | \$16,000           | \$14,300           | \$15,000           |
| 01                                      | 5-115-1025.002                      | Employee-Dues/License/Membership     | \$2,660            | \$3,000            | \$3,000            | \$3,000            |
| 01                                      | 5-115-1025.004                      | Employee-Travel/Hotel                | \$7,785            | \$5,000            | \$4,700            | \$5,000            |
| 01                                      | 5-115-1025.005                      | Employee-Training                    | \$15,000           | \$18,000           | \$16,400           | \$21,800           |
| 01                                      | 5-115-1025.006                      | Employee-Recognition                 | \$1,000            | \$1,500            | \$1,100            | \$1,500            |
|   | <b>Total Employee Expense</b>       |                                      | <b>\$42,445</b>    | <b>\$43,500</b>    | <b>\$39,500</b>    | <b>\$46,300</b>    |
|   | <b>Total Personnel Expense</b>      |                                      | <b>\$2,188,450</b> | <b>\$2,388,783</b> | <b>\$2,250,303</b> | <b>\$2,503,240</b> |
| 01                                      | 5-115-2005.000                      | Capital Exp-Land and Improvement     | \$0                | \$0                | \$0                | \$0                |
| 01                                      | 5-115-2010.000                      | Capital Exp-Building and Improvement | \$0                | \$21,000           | \$21,000           | \$0                |
| 01                                      | 5-115-2015.000                      | Capital Exp-Furniture and Fixtures   | \$0                | \$0                | \$0                | \$0                |
| 01                                      | 5-115-2020.000                      | Capital Exp-Machinery and Equipment  | \$55,006           | \$103,787          | \$109,500          | \$46,821           |
| 01                                      | 5-115-2025.000                      | Capital Exp-Vehicles                 | \$0                | \$0                | \$0                | \$0                |
|   | <b>Total Capital Expense</b>        |                                      | <b>\$55,006</b>    | <b>\$124,787</b>   | <b>\$130,500</b>   | <b>\$46,821</b>    |
| 01                                      | 5-115-4005.001                      | Grant-Capital Equipment              | \$1,000            | \$1,000            | \$0                | \$1,000            |
| 01                                      | 5-115-4030.001                      | Forfeiture - Operational             | \$17,435           | \$0                | \$7,739            | \$7,739            |
|   | <b>Total Grant Expense</b>          |                                      | <b>\$18,435</b>    | <b>\$1,000</b>     | <b>\$7,739</b>     | <b>\$8,739</b>     |
| 01                                      | 5-115-5000.001                      | Utilities-Electric                   | \$4,500            | \$4,500            | \$3,700            | \$4,000            |

| General Fund-Police Department Expenses           |                |                                      | FY17            | FY18            | FY18             | FY19            |
|---|----------------|--------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund  | Account        | Account Name                         | Budget          | Budget          | Estimated Ending | Proposed        |
| 01  | 5-115-5000.002 | Utilities-Water                      | \$500           | \$500           | \$230            | \$500           |
| 01  | 5-115-5000.003 | Utilities-Sewer                      | \$500           | \$500           | \$250            | \$500           |
| 01  | 5-115-5005.001 | Utilities-Propane                    | \$6,000         | \$5,000         | \$3,300          | \$3,500         |
| 01  | 5-115-5010.001 | Utilities-Landline and Fiber         | \$500           | \$500           | \$355            | \$500           |
| 01  | 5-115-5015.001 | Utilities-Cell Phones                | \$3,315         | \$3,000         | \$3,200          | \$3,500         |
| 01  | 5-115-5020.001 | Utilities-Internet                   | \$500           | \$500           | \$730            | \$750           |
| 01  | 5-115-5020.002 | Utilities-Internet Mobile            | \$14,000        | \$14,000        | \$12,100         | \$14,000        |
| 01  | 5-115-5025.001 | Utilities-Solid Waste                | \$300           | \$300           | \$260            | \$300           |
| <b>Total Utilities Expense</b>                    |                |                                      | <b>\$30,115</b> | <b>\$28,800</b> | <b>\$24,125</b>  | <b>\$27,550</b> |
| 01  | 5-115-6000.001 | Prof Services-Legal                  | \$24,000        | \$25,000        | \$16,000         | \$20,000        |
| 01  | 5-115-6000.004 | Prof Services-Data Processing        | \$0             | \$0             | \$0              | \$0             |
| 01  | 5-115-6000.007 | Prof Services-Toxicology Testing     | \$1,225         | \$2,000         | \$1,000          | \$1,500         |
| 01  | 5-115-6000.008 | Prof Services-MSHP Background Checks | \$150           | \$150           | \$65             | \$150           |
| 01  | 5-115-6000.010 | Prof Services-Animal Euthanization   | \$2,500         | \$1,500         | \$700            | \$1,000         |
| 01  | 5-115-6000.011 | Prof Services-Dues-Fees              | \$3,000         | \$3,000         | \$3,200          | \$3,200         |
| 01  | 5-115-6000.015 | Prof Services-Service Contract       | \$445           | \$4,500         | \$1,600          | \$4,500         |
| 01  | 5-115-6000.018 | Prof Services-Damage Claims          | \$0             | \$0             | \$0              | \$0             |
| 01  | 5-115-6000.019 | Prof Services - CC Fees              | \$15            | \$0             | \$4              | \$15            |
| <b>Total General Professional Service Expense</b> |                |                                      | <b>\$31,335</b> | <b>\$36,150</b> | <b>\$22,569</b>  | <b>\$30,365</b> |
| 01  | 5-115-6005.001 | Insurance-Vehicle                    | \$25,352        | \$25,930        | \$24,597         | \$25,090        |
| 01  | 5-115-6005.002 | Insurance-Equipment                  | \$124           | \$130           | \$1,024          | \$1,045         |
| 01  | 5-115-6005.003 | Insurance-Building & Property        | \$390           | \$195           | \$195            | \$200           |
| 01  | 5-115-6005.012 | Insurance-Crime Insurance            | \$1,435         | \$1,090         | \$1,055          | \$1,080         |
| 01  | 5-115-6005.013 | Insurance-Law Enforcement            | \$26,000        | \$26,535        | \$25,758         | \$26,275        |
| 01  | 5-115-6005.015 | Insurance-Notary Bond                | \$100           | \$0             | \$26             | \$30            |
| <b>Total Insurance Expense</b>                    |                |                                      | <b>\$53,401</b> | <b>\$53,880</b> | <b>\$52,655</b>  | <b>\$53,720</b> |
| 01  | 5-115-6010.002 | Advertising-Employee Recruitment     | \$90            | \$1,000         | \$350            | \$500           |
| 01  | 5-115-6010.003 | Advertising-Print                    | \$500           | \$1,000         | \$400            | \$500           |
| <b>Total Advertising Expense</b>                  |                |                                      | <b>\$590</b>    | <b>\$2,000</b>  | <b>\$750</b>     | <b>\$1,000</b>  |

| General Fund-Police Department Expenses |  |  | FY17     | FY18             | FY18             | FY19             |
|---|--|--|----------|------------------|------------------|------------------|
| Fund                                    | Account  | Account Name                                 | Budget   | Budget           | Estimated Ending | Proposed         |
| 01                                      | 5-115-6015.000                                   | Service Agreements-General                   | \$10,250 | \$10,250         | \$10,225         | \$10,250         |
|   | <b>Total Service Agreement Expense</b>           |  |          | <b>\$10,250</b>  | <b>\$10,250</b>  | <b>\$10,225</b>  |
| 01                                      | 5-115-6020.000                                   | Software-Annual Renewal/Maintenance          | \$0      | \$5,085          | \$2,040          | \$15,965         |
| 01                                      | 5-115-6020.001                                   | Software - Purchase                          | \$0      | \$28,950         | \$13,650         | \$0              |
| 01                                      | 5-115-6020.002                                   | Software - Upgrade                           | \$0      | \$0              | \$0              | \$0              |
| 01                                      | 5-115-6020.003                                   | Software-Agreement                           | \$62,671 | \$76,550         | \$71,050         | \$76,550         |
|   | <b>Total Software Expense</b>                    |  |          | <b>\$62,671</b>  | <b>\$110,585</b> | <b>\$86,740</b>  |
|   | <b>Total Professional Service Expense</b>        |  |          | <b>\$158,247</b> | <b>\$212,865</b> | <b>\$172,939</b> |
| 01                                      | 5-115-7000.001                                   | Supplies-Operational                         | \$8,030  | \$7,000          | \$8,400          | \$9,500          |
| 01                                      | 5-115-7000.002                                   | Supplies-Computer Accessories                | \$1,055  | \$750            | \$500            | \$750            |
| 01                                      | 5-115-7000.003                                   | Supplies-Desk Accessories-Small Office Equip | \$4,500  | \$4,500          | \$3,400          | \$4,000          |
| 01                                      | 5-115-7005.001                                   | Supplies-Printing                            | \$7,335  | \$5,500          | \$6,300          | \$5,500          |
| 01                                      | 5-115-7005.002                                   | Supplies-Mailing                             | \$1,285  | \$1,250          | \$430            | \$1,250          |
| 01                                      | 5-115-7005.003                                   | Supplies-Postage                             | \$40     | \$1,000          | \$1,100          | \$1,000          |
| 01                                      | 5-115-7005.004                                   | Supplies-Paper                               | \$865    | \$1,300          | \$840            | \$1,000          |
| 01                                      | 5-115-7005.005                                   | Supplies-Forms                               | \$1,000  | \$1,000          | \$440            | \$1,000          |
| 01                                      | 5-115-7005.006                                   | Supplies-Promo-Education                     | \$2,650  | \$4,000          | \$4,000          | \$4,000          |
| 01                                      | 5-115-7010.002                                   | Supplies-Cleaning and Sanitation             | \$500    | \$500            | \$360            | \$500            |
| 01                                      | 5-115-7010.003                                   | Supplies-Break Room                          | \$1,800  | \$1,800          | \$1,850          | \$1,800          |
|   | <b>Total General Office Supplies Expense</b>     |  |          | <b>\$29,060</b>  | <b>\$28,600</b>  | <b>\$27,620</b>  |
|   | <b>Total Medical and Safety Supplies Expense</b> |  |          | <b>\$4,800</b>   | <b>\$6,000</b>   | <b>\$3,200</b>   |
| 01                                      | 5-115-7015.004                                   | Supplies-Safety                              | \$4,800  | \$6,000          | \$3,200          | \$5,000          |
|   | <b>Total Medical and Safety Supplies Expense</b> |  |          | <b>\$4,800</b>   | <b>\$6,000</b>   | <b>\$3,200</b>   |
| 01                                      | 5-115-7020.001                                   | Supplies-Animal Control                      | \$1,750  | \$3,500          | \$2,400          | \$3,500          |
| 01                                      | 5-115-7020.002                                   | Supplies-K-9                                 | \$2,500  | \$3,000          | \$1,800          | \$3,000          |
|   | <b>Total Animal Supplies Expense</b>             |  |          | <b>\$4,250</b>   | <b>\$6,500</b>   | <b>\$4,200</b>   |
|   | <b>Total Supplies Expense</b>                    |  |          | <b>\$38,110</b>  | <b>\$41,100</b>  | <b>\$35,020</b>  |
| 01                                      | 5-115-7525.001                                   | Materials-Infrastructure Maintenance         | \$2,000  | \$2,000          | \$1,300          | \$2,000          |
|   | <b>Total Material Expense</b>                    |  |          | <b>\$2,000</b>   | <b>\$2,000</b>   | <b>\$1,300</b>   |
| 01                                      | 5-115-8000.002                                   | Tools- Maintenance                           | \$1,000  | \$1,000          | \$960            | \$1,000          |

| General Fund-Police Department Expenses |   |                       | FY17               | FY18               | FY18               | FY19               |
|---|---|-----------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                                    | Account   | Account Name          | Budget             | Budget             | Estimated Ending   | Proposed           |
|   | <b><i>Total Tools and Portable Equipment Expense</i></b>  |                       | <b>\$1,000</b>     | <b>\$1,000</b>     | <b>\$960</b>       | <b>\$1,000</b>     |
| 01                                      | 5-115-8300.002  | Equipment-Maintenance | \$4,500            | \$6,500            | \$5,400            | \$6,500            |
|   | <b><i>Total Machinery and Equipment Expense</i></b>       |                       | <b>\$4,500</b>     | <b>\$6,500</b>     | <b>\$5,400</b>     | <b>\$6,500</b>     |
| 01                                      | 5-115-8600.001  | Vehicle-Repair        | \$20,000           | \$26,000           | \$25,000           | \$26,000           |
| 01                                      | 5-115-8600.002  | Vehicle-Maintenance   | \$11,500           | \$11,000           | \$9,000            | \$11,000           |
| 01                                      | 5-115-8600.003  | Vehicle-Supplies      | \$8,000            | \$8,000            | \$7,500            | \$8,000            |
| 01                                      | 5-115-8600.004  | Vehicle-Equipment     | \$4,200            | \$9,000            | \$11,000           | \$13,500           |
| 01                                      | 5-115-8600.005  | Vehicle-Fuel          | \$60,000           | \$50,000           | \$46,000           | \$50,000           |
|   | <b><i>Total Vehicle Expense</i></b>                       |                       | <b>\$103,700</b>   | <b>\$104,000</b>   | <b>\$98,500</b>    | <b>\$108,500</b>   |
|   | <b><i>Total Tools, Machinery, and Vehicle Expense</i></b> |                       | <b>\$109,200</b>   | <b>\$111,500</b>   | <b>\$104,860</b>   | <b>\$116,000</b>   |
|   | <b><i>Total Police Department Expense</i></b>             |                       | <b>\$2,599,563</b> | <b>\$2,910,835</b> | <b>\$2,726,786</b> | <b>\$2,933,999</b> |

## Civic Center

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

Fiscal Year 2017-2018

Accomplishments:

- Added 3 new major events.
- Installed 2 new rooftop units over ex hall area.

Fiscal Year 2019 Goals:

- I. **Goal:** To increase number of events that we have in building.  
**Strategy:** Limit number of free events.  
**Budgetary Factor:** None.
- II. **Goal:** Stay within budget despite having more events and facilities aging.  
**Strategy:** Repair as economically as possible and staff efficiently.  
**Budgetary Factor:** Subtraction of 2018 funds and approval of Capital Improvement Tax.

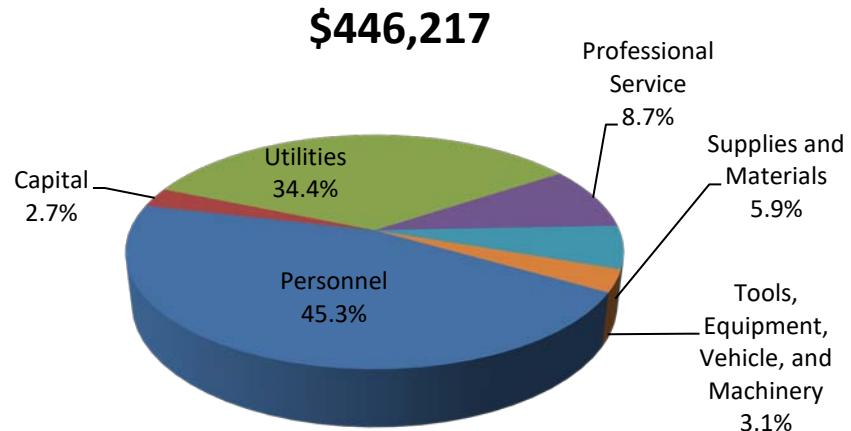
Performance Measurements:

|                  | 2015      | 2016      | 2017      | Estimated 2018 |
|------------------|-----------|-----------|-----------|----------------|
| Number of Events | 175       | 170       | 260       | 265            |
| Free Events      | 65        | 70        | 22        | 20             |
| CCC Revenue      | \$180,160 | \$200,000 | \$200,000 | \$200,000      |

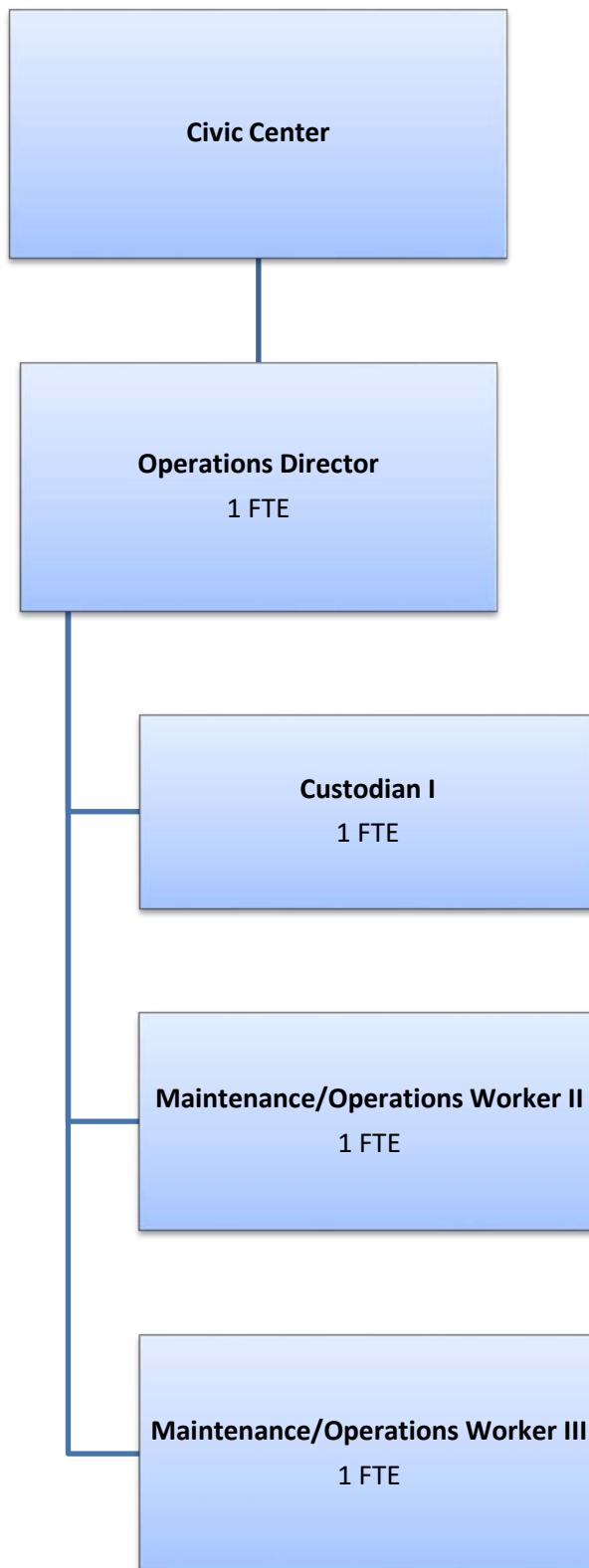
Previous Years' Goals:

- I. Increase number of events in building.  
Status: Completed; added three large events in the Exhibition Hall
- II. Increase efficiency of staff in performing duties.  
Status: Completed; improved equipment and training.

## Civic Center Expense by Category



## Civic Center Organizational Chart



| General Fund-Civic Center          |                |                             | FY17             | FY18             | FY18             | FY19             |
|------------------------------------|----------------|-----------------------------|------------------|------------------|------------------|------------------|
| Fund                               | Account        | Account Name                | Budget           | Budget           | Estimated Ending | Proposed         |
| 01                                 | 4-130-3005.001 | Rental-Buildings            | \$120,000        | \$90,000         | \$90,000         | \$90,000         |
| 01                                 | 4-130-3005.002 | Rental-Contract Concessions | \$7,000          | \$5,000          | \$5,000          | \$5,000          |
| 01                                 | 4-130-3005.003 | Rental-Exhibition Hall      | \$68,000         | \$75,000         | \$80,000         | \$75,000         |
| 01                                 | 4-130-3005.004 | Rental-Meeting Rooms        | \$15,000         | \$10,000         | \$10,000         | \$8,000          |
| 01                                 | 4-130-3005.005 | Rental-Theatre              | \$26,000         | \$17,000         | \$16,500         | \$17,000         |
| 01                                 | 4-130-3005.006 | Rentals-Gymnasium           | \$0              | \$1,000          | \$500            | \$500            |
| <b>Total Rental Revenue</b>        |                |                             | <b>\$236,000</b> | <b>\$198,000</b> | <b>\$202,000</b> | <b>\$195,500</b> |
| 01                                 | 4-130-3010.006 | Misc.-Miscellaneous         | \$0              | \$0              | \$500            | \$500            |
| <b>Total Civic Center Revenues</b> |                |                             | <b>\$236,000</b> | <b>\$198,000</b> | <b>\$202,500</b> | <b>\$196,000</b> |

| General Fund-Civic Center Expenses  |                |                           | FY17             | FY18             | FY18             | FY19             |
|-------------------------------------|----------------|---------------------------|------------------|------------------|------------------|------------------|
| Fund                                | Account        | Account Name              | Budget           | Budget           | Estimated Ending | Proposed         |
| 01                                  | 5-130-1000.001 | Fulltime Salary           | \$154,190        | \$151,310        | \$153,000        | \$122,429        |
| 01                                  | 5-130-1000.002 | Part Time Salary          | \$14,300         | \$16,235         | \$20,000         | \$16,724         |
| 01                                  | 5-130-1000.004 | On Call                   | \$750            | \$875            | \$900            | \$909            |
| 01                                  | 5-130-1000.005 | Fulltime Overtime         | \$460            | \$0              | \$0              | \$0              |
| <b>Total Salaries Expense</b>       |                |                           | <b>\$169,700</b> | <b>\$168,420</b> | <b>\$173,900</b> | <b>\$140,062</b> |
| 01                                  | 5-130-1005.001 | Health Premium-Employee   | \$26,400         | \$34,590         | \$34,590         | \$23,688         |
| 01                                  | 5-130-1005.003 | Dental Premium-Employee   | \$1,500          | \$1,500          | \$1,325          | \$1,500          |
| <b>Total Insurance Expense</b>      |                |                           | <b>\$27,900</b>  | <b>\$36,090</b>  | <b>\$35,915</b>  | <b>\$25,188</b>  |
| 01                                  | 5-130-1010.001 | Life Insurance            | \$300            | \$265            | \$290            | \$265            |
| <b>Total Life Insurance Expense</b> |                |                           | <b>\$300</b>     | <b>\$265</b>     | <b>\$290</b>     | <b>\$265</b>     |
| 01                                  | 5-130-1015.001 | Lagers-General            | \$19,760         | \$19,785         | \$20,020         | \$16,405         |
| 01                                  | 5-130-1015.004 | Deferred Comp-Employer    | \$2,100          | \$3,250          | \$2,000          | \$1,950          |
| <b>Total Retirement Expense</b>     |                |                           | <b>\$21,860</b>  | <b>\$23,035</b>  | <b>\$22,020</b>  | <b>\$18,355</b>  |
| 01                                  | 5-130-1020.001 | FICA-Employer             | \$11,840         | \$10,445         | \$10,790         | \$8,685          |
| 01                                  | 5-130-1020.002 | Medicare-Employer         | \$2,770          | \$2,445          | \$2,525          | \$2,035          |
| 01                                  | 5-130-1020.003 | Unemployment Compensation | \$1,910          | \$1,685          | \$1,750          | \$1,405          |
| 01                                  | 5-130-1020.004 | Workmans Compensation     | \$8,789          | \$5,474          | \$5,475          | \$5,474          |

| General Fund-Civic Center Expenses |   |                                      | FY17             | FY18             | FY18             | FY19             |
|------------------------------------|---|--------------------------------------|------------------|------------------|------------------|------------------|
| Fund                               | Account   | Account Name                         | Budget           | Budget           | Estimated Ending | Proposed         |
|                                    | <b>Total Payroll Taxes Expense</b>                |                                      | <b>\$25,309</b>  | <b>\$20,049</b>  | <b>\$20,540</b>  | <b>\$17,599</b>  |
| 01                                 | 5-130-1025.001                                    | Employee-Uniforms                    | \$600            | \$800            | \$500            | \$500            |
| 01                                 | 5-130-1025.002                                    | Employee-Dues/License/Membership     | \$100            | \$100            | \$0              | \$0              |
| 01                                 | 5-130-1025.005                                    | Employee-Training                    | \$100            | \$100            | \$0              | \$100            |
|                                    | <b>Total Employee Expense</b>                     |                                      | <b>\$800</b>     | <b>\$1,000</b>   | <b>\$500</b>     | <b>\$600</b>     |
|                                    | <b>Total Personnel Expense</b>                    |                                      | <b>\$245,869</b> | <b>\$248,859</b> | <b>\$253,165</b> | <b>\$202,070</b> |
| 01                                 | 5-130-2015.000                                    | Capital Exp-Furniture and Fixtures   | \$0              | \$0              | \$0              | \$4,000          |
| 01                                 | 5-130-2020.000                                    | Capital Exp-Machinery and Equipment  | \$10,506         | \$3,246          | \$3,200          | \$8,052          |
| 01                                 | 5-130-2025.000                                    | Capital Exp-Vehicles                 | \$24,235         | \$0              | \$0              | \$0              |
|                                    | <b>Total Capital Expense</b>                      |                                      | <b>\$34,741</b>  | <b>\$3,246</b>   | <b>\$3,200</b>   | <b>\$12,052</b>  |
| 01                                 | 5-130-5000.001                                    | Utilities-Electric                   | \$103,490        | \$100,000        | \$101,000        | \$90,000         |
| 01                                 | 5-130-5000.002                                    | Utilities-Water                      | \$2,000          | \$1,500          | \$1,500          | \$1,500          |
| 01                                 | 5-130-5000.003                                    | Utilities-Sewer                      | \$1,765          | \$1,700          | \$1,800          | \$1,800          |
| 01                                 | 5-130-5005.002                                    | Utilities-Natural Gas                | \$45,200         | \$60,000         | \$45,000         | \$55,000         |
| 01                                 | 5-130-5010.001                                    | Utilities-Landline and Fiber         | \$2,025          | \$2,100          | \$2,000          | \$2,000          |
| 01                                 | 5-130-5015.001                                    | Utilities-Cell Phones                | \$2,500          | \$2,000          | \$1,400          | \$1,500          |
| 01                                 | 5-130-5025.001                                    | Utilities-Solid Waste                | \$1,700          | \$1,900          | \$1,500          | \$1,600          |
|                                    | <b>Total Utilities Expense</b>                    |                                      | <b>\$158,680</b> | <b>\$169,200</b> | <b>\$154,200</b> | <b>\$153,400</b> |
| 01                                 | 5-130-6000.001                                    | Prof Services-Legal                  | \$100            | \$100            | \$0              | \$0              |
| 01                                 | 5-130-6000.007                                    | Prof Services-Toxicology Testing     | \$200            | \$150            | \$62             | \$100            |
| 01                                 | 5-130-6000.008                                    | Prof Services-MSHP Background Checks | \$50             | \$50             | \$26             | \$26             |
| 01                                 | 5-130-6000.011                                    | Prof Services-Dues and License       | \$1,310          | \$1,100          | \$1,000          | \$1,000          |
| 01                                 | 5-130-6000.014                                    | Prof Services-Events and Functions   | \$4,000          | \$3,500          | \$1,800          | \$1,800          |
| 01                                 | 5-130-6000.015                                    | Prof Services-Service Contracts      | \$11,650         | \$12,000         | \$13,000         | \$13,000         |
| 01                                 | 5-130-6000.019                                    | Prof Services - CC Fees              | \$525            | \$0              | \$200            | \$350            |
|                                    | <b>Total General Professional Service Expense</b> |                                      | <b>\$17,835</b>  | <b>\$16,900</b>  | <b>\$16,088</b>  | <b>\$16,276</b>  |
| 01                                 | 5-130-6005.001                                    | Insurance-Vehicle                    | \$1,436          | \$1,480          | \$1,262          | \$1,290          |
| 01                                 | 5-130-6005.002                                    | Insurance-Equipment                  | \$1,394          | \$1,250          | \$1,243          | \$1,270          |
| 01                                 | 5-130-6005.003                                    | Insurance-Building & Property        | \$14,116         | \$13,630         | \$14,076         | \$14,360         |

| General Fund-Civic Center Expenses |   |  | FY17            | FY18            | FY18             | FY19            |
|------------------------------------|---|--|-----------------|-----------------|------------------|-----------------|
| Fund                               | Account   | Account Name                                 | Budget          | Budget          | Estimated Ending | Proposed        |
|                                    | <b><i>Total Insurance Expense</i></b>                   |  | <b>\$16,946</b> | <b>\$16,360</b> | <b>\$16,581</b>  | <b>\$16,920</b> |
| 01                                 | 5-130-6010.003  | Advertising-Print                            | \$395           | \$500           | \$450            | \$475           |
| 01                                 | 5-130-6010.006  | Advertising-Radio                            | \$365           | \$500           | \$400            | \$475           |
|                                    | <b><i>Total Advertising Expense</i></b>                 |  | <b>\$760</b>    | <b>\$1,000</b>  | <b>\$850</b>     | <b>\$950</b>    |
| 01                                 | 5-130-6020.000  | Software-Annual Renewal/Maintenance          | \$0             | \$1,585         | \$2,100          | \$4,500         |
| 01                                 | 5-130-6020.001  | Software-Purchase                            | \$0             | \$2,316         | \$1,000          | \$0             |
| 01                                 | 5-130-6020.002  | Software-Upgrade                             | \$1,034         | \$0             | \$0              | \$0             |
| 01                                 | 5-130-6020.003  | Software-Agreement                           | \$0             | \$2,725         | \$2,500          | \$0             |
|                                    | <b><i>Total Software Expense</i></b>                    |  | <b>\$1,034</b>  | <b>\$6,626</b>  | <b>\$5,600</b>   | <b>\$4,500</b>  |
|                                    | <b><i>Total Professional Service Expense</i></b>        |  | <b>\$36,575</b> | <b>\$40,886</b> | <b>\$39,119</b>  | <b>\$38,646</b> |
| 01                                 | 5-130-7000.001  | Supplies-Operational                         | \$1,500         | \$2,000         | \$1,500          | \$1,500         |
| 01                                 | 5-130-7000.003  | Supplies-Desk Accessories-Small Office Equip | \$1,000         | \$1,200         | \$350            | \$350           |
| 01                                 | 5-130-7000.004  | Supplies-Small Tools                         | \$350           | \$350           | \$300            | \$300           |
| 01                                 | 5-130-7005.001  | Supplies-Printing                            | \$100           | \$100           | \$100            | \$100           |
| 01                                 | 5-130-7005.002  | Supplies-Mailing                             | \$100           | \$100           | \$50             | \$50            |
| 01                                 | 5-130-7005.003  | Supplies-Postage                             | \$200           | \$100           | \$50             | \$50            |
| 01                                 | 5-130-7005.004  | Supplies-Paper                               | \$1,600         | \$1,600         | \$1,000          | \$1,000         |
| 01                                 | 5-130-7010.001  | Supplies-Janitorial                          | \$2,750         | \$2,600         | \$1,000          | \$1,500         |
| 01                                 | 5-130-7010.002  | Supplies-Cleaning and Sanitation             | \$7,365         | \$6,250         | \$6,500          | \$7,000         |
| 01                                 | 5-130-7010.004  | Supplies-Chemicals                           | \$6,500         | \$6,500         | \$6,500          | \$6,500         |
|                                    | <b><i>Total General Office Supplies Expense</i></b>     |  | <b>\$21,465</b> | <b>\$20,800</b> | <b>\$17,350</b>  | <b>\$18,350</b> |
| 01                                 | 5-130-7015.003  | Supplies-First Aid                           | \$100           | \$100           | \$50             | \$50            |
| 01                                 | 5-130-7015.004  | Supplies-Safety                              | \$100           | \$100           | \$50             | \$50            |
|                                    | <b><i>Total Medical and Safety Supplies Expense</i></b> |  | <b>\$200</b>    | <b>\$200</b>    | <b>\$100</b>     | <b>\$100</b>    |
|                                    | <b><i>Total Supplies Expenses</i></b>                   |  | <b>\$21,665</b> | <b>\$21,000</b> | <b>\$17,450</b>  | <b>\$18,450</b> |
| 01                                 | 5-130-7500.002  | Materials-Rock                               | \$875           | \$1,000         | \$750            | \$1,000         |
| 01                                 | 5-130-7500.003  | Materials-Concrete                           | \$1,595         | \$0             | \$250            | \$500           |
| 01                                 | 5-130-7500.004  | Materials-Landscaping                        | \$2,000         | \$2,000         | \$1,750          | \$1,500         |
| 01                                 | 5-130-7505.002  | Materials-Pipe-PVC                           | \$200           | \$100           | \$50             | \$50            |

| General Fund-Civic Center Expenses |   |                                      | FY17             | FY18             | FY18             | FY19             |
|------------------------------------|---|--------------------------------------|------------------|------------------|------------------|------------------|
| Fund                               | Account   | Account Name                         | Budget           | Budget           | Estimated Ending | Proposed         |
| 01                                 | 5-130-7510.001  | Materials-Paint                      | \$1,000          | \$500            | \$200            | \$250            |
| 01                                 | 5-130-7510.006  | Materials-Wire                       | \$200            | \$100            | \$0              | \$100            |
| 01                                 | 5-130-7510.007  | Materials-Lumber                     | \$135            | \$100            | \$0              | \$50             |
| 01                                 | 5-130-7525.001  | Materials-Infrastructure Maintenance | \$4,870          | \$3,000          | \$6,000          | \$4,500          |
|                                    | <b><i>Total Material Expense</i></b>                      |                                      | <b>\$10,875</b>  | <b>\$6,800</b>   | <b>\$9,000</b>   | <b>\$7,950</b>   |
| 01                                 | 5-130-8000.002  | Tools- Maintenance                   | \$200            | \$200            | \$100            | \$100            |
|                                    | <b><i>Total Tools and Portable Equipment Expense</i></b>  |                                      | <b>\$200</b>     | <b>\$200</b>     | <b>\$100</b>     | <b>\$100</b>     |
| 01                                 | 5-130-8300.001  | Equipment-Repair                     | \$4,605          | \$5,000          | \$8,000          | \$8,000          |
| 01                                 | 5-130-8300.002  | Equipment-Maintenance                | \$4,055          | \$4,000          | \$2,500          | \$2,500          |
| 01                                 | 5-130-8300.003  | Equipment-Supplies                   | \$1,750          | \$1,000          | \$500            | \$500            |
| 01                                 | 5-130-8300.005  | Equipment-Fuel                       | \$2,000          | \$1,200          | \$500            | \$500            |
|                                    | <b><i>Total Machinery and Equipment Expense</i></b>       |                                      | <b>\$12,410</b>  | <b>\$11,200</b>  | <b>\$11,500</b>  | <b>\$11,500</b>  |
| 01                                 | 5-130-8600.001  | Vehicle-Repair                       | \$500            | \$500            | \$50             | \$200            |
| 01                                 | 5-130-8600.002  | Vehicle-Maintenance                  | \$350            | \$350            | \$50             | \$350            |
| 01                                 | 5-130-8600.005  | Vehicle-Fuel                         | \$3,500          | \$2,500          | \$1,800          | \$1,500          |
|                                    | <b><i>Total Vehicle Expense</i></b>                       |                                      | <b>\$4,350</b>   | <b>\$3,350</b>   | <b>\$1,900</b>   | <b>\$2,050</b>   |
|                                    | <b><i>Total Tools, Machinery, and Vehicle Expense</i></b> |                                      | <b>\$16,960</b>  | <b>\$14,750</b>  | <b>\$13,500</b>  | <b>\$13,650</b>  |
|                                    | <b><i>Total Civic Center Expense</i></b>                  |                                      | <b>\$525,365</b> | <b>\$504,741</b> | <b>\$489,634</b> | <b>\$446,217</b> |

## Community Buildings

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

Fiscal Year 2017-2018

Accomplishments:

Construction of a new agricultural arena began.

Fiscal Year 2019 Goals:

- I. **Goal:** Increase the number of events at Mills, Ag Barn, and Wallace buildings to create more revenue.

**Strategy:** Keep fees affordable for community usage of buildings.

**Budgetary Factor:** Availability of funds.

- II. **Goal:** Stay within budget.

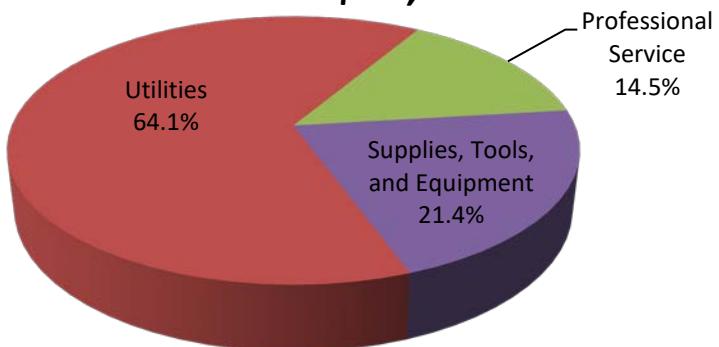
**Strategy:** Staff changeovers to minimal number of personnel requires.

**Budgetary Factor:** None.

Performance Measurements:

### Community Buildings Expense by Category

**\$39,100**



| Mills Center – Usage Days        |      |      |      |      |                |
|----------------------------------|------|------|------|------|----------------|
| 2013                             | 2014 | 2015 | 2016 | 2017 | Estimated 2018 |
| 129                              | 139  | 190  | 145  | 134  | 130            |
| Wallace Center – Usage Days      |      |      |      |      |                |
| 2013                             | 2014 | 2015 | 2016 | 2017 | Estimated 2018 |
| 121                              | 140  | 121  | 125  | 140  | 142            |
| Ag Barn/Fairgrounds – Usage Days |      |      |      |      |                |
| 2013                             | 2014 | 2015 | 2016 | 2017 | Estimated 2018 |
| 50                               | 54   | 52   | 51   | 54   | 54             |

Previous Years' Goals:

- I. Increase the number of events at Mills, Ag Barn, and Wallace buildings to create more revenue.  
Status: Completed; there has been an increase in rentals during the year.
- II. Make buildings attractive for increased customer satisfaction  
Status: On-going; changed out lights at Mills to LED, installed different flooring products at Milles, patched walls at Wallace.

| General Fund-Community Buildings          |                |                             | FY17            | FY18            | FY18             | FY19            |
|---|----------------|-----------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                                      | Account        | Account Name                | Budget          | Budget          | Estimated Ending | Proposed        |
| 01  | 4-135-3005.001 | Rental-Buildings            | \$25,000        | \$28,000        | \$28,000         | \$33,000        |
| 01  | 4-135-3005.002 | Rental-Contract Concessions | \$0             | \$0             | \$0              | \$500           |
| <b>Total Community Buildings Revenues</b> |                |                             | <b>\$25,000</b> | <b>\$28,000</b> | <b>\$28,000</b>  | <b>\$33,500</b> |

| General Fund-Community Buildings Expenses |  |                                      | FY17            | FY18            | FY18             | FY19            |
|---|--|--------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                                      | Account  | Account Name                         | Budget          | Budget          | Estimated Ending | Proposed        |
| 01  | 5-135-2010.000                                     | Capital Exp-Building and Improvement | \$5,000         | \$10,000        | \$0              | \$0             |
|   | <b>Total Capital Expense</b>                       |                                      | <b>\$5,000</b>  | <b>\$10,000</b> | <b>\$0</b>       | <b>\$0</b>      |
| 01  | 5-135-5000.001                                     | Utilities-Electric                   | \$8,000         | \$6,000         | \$14,000         | \$20,000        |
| 01  | 5-135-5000.002                                     | Utilities-Water                      | \$260           | \$250           | \$350            | \$600           |
| 01  | 5-135-5000.003                                     | Utilities-Sewer                      | \$250           | \$100           | \$350            | \$400           |
| 01  | 5-135-5005.001                                     | Utilities-Propane                    | \$0             | \$0             | \$0              | \$0             |
| 01  | 5-135-5005.002                                     | Utilities-Natural Gas                | \$3,105         | \$400           | \$2,000          | \$2,000         |
| 01  | 5-135-5020.002                                     | Utilities-Internet Mobile            | \$0             | \$0             | \$0              | \$480           |
| 01  | 5-135-5025.001                                     | Utilities-Solid Waste                | \$1,405         | \$1,400         | \$1,600          | \$1,600         |
|   | <b>Total Utilities Expense</b>                     |                                      | <b>\$13,020</b> | <b>\$8,150</b>  | <b>\$18,300</b>  | <b>\$25,080</b> |
| 01  | 5-135-6000.002                                     | Prof Services-Engineering            | \$0             | \$0             | \$0              | \$0             |
| 01  | 5-135-6000.015                                     | Prof Services-Service Contracts      | \$1,830         | \$2,000         | \$1,500          | \$2,000         |
| 01  | 5-135-6000.019                                     | Prof Services-CC Fees                | \$100           | \$75            | \$75             | \$100           |
|   | <b>Total General Professional Services Expense</b> |                                      | <b>\$1,930</b>  | <b>\$2,075</b>  | <b>\$1,575</b>   | <b>\$2,100</b>  |
| 01  | 5-135-6005.003                                     | Insurance-Building & Property        | \$1,528         | \$1,495         | \$1,535          | \$3,570         |
|   | <b>Total Insurance Expense</b>                     |                                      | <b>\$1,528</b>  | <b>\$1,495</b>  | <b>\$1,535</b>   | <b>\$3,570</b>  |
| 01  | 5-135-7000.001                                     | Supplies-Operational                 | \$35            | \$300           | \$325            | \$600           |
| 01  | 5-135-7010.001                                     | Supplies-Janitorial                  | \$500           | \$500           | \$350            | \$600           |
| 01  | 5-135-7010.002                                     | Supplies-Cleaning and Sanitation     | \$1,600         | \$1,100         | \$2,000          | \$3,000         |
|   | <b>Total General Office Supplies Expense</b>       |                                      | <b>\$2,135</b>  | <b>\$1,900</b>  | <b>\$2,675</b>   | <b>\$4,200</b>  |
| 01  | 5-135-7500.004                                     | Materials-Landscaping                | \$0             | \$100           | \$100            | \$250           |

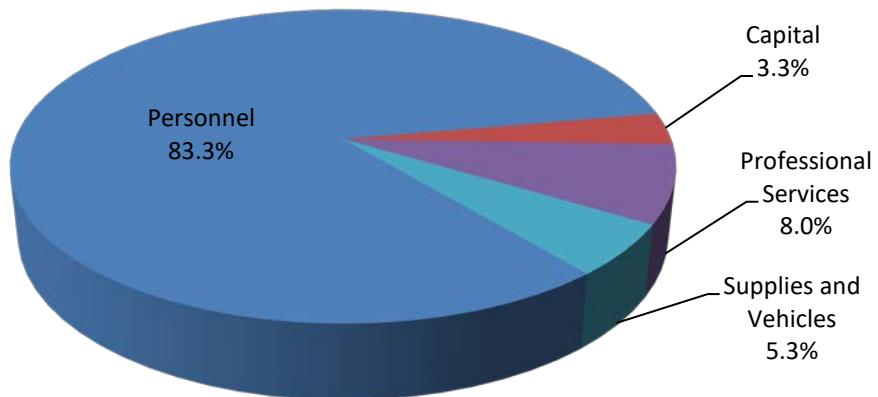
| General Fund-Community Buildings Expenses |  |                           | FY17            | FY18            | FY18             | FY19            |
|---|--|---------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                                      | Account  | Account Name              | Budget          | Budget          | Estimated Ending | Proposed        |
| 01  | 5-135-7510.001   | Materials-Paint           | \$650           | \$0             | \$600            | \$250           |
| 01  | 5-135-7510.005   | Materials-Fixtures        | \$800           | \$1,000         | \$250            | \$500           |
| 01  | 5-135-7525.001   | Materials- Infrastructure | \$1,000         | \$1,000         | \$1,500          | \$2,000         |
|   | <b><i>Total Materials Expense</i></b>                    |                           | <b>\$2,450</b>  | <b>\$2,100</b>  | <b>\$2,450</b>   | <b>\$3,000</b>  |
| 01  | 5-135-8000.003   | Tools-Supplies            | \$100           | \$100           | \$100            | \$100           |
|   | <b><i>Total Tools and Portable Equipment Expense</i></b> |                           | <b>\$100</b>    | <b>\$100</b>    | <b>\$100</b>     | <b>\$100</b>    |
| 01  | 5-135-8300.001   | Equipment-Repair          | \$355           | \$750           | \$250            | \$750           |
| 01  | 5-135-8300.002   | Equipment-Maint           | \$250           | \$200           | \$100            | \$300           |
|   | <b><i>Total Equipment Expense</i></b>                    |                           | <b>\$605</b>    | <b>\$950</b>    | <b>\$350</b>     | <b>\$1,050</b>  |
|   | <b><i>Total Community Buildings Expense</i></b>          |                           | <b>\$26,768</b> | <b>\$26,770</b> | <b>\$26,985</b>  | <b>\$39,100</b> |

## Mayor and Council

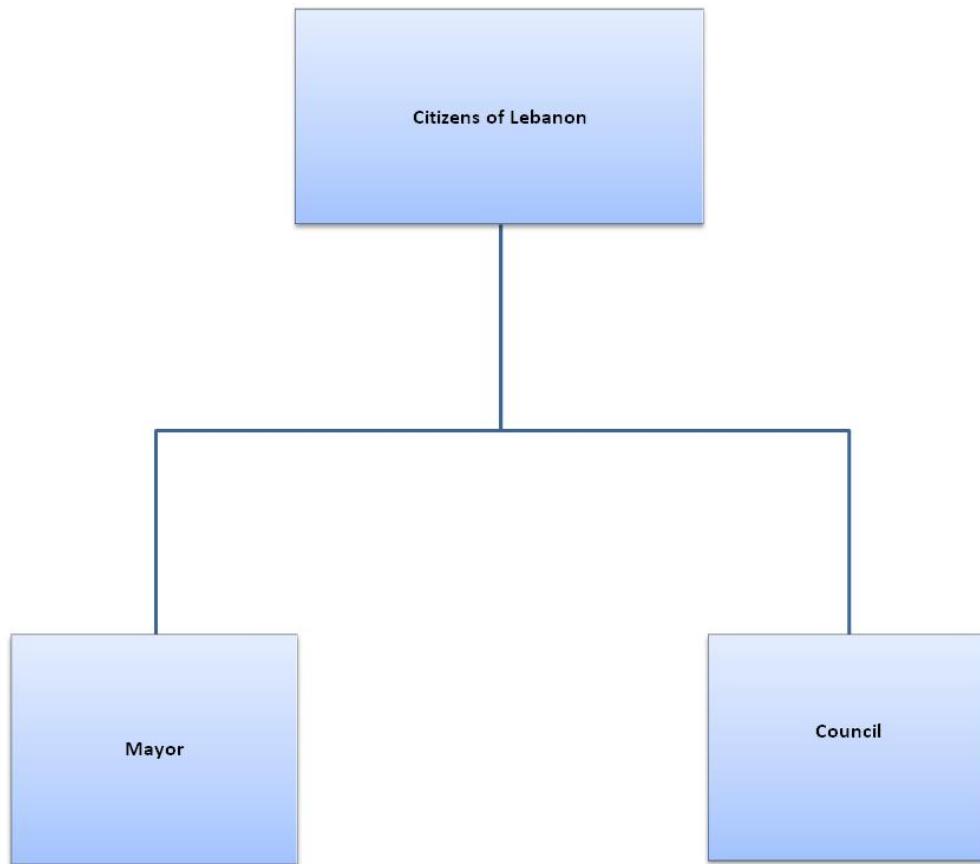
The Mayor and eight Councilmember's are elected at large with the Mayor serving a term of four and Council two years. The duties and responsibilities of the Mayor and Council are outlined in City Ordinances.

### Mayor Expense by Category

**\$45,987**



### Mayor and Council Organizational Chart



| General Fund-Mayor & Council Expenses |   |                                     | FY17            | FY18            | FY18             | FY19            |
|---------------------------------------|---|-------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                                  | Account   | Account Name                        | Budget          | Budget          | Estimated Ending | Proposed        |
| 01                                    | 5-140-1000.002                                    | Part Time Salary                    | \$22,200        | \$24,500        | \$22,800         | \$24,500        |
|                                       | <b>Total Salaries Expense</b>                     |                                     | <b>\$22,200</b> | <b>\$24,500</b> | <b>\$22,800</b>  | <b>\$24,500</b> |
| 01                                    | 5-140-1020.001                                    | FICA-Employer                       | \$1,520         | \$1,520         | \$1,450          | \$1,520         |
| 01                                    | 5-140-1020.002                                    | Medicare-Employer                   | \$360           | \$360           | \$335            | \$360           |
| 01                                    | 5-140-1020.003                                    | Unemployment Compensation           | \$250           | \$250           | \$235            | \$245           |
|                                       | <b>Total Payroll Taxes Expense</b>                |                                     | <b>\$2,130</b>  | <b>\$2,130</b>  | <b>\$2,020</b>   | <b>\$2,125</b>  |
| 01                                    | 5-140-1025.001                                    | Employee-Uniforms                   | \$100           | \$100           | \$50             | \$100           |
| 01                                    | 5-140-1025.002                                    | Employee-Dues/License/Membership    | \$210           | \$210           | \$0              | \$210           |
| 01                                    | 5-140-1025.003                                    | Employee-Books                      | \$0             | \$0             | \$0              | \$0             |
| 01                                    | 5-140-1025.004                                    | Employee-Travel/Hotel               | \$2,375         | \$2,500         | \$3,500          | \$3,500         |
| 01                                    | 5-140-1025.005                                    | Employee-Training                   | \$11,200        | \$6,500         | \$6,500          | \$7,500         |
| 01                                    | 5-140-1025.007                                    | Employee-Bonds                      | \$175           | \$175           | \$385            | \$385           |
|                                       | <b>Total Employee Expense</b>                     |                                     | <b>\$14,060</b> | <b>\$9,485</b>  | <b>\$10,435</b>  | <b>\$11,695</b> |
|                                       | <b>Total Personnel Expense</b>                    |                                     | <b>\$38,390</b> | <b>\$36,115</b> | <b>\$35,255</b>  | <b>\$38,320</b> |
| 01                                    | 5-105-2020.000                                    | Capital Exp-Machinery and Equipment | \$1,033         | \$1,084         | \$1,085          | \$1,517         |
|                                       | <b>Total Capital Expense</b>                      |                                     | <b>\$1,033</b>  | <b>\$1,084</b>  | <b>\$1,085</b>   | <b>\$1,517</b>  |
| 01                                    | 5-140-5015.001                                    | Utilities-Cell Phones               | \$50            | \$0             | \$0              | \$0             |
|                                       | <b>Total Utilities Expense</b>                    |                                     | <b>\$50</b>     | <b>\$0</b>      | <b>\$0</b>       | <b>\$0</b>      |
| 01                                    | 5-140-6000.014                                    | Prof Services-Events and Functions  | \$535           | \$3,500         | \$1,000          | \$3,500         |
| 01                                    | 5-140-6000.015                                    | Prof Services-Service               | \$0             | \$0             | \$0              | \$0             |
| 01                                    | 5-140-6010.006                                    | Advertising-Radio                   | \$100           | \$200           | \$100            | \$200           |
|                                       | <b>Total General Professional Service Expense</b> |                                     | <b>\$635</b>    | <b>\$3,700</b>  | <b>\$1,100</b>   | <b>\$3,700</b>  |
| 01                                    | 5-110-6020.000                                    | Software-Annual Renewal/Maintenance | \$0             | \$0             | \$221            | \$0             |
| 01                                    | 5-110-6020.001                                    | Software - Purchase                 | \$10            | \$580           | \$580            | \$0             |
| 01                                    | 5-110-6020.002                                    | Software - Upgrade                  | \$0             | \$0             | \$0              | \$0             |
| 01                                    | 5-110-6020.003                                    | Software-Agreement                  | \$0             | \$0             | \$0              | \$0             |
|                                       | <b>Total Software Expense</b>                     |                                     | <b>\$10</b>     | <b>\$580</b>    | <b>\$801</b>     | <b>\$0</b>      |
|                                       | <b>Total Professional Service Expense</b>         |                                     | <b>\$645</b>    | <b>\$4,280</b>  | <b>\$1,901</b>   | <b>\$3,700</b>  |
| 01                                    | 5-140-7000.001                                    | Supplies-Operational                | \$250           | \$250           | \$100            | \$250           |
| 01                                    | 5-140-7005.006                                    | Supplies-Promo-Education            | \$1,070         | \$2,000         | \$1,000          | \$2,000         |
|                                       | <b>Total General Office Supplies Expense</b>      |                                     | <b>\$1,320</b>  | <b>\$2,250</b>  | <b>\$1,100</b>   | <b>\$2,250</b>  |
| 01                                    | 5-140-8600.001                                    | Vehicle-Repair                      | \$200           | \$150           | \$0              | \$150           |
| 01                                    | 5-140-8600.005                                    | Vehicle-Fuel                        | \$20            | \$50            | \$0              | \$50            |
|                                       | <b>Total Vehicle Expenses</b>                     |                                     | <b>\$220</b>    | <b>\$200</b>    | <b>\$0</b>       | <b>\$200</b>    |
|                                       | <b>Total Mayor &amp; Council Expense</b>          |                                     | <b>\$41,658</b> | <b>\$43,929</b> | <b>\$39,341</b>  | <b>\$45,987</b> |

## City Administration

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

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

### Fiscal Year 2017-2018 Accomplishments:

Current City Administration helped stabilize the organization during a time of tremendous upheaval and conflict between the previous Mayor and City Administrator and City Council by helping guide the process of selecting a new Mayor, working with City Council to adopt an ordinance clarifying the duties of the Mayor, City Administrator, and City Council, and establishing a framework for Council operations and behavior

### Fiscal Year 2019 Goals:

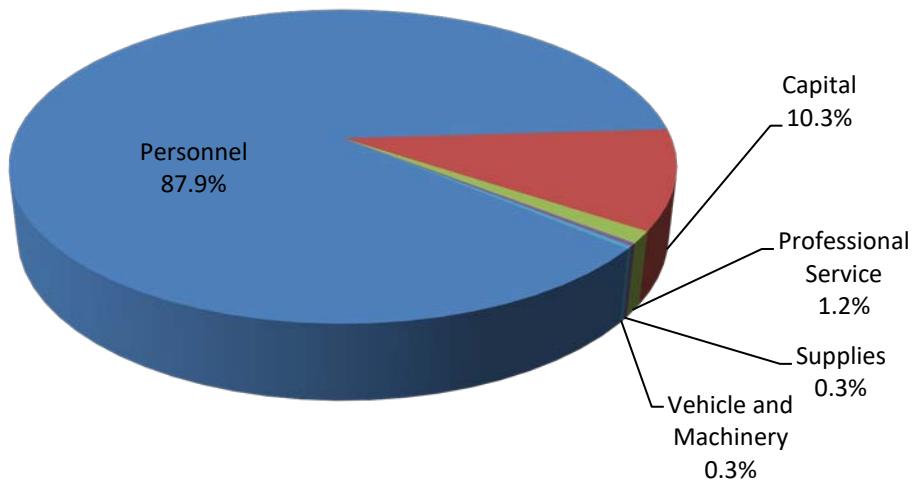
- I. **Goal:** Create and maintain a highly qualified, professional, diverse, and responsive workforce that accurately reflects the labor force in the City of Lebanon and supports the City's mission, vision, and values.

#### Strategy:

- Provide employees with a work environment where teamwork is paramount, ideas are rewarded, creativity and risk-taking are encouraged, and successes are celebrated.
- Encourage managers to be mentors and leadership role models to their staff.
- Promote professional growth and development opportunities through an improved employee recruitment, selection, retention, and training process.

## City Administration Expense by Category

**\$507,958**



- Assess job performance based on meaningful standards and measures.
- Create an atmosphere of openness, trust, and support so employees can readily admit mistakes, assume responsibility, and apply resources to fix problems.
- Promote work life balance.

**Budgetary Factor:** None.

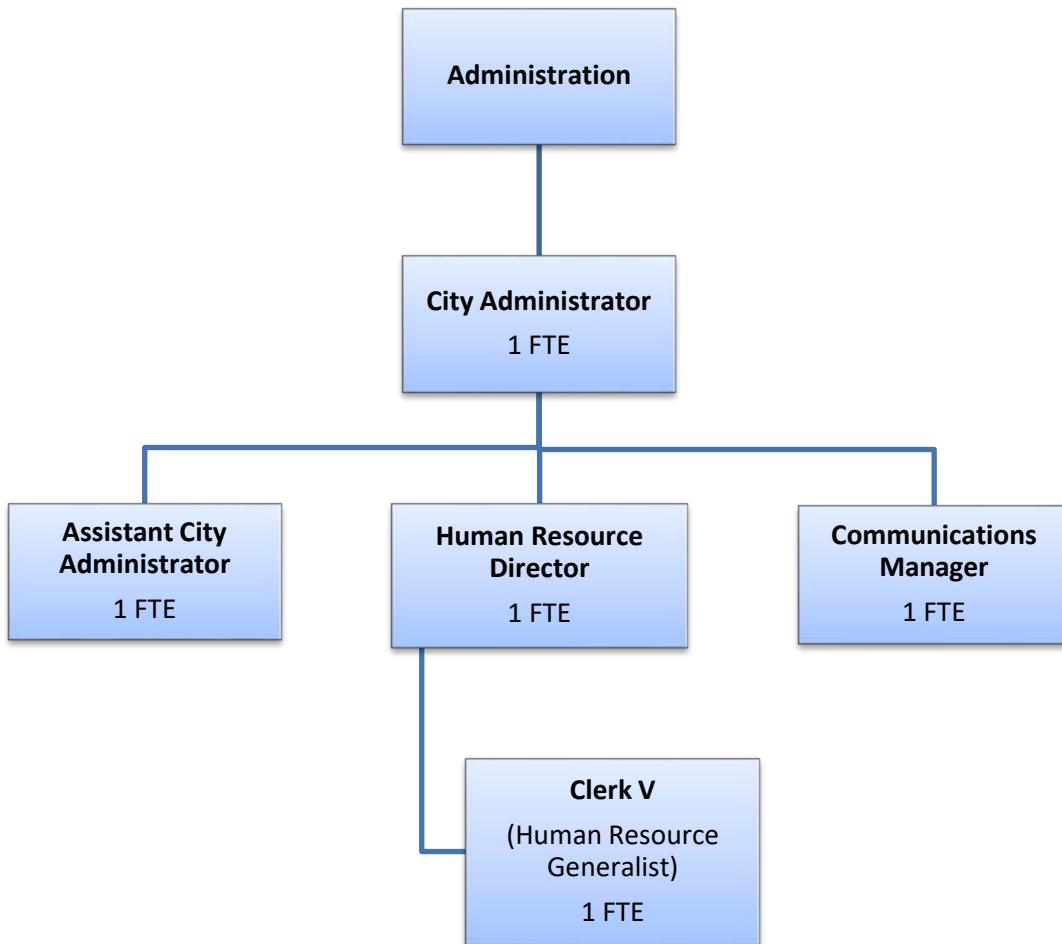
Performance Measurements:

| Calendar Year Performance Measures                                      | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|------|------|------|------|------|------|
| Number of New Hires Processed (includes FT.PT, Temporary, and Seasonal) | 32   | 38   | 57   | 80   | 78   | 12   |
| Number of Retirements Processed   | 5    | 6    | 5    | 4    | 8    | 1    |

Previous Years' Goals:

- I. Create and maintain a highly qualified, professional, diverse, and responsive workforce that accurately reflects the labor force in the City of Lebanon and supports the City's mission, vision, and values.  
Status: Ongoing. The adoption of the new Personnel Manual provided additional benefits, including short term disability and increased vacation accrual, that should prove to be useful in retaining and attracting new talent. The adoption of the employee Code of Ethics as part of the Manual now gives the City's workforce standards by which to adhere and be evaluated. FY18 saw the continuation of successfully administered performance evaluations, including one by City Council for the Acting City Administrator.

City Administration Organizational Chart



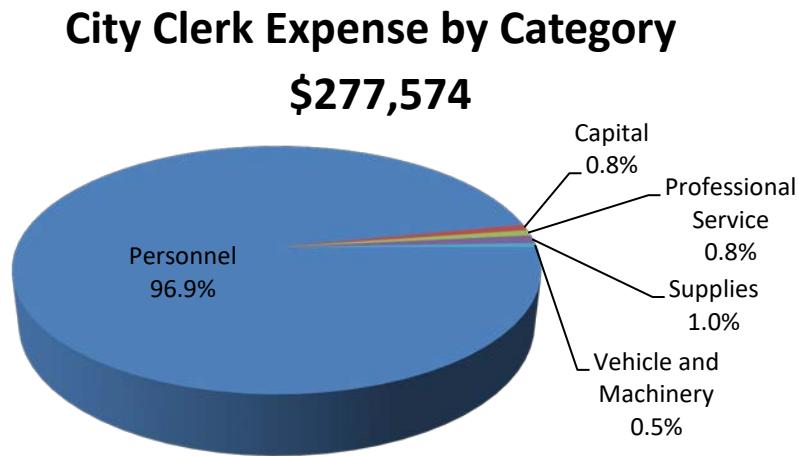
| General Fund-City Administration Expenses |                                     |                                    | FY17             | FY18             | FY18             | FY19             |
|---|-------------------------------------|------------------------------------|------------------|------------------|------------------|------------------|
| Fund                                      | Account                             | Account Name                       | Budget           | Budget           | Estimated Ending | Proposed         |
| 01  | 5-145-1000.001                      | Fulltime Salary                    | \$237,060        | \$291,990        | \$213,950        | \$299,451        |
| 01  | 5-145-1000.005                      | Fulltime Overtime                  | \$770            | \$0              | \$0              | \$580            |
| 01  | 5-145-1000.009                      | Employee - Allowance               | \$0              | \$0              | \$0              | \$4,800          |
|   | <b>Total Salaries Expense</b>       |                                    | <b>\$237,830</b> | <b>\$291,990</b> | <b>\$213,950</b> | <b>\$304,830</b> |
| 01  | 5-145-1005.001                      | Health Premium-Employee            | \$16,620         | \$22,910         | \$18,559         | \$31,194         |
| 01  | 5-145-1005.002                      | Health Premium-Family              | \$8,200          | \$11,765         | \$8,661          | \$10,494         |
| 01  | 5-145-1005.003                      | Dental Premium-Employee            | \$905            | \$900            | \$588            | \$900            |
| 01  | 5-145-1005.004                      | Dental Premium-Family              | \$600            | \$600            | \$541            | \$600            |
|   | <b>Total Insurance Expense</b>      |                                    | <b>\$26,325</b>  | <b>\$36,175</b>  | <b>\$28,349</b>  | <b>\$43,188</b>  |
| 01  | 5-145-1010.001                      | Life Insurance                     | \$240            | \$255            | \$173            | \$255            |
|   | <b>Total Life Insurance Expense</b> |                                    | <b>\$240</b>     | <b>\$255</b>     | <b>\$173</b>     | <b>\$255</b>     |
| 01  | 5-145-1015.001                      | Lagers-General                     | \$27,785         | \$37,959         | \$25,189         | \$39,904         |
| 01  | 5-145-1015.004                      | Deferred Comp-Employer             | \$2,700          | \$2,600          | \$1,950          | \$2,600          |
|   | <b>Total Retirement Expense</b>     |                                    | <b>\$30,485</b>  | <b>\$40,559</b>  | <b>\$27,139</b>  | <b>\$42,504</b>  |
| 01  | 5-145-1020.001                      | FICA-Employer                      | \$14,365         | \$18,105         | \$13,265         | \$18,900         |
| 01  | 5-145-1020.002                      | Medicare-Employer                  | \$3,360          | \$4,235          | \$3,102          | \$4,425          |
| 01  | 5-145-1020.003                      | Unemployment Compensation          | \$2,380          | \$2,920          | \$2,139.50       | \$3,050          |
| 01  | 5-145-1020.004                      | Workman's Compensation             | \$686            | \$326            | \$342            | \$438            |
|   | <b>Total Payroll Taxes Expenses</b> |                                    | <b>\$20,791</b>  | <b>\$25,586</b>  | <b>\$18,849</b>  | <b>\$26,813</b>  |
| 01  | 5-145-1025.001                      | Employee-Uniforms                  | \$0              | \$200            | \$200            | \$200            |
| 01  | 5-145-1025.002                      | Employee-Dues/License/Membership   | \$2,075          | \$2,000          | \$700            | \$2,500          |
| 01  | 5-145-1025.003                      | Employee-Books                     | \$0              | \$750            | \$0              | \$750            |
| 01  | 5-145-1025.004                      | Employee-Travel/Hotel              | \$4,115          | \$3,250          | \$4,200          | \$14,500         |
| 01  | 5-145-1025.005                      | Employee-Training                  | \$3,695          | \$3,500          | \$2,100          | \$5,000          |
| 01  | 5-145-1025.006                      | Employee-Recognition               | \$6,020          | \$4,000          | \$3,629          | \$6,000          |
| 01  | 5-145-1025.007                      | Employee-Bonds                     | \$175            | \$175            | \$175            | \$175            |
|   | <b>Total Employee Expense</b>       |                                    | <b>\$16,080</b>  | <b>\$13,875</b>  | <b>\$11,004</b>  | <b>\$29,125</b>  |
|   | <b>Total Personnel Expense</b>      |                                    | <b>\$331,751</b> | <b>\$408,440</b> | <b>\$299,464</b> | <b>\$446,716</b> |
| 01  | 5-145-2015.000                      | Capital Exp-Furniture and Fixtures | \$4,550          | \$0              | \$0              | \$5,000          |

| General Fund-City Administration Expenses |  |                                      | FY17            | FY18            | FY18             | FY19            |
|---|--|--------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                                      | Account                                      | Account Name                         | Budget          | Budget          | Estimated Ending | Proposed        |
| 01  | 5-145-2020.000                               | Capital Exp-Machinery and Equipment  | \$2,184         | \$4,842         | \$2,500          | \$7,086         |
| 01  | 5-145-2025.000                               | Capital-Vehicles                     | \$0             | \$0             | \$0              | \$40,000        |
| 01  | 5-145-2030.000                               | Capital Exp -Infrastructure          | \$4,700         | \$0             | \$0              | \$0             |
|   | <b>Total Capital Expense</b>                 |                                      | <b>\$11,434</b> | <b>\$4,842</b>  | <b>\$2,500</b>   | <b>\$52,086</b> |
| 01  | 5-145-6000.007                               | Prof Services-Toxicology Testing     | \$150           | \$150           | \$100            | \$150           |
| 01  | 5-145-6000.008                               | Prof Services-MSHP Background Checks | \$100           | \$100           | \$45             | \$100           |
| 01  | 5-145-6000.014                               | Prof Services-Events and Functions   | \$350           | \$1,750         | \$994            | \$1,750         |
|   | <b>Total General Professional Expense</b>    |                                      | <b>\$600</b>    | <b>\$2,000</b>  | <b>\$1,139</b>   | <b>\$2,000</b>  |
| 01  | 5-145-6010.002                               | Advertising-Employee Recruitment     | \$300           | \$20,000        | \$28,000         | \$300           |
|   | <b>Total Advertising Expense</b>             |                                      | <b>\$300</b>    | <b>\$20,000</b> | <b>\$28,000</b>  | <b>\$300</b>    |
| 01  | 5-145-6020.000                               | Software-Annual Renewal/Maintenance  | \$0             | \$2,620         | \$2,500          | \$3,906         |
| 01  | 5-145-6020.001                               | Software-Purchase                    | \$0             | \$2,895         | \$1,100          | \$0             |
| 01  | 5-145-6020.002                               | Software-Upgrade                     | \$0             | \$0             | \$0              | \$0             |
| 01  | 5-145-6020.003                               | Software-Agreement                   | \$0             | \$0             | \$0              | \$0             |
|   | <b>Total Software Expense</b>                |                                      | <b>\$0</b>      | <b>\$5,515</b>  | <b>\$3,600</b>   | <b>\$3,906</b>  |
|   | <b>Total Professional Service Expense</b>    |                                      | <b>\$900</b>    | <b>\$27,515</b> | <b>\$32,739</b>  | <b>\$6,206</b>  |
| 01  | 5-145-7000.001                               | Supplies-Operational                 | \$300           | \$600           | \$600            | \$600           |
| 01  | 5-145-7000.002                               | Supplies-Computer Accessories        | \$100           | \$100           | \$40             | \$100           |
| 01  | 5-145-7005.001                               | Supplies-Printing                    | \$0             | \$100           | \$0              | \$100           |
| 01  | 5-145-7005.002                               | Supplies-Mailing                     | \$100           | \$100           | \$279            | \$300           |
| 01  | 5-145-7005.003                               | Supplies-Postage                     | \$50            | \$250           | \$0              | \$50            |
| 01  | 5-145-7005.004                               | Supplies-Paper                       | \$50            | \$200           | \$60             | \$100           |
| 01  | 5-145-7005.005                               | Supplies-Forms                       | \$0             | \$0             | \$0              | \$0             |
| 01  | 5-145-7005.006                               | Supplies-Promo-Education             | \$50            | \$250           | \$100            | \$150           |
|   | <b>Total General Office Supplies Expense</b> |                                      | <b>\$650</b>    | <b>\$1,600</b>  | <b>\$1,079</b>   | <b>\$1,400</b>  |
| 01  | 5-145-7015.004                               | Supplies-Safety                      | \$0             | \$250           | \$0              | \$250           |
|   | <b>Total Supplies Expense</b>                |                                      | <b>\$650</b>    | <b>\$1,850</b>  | <b>\$1,079</b>   | <b>\$1,650</b>  |
| 01  | 5-145-8300.001                               | Equipment-Repair                     | \$0             | \$250           | \$125            | \$250           |
|   | <b>Total Machinery and Equipment Expense</b> |                                      | <b>\$0</b>      | <b>\$250</b>    | <b>\$125</b>     | <b>\$250</b>    |

| General Fund-City Administration Expenses                 |                |                     | FY17             | FY18             | FY18             | FY19             |
|---|----------------|---------------------|------------------|------------------|------------------|------------------|
| Fund  | Account        | Account Name        | Budget           | Budget           | Estimated Ending | Proposed         |
| 01  | 5-145-8600.001 | Vehicle-Repair      | \$0              | \$250            | \$0              | \$250            |
| 01  | 5-145-8600.002 | Vehicle-Maintenance | \$0              | \$250            | \$0              | \$250            |
| 01  | 5-145-8600.003 | Vehicle-Supplies    | \$0              | \$0              | \$0              | \$0              |
| 01  | 5-145-8600.005 | Vehicle-Fuel        | \$155            | \$550            | \$100            | \$550            |
| <b><i>Total Vehicle Expense</i></b>                       |                |                     | <b>\$155</b>     | <b>\$1,050</b>   | <b>\$100</b>     | <b>\$1,050</b>   |
| <b><i>Total Tools, Machinery, and Vehicle Expense</i></b> |                |                     | <b>\$155</b>     | <b>\$1,300</b>   | <b>\$225</b>     | <b>\$1,300</b>   |
| <b><i>Total City Administration Expense</i></b>           |                |                     | <b>\$344,890</b> | <b>\$443,947</b> | <b>\$336,007</b> | <b>\$507,958</b> |

## City Clerk

The City Clerk is an appointed officer of the City with duties described by RSMo 77.410, City Code of Ordinances Chapter 2 Section 2-97, and City Resolution # 328. The City Clerk serves at the pleasure of the City Council and is the Custodian of Records. As the Custodian of Records, the City Clerk maintains official records for the City, including minutes, ordinances, resolutions, contracts and other vital documents. The City Clerk is also the official election authority for the City and administers all oaths of office. The City Clerk oversees the issuance of various licenses, serves as clerical support to the City Council and various appointed boards/committees, and manages Utility Billing and Cash Collection operations.



### Fiscal Year 2017-2018 Accomplishments:

To provide utility customers more flexibility, a new Interactive Voice Response (IVR) System was successfully launched. Customers can now access their utility account balance and pay their bill over the phone 24 hours a day, 7 days a week by dialing a toll-free number and utilizing this automated system.

Future Pay and Auto Pay features were enabled on our Online Bill Pay website to provide additional online payment options. With these options, customers can schedule a payment for a date in the future, or they can set their payment to be automatically charged to their credit card on a designated date each month.

Liquor and Downtown Business District licenses were moved from a manual antiquated system to a more efficient automated system by installing and implementing Incode's Business License Module.

Checks for credit balances reflected on old inactive utility accounts were generated and issued to accountholders of record. Funds for checks that remain outstanding after 5 years will be turned over to the Secretary of State as unclaimed property.

### Fiscal Year 2019 Goals:

- I. **Goal:** Enhance the overall customer service experience.

**Strategy:** Continue to implement new and/or improved processes to create efficiencies, and offer continued professional development training to staff pertaining to management, customer service, difficult customer encounters, and effective communication, etc.

**Budgetary Factor:** It is our desire that any new or improved process would have a positive impact on the budget by decreasing operational costs. Each clerk is allotted \$500 per year for training opportunities.

II. **Goal:** Destroy records that have met retention in a timely manner, and better organize records that have not met retention or are required to keep permanently.

**Strategy:** Dispose of records on an annual basis, replace shelving for records storage, and update box labels to properly note disposition dates. Discontinue storing records with different disposition dates in the same storage box.

**Budgetary Factor:** The budget will be impacted by the cost of shredding services and the purchase of new or used shelving.

Performance Measurements:

| Calendar Year Performance Measures  |        |           |           |           |           |
|---|--------|-----------|-----------|-----------|-----------|
| Metrics   | 2013   | 2014      | 2015      | 2016      | 2017      |
| Number of Active Utility Accounts   | 7,647  | 7,627     | 7,628     | 7,674     | 7,745     |
| Number of Late Notices Issued   | 12,598 | 13,918    | 13,623    | 13,835    | 5,770     |
| Number of Utility Notifications (Texts and Voicemail Messages for Due Date Reminders, Late Notices, and Cutoff Notices) | *      | *         | *         | *         | 30,151    |
| Number of Utility Cutoffs   | 1,452  | 1,342     | 1,719     | 1,811     | 1,732     |
| Number of Utility Service Orders Generated  | 6,584  | 6,458     | 6,897     | 67,438    | 12,474    |
| Number of Online Bill Pay Enrollees   | *      | *         | 1,111     | 1,874     | 2,662     |
| Number of Active E-Billing Enrollees (Paperless Billing)  | *      | *         | 713       | 966       | 1,050     |
| Number of Utility Accounts Sent to Collection Agency  | **     | 1,841     | 549       | 459       | 603       |
| Total Dollars Sent to Collection Agency   | **     | \$446,237 | \$133,506 | \$110,610 | \$137,401 |
| Total Dollars Recouped by Collection Agency   | **     | \$29,631  | \$51,533  | \$13,623  | \$9,929   |

\* Service Not Available

\*\* Data Not Available

Previous Years' Goals:

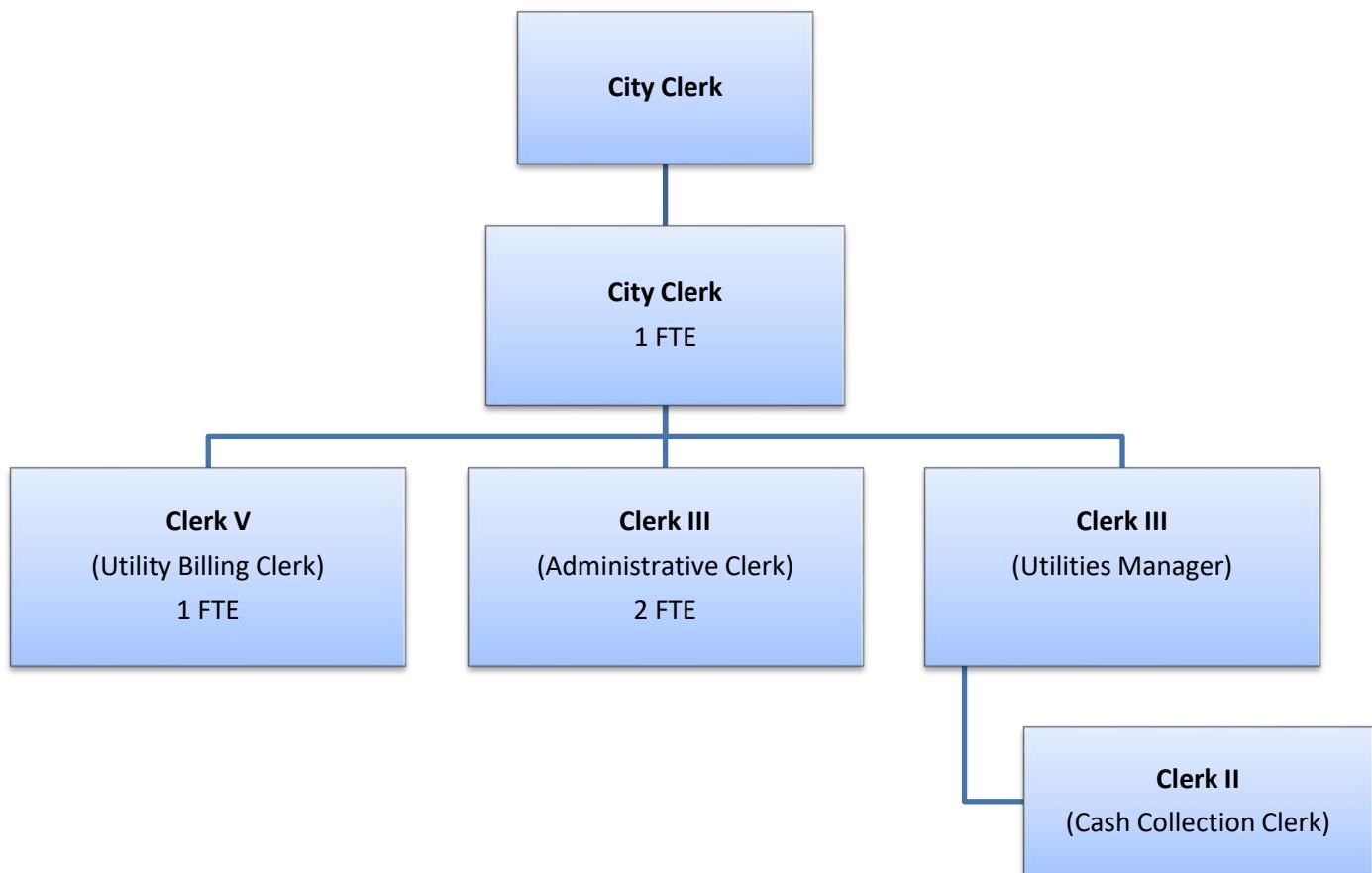
- I. Implement the general notification area of Tyler Notify to use as a tool to better communicate with our customers. General notifications can be used to notify customers of a main break, a power outage, street closing, etc. via phone or text.

**Status:** The general notification feature was successfully implemented, and customers are receiving communications about matters that are of general interest or are pertinent to them and the area they live in.

II. Enhance the overall customer service experience.

Status: This goal is ongoing. Staff continues to look for ways to enhance the customer's overall experience by attending training classes, interacting with other Incode users through Tyler Community, and implementing efficiencies learned from other users without having to recreate the wheel.

City Clerk Organizational Chart



| General Fund-City Clerk Expenses |                                     |                                     | FY17      | FY18             | FY18             | FY19             |
|----------------------------------|-------------------------------------|-------------------------------------|-----------|------------------|------------------|------------------|
| Fund                             | Account                             | Account Name                        | Budget    | Budget           | Estimated Ending | Proposed         |
| 01                               | 5-150-1000.001                      | Fulltime Salary                     | \$167,480 | \$167,320        | \$167,137        | \$174,580        |
| 01                               | 5-150-1000.002                      | Part Time Salary                    | \$0       | \$0              | \$8,930          | \$0              |
|                                  | <b>Total Salaries Expense</b>       |                                     |           | <b>\$167,480</b> | <b>\$167,320</b> | <b>\$176,067</b> |
| 01                               | 5-150-1005.001                      | Health Premium-Employee             | \$17,040  | \$23,690         | \$23,690         | \$23,688         |
| 01                               | 5-150-1005.002                      | Health Premium-Family               | \$7,600   | \$10,885         | \$10,885         | \$10,884         |
| 01                               | 5-150-1005.003                      | Dental Premium-Employee             | \$1,300   | \$1,300          | \$1,200          | \$1,250          |
| 01                               | 5-150-1005.004                      | Dental Premium-Family               | \$650     | \$600            | \$426            | \$600            |
|                                  | <b>Total Insurance Expense</b>      |                                     |           | <b>\$26,590</b>  | <b>\$36,475</b>  | <b>\$36,202</b>  |
| 01                               | 5-150-1010.001                      | Life Insurance                      | \$300     | \$255            | \$250            | \$255            |
|                                  | <b>Total Life Insurance Expense</b> |                                     |           | <b>\$300</b>     | <b>\$255</b>     | <b>\$250</b>     |
| 01                               | 5-150-1015.001                      | Lagers-General                      | \$20,100  | \$21,755         | \$22,027         | \$23,219         |
| 01                               | 5-150-1015.004                      | Deferred Comp-Employer              | \$2,600   | \$2,600          | \$1,950          | \$2,600          |
|                                  | <b>Total Retirement Expense</b>     |                                     |           | <b>\$22,700</b>  | <b>\$24,355</b>  | <b>\$23,977</b>  |
| 01                               | 5-150-1020.001                      | FICA-Employer                       | \$10,210  | \$10,375         | \$11,060         | \$10,825         |
| 01                               | 5-150-1020.002                      | Medicare-Employer                   | \$2,390   | \$2,430          | \$2,587          | \$2,535          |
| 01                               | 5-150-1020.003                      | Unemployment Compensation           | \$1,675   | \$1,675          | \$1,784          | \$1,750          |
| 01                               | 5-150-1020.004                      | Workman's Compensation              | \$1,980   | \$1,679          | \$1,760          | \$1,679          |
|                                  | <b>Total Payroll Taxes Expense</b>  |                                     |           | <b>\$16,255</b>  | <b>\$16,159</b>  | <b>\$17,191</b>  |
| 01                               | 5-150-1025.002                      | Employee-Dues/License/Membership    | \$210     | \$400            | \$350            | \$500            |
| 01                               | 5-150-1025.003                      | Employee-Books                      | \$200     | \$0              | \$0              | \$0              |
| 01                               | 5-150-1025.004                      | Employee-Travel/Hotel               | \$4,350   | \$5,000          | \$4,000          | \$5,500          |
| 01                               | 5-150-1025.005                      | Employee-Training                   | \$3,440   | \$5,000          | \$4,000          | \$5,500          |
| 01                               | 5-150-1025.006                      | Employee-Recognition                | \$200     | \$200            | \$0              | \$200            |
| 01                               | 5-150-1025.007                      | Employee-Bonds                      | \$175     | \$200            | \$200            | \$200            |
|                                  | <b>Total Employee Expense</b>       |                                     |           | <b>\$8,575</b>   | <b>\$10,800</b>  | <b>\$8,550</b>   |
|                                  | <b>Total Personnel Expense</b>      |                                     |           | <b>\$241,900</b> | <b>\$255,364</b> | <b>\$262,237</b> |
| 01                               | 5-150-2020.000                      | Capital Exp-Machinery and Equipment | \$4,567   | \$4,330          | \$4,330          | \$2,069          |
|                                  | <b>Total Capital Expense</b>        |                                     |           | <b>\$4,567</b>   | <b>\$4,330</b>   | <b>\$4,330</b>   |
| 01                               | 5-150-6000.007                      | Prof Services-Toxicology Testing    | \$200     | \$200            | \$150            | \$200            |

| General Fund-City Clerk Expenses |  |  | FY17           | FY18            | FY18             | FY19           |
|----------------------------------|--|--|----------------|-----------------|------------------|----------------|
| Fund                             | Account  | Account Name                                     | Budget         | Budget          | Estimated Ending | Proposed       |
| 01                               | 5-150-6000.008                                     | Prof Services-MSHP Background Checks             | \$100          | \$100           | \$30             | \$100          |
| 01                               | 5-150-6000.015                                     | Prof Services-Service Contracts                  | \$0            | \$0             | \$0              | \$500          |
|                                  | <b>Total General Professional Service Expense</b>  |  | <b>\$300</b>   | <b>\$300</b>    | <b>\$180</b>     | <b>\$800</b>   |
| 01                               | 5-150-6005.001                                     | Insurance-Vehicle                                | \$850          | \$865           | \$839            | \$860          |
| 01                               | 5-150-6005.015                                     | Insurance-Notary Public                          | \$100          | \$50            | \$50             | \$50           |
|                                  | <b>Total Insurance Expense</b>                     |  | <b>\$950</b>   | <b>\$915</b>    | <b>\$889</b>     | <b>\$910</b>   |
| 01                               | 5-150-6010.001                                     | Advertising-Public Notices                       | \$200          | \$200           | \$90             | \$200          |
| 01                               | 5-150-6010.002                                     | Advertising-Employee Recruitment                 | \$200          | \$200           | \$0              | \$200          |
| 01                               | 5-150-6010.003                                     | Advertising-Print                                | \$250          | \$250           | \$16             | \$250          |
|                                  | <b>Total Advertising Expense</b>                   |  | <b>\$650</b>   | <b>\$650</b>    | <b>\$106</b>     | <b>\$650</b>   |
| 01                               | 5-150-6020.000                                     | Software-Annual Renewal/Maintenance              | \$0            | \$1,830         | \$1,830          | \$3,030        |
| 01                               | 5-150-6020.001                                     | Software-Purchase                                | \$6,000        | \$12,320        | \$12,000         | \$0            |
|                                  | <b>Total Professional Service Expense</b>          |  | <b>\$7,900</b> | <b>\$16,015</b> | <b>\$15,005</b>  | <b>\$5,390</b> |
| 01                               | 5-150-7000.001                                     | Supplies-Operational                             | \$750          | \$750           | \$1,750          | \$750          |
| 01                               | 5-150-7000.002                                     | Supplies-Computer Accessories                    | \$100          | \$100           | \$100            | \$100          |
| 01                               | 5-150-7000.003                                     | Supplies-Desk Accessories-Small Office Equipment | \$200          | \$200           | \$380            | \$400          |
| 01                               | 5-150-7000.004                                     | Supplies-Small Tools                             | \$100          | \$100           | \$0              | \$100          |
| 01                               | 5-150-7005.001                                     | Supplies-Printing                                | \$100          | \$100           | \$0              | \$100          |
| 01                               | 5-150-7005.002                                     | Supplies-Mailing                                 | \$300          | \$300           | \$279            | \$300          |
| 01                               | 5-150-7005.003                                     | Supplies-Postage                                 | \$200          | \$200           | \$75             | \$200          |
| 01                               | 5-150-7005.004                                     | Supplies-Paper                                   | \$297          | \$500           | \$50             | \$200          |
| 01                               | 5-150-7005.005                                     | Supplies-Forms                                   | \$175          | \$250           | \$0              | \$200          |
| 01                               | 5-150-7005.006                                     | Supplies-Promo-Education                         | \$70           | \$1,000         | \$55             | \$500          |
|                                  | <b>Total General Office Supplies Expense</b>       |  | <b>\$2,292</b> | <b>\$3,500</b>  | <b>\$2,689</b>   | <b>\$2,850</b> |
| 01                               | 5-150-8600.001                                     | Vehicle-Repair                                   | \$0            | \$500           | \$0              | \$500          |
| 01                               | 5-150-8600.002                                     | Vehicle-Maintenance                              | \$0            | \$500           | \$0              | \$500          |
| 01                               | 5-150-8600.005                                     | Vehicle-Fuel                                     | \$590          | \$500           | \$250            | \$500          |
|                                  | <b>Total Vehicle Expense</b>                       |  | <b>\$590</b>   | <b>\$1,500</b>  | <b>\$250</b>     | <b>\$1,500</b> |
|                                  | <b>Total Tools, Machinery, and Vehicle Expense</b> |  | <b>\$590</b>   | <b>\$1,500</b>  | <b>\$250</b>     | <b>\$1,500</b> |

| General Fund-City Clerk Expenses |         | FY17                            | FY18      | FY18      | FY19             |           |
|----------------------------------|---------|---------------------------------|-----------|-----------|------------------|-----------|
| Fund                             | Account | Account Name                    | Budget    | Budget    | Estimated Ending | Proposed  |
|                                  |         | <i>Total City Clerk Expense</i> | \$257,249 | \$280,709 | \$284,511        | \$277,574 |

## Recycling

This program was established to fund services, for 104,321 residents of Solid Waste Management District T, to reduce the amount of recyclable refuse transferred into local landfills. Partial funding is provided via Missouri's DNR Solid Waste Management program.

NOTE: Because Lebanon's recycling program dates differ from Lebanon's budgetary fiscal year dates some figures have been estimated to best reflect expected accomplishments and goals.

### Fiscal Year 2018 Accomplishments:

Beyond the goals initially set for 2017-18, Lebanon added another recycling waste stream (Heavy Metals) and has collected and filled (4) 30-yard dumpsters. Another highlight new to Lebanon's Recycling Program is the 1<sup>st</sup> Annual Citizen Appreciation Movie in the Park Night held back in May. The event brought in 400+ spectators (2<sup>nd</sup> in attendance only to the Cars movie showing) to enjoy a FREE movie (Wall-E), hot dogs, popcorn, and bottled water.

### Fiscal Year 2019 Goals:

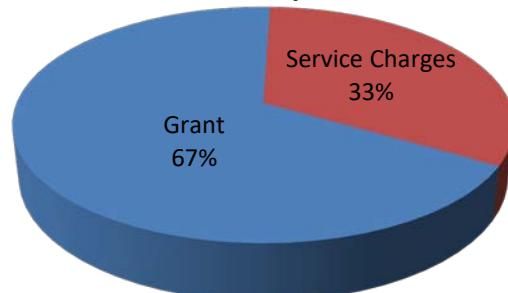
- I. **Goal:** Increase participation numbers of Camden and Miller county citizens by three-fold and achieve 20-ton diversion goal, while reducing non-HHW cost factors. The 5 ton increase in expected diversions will be reflective of additional exposure efforts taking place for Lebanon's Recycling Program.

**Strategy:** Lebanon intends to improve participation numbers by;

1. Continuing to offer multi-waste stream FREE recycling service options for residents of SWMD'T'
2. Coordinate/conduct community recycling and other customer appreciation events pertaining to recycling and energy conservation. This will be accomplished by developing a full-scale yearlong public relations campaign while utilizing multiple media platforms which include;
  - ONLINE Media platforms - participating recycler(s) websites, websites of other District 'T' cities/communities, and Facebook social media.

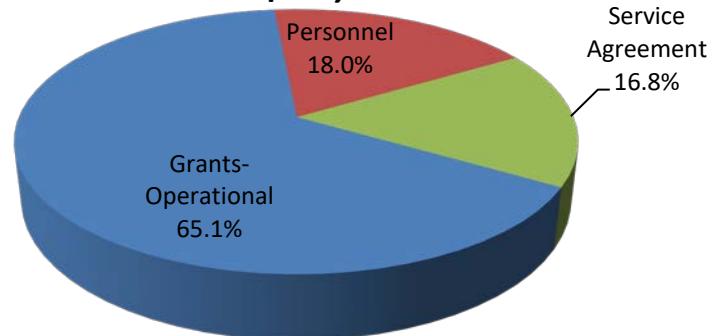
### Recycling Revenue by Category

**\$15,690**



### Recycling Expense by Category

**\$34,233**



- NEWSPAPER - Utilize approximately 10 lake area newspapers to freely submit press releases concerning; announcements, event reminders and post-event news highlights of local environmental stewardship efforts.
- LOCAL RADIO - utilize KJEL Radio's Smart Target and Business Spotlight marketing campaigns to reach District 'T' citizens via on-air advertisements as well as online efforts. Also, submit press releases for dissemination via radio broadcasts.

3. Omit/Divert non-HHW material from being processed as HHW material, specifically Latex paint. On average, paint material makes up over 65% of all accepted HHW material. Yet, Latex (a non-HHW material) makes up more than half of the total paint materials accepted and processed as HHW items. Lebanon intends to reduce cost factors associated with collecting non-HHW Latex paint by, utilizing tools and equipment to remove Latex paint from the HHW waste stream, via a drying bed process. The emptied metal cans then become recyclable material. Revenue from recycled metal cans will help to offset program costs.

Condense and bulk Aerosol materials to further reduce processing cost factors. Currently, aerosols are being collected with the content still sealed in its original canister and placed into 55gallon drums for the collection services contractor to pick up and process the material. However, the accumulation of canned Aerosols takes up more space than necessary and costs more to process than if the contents were properly bulk into segregation vats. Lebanon will utilize tools and equipment, bought during the 2017 program period, to expel contents of aerosol cans into bulking segregation drums. The emptied metal cans then become recyclable material. Revenue from recycled materials will help to offset program costs.

**Budgetary Factor:** Total program costs are expected to be \$37,825.22 for 2018-19 (March'18 to March'19). MoDNR's solid waste management program has offered to cover \$10,540.40 via grant funding, with an expected match of \$27,284.82 coming from Lebanon.

#### Performance Measurements:

| Data From                    | MEASURES   | 2012 | 2013 | 2014 | 2015  | 2016 | 2017 | 2018 |
|------------------------------|--|------|------|------|-------|------|------|------|
|                              |  | X    | X    | 294  | 345   | 288  | 545  | 575  |
| Lebanon's Recycling Facility | HHW received (tonnage)                             | 6.35 | 5.97 | 7.27 | 23.73 | 7.11 | 14.5 | 20   |
|                              | # of yard debris loads dropped off                 | 2791 | 3268 | 2580 | 3300  | 3296 | 3800 | 4000 |
|                              | Tire Reclamation (# of 40 ft trailers)             | X    | X    | 0    | 3     | X    | 3    | 0    |
|                              | Electronic Waste (raw tonnage)                     | X    | X    | X    | X     | X    | 6    | 6    |
|                              | Non-HHW (paper, plastic, etc. (# of 30 ft trailers | X    | X    | 2    | 1     | 1    | 2    | 2    |
|                              | # of visitors                                      | *    | *    | *    | 408   | *    | *    | 0    |
|                              | HHW Material received (tonnage)                    | *    | *    | *    | 10.5  | *    | *    | *    |
|                              | Electronic Waste (raw tonnage)                     | *    | *    | *    | 8     | *    | *    | *    |
| Satellite Event(s)           | Recyclable Metals (white goods)                    | *    | *    | *    | 6     | *    | *    | *    |
|                              | Non-HHW (paper, plastic, etc.) # of 30 ft trailers | *    | *    | *    | 2     | *    | *    | *    |

X denotes NO DATA AVAILABLE

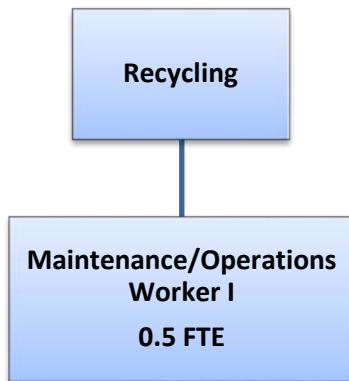
\*NO PARTICIPATION

Previous Years' Goals:

- I. Increase awareness and participation of Lebanon's recycling program.

Status: Lebanon has already reached 615 in participation numbers for the 2017-18 fiscal year. 148 cars came through the Earth Day event this past spring, 177 cars came through the 1<sup>st</sup> annual fall recycling and cleanup event held in November and have collected 290 individual drop-off's throughout the year. As of December 20, 2017, Lebanon exceeded the 2017 diversion estimations in all waste stream categories except for HHW collections. However, the HHW containment is currently full and awaiting pickup. This pickup is being estimated at 5.50 tons. Once figures are finalized the HHW collection figures for 2017 will surpass the original estimate by 1.5 to 2 tons. The chart below shows diversion measurements by year.

Recycling Organizational Chart



| General Fund-Recycling          |                |                        | FY17            | FY18            | FY18             | FY19            |
|---------------------------------|----------------|------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                            | Account        | Account Name           | Budget          | Budget          | Estimated Ending | Proposed        |
| 01                              | 4-155-2005.001 | Grant-Operational      | \$17,600        | \$18,000        | \$37,078         | \$10,540        |
| 01                              | 4-155-3000.004 | Brush Drop-off & Scrap | \$1,500         | \$1,500         | \$1,500          | \$5,150         |
| <b>Total Recycling Revenues</b> |                |                        | <b>\$19,100</b> | <b>\$19,500</b> | <b>\$38,578</b>  | <b>\$15,690</b> |

| General Fund-Recycling Expenses |  |                                 | FY17            | FY18            | FY18            | FY19            |
|---------------------------------|--|---------------------------------|-----------------|-----------------|-----------------|-----------------|
| Fund                            | Account                                    | Account Name                    | Budget          | Budget          | Thru 12/31      | Proposed        |
| 01                              | 5-150-1000.001                             | Fulltime Salary                 | \$0             | \$0             | \$0             | \$0             |
| 01                              | 5-150-1000.002                             | Part Time Salary                | \$10,215        | \$10,595        | \$5,562         | \$5,673         |
| 01                              | 5-150-1000.005                             | Fulltime Overtime               | \$0             | \$0             | \$0             | \$0             |
|                                 | <b>Total Salaries Expense</b>              |                                 | <b>\$10,215</b> | <b>\$10,595</b> | <b>\$5,562</b>  | <b>\$5,673</b>  |
| 01                              | 5-150-1020.001                             | FICA-Employer                   | \$640           | \$660           | \$345           | \$355           |
| 01                              | 5-150-1020.002                             | Medicare-Employer               | \$150           | \$155           | \$81            | \$85            |
| 01                              | 5-150-1020.003                             | Unemployment Compensation       | \$100           | \$110           | \$56            | \$60            |
| 01                              | 5-150-1020.004                             | Workman's Compensation          | \$0             | \$0             | \$0             | \$0             |
|                                 | <b>Total Payroll Taxes Expense</b>         |                                 | <b>\$890</b>    | <b>\$925</b>    | <b>\$481</b>    | <b>\$500</b>    |
|                                 | <b>Total Personnel Expense</b>             |                                 | <b>\$11,105</b> | <b>\$11,520</b> | <b>\$6,043</b>  | <b>\$6,173</b>  |
| 01                              | 5-155-4010.000                             | Grants-Operational              | \$19,000        | \$32,000        | \$12,357        | \$22,300        |
|                                 | <b>Total Grant Expense</b>                 |                                 | <b>\$19,000</b> | <b>\$32,000</b> | <b>\$12,357</b> | <b>\$22,300</b> |
| 01                              | 5-155-6000.007                             | Prof Services -Toxicology       | \$150           | \$50            | \$0             | \$150           |
| 01                              | 5-155-6000.008                             | Prof Services - Background      | \$15            | \$25            | \$0             | \$25            |
| 01                              | 5-155-6000.015                             | Prof Services-Service Contracts | \$5,535         | \$5,535         | \$0             | \$5,535         |
| 01                              | 5-155-6000.019                             | Prof Services-CC Fees           | \$25            | \$25            | \$22            | \$50            |
| 01                              | 5-155-6015.000                             | Service Agreements-General      | \$0             | \$0             | \$0             | \$0             |
|                                 | <b>Total Professional Services Expense</b> |                                 | <b>\$5,725</b>  | <b>\$5,635</b>  | <b>\$22</b>     | <b>\$5,760</b>  |
|                                 | <b>Total Recycling Expense</b>             |                                 | <b>\$35,830</b> | <b>\$49,155</b> | <b>\$18,422</b> | <b>\$34,233</b> |

## Storm Water

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

Fiscal Year 2017-2018

Accomplishments:

Engineering studies on the Radio Tower Branch watershed, the drainage basin in Wood, South, and East Street area, and the drainage-way on Frank Street was completed. Recommended improvements for the drainage-way on East Street and Frank Street have been made. Maintenance improvements to Southeast Winds, Deerfield, and Holiday Inn Express detention facilities insure proper operation was finished. These activities improved the stormwater conveyance and/or the detention capacity within the stormwater system.

Fiscal Year 2019 Goals:

- I. **Goal:** Improve capacity issue of stormwater conveyance that causes street flooding.  
**Strategy:** Study problems areas and implement improvements to drainage-ways and detention facilities.  
**Budgetary Factor:** Capital Funding from General Fund
- II. **Goal:** Improve stormwater conveyance in Radio Tower Branch watershed.  
**Strategy:** Implement improvements identified in Radio Tower Branch Study.  
**Budgetary Factor:** Capital Funding from General Fund

Performance Measurements:

| Detention Facility Maintenance | 2017 | 2018 Projected |
|--------------------------------|------|----------------|
| Inspection                     | 4    | 10             |
| Cleaning                       | 4    | 5              |

Previous Years' Goals:

- I. Improve capacity issue of stormwater conveyance that causes street flooding.  
Status: Completed engineering study on Wood, South and East Streets and scheduled to complete stormwater conveyance improvement on East Street that should prevent flooding of street. Engineering study completed on Bennett and Highway 64, with recommendations for improvements to be completed at a later date.

II. Maintain detention facility capacity

Status: Cleaned four detention facilities to maintain previous capacity. Maintenance was performed on Holiday Inn Express, East Bland, Southeast Winds, and East Commercial detention facilities.

| General Fund-Storm Water Expenses |  |                            | FY17            | FY18             | FY18             | FY19            |
|-----------------------------------|--|----------------------------|-----------------|------------------|------------------|-----------------|
| Fund                              | Account                                    | Account Name               | Budget          | Budget           | Estimated Ending | Proposed        |
| 01                                | 5-165-2030.000                             | Capital Exp-Infrastructure | \$30,000        | \$65,000         | \$40,000         | \$55,000        |
|                                   | <b>Total Capital Expense</b>               |                            | <b>\$30,000</b> | <b>\$65,000</b>  | <b>\$40,000</b>  | <b>\$55,000</b> |
| 01                                | 5-165-6000.003                             | Prof Services-Surveying    | \$6,000         | \$80,000         | \$65,000         | \$23,700        |
| 01                                | 5-165-6000.015                             | Prof Services-Contracts    | \$5,000         | \$14,000         | \$10,000         | \$10,000        |
|                                   | <b>Total Professional Services Expense</b> |                            | <b>\$11,000</b> | <b>\$94,000</b>  | <b>\$75,000</b>  | <b>\$33,700</b> |
| 01                                | 5-165-7500.002                             | Material-Rock              | \$1,500         | \$1,500          | \$1,500          | \$1,500         |
| 01                                | 5-165-7500.003                             | Material-Concrete          | \$2,000         | \$2,000          | \$2,000          | \$2,000         |
| 01                                | 5-165-7500.004                             | Material-Landscaping       | \$500           | \$500            | \$0              | \$500           |
| 01                                | 5-165-7500.005                             | Material-Pipe Misc.        | \$1,000         | \$1,000          | \$1,000          | \$1,000         |
| 01                                | 5-165-7500.006                             | Material-Precast           | \$1,000         | \$1,000          | \$1,000          | \$1,000         |
|                                   | <b>Total Material Expense</b>              |                            | <b>\$6,000</b>  | <b>\$6,000</b>   | <b>\$5,500</b>   | <b>\$6,000</b>  |
|                                   | <b>Total Storm Water Expense</b>           |                            | <b>\$47,000</b> | <b>\$165,000</b> | <b>\$120,500</b> | <b>\$94,700</b> |

## Finance Department

The Finance Department is responsible for the oversight and integrity of all fiscal activities of the City.

The department consists of Accounting, Budgeting, Purchasing, and Financing. The department ensures the accurate

accounting, disbursement, and safeguarding of City funds by maintaining accounting and fixed asset records and issuing reports in conformance with generally accepted accounting principles.

Services and support provided to the City's operating departments/divisions

include procurement, financial reporting, cash management, debt management, investment management, risk management, payroll, accounts payable, capital asset control, budget management, inventory supply control, and accounts receivable. Finance also oversees the auditing of the City.

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

### Fiscal Year 2017-2018 Accomplishments:

Due to the initial implementation of the City's purchasing card program toward the end of FY17, this has continued to be a focus for FY18. The City will see approximately \$4,000 in revenue for the current fiscal year. Progress has been made towards valuing and placing our capital assets on our accounting system. There are 3 phases – vehicle, equipment and building/infrastructure. The first phase – vehicles are mostly complete, with the exception of a few specialized vehicles and we are working on the second phase – equipment.

### Fiscal Year 2019 Goals:

- I. **Goal:** Produce a quality budget document that is transparent and in conformity with the Government Finance Officers Association Standards  
**Strategy:** Review and make appropriate changes to all policies, budgets, and practices as well as submit a timely and accurate annual budget  
**Budgetary Factor:** Non-budgeted, no additional funding required
- II. **Goal:** Present audit of fiscal year 2018 by Nov 30, 2018  
**Strategy:** Provide information to Auditors in a timely manner  
**Budgetary Factor:** Non-budgeted, no additional funding required

III. **Goal:** Develop written financial policies/accounting procedures manual  
**Strategy:** Review existing procedures/policies and put into written format all policies and practices.  
**Budgetary Factor:** Non-budgeted, no additional funding required

IV. **Goal:** Training of Department staff.  
**Strategy:** Provide continuing education for each staff member.  
**Budgetary Factor:** Available training funds for each department employee.

V. **Goal:** Identify and record all of the City's asset on our financial systems.  
**Strategy:** The City began recording its fixed assets in 2013. Currently the Finance Department has been able to record most of its vehicles, apart from a few, due to the inability to find historic cost of a few specialized items. We are in the process of identifying and valuing the equipment. The greatest challenge is determining the historic value and present value of equipment and infrastructure of our utilities, street network, buildings, etc. Staff lacks the specialized knowledge as well as time to perform this task without engaging an outside firm. Utilizing an outside firm will allow us to identify and value both the historical and present cost of our fixed assets to record on our financial system in FY 2019. The benefits to this will be threefold: 1) identify and value the City's fixed assets, 2) time will be afforded to conduct a proper physical inventory and 3) insured City assets will have an assigned present value affording potential long-term cost savings.  
**Budgetary Factor:** This project is subject to the availability of funds. As assets are spread out throughout the City, the paying funds are split out among the respective departments.

Performance Measurements:

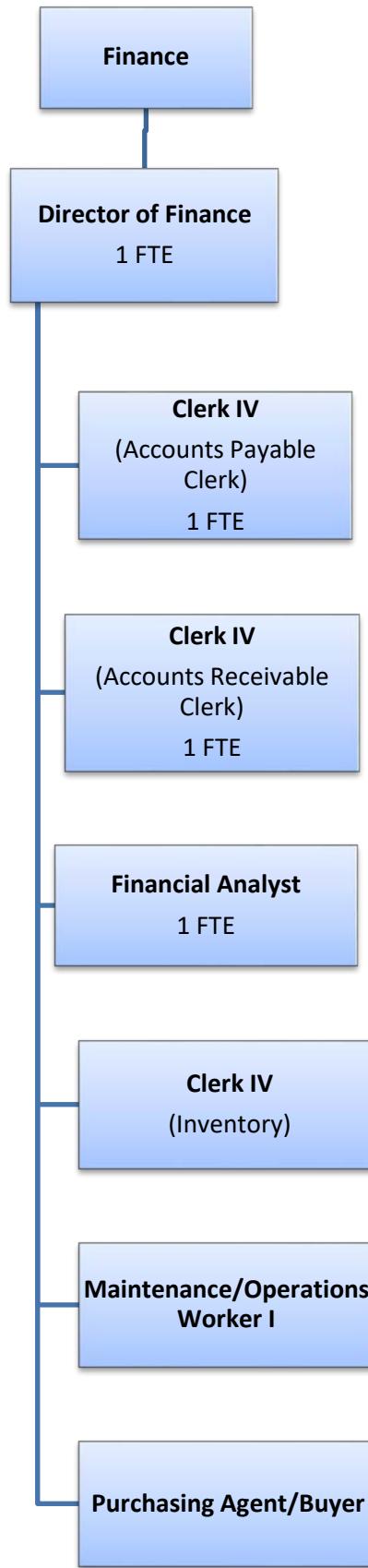
| Fiscal Year Performance Measures                 |          |          |          |          |          |          |
|--|----------|----------|----------|----------|----------|----------|
| Metrics  | FY2012   | FY2013   | FY2014   | FY2015   | FY2016   | FY2017   |
| Number of Initial Purchase Orders Issued         | 286      | 243      | 287      | 383      | 372      | 357      |
| Number of Accounts Payable Checks Issued         | 3807     | 3642     | 3687     | 3713     | 3959     | 3838     |
| Number of Payroll issued                         | 5029     | 4692     | 4753     | 4887     | 4932     | 5099     |
| Number of Accounts Receivable Invoices Issued    | 635      | 620      | 639      | 643      | 666      | 1545     |
| Accounts Receivable Collection Rate              | 99.94%   | 95.25%   | 97.02%   | 98.70%   | 98.47%   | 99.55%   |
| Number of Accounting Funds                       | 36       | 17       | 17       | 17       | 17       | 17       |
| Calendar Year Performance Measures               |          |          |          |          |          |          |
| Metrics  | 2012     | 2013     | 2014     | 2015     | 2016     | 2017     |
| Average Return on Investments                    | 0.64%    | 0.50%    | 0.38%    | 0.36%    | 0.55%    |          |
| Debt Ratings (Standard & Poors)                  | A-       | A-       | A-       | A-       | A-       | A-       |
| Debt Issues Outstanding                          | 3        | 3        | 2        | 2        | 2        | 2        |
| City of Lebanon Sales Tax Rate                   | 2%       | 2%       | 2%       | 2%       | 2%       | 2%       |
| Property Tax Rate (per \$100 Assessed Valuation) | \$0.5102 | \$0.5096 | \$0.5138 | \$0.5204 | \$0.5214 | \$0.5214 |
| Number of Written and Formal Bids                | *15      | 40       | 50       | 43       | 49       | 56       |

\*Denotes first year of recording – not a full year.

Previous Years' Goals:

- I. Prepare the budget in conformity with the Government Finance Officers Association Standards  
Status: Completed. Received GFOA Distinguished Budget Award
- II. Present audit of fiscal year 2017 to Council by November 30, 2017  
Status: Completed. Audit presented to Council November 27, 2017
- III. Develop written financial policies/accounting procedures manual  
Status: In progress. Currently reviewing and researching other Cities policies/procedures.
- IV. Training of Finance Department staff  
Status: On-going. Sufficient training opportunities were provided to staff throughout the budget year.

## Finance Department Organizational Chart



| General Fund-Finance Office Expenses |                                     |                                     | FY17      | FY18             | FY18             | FY19             |
|--------------------------------------|-------------------------------------|-------------------------------------|-----------|------------------|------------------|------------------|
| Fund                                 | Account                             | Account Name                        | Budget    | Budget           | Estimated Ending | Proposed         |
| 01                                   | 5-170-1000.001                      | Fulltime Salary                     | \$182,110 | \$181,430        | \$180,781        | \$186,908        |
|                                      | <b>Total Salaries Expense</b>       |                                     |           | <b>\$182,110</b> | <b>\$181,430</b> | <b>\$180,781</b> |
| 01                                   | 5-170-1005.001                      | Health Premium-Employee             | \$16,840  | \$23,690         | \$11,844         | \$7,896          |
| 01                                   | 5-170-1005.002                      | Health Premium-Family               | \$12,160  | \$17,715         | \$17,715         | \$17,715         |
| 01                                   | 5-170-1005.003                      | Dental Premium-Employee             | \$605     | \$600            | \$600            | \$600            |
| 01                                   | 5-170-1005.004                      | Dental Premium-Family               | \$450     | \$450            | \$427            | \$450            |
|                                      | <b>Total Insurance Expense</b>      |                                     |           | <b>\$30,055</b>  | <b>\$42,455</b>  | <b>\$30,586</b>  |
| 01                                   | 5-170-1010.001                      | Life Insurance                      | \$250     | \$255            | \$250            | \$255            |
|                                      | <b>Total Life Insurance Expense</b> |                                     |           | <b>\$250</b>     | <b>\$255</b>     | <b>\$250</b>     |
| 01                                   | 5-170-1015.001                      | Lagers-General                      | \$21,780  | \$23,590         | \$23,502         | \$24,860         |
| 01                                   | 5-170-1015.004                      | Deferred Comp-Employer              | \$2,700   | \$2,600          | \$2,600          | \$2,600          |
|                                      | <b>Total Retirement Expense</b>     |                                     |           | <b>\$24,480</b>  | <b>\$26,190</b>  | <b>\$26,102</b>  |
| 01                                   | 5-170-1020.001                      | FICA-Employer                       | \$10,960  | \$11,250         | \$10,825         | \$11,590         |
| 01                                   | 5-170-1020.002                      | Medicare-Employer                   | \$2,565   | \$2,635          | \$2,535          | \$2,715          |
| 01                                   | 5-170-1020.003                      | Unemployment Compensation           | \$1,820   | \$1,815          | \$1,810          | \$1,870          |
| 01                                   | 5-170-1020.004                      | Workman's Compensation              | \$686     | \$326            | \$345            | \$265            |
|                                      | <b>Total Payroll Taxes Expense</b>  |                                     |           | <b>\$16,031</b>  | <b>\$16,026</b>  | <b>\$15,515</b>  |
| 01                                   | 5-170-1025.001                      | Employee-Uniforms                   | \$0       | \$200            | \$200            | \$200            |
| 01                                   | 5-170-1025.002                      | Employee-Dues/Lics/Membership       | \$805     | \$850            | \$880            | \$950            |
| 01                                   | 5-170-1025.003                      | Employee-Books                      | \$0       | \$500            | \$500            | \$500            |
| 01                                   | 5-170-1025.004                      | Employee-Travel/Hotel               | \$1,845   | \$2,500          | \$2,500          | \$2,500          |
| 01                                   | 5-170-1025.005                      | Employee-Training                   | \$3,555   | \$4,800          | \$6,800          | \$5,500          |
| 01                                   | 5-170-1025.007                      | Employee-Bonds                      | \$175     | \$250            | \$250            | \$250            |
|                                      | <b>Total Employee Expense</b>       |                                     |           | <b>\$6,380</b>   | <b>\$9,100</b>   | <b>\$11,130</b>  |
|                                      | <b>Total Personnel Expense</b>      |                                     |           | <b>\$259,306</b> | <b>\$275,456</b> | <b>\$264,364</b> |
| 01                                   | 5-170-2020.000                      | Capital Exp-Machinery and Equipment | \$1,748   | \$5,013          | \$3,763          | \$2,069          |
|                                      | <b>Total Capital Expense</b>        |                                     |           | <b>\$1,748</b>   | <b>\$5,013</b>   | <b>\$3,763</b>   |
| 01                                   | 5-170-5010.001                      | Utilities-Landline and Fiber        | \$0       | \$0              | \$0              | \$0              |
| 01                                   | 5-170-5015.001                      | Utilities-Cell Phones               | \$430     | \$485            | \$481            | \$485            |

| General Fund-Finance Office Expenses |   |                                      | FY17           | FY18           | FY18             | FY19           |
|--------------------------------------|---|--------------------------------------|----------------|----------------|------------------|----------------|
| Fund                                 | Account   | Account Name                         | Budget         | Budget         | Estimated Ending | Proposed       |
|                                      | <b>Total Utilities Expense</b>                    |                                      | <b>\$430</b>   | <b>\$485</b>   | <b>\$481</b>     | <b>\$485</b>   |
| 01                                   | 5-170-6000.007                                    | Prof Services-Toxicology Testing     | \$100          | \$100          | \$50             | \$100          |
| 01                                   | 5-170-6000.008                                    | Prof Services-MSHP Background Checks | \$0            | \$75           | \$0              | \$75           |
| 01                                   | 5-170-6000.014                                    | Prof Services-Events and Functions   | \$150          | \$150          | \$150            | \$150          |
| 01                                   | 5-170-6000.016                                    | Prof Services-Taxes & Fees           | \$425          | \$425          | \$425            | \$425          |
|                                      | <b>Total General Professional Service Expense</b> |                                      | <b>\$675</b>   | <b>\$750</b>   | <b>\$625</b>     | <b>\$750</b>   |
| 01                                   | 5-170-6005.015                                    | Insurance-Notary Public              | \$0            | \$0            | \$50             | \$0            |
|                                      | <b>Total Insurance Expense</b>                    |                                      | <b>\$0</b>     | <b>\$0</b>     | <b>\$50</b>      | <b>\$0</b>     |
| 01                                   | 5-170-6010.002                                    | Advertising-Employee Recruitment     | \$0            | \$100          | \$0              | \$100          |
| 01                                   | 5-170-6010.003                                    | Advertising-Print                    | \$0            | \$200          | \$0              | \$200          |
|                                      | <b>Total Advertising Expense</b>                  |                                      | <b>\$0</b>     | <b>\$300</b>   | <b>\$0</b>       | <b>\$300</b>   |
| 01                                   | 5-170-6020.000                                    | Software-Annual Renewal/Maintenance  | \$6,050        | \$2,970        | \$2,970          | \$4,170        |
| 01                                   | 5-170-6020.001                                    | Software-Purchase                    | \$375          | \$2,320        | \$1,000          | \$0            |
| 01                                   | 5-170-6020.002                                    | Software-Upgrade                     | \$0            | \$0            | \$0              | \$0            |
| 01                                   | 5-170-6020.003                                    | Software-Agreement                   | \$0            | \$0            | \$0              | \$0            |
|                                      | <b>Total Software Expense</b>                     |                                      | <b>\$6,425</b> | <b>\$5,290</b> | <b>\$3,970</b>   | <b>\$4,170</b> |
|                                      | <b>Total Professional Service Expense</b>         |                                      | <b>\$7,100</b> | <b>\$6,340</b> | <b>\$4,645</b>   | <b>\$5,220</b> |
| 01                                   | 5-170-7000.001                                    | Supplies-Operational                 | \$1,000        | \$1,000        | \$1,500          | \$1,500        |
| 01                                   | 5-170-7000.002                                    | Supplies-Computer Accessories        | \$0            | \$250          | \$365            | \$250          |
| 01                                   | 5-170-7000.004                                    | Supplies-Small Tools                 | \$0            | \$0            | \$0              | \$0            |
| 01                                   | 5-170-7000.005                                    | Supplies-Small Accessories           | \$0            | \$0            | \$0              | \$0            |
| 01                                   | 5-170-7005.001                                    | Supplies-Printing                    | \$100          | \$250          | \$250            | \$250          |
| 01                                   | 5-170-7005.002                                    | Supplies-Mailing                     | \$830          | \$750          | \$850            | \$1,000        |
| 01                                   | 5-170-7005.003                                    | Supplies-Postage                     | \$100          | \$150          | \$150            | \$150          |
| 01                                   | 5-170-7005.004                                    | Supplies-Paper                       | \$50           | \$100          | \$65             | \$100          |
| 01                                   | 5-170-7005.005                                    | Supplies-Forms                       | \$660          | \$1,000        | \$750            | \$1,000        |
|                                      | <b>Total General Office Supplies Expense</b>      |                                      | <b>\$2,740</b> | <b>\$3,500</b> | <b>\$3,930</b>   | <b>\$4,250</b> |
| 01                                   | 5-170-7015.004                                    | Supplies-Safety                      | \$0            | \$0            | \$0              | \$0            |

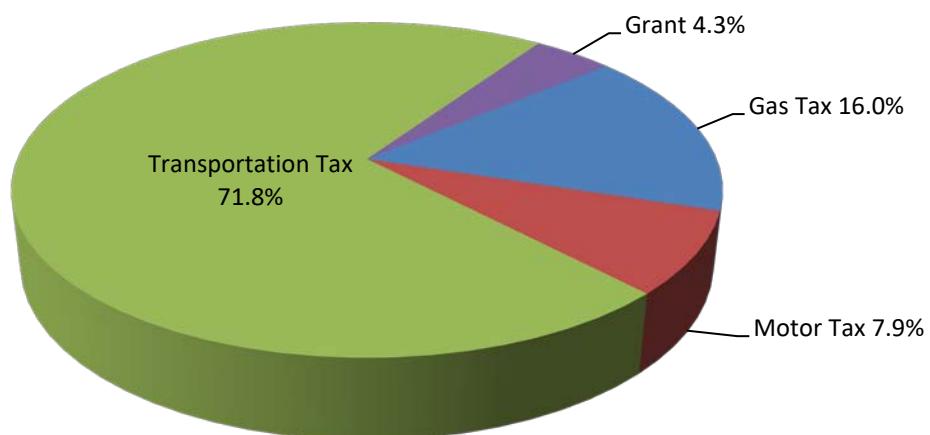
| General Fund-Finance Office Expenses |   |                     | FY17               | FY18               | FY18               | FY19               |
|--------------------------------------|---|---------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                                 | Account   | Account Name        | Budget             | Budget             | Estimated Ending   | Proposed           |
|                                      | <b><i>Total Medical and Safety Supplies Expense</i></b>   |                     | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
|                                      | <b><i>Total Supplies</i></b>                              |                     | <b>\$2,740</b>     | <b>\$3,500</b>     | <b>\$3,930</b>     | <b>\$4,250</b>     |
| 01                                   | 5-170-8600.001  | Vehicle-Repair      | \$0                | \$100              | \$0                | \$100              |
| 01                                   | 5-170-8600.002  | Vehicle-Maintenance | \$0                | \$100              | \$0                | \$100              |
| 01                                   | 5-170-8600.005  | Vehicle-Fuel        | \$0                | \$500              | \$100              | \$500              |
|                                      | <b><i>Total Vehicle Expense</i></b>                       |                     | <b>\$0</b>         | <b>\$700</b>       | <b>\$100</b>       | <b>\$700</b>       |
|                                      | <b><i>Total Tools, Machinery, and Vehicle Expense</i></b> |                     | <b>\$0</b>         | <b>\$700</b>       | <b>\$100</b>       | <b>\$700</b>       |
|                                      | <b><i>Total Finance Office Expense</i></b>                |                     | <b>\$271,324</b>   | <b>\$291,494</b>   | <b>\$277,283</b>   | <b>\$280,348</b>   |
|                                      | <b><i>Total General Fund Expense</i></b>                  |                     | <b>\$6,598,886</b> | <b>\$7,787,367</b> | <b>\$7,176,256</b> | <b>\$7,676,671</b> |

## Street Fund

The Street Fund is used for transportation purposes in the City of Lebanon. It provides for the maintenance and expansion of transportation needs of our citizens; such as, repair and maintenance of existing public road system, and upgrades to local transportation system. The current City street network has approximately 111 miles of streets to serve the residents, commercial, and industrial segments within the City's incorporated limits. Revenue sources are transportation tax; state gas and motor vehicle tax; and funding grants for projects.

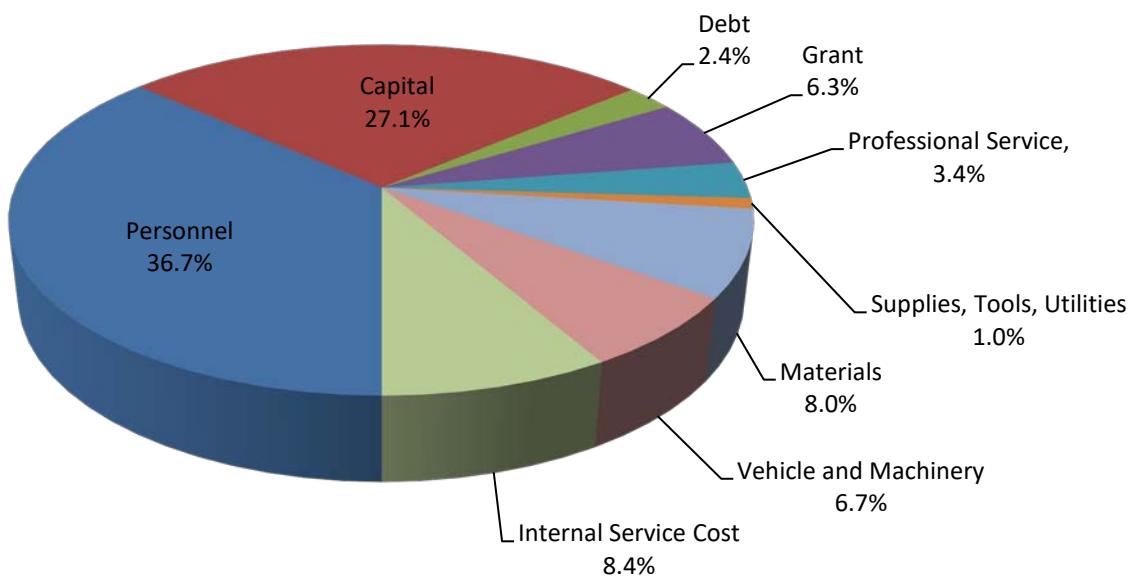
### Street Funds Available by Category

**\$2,438,000**



### Street Expense by Category

**\$2,846,731**



### Fiscal Year 2017-2018 Accomplishments:

Projects planned for fiscal year 2017-2018 included 80,895 linear feet of pavement to be crack sealed, 4,903 linear feet of pavement to have a surface treatment applied, 12,481 linear feet of pavement to be overlaid with new asphalt, and 2,375 linear feet of street to be re-constructed with new curb and gutter, storm sewer, and pavement. As of December 8, 2017, 27,376 linear feet of pavement was crack sealed, 5,427 linear feet of pavement had a surface treatment applied, 9,562 linear feet was overlaid with new asphalt, and 1,300 linear feet was re-constructed. Another 2,919 linear feet of street is scheduled for asphalt overlay and 1,075 linear feet of street is scheduled for re-construction in the spring of 2018 bringing the total of streets with newly asphalted surfaces to 14,856 linear feet.

### Fiscal Year 2019 Goals:

- I. **Goal:** All regulatory signs within the City of Lebanon street network meet Federal Highway Department regulations concerning retro-reflectivity.  
**Strategy:** The City of Lebanon street network was divided into four zones, with work in zone two to begin in fiscal year 2019. Regulatory signs are scheduled for replacement with retro-reflective regulatory signs in one zone per year from 2018 to 2021.  
**Budgetary Factor:** Availability of funds. Budget for sign materials increased \$8,000 per year to complete this program.
- II. **Goal:** Improve the Pavement Condition Index (PCI) score for the City of Lebanon street network.  
**Strategy:** Perform street maintenance and re-construction on streets identified through street pavement inspections and recommended in the City of Lebanon Street Maintenance Plan. Fiscal year 2019 plans include performing activities to improve the asphalt surface on 2.2 miles of arterial streets, 0.25 miles of collector streets, and 0.86 miles of local streets for an overall total of 3.31 miles of street. Maintenance activities to preserve the asphalt surface on 4.6 miles of streets are also planned.  
**Budgetary Factor:** Availability of funds. In fiscal year 2018, 59% of the asphalt maintenance budget and 93% of the capital budget was used for this purpose.

### Performance Measurements:

|   | 2015 | 2016 | 2017 | 2018 Estimate | 2019 Projected |
|---|------|------|------|---------------|----------------|
| Blocks of City streets requiring pothole patching           | 276  | 101  | 199  | 166           | 150            |
| Blocks of City streets in which tree trimming was performed | 67   | 4    | 10   | 60            | 50             |
| Blocks of City streets with new striping painted            | 69   | 27   | 4    | 40            | 40             |
| Blocks of City streets crack sealed                         | 30   | 71   | 77   | 160           | 47             |
| Blocks of City streets in which asphalt surface was treated | 11   | 28   | 0    | 11            | 1              |

### Previous Years' Goals:

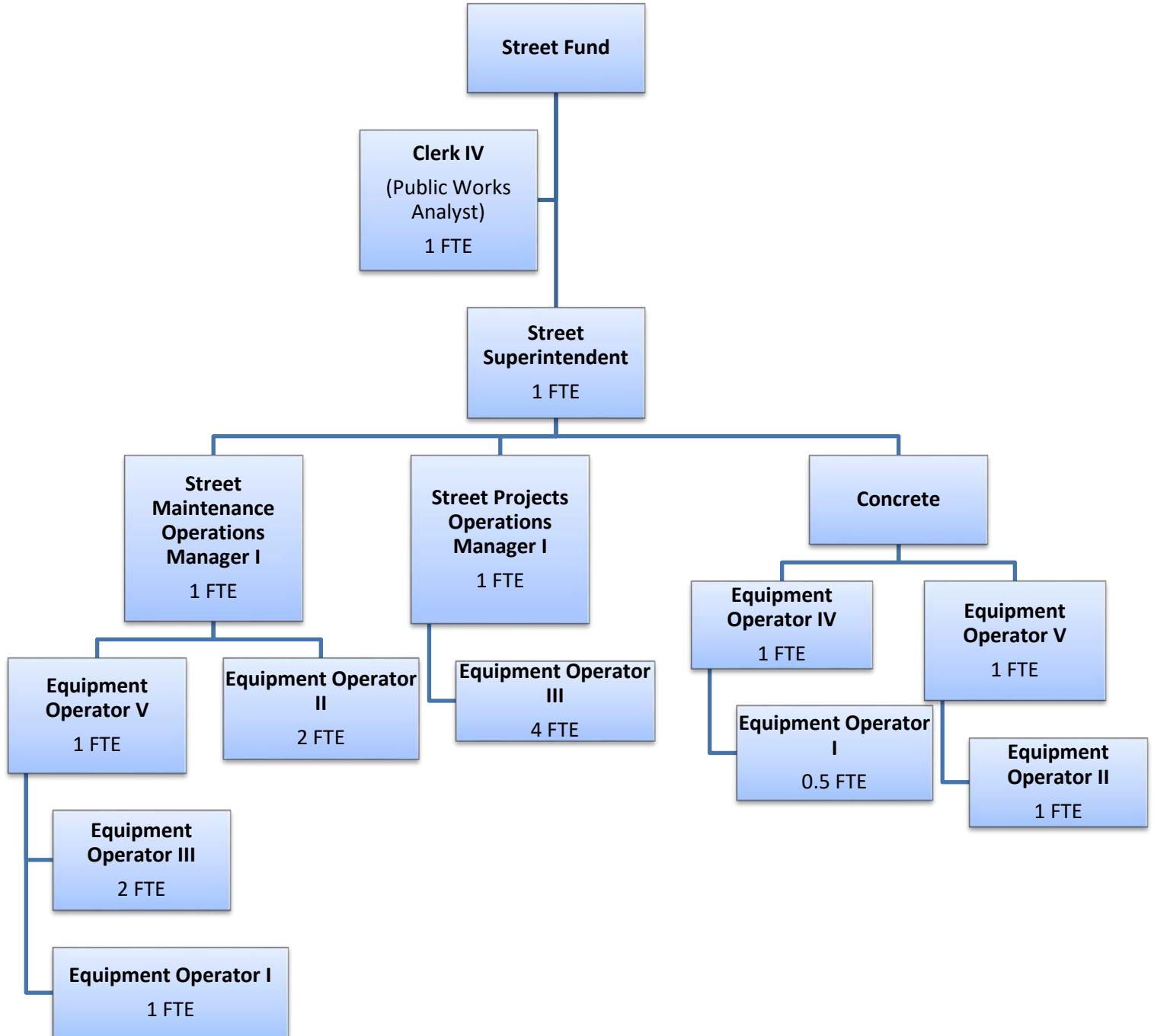
- I. All regulatory signs within the City of Lebanon street network meet Federal Highway Department regulations concerning retro-reflectivity.  
**Status:** Zone one regulatory sign replacement is scheduled to be completed by spring 2018.
- II. Improve the Pavement Condition Index (PCI) score for the City of Lebanon street network.

Status: All classes of streets in the City of Lebanon street network are on track to meet the minimum pavement condition index goals by the end of fiscal year 2018. Pavement condition index scores overall are projected to increase by 8% from scores at the end of fiscal year 2017

## Street Fund Revenue and Expense by Category

| Street Fund                    | 2017 Actuals       | 2018 Budget        | 2018 Estimated     | 2019 Proposed      |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                |                    |                    |                    |                    |
| Taxes                          | \$1,712,272        | \$1,700,000        | \$1,750,000        | \$1,750,000        |
| Franchise Fees                 | \$0                | \$0                | \$0                | \$0                |
| PILOTs                         | \$0                | \$0                | \$0                | \$0                |
| Intergovernmental              | \$850,736          | \$905,058          | \$890,339          | \$688,000          |
| Service Charges                | \$0                | \$0                | \$0                | \$0                |
| Rentals                        | \$0                | \$0                | \$0                | \$0                |
| Licenses and Permits           | \$0                | \$0                | \$0                | \$0                |
| Fines                          | \$0                | \$0                | \$0                | \$0                |
| Benefit Revenue                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$214,086          | \$0                | \$83               | \$0                |
| Internal Service Revenue       |                    |                    |                    |                    |
| <b>Total Revenues</b>          | <b>\$2,777,095</b> | <b>\$2,605,058</b> | <b>\$2,640,422</b> | <b>\$2,438,000</b> |
| <b>Expenses</b>                |                    |                    |                    |                    |
| Personnel                      | \$898,936          | \$1,002,184        | \$1,002,399        | \$1,043,500        |
| Capital                        | \$1,016,931        | \$679,247          | \$1,233,914        | \$772,186          |
| Debt                           | \$37,972           | \$68,972           | \$69,327           | \$69,357           |
| Grants                         | \$120,386          | \$303,100          | \$150,000          | \$180,000          |
| Utilities                      | \$11,555           | \$13,800           | \$15,898           | \$15,898           |
| Professional Services          | \$68,411           | \$112,670          | \$113,730          | \$98,952           |
| Supplies and Materials         | \$172,993          | \$215,700          | \$216,797          | \$230,800          |
| Tools, Equipment, and Vehicles | \$152,266          | \$202,020          | \$167,279          | \$198,280          |
| Internal Service Expense       | \$174,547          | \$192,745          | \$178,000          | \$237,758          |
| <b>Total Expenses</b>          | <b>\$2,653,997</b> | <b>\$2,790,438</b> | <b>\$3,147,344</b> | <b>\$2,846,731</b> |

## Street Fund Organizational Chart



| Street-Revenues |  |                                | FY17               | FY18               | FY18               | FY19               |
|-----------------|--|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund            | Account                                | Account Name                   | Budget             | Budget             | Estimated Ending   | Proposed           |
| 08              | 4-500-1000.002                         | Tax-Sales 0.5%                 | \$1,725,000        | \$1,700,000        | \$1,750,000        | \$1,750,000        |
|                 | <b>Total Tax Revenue</b>               |                                | <b>\$1,725,000</b> | <b>\$1,700,000</b> | <b>\$1,750,000</b> | <b>\$1,750,000</b> |
| 08              | 4-500-2000.001                         | State Tax-Gas                  | \$385,000          | \$385,000          | \$390,000          | \$390,000          |
| 08              | 4-500-2000.002                         | State Tax-Motor Vehicle        | \$185,000          | \$185,000          | \$193,000          | \$193,000          |
|                 | <b>Total State Tax Revenue</b>         |                                | <b>\$570,000</b>   | <b>\$570,000</b>   | <b>\$583,000</b>   | <b>\$583,000</b>   |
| 08              | 4-500-2005.002                         | Grant-Capital                  | \$440,540          | \$335,058          | \$307,339          | \$105,000          |
|                 | <b>Total Grant Revenue</b>             |                                | <b>\$440,540</b>   | <b>\$335,058</b>   | <b>\$307,339</b>   | <b>\$105,000</b>   |
|                 | <b>Total Intergovernmental Revenue</b> |                                | <b>\$1,010,540</b> | <b>\$905,058</b>   | <b>\$890,339</b>   | <b>\$688,000</b>   |
| 08              | 4-500-3010.001                         | Misc. Bond Proceeds            | \$0                | \$0                | \$0                | \$0                |
| 08              | 4-500-3010.006                         | Misc.-Miscellaneous            | \$0                | \$0                | \$0                | \$0                |
| 08              | 4-500-3010.008                         | Misc.-Gain/Loss Asset Disposal | \$0                | \$0                | \$0                | \$0                |
| 08              | 4-500-3010.010                         | Misc.-Lease Proceeds           | \$0                | \$0                | \$0                | \$0                |
| 08              | 4-500-3010.012                         | Misc. Purchasing Card          | \$0                | \$0                | \$83               | \$0                |
|                 | <b>Total Miscellaneous Revenue</b>     |                                | <b>\$0</b>         | <b>\$0</b>         | <b>\$83</b>        | <b>\$0</b>         |
|                 | <b>Total Street Revenues</b>           |                                | <b>\$2,735,540</b> | <b>\$2,605,058</b> | <b>\$2,640,422</b> | <b>\$2,438,000</b> |

| Street-Expenses |                                |                         | FY17             | FY18             | FY18             | FY19             |
|-----------------|--------------------------------|-------------------------|------------------|------------------|------------------|------------------|
| Fund            | Account                        | Account Name            | Budget           | Budget           | Estimated Ending | Proposed         |
| 08              | 5-500-1000.001                 | Fulltime Salary         | \$533,450        | \$577,100        | \$577,100        | \$622,593        |
| 08              | 5-500-1000.002                 | Part Time Salary        | \$91,190         | \$65,405         | \$65,405         | \$29,702         |
| 08              | 5-500-1000.005                 | Fulltime Overtime       | \$11,390         | \$10,720         | \$10,720         | \$12,108         |
| 08              | 5-500-1000.006                 | Part Time Overtime      | \$500            | \$650            | \$650            | \$594            |
|                 | <b>Total Salaries Expense</b>  |                         | <b>\$636,530</b> | <b>\$653,875</b> | <b>\$653,875</b> | <b>\$664,996</b> |
| 08              | 5-500-1005.001                 | Health Premium-Employee | \$39,960         | \$61,610         | \$61,610         | \$69,114         |
| 08              | 5-500-1005.002                 | Health Premium-Family   | \$81,240         | \$98,540         | \$98,540         | \$105,369        |
| 08              | 5-500-1005.003                 | Dental Premium-Employee | \$4,025          | \$3,900          | \$4,115          | \$4,280          |
| 08              | 5-500-1005.004                 | Dental Premium-Family   | \$1,200          | \$1,200          | \$1,200          | \$1,248          |
|                 | <b>Total Insurance Expense</b> |                         | <b>\$126,425</b> | <b>\$165,250</b> | <b>\$165,465</b> | <b>\$180,011</b> |
| 08              | 5-500-1010.001                 | Life Insurance          | \$900            | \$945            | \$945            | \$945            |

| Street-Expenses |                                     |                                   | FY17             | FY18               | FY18               | FY19               |
|-----------------|-------------------------------------|-----------------------------------|------------------|--------------------|--------------------|--------------------|
| Fund            | Account                             | Account Name                      | Budget           | Budget             | Estimated Ending   | Proposed           |
|                 | <b>Total Life Insurance Expense</b> |                                   | <b>\$900</b>     | <b>\$945</b>       | <b>\$945</b>       | <b>\$945</b>       |
| 08              | 5-500-1015.001                      | Lagers-General                    | \$61,260         | \$76,420           | \$76,420           | \$84,420           |
| 08              | 5-500-1015.004                      | Deferred Comp-Employer            | \$7,375          | \$9,750            | \$9,750            | \$10,400           |
|                 | <b>Total Retirement Expense</b>     |                                   | <b>\$68,635</b>  | <b>\$86,170</b>    | <b>\$86,170</b>    | <b>\$94,820</b>    |
| 08              | 5-500-1020.001                      | FICA-Employer                     | \$37,310         | \$40,545           | \$40,545           | \$41,230           |
| 08              | 5-500-1020.002                      | Medicare-Employer                 | \$9,570          | \$9,485            | \$9,485            | \$9,650            |
| 08              | 5-500-1020.003                      | Unemployment Compensation         | \$6,600          | \$6,540            | \$6,540            | \$6,650            |
| 08              | 5-500-1020.004                      | Workman's Compensation            | \$25,894         | \$25,959           | \$25,959           | \$25,959           |
|                 | <b>Total Payroll Taxes Expense</b>  |                                   | <b>\$79,374</b>  | <b>\$82,529</b>    | <b>\$82,529</b>    | <b>\$83,489</b>    |
| 08              | 5-500-1025.001                      | Employee-Uniforms                 | \$10,410         | \$9,500            | \$9,500            | \$9,880            |
| 08              | 5-500-1025.002                      | Employee-Dues/License/Membership  | \$804            | \$836              | \$836              | \$869              |
| 08              | 5-500-1025.003                      | Employee-Books                    | \$268            | \$279              | \$279              | \$290              |
| 08              | 5-500-1025.005                      | Employee-Training                 | \$2,700          | \$2,800            | \$2,800            | \$8,200            |
|                 | <b>Total Employee Expense</b>       |                                   | <b>\$14,182</b>  | <b>\$13,415</b>    | <b>\$13,415</b>    | <b>\$19,239</b>    |
|                 | <b>Total Personnel Expense</b>      |                                   | <b>\$926,046</b> | <b>\$1,002,184</b> | <b>\$1,002,399</b> | <b>\$1,043,500</b> |
| 08              | 5-500-2005.000                      | Capital Exp-Land                  | \$736,500        | \$610,700          | \$1,165,367        | \$686,000          |
| 08              | 5-500-2020.000                      | Capital Exp-Machinery & Equipment | \$73,129         | \$44,847           | \$44,847           | \$44,586           |
| 08              | 5-500-2025.000                      | Capital Exp-Vehicles              | \$29,400         | \$0                | \$0                | \$35,000           |
| 08              | 5-500-2030.000                      | Capital Exp-Infrastructure        | \$100            | \$23,700           | \$23,700           | \$6,600            |
|                 | <b>Total Capital Expense</b>        |                                   | <b>\$839,129</b> | <b>\$679,247</b>   | <b>\$1,233,914</b> | <b>\$772,186</b>   |
| 08              | 5-500-3005.000                      | Debt-COPS                         | \$0              | \$0                | \$0                | \$0                |
| 08              | 5-500-3020.000                      | Debt - Lease Purchase             | \$50,000         | \$68,972           | \$69,327           | \$69,357           |
|                 | <b>Total Debt Expense</b>           |                                   | <b>\$50,000</b>  | <b>\$68,972</b>    | <b>\$69,327</b>    | <b>\$69,357</b>    |
| 08              | 5-500-4005.002                      | Grants-Capital Improvement        | \$120,717        | \$303,100          | \$150,000          | \$180,000          |
|                 | <b>Total Grant Expense</b>          |                                   | <b>\$120,717</b> | <b>\$303,100</b>   | <b>\$150,000</b>   | <b>\$180,000</b>   |
| 08              | 5-500-5000.001                      | Utilities-Electric                | \$290            | \$0                | \$0                | \$0                |
| 08              | 5-500-5005.001                      | Utilities-Propane                 | \$5,860          | \$7,000            | \$9,000            | \$9,000            |
| 08              | 5-500-5010.001                      | Utilities-Landline and Fiber      | \$1,245          | \$1,100            | \$1,100            | \$1,100            |
| 08              | 5-500-5015.001                      | Utilities-Cell Phones             | \$4,000          | \$4,000            | \$4,000            | \$4,000            |

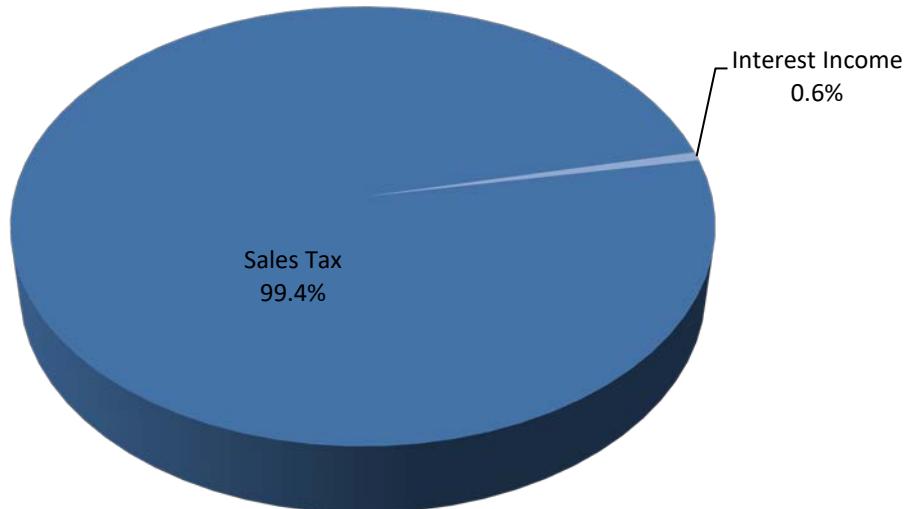
| Street-Expenses |   |                                     | FY17            | FY18             | FY18             | FY19            |
|-----------------|---|-------------------------------------|-----------------|------------------|------------------|-----------------|
| Fund            | Account   | Account Name                        | Budget          | Budget           | Estimated Ending | Proposed        |
| 08              | 5-500-5025.001                                    | Utilities-Solid Waste               | \$2,150         | \$1,700          | \$1,798          | \$1,798         |
|                 | <b>Total Utilities Expense</b>                    |                                     | <b>\$13,545</b> | <b>\$13,800</b>  | <b>\$15,898</b>  | <b>\$15,898</b> |
| 08              | 5-500-6000.001                                    | Prof Services-Legal                 | \$230           | \$0              | \$0              | \$0             |
| 08              | 5-500-6000.002                                    | Prof Services-Engineering           | \$45,000        | \$50,000         | \$50,000         | \$45,000        |
| 08              | 5-500-6000.003                                    | Prof Services-Surveying             | \$100           | \$5,000          | \$5,000          | \$5,000         |
| 08              | 5-500-6000.007                                    | Prof Services-Toxicology Test       | \$1,270         | \$1,270          | \$1,270          | \$1,270         |
| 08              | 5-500-6000.008                                    | Prof Services-MSHP Background Check | \$1,270         | \$1,270          | \$1,270          | \$1,270         |
| 08              | 5-500-6000.011                                    | Prof Services - Dues &              | \$35            | \$20             | \$20             | \$20            |
| 08              | 5-100-6000.013                                    | Prof Services - Studies             | \$0             | \$0              | \$0              | \$11,165        |
| 08              | 5-500-6000.015                                    | Prof Services-Service Contracts     | \$225           | \$20,230         | \$20,230         | \$230           |
| 08              | 5-500-6000.018                                    | Prof Services-Damage Claims         | \$3,200         | \$3,200          | \$3,200          | \$3,200         |
|                 | <b>Total General Professional Service Expense</b> |                                     | <b>\$51,330</b> | <b>\$80,990</b>  | <b>\$80,990</b>  | <b>\$67,155</b> |
| 08              | 5-500-6005.001                                    | Insurance-Vehicle                   | \$13,293        | \$12,585         | \$14,010         | \$14,295        |
| 08              | 5-500-6005.002                                    | Insurance-Equipment                 | \$7,475         | \$7,150          | \$6,910          | \$7,050         |
| 08              | 5-500-6005.003                                    | Insurance-Building & Property       | \$639           | \$650            | \$670            | \$685           |
| 08              | 5-500-6005.008                                    | Insurance-City Street               | \$1,515         | \$1,565          | \$1,420          | \$1,450         |
|                 | <b>Total Insurance Expense</b>                    |                                     | <b>\$22,922</b> | <b>\$21,950</b>  | <b>\$23,010</b>  | <b>\$23,480</b> |
| 08              | 5-500-6010.003                                    | Advertising-Print                   | \$540           | \$560            | \$560            | \$582           |
|                 | <b>Total Advertising Expense</b>                  |                                     | <b>\$540</b>    | <b>\$560</b>     | <b>\$560</b>     | <b>\$582</b>    |
| 08              | 5-500-6020.000                                    | Software-Annual Renewal/Maintenance | \$0             | \$2,535          | \$2,535          | \$7,735         |
| 08              | 5-500-6020.001                                    | Software-Purchase                   | \$0             | \$6,635          | \$6,635          | \$0             |
| 08              | 5-500-6020.002                                    | Software-Upgrade                    | \$1,723         | \$0              | \$0              | \$0             |
| 08              | 5-500-6020.003                                    | Software-Agreement                  | \$1,615         | \$0              | \$0              | \$0             |
|                 | <b>Total Software Expense</b>                     |                                     | <b>\$3,338</b>  | <b>\$9,170</b>   | <b>\$9,170</b>   | <b>\$7,735</b>  |
|                 | <b>Total Professional Service Expense</b>         |                                     | <b>\$78,130</b> | <b>\$112,670</b> | <b>\$113,730</b> | <b>\$98,952</b> |
| 08              | 5-500-7000.001                                    | Supplies-Operational                | \$1,000         | \$1,000          | \$1,000          | \$1,000         |
|                 | <b>Total General Office Supplies Expense</b>      |                                     | <b>\$1,000</b>  | <b>\$1,000</b>   | <b>\$1,000</b>   | <b>\$1,000</b>  |
| 08              | 5-500-7015.004                                    | Supplies-Safety                     | \$2,500         | \$2,500          | \$2,500          | \$2,600         |
|                 | <b>Total Medical and Safety Supplies Expense</b>  |                                     | <b>\$2,500</b>  | <b>\$2,500</b>   | <b>\$2,500</b>   | <b>\$2,600</b>  |

| Street-Expenses |  |                                      | FY17               | FY18               | FY18               | FY19               |
|-----------------|--|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund            | Account  | Account Name                         | Budget             | Budget             | Estimated Ending   | Proposed           |
|                 | <b>Total Supplies</b>                              |                                      | \$3,500            | \$3,500            | \$3,500            | \$3,600            |
| 08              | 5-500-7500.001                                     | Materials-Asphalt                    | \$97,300           | \$125,000          | \$125,000          | \$120,000          |
| 08              | 5-500-7500.002                                     | Materials-Rock                       | \$6,500            | \$10,000           | \$11,097           | \$15,000           |
| 08              | 5-500-7505.003                                     | Materials-Pipe-Misc.                 | \$1,000            | \$1,000            | \$1,000            | \$1,000            |
| 08              | 5-500-7510.001                                     | Materials-Paint                      | \$14,000           | \$14,000           | \$14,000           | \$14,000           |
| 08              | 5-500-7510.002                                     | Materials-Signs                      | \$10,700           | \$10,700           | \$10,700           | \$25,700           |
| 08              | 5-500-7525.001                                     | Materials-Infrastructure Maintenance | \$52,400           | \$51,500           | \$51,500           | \$51,500           |
|                 | <b>Total Material Expense</b>                      |                                      | <b>\$181,900</b>   | <b>\$212,200</b>   | <b>\$213,297</b>   | <b>\$227,200</b>   |
| 08              | 5-500-8000.001                                     | Tools-Repair                         | \$1,300            | \$1,300            | \$1,300            | \$1,300            |
| 08              | 5-500-8000.002                                     | Tools- Maintenance                   | \$1,300            | \$1,300            | \$1,300            | \$1,300            |
| 08              | 5-500-8000.003                                     | Tools-Supplies                       | \$5,705            | \$5,600            | \$5,600            | \$5,600            |
|                 | <b>Total Tools and Portable Equipment Expense</b>  |                                      | <b>\$8,305</b>     | <b>\$8,200</b>     | <b>\$8,200</b>     | <b>\$8,200</b>     |
| 08              | 5-500-8300.001                                     | Equipment-Repair                     | \$48,075           | \$41,000           | \$41,000           | \$42,640           |
| 08              | 5-500-8300.002                                     | Equipment-Maintenance                | \$33,700           | \$33,700           | \$33,700           | \$33,700           |
| 08              | 5-500-8300.003                                     | Equipment-Supplies                   | \$500              | \$500              | \$500              | \$500              |
| 08              | 5-500-8300.004                                     | Equipment-Equipment                  | \$1,000            | \$1,000            | \$1,000            | \$1,000            |
| 08              | 5-500-8300.005                                     | Equipment-Fuel                       | \$8,000            | \$10,900           | \$5,400            | \$5,616            |
| 08              | 5-500-8300.006                                     | Equipment-Rental                     | \$1,390            | \$5,500            | \$5,500            | \$5,500            |
|                 | <b>Total Machinery and Equipment Expense</b>       |                                      | <b>\$92,665</b>    | <b>\$92,600</b>    | <b>\$87,100</b>    | <b>\$88,956</b>    |
| 08              | 5-500-8600.001                                     | Vehicle-Repair                       | \$14,250           | \$40,800           | \$27,000           | \$28,080           |
| 08              | 5-500-8600.002                                     | Vehicle-Maintenance                  | \$28,635           | \$31,920           | \$5,379            | \$31,920           |
| 08              | 5-500-8600.003                                     | Vehicle-Supplies                     | \$500              | \$500              | \$500              | \$500              |
| 08              | 5-500-8600.004                                     | Vehicle-Equipment                    | \$1,000            | \$1,000            | \$1,000            | \$1,000            |
| 08              | 5-500-8600.005                                     | Vehicle-Fuel                         | \$32,000           | \$27,000           | \$38,100           | \$39,624           |
|                 | <b>Total Vehicle Expense</b>                       |                                      | <b>\$76,385</b>    | <b>\$101,220</b>   | <b>\$71,979</b>    | <b>\$101,124</b>   |
|                 | <b>Total Tools, Machinery, and Vehicle Expense</b> |                                      | <b>\$177,355</b>   | <b>\$202,020</b>   | <b>\$167,279</b>   | <b>\$198,280</b>   |
| 08              | 5-500-9910.000                                     | Internal Service-Personnel           | \$177,109          | \$192,745          | \$178,000          | \$237,758          |
|                 | <b>Total Internal Service</b>                      |                                      | <b>\$177,109</b>   | <b>\$192,745</b>   | <b>\$178,000</b>   | <b>\$237,758</b>   |
|                 | <b>Total Street Expense</b>                        |                                      | <b>\$2,567,431</b> | <b>\$2,790,438</b> | <b>\$3,147,344</b> | <b>\$2,846,731</b> |

## Capital Fund

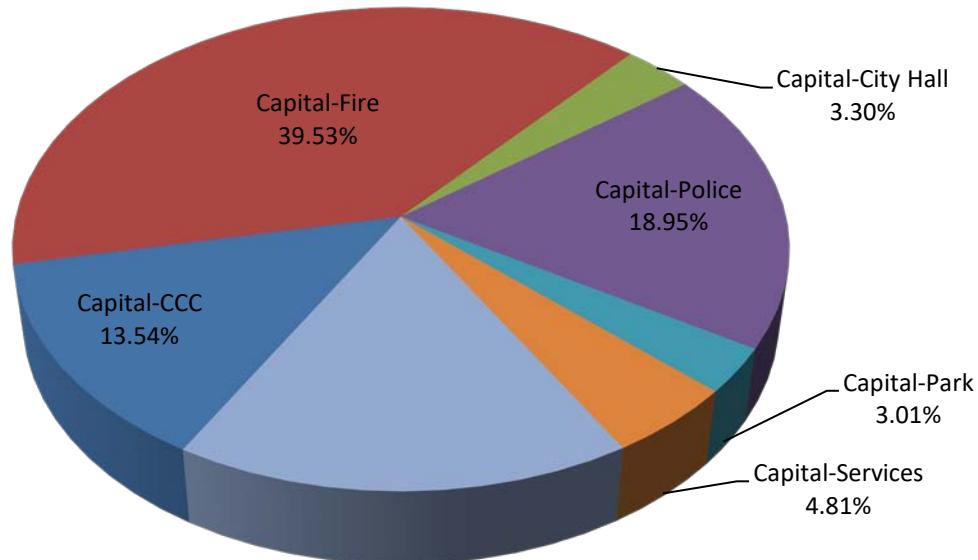
The Capital Fund is used for capital infrastructure and recreational projects. Additionally, the fund pays for the debt service related to these types of projects. The monies collected are from a  $\frac{1}{2}$  cent voters approved sales tax.

### Capital Funds Available by Category



### Capital Expense by Category

**\$1,661,900**



## Capital Fund Revenue and Expense by Category

| Capital Fund                   | 2017 Actuals       | 2018 Budget        | 2018 Estimate      | 2019 Proposed      |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                |                    |                    |                    |                    |
| Taxes                          | \$1,711,657        | \$1,725,000        | \$1,725,000        | \$1,725,000        |
| Franchise Fees                 | \$0                | \$0                | \$0                | \$0                |
| PILOTs                         | \$0                | \$0                | \$0                | \$0                |
| Intergovernmental              | \$0                | \$0                | \$0                | \$0                |
| Service Charges                | \$0                | \$0                | \$0                | \$0                |
| Rentals                        | \$0                | \$0                | \$0                | \$0                |
| Licenses and Permits           | \$0                | \$0                | \$0                | \$0                |
| Fines                          | \$0                | \$0                | \$0                | \$0                |
| Benefit Revenue                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$89               | \$0                | \$0                | \$0                |
| Internal Service Revenue       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Revenues</b>          | <b>\$1,711,746</b> | <b>\$1,725,000</b> | <b>\$1,725,000</b> | <b>\$1,725,000</b> |
| <b>Expenses</b>                |                    |                    |                    |                    |
| Personnel                      | \$0                | \$0                | \$0                | \$0                |
| Capital                        | \$689,094          | \$1,558,150        | \$1,376,630        | \$1,661,900        |
| Debt                           | \$1,175,006        | \$737,915          | \$737,915          | \$0                |
| Grants                         | \$0                | \$0                | \$0                | \$0                |
| Utilities                      | \$0                | \$0                | \$0                | \$0                |
| Professional Services          | \$0                | \$0                | \$0                | \$0                |
| Supplies and Materials         | \$0                | \$0                | \$0                | \$0                |
| Tools, Equipment, and Vehicles | \$0                | \$0                | \$0                | \$0                |
| Benefit Expense                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$0                | \$0                | \$0                | \$0                |
| Internal Service Expense       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Expenses</b>          | <b>\$1,864,100</b> | <b>\$2,296,065</b> | <b>\$2,114,545</b> | <b>\$1,661,900</b> |

| Capital-Administration Revenue  |   |                                      | FY17               | FY18               | FY18               | FY19               |
|---------------------------------|---|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                            | Account                                       | Account Name                         | Budget             | Budget             | Estimated Ending   | Proposed           |
| 22                              | 4-600-1000.002                                | Tax-Sales 0.5%                       | \$1,725,000        | \$1,725,000        | \$1,725,000        | \$1,725,000        |
|                                 | <b>Total Tax Revenue</b>                      |                                      | <b>\$1,725,000</b> | <b>\$1,725,000</b> | <b>\$1,725,000</b> | <b>\$1,725,000</b> |
|                                 | <b>Total Administration Revenue</b>           |                                      |                    | <b>\$1,725,000</b> | <b>\$1,725,000</b> | <b>\$1,725,000</b> |
| Capital-Administration Expenses |   |                                      | FY17               | FY18               | FY18               | FY19               |
| Fund                            | Account                                       | Account Name                         | Budget             | Budget             | Estimated Ending   | Proposed           |
| 22                              | 5-600-3005.000                                | Debt-COPS                            | \$1,175,850        | \$737,915          | \$737,915          | \$0                |
|                                 | <b>Total Debt Expense</b>                     |                                      | <b>\$1,175,850</b> | <b>\$737,915</b>   | <b>\$737,915</b>   | <b>\$0</b>         |
|                                 | <b>Total Administration Expense</b>           |                                      |                    | <b>\$1,175,850</b> | <b>\$737,915</b>   | <b>\$737,915</b>   |
| <b>Capital-General Expenses</b> |   |                                      |                    |                    |                    |                    |
| 22                              | 5-605-2005.000                                | Capital Exp-Land and Improvement     | \$99,800           | \$35,000           | \$34,730           | \$80,000           |
| 22                              | 5-605-2010.000                                | Capital Exp-Building and Improvement | \$394,500          | \$959,000          | \$1,001,000        | \$485,000          |
| 22                              | 5-605-2015.000                                | Capital Exp-Furniture and Fixtures   | \$21,900           | \$0                | \$0                | \$0                |
| 22                              | 5-605-2020.000                                | Capital Exp-Machinery and Equipment  | \$169,305          | \$133,250          | \$77,500           | \$237,000          |
| 22                              | 5-605-2025.000                                | Capital Exp-Vehicles                 | \$7,700            | \$286,000          | \$116,000          | \$645,000          |
| 22                              | 5-605-2030.000                                | Capital Exp-Infrastructure           | \$4,795            | \$4,900            | \$4,900            | \$84,900           |
|                                 | <b>Total Capital-General Expense</b>          |                                      | <b>\$698,000</b>   | <b>\$1,418,150</b> | <b>\$1,234,130</b> | <b>\$1,531,900</b> |
| <b>Capital-Service Expenses</b> |   |                                      |                    |                    |                    |                    |
| 22                              | 5-630-2030.000                                | Capital Exp-Infrastructure           |                    | \$0                |                    | \$80,000           |
|                                 | <b>Total Capital-Internal Service Expense</b> |                                      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$80,000</b>    |
| <b>Capital-Park Expenses</b>    |   |                                      |                    |                    |                    |                    |
| 22                              | 5-650-2005.000                                | Capital Exp-Land and Improvement     | \$100,000          | \$0                | \$2,500            | \$50,000           |
| 22                              | 5-650-2030.000                                | Capital Exp-Infrastructure           | \$0                | \$140,000          | \$140,000          | \$0                |
|                                 | <b>Total Capital-Park Expense</b>             |                                      | <b>\$100,000</b>   | <b>\$140,000</b>   | <b>\$142,500</b>   | <b>\$50,000</b>    |
|                                 | <b>Total Capital Expense</b>                  |                                      |                    | <b>\$1,973,850</b> | <b>\$2,296,065</b> | <b>\$2,114,545</b> |
|                                 |   |                                      |                    |                    |                    | <b>\$1,661,900</b> |

## Tourism Fund

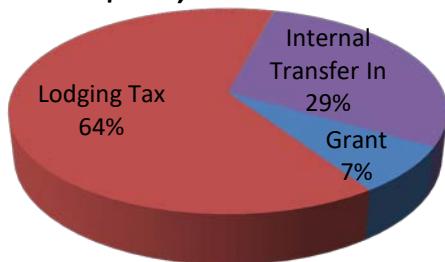
Tourism is responsible for properly positioning and branding the Lebanon and Laclede County area as a viable travel destination for targeted audiences in a way that will result in increased visitation, the extension of length a traveler stays and the increase of traveler expenditures in the Lebanon/Laclede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

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

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

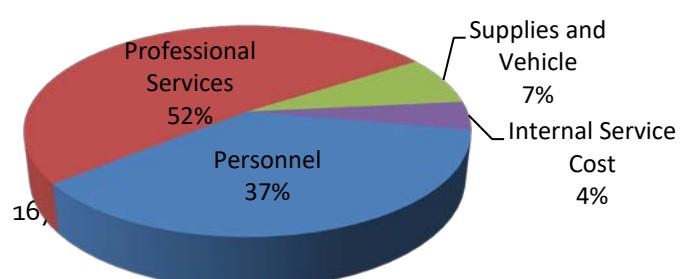
### Tourism Funds Available by Category

**\$205,065**



### Tourism Expense by Category

**\$246,643**



Fiscal Year 2017-2018 Accomplishments:

- I. Recertified as the County DMO to be eligible to participate in state grant opportunities.

Fiscal Year 2019 Goals:

- I. **Goal:** Increase the economic impact of tourism in Lebanon/ Laclede County Missouri through increased visitation.  
**Strategy:** Create a stand-alone website for Lebanon/ Laclede County Missouri Tourism.  
Monitor planned marketing and amend as needed to reflect ever changing consumer trends.  
**Budgetary Factor:** Missouri Marketing Matching Grant was cut by 53% in FY18. Funds lost through state cuts were subsidized with Lodging Tax Tourism Funds.

Performance Measurements:

|                                    | 2013      | 2014      | 2015      | 2016      | 2017      |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Lead Generation                    | 5,381     | 6,273     | 9,573     | 11,188    | 11,300    |
| Lodging Tax Contributors (Ord/Vol) | 13-12/1   | 13-12/1   | 12-11/1   | 12-11/1   | 12-11/1   |
| Lodging Tax Revenue                | \$106,809 | \$114,073 | \$124,361 | \$127,215 | \$136,811 |

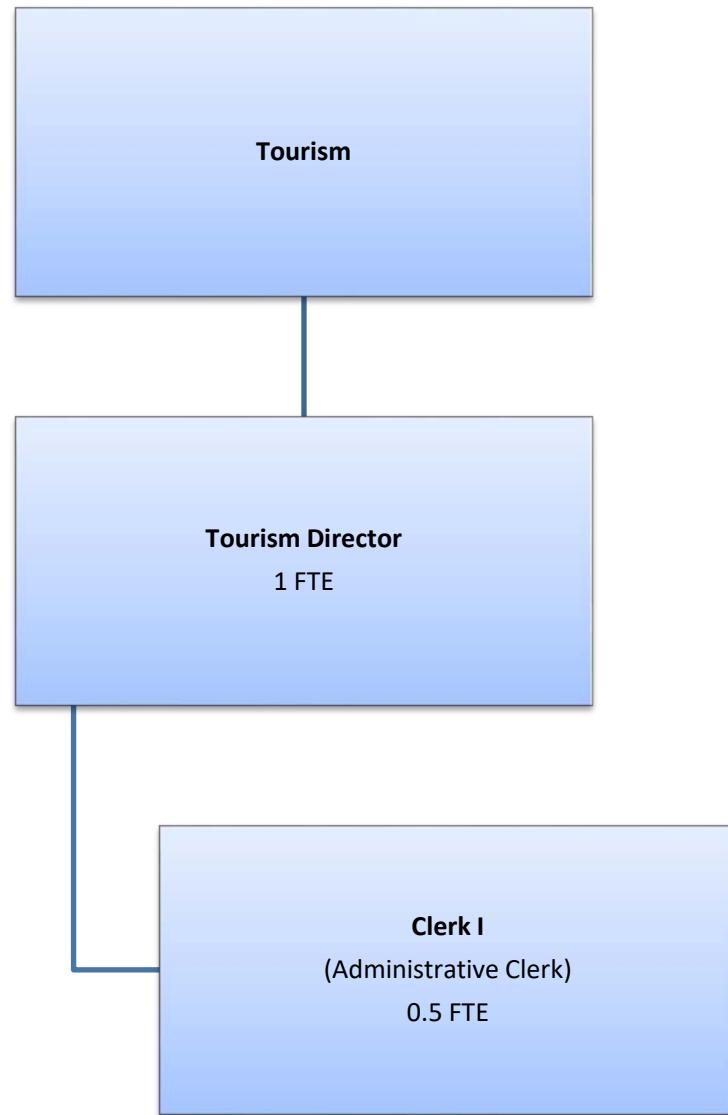
Previous Years' Goals:

- I. Grow the departments revenue.  
Status: Lodging tax revenues increased by 7.54% from FY17 to FY18 through increased visitation to the Lebanon/ Laclede County Area.
- II. Grow the departments staff.  
Status: Part time staff salary added to FY18 Budget.

## Tourism Fund Revenue and Expense by Category

| Tourism Fund                   | 2017 Actual      | 2018 Budget      | 2018 Estimated   | 2019 Proposed    |
|--------------------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                |                  |                  |                  |                  |
| Taxes                          | \$136,812        | \$120,000        | \$130,000        | \$130,000        |
| Franchise Fees                 | \$0              | \$0              | \$0              | \$0              |
| PILOTs                         | \$0              | \$0              | \$0              | \$0              |
| Intergovernmental              | \$30,631         | \$32,988         | \$14,976         | \$15,000         |
| Service Charges                | \$0              | \$0              | \$0              | \$0              |
| Rentals                        | \$0              | \$0              | \$0              | \$0              |
| Licenses and Permits           | \$0              | \$0              | \$0              | \$0              |
| Fines                          | \$0              | \$0              | \$0              | \$0              |
| Benefit Revenue                | \$0              | \$0              | \$0              | \$0              |
| Other                          | \$0              | \$0              | \$45             | \$65             |
| Internal Service Revenue       | \$60,000         | \$60,000         | \$60,000         | \$60,000         |
| <b>Total Revenues</b>          | <b>\$227,442</b> | <b>\$212,988</b> | <b>\$205,021</b> | <b>\$205,065</b> |
| <b>Expenses</b>                |                  |                  |                  |                  |
| Personnel                      | \$57,837         | \$84,120         | \$66,541         | \$90,080         |
| Capital                        | \$872            | \$1,601          | \$1,200          | \$1,034          |
| Debt                           | \$0              | \$0              | \$0              | \$0              |
| Grants                         | \$0              | \$0              | \$0              | \$0              |
| Utilities                      | \$360            | \$500            | \$400            | \$400            |
| Professional Services          | \$97,881         | \$117,265        | \$110,190        | \$127,368        |
| Supplies and Materials         | \$10,217         | \$19,150         | \$10,936         | \$15,703         |
| Tools, Equipment, and Vehicles | \$47             | \$1,800          | \$1,100          | \$1,400          |
| Benefit Expense                | \$0              | \$0              | \$0              | \$0              |
| Other                          | \$0              | \$0              | \$0              | \$0              |
| Internal Service Expense       | \$10,194         | \$14,589         | \$3,500          | \$10,657         |
| <b>Total Expenses</b>          | <b>\$177,408</b> | <b>\$239,025</b> | <b>\$193,867</b> | <b>\$246,643</b> |

## Tourism Organizational Chart



| Tourism-Revenue |                                    |                       | FY17             | FY18             | FY18             | FY19             |
|-----------------|------------------------------------|-----------------------|------------------|------------------|------------------|------------------|
| Fund            | Account                            | Account Name          | Budget           | Budget           | Estimated Ending | Proposed         |
| 40              | 4-500-1000.006                     | Tax-Lodging           | \$120,000        | \$120,000        | \$130,000        | \$130,000        |
|                 | <b>Total Tax Revenue</b>           |                       | <b>\$120,000</b> | <b>\$120,000</b> | <b>\$130,000</b> | <b>\$130,000</b> |
| 40              | 4-500-2005.001                     | Grant-Operative       | \$30,000         | \$32,988         | \$14,976         | \$15,000         |
|                 | <b>Total Grant Revenue</b>         |                       | <b>\$30,000</b>  | <b>\$32,988</b>  | <b>\$14,976</b>  | <b>\$15,000</b>  |
| 40              | 4-500-3010.012                     | Misc.-Purchasing Card | \$0              | \$0              | \$45             | \$65             |
|                 | <b>Total Miscellaneous Revenue</b> |                       | <b>\$0</b>       | <b>\$0</b>       | <b>\$45</b>      | <b>\$65</b>      |
| 40              | 4-500-9999.001                     | Interfund Transfer    | \$60,000         | \$60,000         | \$60,000         | \$60,000         |
|                 | <b>Total Interfund Transfer</b>    |                       | <b>\$60,000</b>  | <b>\$60,000</b>  | <b>\$60,000</b>  | <b>\$60,000</b>  |
|                 | <b>Total Tourism Revenue</b>       |                       | <b>\$210,000</b> | <b>\$212,988</b> | <b>\$205,021</b> | <b>\$205,065</b> |

| Tourism-Expenses |                                     |                                     | FY17            | FY18            | FY18             | FY19            |
|------------------|-------------------------------------|-------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund             | Account                             | Account Name                        | Budget          | Budget          | Estimated Ending | Proposed        |
| 40               | 5-500-1000.001                      | Fulltime Salary                     | \$46,300        | \$47,220        | \$47,220         | \$49,130        |
| 40               | 5-500-1000.002                      | Parttime Salary                     | \$0             | \$13,870        | \$0              | \$17,116        |
|                  | <b>Total Salaries Expense</b>       |                                     | <b>\$46,300</b> | <b>\$61,090</b> | <b>\$47,220</b>  | <b>\$66,246</b> |
| 40               | 5-500-1005.001                      | Health Premium-Employee             | \$5,280         | \$7,510         | \$7,510          | \$7,506         |
| 40               | 5-500-1005.003                      | Dental Premium-Employee             | \$300           | \$300           | \$300            | \$300           |
|                  | <b>Total Insurance Expense</b>      |                                     | <b>\$5,580</b>  | <b>\$7,810</b>  | <b>\$7,810</b>   | <b>\$7,806</b>  |
| 40               | 5-500-1010.001                      | Life Insurance                      | \$60            | \$65            | \$65             | \$65            |
|                  | <b>Total Life Insurance Expense</b> |                                     | <b>\$60</b>     | <b>\$65</b>     | <b>\$65</b>      | <b>\$65</b>     |
| 40               | 5-500-1015.001                      | Lagers-General                      | \$5,556         | \$6,139         | \$4,500          | \$6,534         |
| 40               | 5-500-1015.004                      | Deferred Comp-Employer              | \$650           | \$650           | \$0              | \$650           |
|                  | <b>Total Retirement Expense</b>     |                                     | <b>\$6,206</b>  | <b>\$6,789</b>  | <b>\$4,500</b>   | <b>\$7,184</b>  |
| 40               | 5-500-1020.001                      | FICA-Employer                       | \$2,870         | \$3,790         | \$2,930          | \$4,110         |
| 40               | 5-500-1020.002                      | Medicare-Employer                   | \$670           | \$890           | \$685            | \$965           |
| 40               | 5-500-1020.003                      | Unemployment Compensation           | \$460           | \$615           | \$475            | \$665           |
| 40               | 5-500-1020.004                      | Workman's Compensation              | \$160           | \$121           | \$121            | \$92            |
|                  | <b>Total Payroll Taxes Expense</b>  |                                     | <b>\$4,160</b>  | <b>\$5,416</b>  | <b>\$4,211</b>   | <b>\$5,832</b>  |
| 40               | 5-500-1025.002                      | Employee-Dues/License/Membership    | \$750           | \$750           | \$874            | \$900           |
| 40               | 5-500-1025.004                      | Employee-Travel/Hotel               | \$1,450         | \$1,450         | \$971            | \$1,068         |
| 40               | 5-500-1025.005                      | Employee-Training                   | \$750           | \$750           | \$890            | \$979           |
|                  | <b>Total Employee Expense</b>       |                                     | <b>\$2,950</b>  | <b>\$2,950</b>  | <b>\$2,735</b>   | <b>\$2,947</b>  |
|                  | <b>Total Personnel Expense</b>      |                                     | <b>\$65,256</b> | <b>\$84,120</b> | <b>\$66,541</b>  | <b>\$90,080</b> |
| 40               | 5-500-2020.000                      | Capital Exp-Machinery and Equipment | \$1,438         | \$1,601         | \$1,200          | \$1,034         |
|                  | <b>Total Capital Expense</b>        |                                     | <b>\$1,438</b>  | <b>\$1,601</b>  | <b>\$1,200</b>   | <b>\$1,034</b>  |
| 40               | 5-500-5020.002                      | Utilities-Internet Mobile           | \$500           | \$500           | \$400            | \$400           |
|                  | <b>Total Utilities Expense</b>      |                                     | <b>\$500</b>    | <b>\$500</b>    | <b>\$400</b>     | <b>\$400</b>    |
| 40               | 5-500-6000.007                      | Prof Services-Toxicology Test       | \$170           | \$50            | \$150            | \$150           |
| 40               | 5-500-6000.008                      | Prof Services-MSHP Bkgrd Check      | \$15            | \$0             | \$14             | \$14            |
| 40               | 5-500-6000.013                      | Prof Services - Studies             | \$0             | \$0             | \$0              | \$300           |
| 40               | 5-500-6000.014                      | Prof Services-Event Planning        | \$11,950        | \$15,950        | \$13,250         | \$15,000        |

| Tourism-Expenses |   |                                     | FY17             | FY18             | FY18             | FY19             |
|------------------|---|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund             | Account   | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 40               | 5-500-6000.019                                    | Prof Services-CC Fees               | \$15             | \$20             | \$20             | \$20             |
|                  | <b>Total General Professional Service Expense</b> |                                     | <b>\$12,150</b>  | <b>\$16,020</b>  | <b>\$13,434</b>  | <b>\$15,484</b>  |
| 40               | 5-500-6010.003                                    | Advertising-Print                   | \$46,039         | \$46,039         | \$46,039         | \$56,042         |
| 40               | 5-500-6010.004                                    | Advertising-Internet                | \$17,796         | \$25,696         | \$28,422         | \$31,548         |
| 40               | 5-500-6010.005                                    | Advertising-Billboard               | \$10,355         | \$10,320         | \$6,800          | \$7,250          |
| 40               | 5-500-6010.006                                    | Advertising-Radio                   | \$0              | \$4,000          | \$1,250          | \$2,000          |
| 40               | 5-500-6010.007                                    | Advertising-Television              | \$12,945         | \$12,945         | \$12,000         | \$12,000         |
|                  | <b>Total Advertising Expense</b>                  |                                     | <b>\$87,135</b>  | <b>\$99,000</b>  | <b>\$94,511</b>  | <b>\$108,840</b> |
| 40               | 5-500-6020.000                                    | Software-Annual Renewal/Maintenance | \$0              | \$1,085          | \$1,085          | \$1,884          |
| 40               | 5-500-6020.001                                    | Software-Purchase                   | \$0              | \$1,160          | \$1,160          | \$1,160          |
| 40               | 5-500-6020.002                                    | Software-Upgrade                    | \$689            | \$0              | \$0              | \$0              |
|                  | <b>Total Software Expense</b>                     |                                     | <b>\$689</b>     | <b>\$2,245</b>   | <b>\$2,245</b>   | <b>\$3,044</b>   |
|                  | <b>Total Professional Services Expense</b>        |                                     | <b>\$99,974</b>  | <b>\$117,265</b> | <b>\$110,190</b> | <b>\$127,368</b> |
| 40               | 5-500-7000.001                                    | Supplies-Operational                | \$1,000          | \$1,000          | \$580            | \$650            |
| 40               | 5-500-7000.002                                    | Supplies-Computer Accessories       | \$0              | \$0              | \$0              | \$0              |
| 40               | 5-500-7005.002                                    | Supplies-Mailing                    | \$150            | \$150            | \$110            | \$100            |
| 40               | 5-500-7005.003                                    | Supplies-Postage                    | \$2,945          | \$4,000          | \$926            | \$953            |
| 40               | 5-500-7005.006                                    | Supplies-Promo-Education            | \$9,000          | \$14,000         | \$9,320          | \$14,000         |
|                  | <b>Total General Office Supplies Expense</b>      |                                     | <b>\$13,095</b>  | <b>\$19,150</b>  | <b>\$10,936</b>  | <b>\$15,703</b>  |
| 40               | 5-500-8600.002                                    | Vehicle-Maintenance                 | \$500            | \$500            | \$300            | \$400            |
| 40               | 5-500-8600.003                                    | Vehicle-Supplies                    | \$500            | \$500            | \$300            | \$400            |
| 40               | 5-500-8600.005                                    | Vehicle-Fuel                        | \$800            | \$800            | \$500            | \$600            |
|                  | <b>Total Vehicle Expense</b>                      |                                     | <b>\$1,800</b>   | <b>\$1,800</b>   | <b>\$1,100</b>   | <b>\$1,400</b>   |
| 40               | 5-500-9910.000                                    | Internal Service-Personnel          | \$10,070         | \$14,589         | \$3,500          | \$10,657         |
|                  | <b>Total Internal Service-Personnel</b>           |                                     | <b>\$10,070</b>  | <b>\$14,589</b>  | <b>\$3,500</b>   | <b>\$10,657</b>  |
|                  | <b>Total Internal Service</b>                     |                                     | <b>\$10,070</b>  | <b>\$14,589</b>  | <b>\$3,500</b>   | <b>\$10,657</b>  |
|                  | <b>Total Tourism Expense</b>                      |                                     | <b>\$192,133</b> | <b>\$239,025</b> | <b>\$193,867</b> | <b>\$246,643</b> |

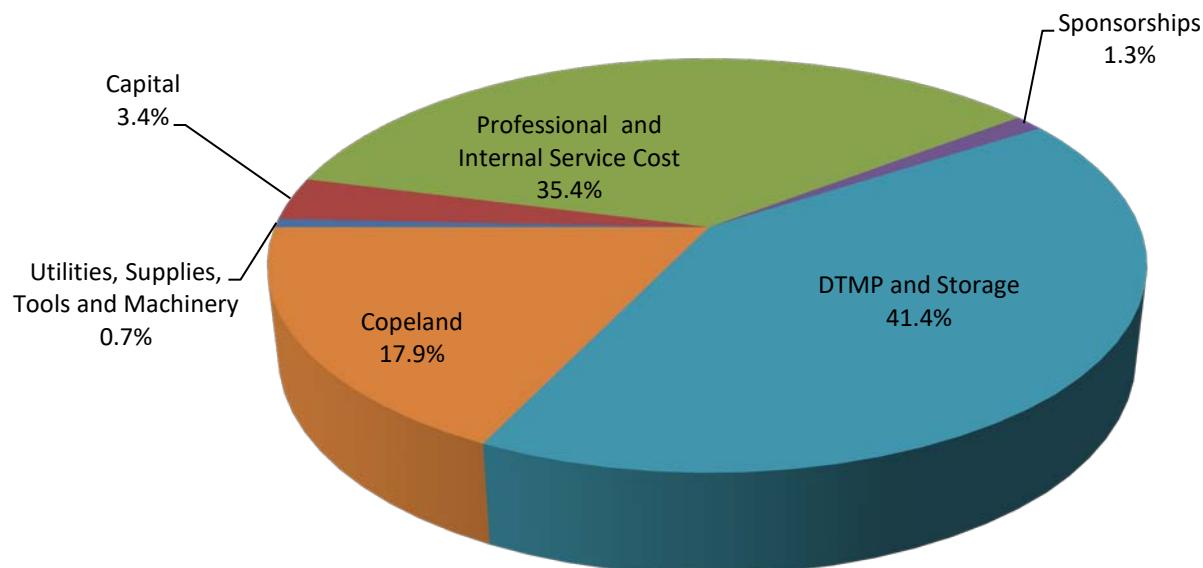
## Economic Development

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

### Economic Development Sources of Revenue \$1,185,420



### Economic Development Expense \$1,182,351



## Economic Development Fund Revenue and Expense by Category

| Economic Development Fund      | 2017 Actual        | 2018 Budget        | 2018 Estimated     | 2019 Proposed      |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                |                    |                    |                    |                    |
| Taxes                          | \$0                | \$0                | \$0                | \$0                |
| Franchise Fees                 | \$0                | \$0                | \$0                | \$0                |
| PILOTs                         | \$0                | \$0                | \$0                | \$0                |
| Intergovernmental              | \$1,026            | \$0                | \$0                | \$0                |
| Service Charges                | \$0                | \$0                | \$0                | \$0                |
| Rentals                        | \$1,179,420        | \$1,179,420        | \$1,179,420        | \$1,179,420        |
| Licenses and Permits           | \$0                | \$0                | \$0                | \$0                |
| Fines                          | \$0                | \$0                | \$0                | \$0                |
| Benefit Revenue                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$206,695          | \$6,000            | \$6,081            | \$6,000            |
| Internal Service Revenue       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Revenues</b>          | <b>\$1,387,140</b> | <b>\$1,185,420</b> | <b>\$1,185,501</b> | <b>\$1,185,420</b> |
| <b>Expenses</b>                |                    |                    |                    |                    |
| Personnel                      | \$2,719            | \$0                | \$15,000           | \$15,000           |
| Capital                        | \$38,073           | \$210,000          | \$7,500            | \$250,000          |
| Debt                           | \$727,370          | \$484,000          | \$483,966          | \$484,000          |
| Grants                         | \$0                | \$0                | \$0                | \$0                |
| Utilities                      | \$2,108            | \$2,850            | \$2,410            | \$2,875            |
| Professional Services          | \$153,920          | \$148,490          | \$95,412           | \$86,662           |
| Supplies and Materials         | \$2,114            | \$9,825            | \$23,310           | \$9,825            |
| Tools, Equipment, and Vehicles | \$482              | \$2,250            | \$1,750            | \$2,250            |
| Benefit Expense                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$0                | \$0                | \$0                | \$0                |
| Internal Service Expense       | \$82,198           | \$69,118           | \$69,500           | \$331,739          |
| <b>Total Expenses</b>          | <b>\$1,008,984</b> | <b>\$926,533</b>   | <b>\$698,848</b>   | <b>\$1,182,351</b> |

| Economic Development-Revenues |   |                    | FY17               | FY18               | FY18               | FY19               |
|-------------------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                          | Account   | Account Name       | Budget             | Budget             | Estimated Ending   | Proposed           |
| 45                            | 4-700-3010.006                                    | Misc-Miscellaneous | \$6,000            | \$6,000            | \$6,081            | \$6,000            |
|                               | <b>Total Economic Development General Revenue</b> |                    | <b>\$6,000</b>     | <b>\$6,000</b>     | <b>\$6,081</b>     | <b>\$6,000</b>     |
| 45                            | 4-715-3005.001                                    | Rental-Buildings   | \$557,325          | \$557,325          | \$557,325          | \$557,325          |
|                               | <b>Total Rental Revenue</b>                       |                    | <b>\$557,325</b>   | <b>\$557,325</b>   | <b>\$557,325</b>   | <b>\$557,325</b>   |
|                               | <b>Total DTMP Revenues</b>                        |                    | <b>\$557,325</b>   | <b>\$557,325</b>   | <b>\$557,325</b>   | <b>\$557,325</b>   |
| 45                            | 4-730-3005.001                                    | Rental-Buildings   | \$622,095          | \$622,095          | \$622,095          | \$622,095          |
|                               | <b>Total Rental Revenue</b>                       |                    | <b>\$622,095</b>   | <b>\$622,095</b>   | <b>\$622,095</b>   | <b>\$622,095</b>   |
|                               | <b>Total Copeland Revenues</b>                    |                    | <b>\$622,095</b>   | <b>\$622,095</b>   | <b>\$622,095</b>   | <b>\$622,095</b>   |
|                               | <b>Total Economic Development Revenue</b>         |                    | <b>\$1,185,420</b> | <b>\$1,185,420</b> | <b>\$1,185,501</b> | <b>\$1,185,420</b> |

| Economic Development-General Expenses |                                |                                      | FY17            | FY18           | FY18             | FY19            |
|---------------------------------------|--------------------------------|--------------------------------------|-----------------|----------------|------------------|-----------------|
| Fund                                  | Account                        | Account Name                         | Budget          | Budget         | Estimated Ending | Proposed        |
| 45                                    | 5-700-1025.002                 | Employee-Dues/License/Membership     | \$0             | \$0            | \$15,000         | \$15,000        |
| 45                                    | 5-700-1025.004                 | Employee-Travel/Hotel                | \$1,500         | \$0            | \$0              | \$0             |
| 45                                    | 5-700-1025.005                 | Employee-Training                    | \$1,220         | \$0            | \$0              | \$0             |
|                                       | <b>Total Employee Expense</b>  |                                      | <b>\$2,720</b>  | <b>\$0</b>     | <b>\$15,000</b>  | <b>\$15,000</b> |
| 45                                    | 5-700-2005.000                 | Capital Exp-Land & Improvements      | \$36,575        | \$0            | \$7,500          | \$35,000        |
| 45                                    | 5-700-2010.000                 | Capital Exp-Building and Improvement | \$0             | \$0            | \$0              | \$5,000         |
|                                       | <b>Total Capital Expense</b>   |                                      | <b>\$36,575</b> | <b>\$0</b>     | <b>\$7,500</b>   | <b>\$40,000</b> |
| 45                                    | 5-700-5000.001                 | Utilities-Electric                   | \$1,800         | \$1,500        | \$1,200          | \$1,500         |
| 45                                    | 5-700-5000.002                 | Utilities-Water                      | \$400           | \$400          | \$300            | \$400           |
| 45                                    | 5-700-5000.003                 | Utilities-Sewer                      | \$500           | \$450          | \$400            | \$450           |
| 45                                    | 5-700-5010.000                 | Utilities-Landline & Fiber           | \$500           | \$500          | \$510            | \$525           |
|                                       | <b>Total Utilities Expense</b> |                                      | <b>\$3,200</b>  | <b>\$2,850</b> | <b>\$2,410</b>   | <b>\$2,875</b>  |
| 45                                    | 5-700-6000.002                 | Prof Services-Engineering            | \$0             | \$26,500       | \$22,610         | \$0             |
| 45                                    | 5-700-6000.003                 | Prof Services - Surveying            | \$32,100        | \$0            | \$0              | \$0             |
| 45                                    | 5-700-6000.012                 | Prof Services-Planning               | \$50,000        | \$50,000       | \$0              | \$0             |
| 45                                    | 5-700-6000.013                 | Prof Services-Studies                | \$0             | \$0            | \$0              | \$13,487        |
| 45                                    | 5-700-6000.016                 | Prof Services- Taxes and Fees        | \$10            | \$10           | \$610            | \$1,000         |

| Economic Development-General Expenses |   |                               | FY17             | FY18             | FY18             | FY19             |
|---------------------------------------|---|-------------------------------|------------------|------------------|------------------|------------------|
| Fund                                  | Account   | Account Name                  | Budget           | Budget           | Estimated Ending | Proposed         |
|                                       | <b>Total General Professional Service Expense</b> |                               | <b>\$82,110</b>  | <b>\$76,510</b>  | <b>\$23,220</b>  | <b>\$14,487</b>  |
| 45                                    | 5-700-6005.003                                    | Insurance-Building & Property | \$2,070          | \$1,880          | \$2,032          | \$2,075          |
|                                       | <b>Total Insurance Expense</b>                    |                               | <b>\$2,070</b>   | <b>\$1,880</b>   | <b>\$2,032</b>   | <b>\$2,075</b>   |
| 45                                    | 5-700-6010.001                                    | Advertising-Public Notices    | \$0              | \$100            | \$100            | \$100            |
|                                       | <b>Total Advertising Expense</b>                  |                               | <b>\$0</b>       | <b>\$100</b>     | <b>\$100</b>     | <b>\$100</b>     |
| 45                                    | 5-700-6015.000                                    | Service Agreements-General    | \$70,000         | \$70,000         | \$70,000         | \$70,000         |
|                                       | <b>Total Service Agreement Expense</b>            |                               | <b>\$70,000</b>  | <b>\$70,000</b>  | <b>\$70,000</b>  | <b>\$70,000</b>  |
|                                       | <b>Total Professional Service Expense</b>         |                               | <b>\$154,180</b> | <b>\$148,490</b> | <b>\$95,352</b>  | <b>\$86,662</b>  |
| 45                                    | 5-700-7000.001                                    | Supplies-Operational          | \$400            | \$250            | \$0              | \$250            |
| 45                                    | 5-700-7005.002                                    | Supplies-Mailing              | \$250            | \$150            | \$0              | \$150            |
| 45                                    | 5-700-7005.004                                    | Supplies-Paper                | \$25             | \$25             | \$10             | \$25             |
| 45                                    | 5-700-7005.006                                    | Supplies-Promo-Education      | \$2,500          | \$2,500          | \$2,000          | \$2,500          |
|                                       | <b>Total General Office Supplies Expense</b>      |                               | <b>\$3,175</b>   | <b>\$2,925</b>   | <b>\$2,010</b>   | <b>\$2,925</b>   |
| 45                                    | 5-700-7510.003                                    | Materials-Fitting             | \$150            | \$150            | \$50             | \$150            |
| 45                                    | 5-700-7525.001                                    | Materials-Infrastructure      | \$1,000          | \$1,000          | \$15,500         | \$1,000          |
|                                       | <b>Total Material Expense</b>                     |                               | <b>\$1,150</b>   | <b>\$1,150</b>   | <b>\$15,550</b>  | <b>\$1,150</b>   |
| 45                                    | 5-700-8300.001                                    | Equipment-Repair              | \$250            | \$250            | \$100            | \$250            |
|                                       | <b>Total Equipment Expense</b>                    |                               | <b>\$250</b>     | <b>\$250</b>     | <b>\$100</b>     | <b>\$250</b>     |
| 45                                    | 5-700-8600.005                                    | Vehicle-Fuel                  | \$500            | \$500            | \$150            | \$500            |
|                                       | <b>Total Vehicle Expense</b>                      |                               | <b>\$500</b>     | <b>\$500</b>     | <b>\$150</b>     | <b>\$500</b>     |
| 45                                    | 5-700-9910.000                                    | Internal Service-Personnel    | \$23,997         | \$9,118          | \$9,500          | \$6,558          |
| 45                                    | 5-700-9999.000                                    | Interfund Transfer            | \$60,000         | \$60,000         | \$60,000         | \$325,181        |
|                                       | <b>Total Internal Service</b>                     |                               | <b>\$83,997</b>  | <b>\$69,118</b>  | <b>\$69,500</b>  | <b>\$331,739</b> |
|                                       | <b>Total Economic Development General Expense</b> |                               | <b>\$285,747</b> | <b>\$225,283</b> | <b>\$207,572</b> | <b>\$481,101</b> |

## Detroit Tool Metal Products

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

| Economic Development-Detroit Tools Metal Products Expenses |   |                          | FY17                    | FY18                    | FY18                    | FY19                    |
|--|---|--------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Fund   | Account   | Account Name             | Budget                  | Budget                  | Estimated Ending        | Proposed                |
| 45   | 5-715-3025.000  | Debt-Internal Obligation | \$484,000               | \$484,000               | \$483,966               | \$484,000               |
|  | <b><i>Total Debt Expense</i></b>                        |                          | <b><i>\$484,000</i></b> | <b><i>\$484,000</i></b> | <b><i>\$483,966</i></b> | <b><i>\$484,000</i></b> |
| 45   | 5-715-7000.001  | Supplies-Operational     | \$250                   | \$250                   | \$250                   | \$250                   |
| 45   | 5-715-7000.004  | Supplies-Small Tools     | \$250                   | \$250                   | \$250                   | \$250                   |
|  | <b><i>Total General Office Supplies Expense</i></b>     |                          | <b><i>\$500</i></b>     | <b><i>\$500</i></b>     | <b><i>\$500</i></b>     | <b><i>\$500</i></b>     |
| 45   | 5-715-7500.001  | Materials-Asphalt        | \$0                     | \$2,500                 | \$2,500                 | \$2,500                 |
| 45   | 5-715-7500.003  | Materials-Concrete       | \$0                     | \$1,000                 | \$1,000                 | \$1,000                 |
| 45   | 5-715-7510.003  | Materials-Fittings       | \$500                   | \$500                   | \$500                   | \$500                   |
| 45   | 5-715-7510.004  | Materials-Hardware       | \$1,000                 | \$1,000                 | \$1,000                 | \$1,000                 |
|  | <b><i>Total Material Expense</i></b>                    |                          | <b><i>\$1,500</i></b>   | <b><i>\$5,000</i></b>   | <b><i>\$5,000</i></b>   | <b><i>\$5,000</i></b>   |
|  | <b><i>Total Detroit Tool Metal Products Expense</i></b> |                          | <b><i>\$486,000</i></b> | <b><i>\$489,500</i></b> | <b><i>\$489,466</i></b> | <b><i>\$489,500</i></b> |

## Copeland

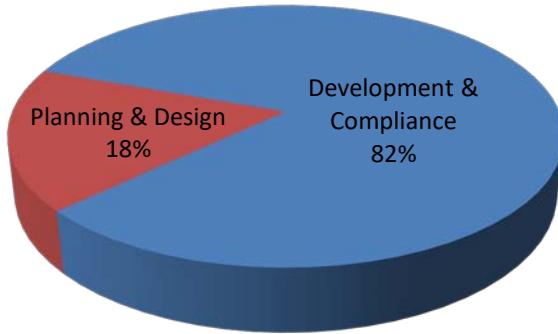
This program was established to manage the expenses for the lease agreement between Copeland and the City.

| Economic Development-Copeland Expenses |   |                                      | FY17               | FY18             | FY18             | FY19               |
|--|---|--------------------------------------|--------------------|------------------|------------------|--------------------|
| Fund                                   | Account   | Account Name                         | Budget             | Budget           | Estimated Ending | Proposed           |
| 45                                     | 5-730-2010.000                                      | Capital Exp-Building and Improvement | \$0                | \$210,000        | \$0              | \$210,000          |
|  | <b><i>Total Capital Expense</i></b>                 |                                      | <b>\$0</b>         | <b>\$210,000</b> | <b>\$0</b>       | <b>\$210,000</b>   |
| 45                                     | 5-730-3025.000                                      | Debt-Internal Obligation             | \$243,409          | \$0              | \$0              | \$0                |
|  | <b><i>Total Debt Expense</i></b>                    |                                      | <b>\$243,409</b>   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>         |
| 45                                     | 5-730-7000.001                                      | Supplies-Operational                 | \$245              | \$250            | \$250            | \$250              |
|  | <b><i>Total General Office Supplies Expense</i></b> |                                      | <b>\$245</b>       | <b>\$250</b>     | <b>\$250</b>     | <b>\$250</b>       |
| 45                                     | 5-730-8300.001                                      | Equipment-Repair                     | \$500              | \$500            | \$500            | \$500              |
| 45                                     | 5-730-8300.002                                      | Equipment-Maintenance                | \$1,000            | \$1,000          | \$1,000          | \$1,000            |
|  | <b><i>Total Equipment Expense</i></b>               |                                      | <b>\$1,500</b>     | <b>\$1,500</b>   | <b>\$1,500</b>   | <b>\$1,500</b>     |
|  | <b><i>Total Copeland Expense</i></b>                |                                      | <b>\$245,154</b>   | <b>\$211,750</b> | <b>\$1,750</b>   | <b>\$211,750</b>   |
|  | <b><i>Total Economic Development Expense</i></b>    |                                      | <b>\$1,016,901</b> | <b>\$926,533</b> | <b>\$698,788</b> | <b>\$1,185,121</b> |

## Community Development Fund

Community Development Fund is made up of the Community Development and Compliance and Planning and Design.

### Community Development Expense by Category \$763,831



### Community Development Fund Revenue and Expense by Category

| Community Development Fund     | 2017 Actual      | 2018 Budget      | 2018 Estimated   | 2019 Proposed    |
|--------------------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                |                  |                  |                  |                  |
| Taxes                          | \$0              | \$0              | \$0              | \$0              |
| Franchise Fees                 | \$0              | \$0              | \$0              | \$0              |
| PILOTs                         | \$0              | \$0              | \$0              | \$0              |
| Intergovernmental              | \$0              | \$0              | \$0              | \$0              |
| Service Charges                | \$198,480        | \$273,571        | \$158,781        | \$245,000        |
| Rentals                        | \$0              | \$0              | \$0              | \$0              |
| Licenses and Permits           | \$0              | \$0              | \$0              | \$0              |
| Fines                          | \$0              | \$0              | \$0              | \$0              |
| Benefit Revenue                | \$0              | \$0              | \$0              | \$0              |
| Other                          | \$0              | \$0              | \$0              | \$0              |
| Internal Service Revenue       | \$343,443        | \$533,361        | \$443,956        | \$458,831        |
| <b>Total Revenues</b>          | <b>\$541,923</b> | <b>\$806,932</b> | <b>\$602,737</b> | <b>\$703,831</b> |
| <b>Expenses</b>                |                  |                  |                  |                  |
| Personnel                      | \$338,056        | \$371,067        | \$353,978        | \$430,081        |
| Capital                        | \$413,994        | \$380,799        | \$213,763        | \$264,621        |
| Debt                           | \$0              | \$0              | \$0              | \$0              |
| Grants                         | \$0              | \$0              | \$0              | \$0              |
| Utilities                      | \$1,581          | \$2,500          | \$2,635          | \$3,000          |
| Professional Services          | \$48,172         | \$38,115         | \$25,048         | \$53,530         |
| Supplies and Materials         | \$3,346          | \$8,100          | \$5,063          | \$6,000          |
| Tools, Equipment, and Vehicles | \$2,727          | \$6,350          | \$2,250          | \$6,600          |
| Benefit Expense                | \$0              | \$0              | \$0              | \$0              |
| Other                          | \$0              | \$0              | \$0              | \$0              |
| Internal Service Expense       | \$0              | \$0              | \$0              | \$0              |
| <b>Total Expenses</b>          | <b>\$807,875</b> | <b>\$806,932</b> | <b>\$602,737</b> | <b>\$763,831</b> |

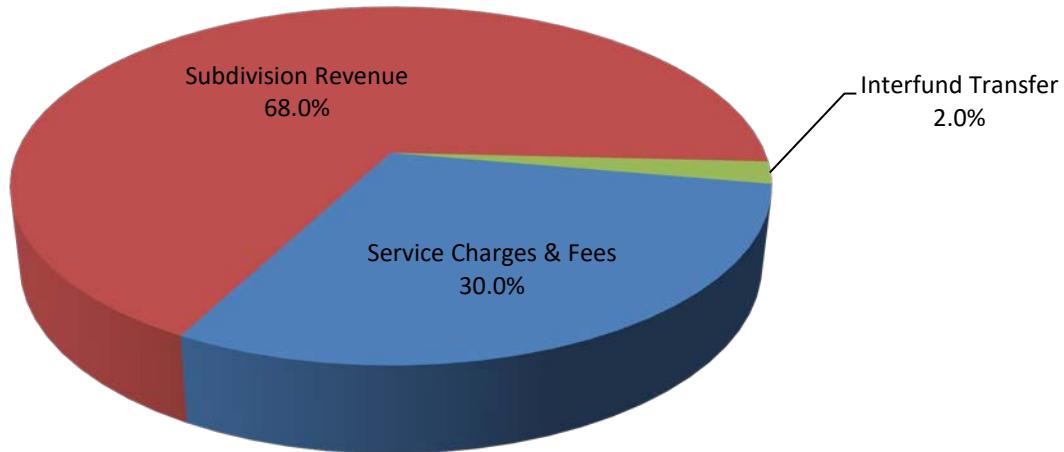
## Development and Compliance

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

### Development & Compliance

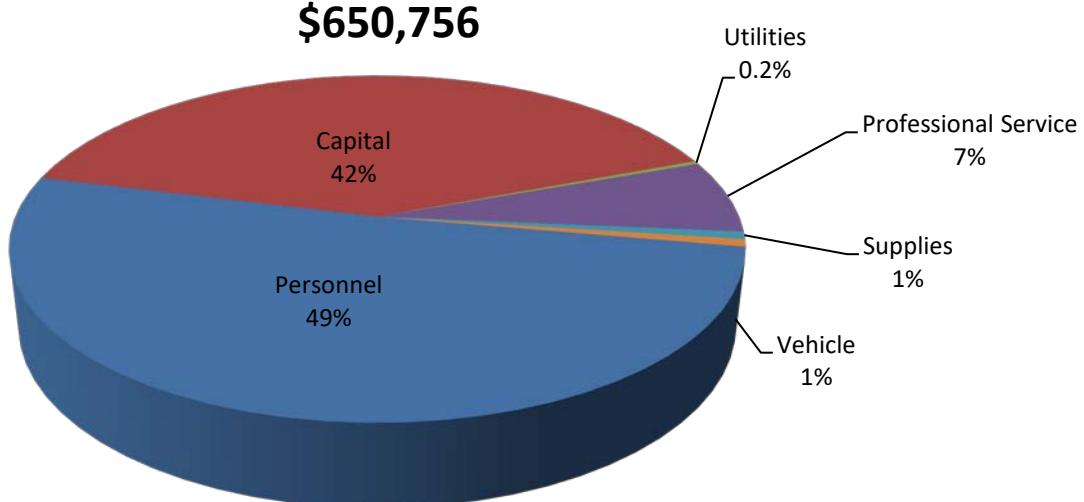
#### Revenue by Category

**\$250,000**



### Development and Compliance Expense by Category

**\$650,756**



### Fiscal Year 2017-2018 Accomplishments:

The Community Development department is in the final stages of implementing the new Energov permitting system which will aid inspectors in all areas of inspections and compliance issues. This has been about a year long process with all the upgrading of the servers and data banks. The inspectors are going to be equipped with hand held I-pads which will record all parcel info and attachments eliminating the need to spend valuable time in research after returning to office.

### Fiscal Year 2018 Goals:

- I. **Goal:** Continuing to strive for excellence in the Development and Compliance Department as for as customer satisfaction and a well balanced working relationship with the Community.  
**Strategy:** Strive for perfection in the area of customer service and will continue to do so.  
**Budgetary Factor:** Non budgetary.
- II. **Goal:** Continuing education for both inspectors in all fields of the code.  
**Strategy:** Make available funds and resources to complete the certification process.  
**Budgetary Factor:** Budget funds for training and certification.
- III. **Goal:** Maximize and perfect the use of the Energov permitting system.  
**Strategy:** Everyday use.  
**Budgetary Factor:** Non-budgetary.

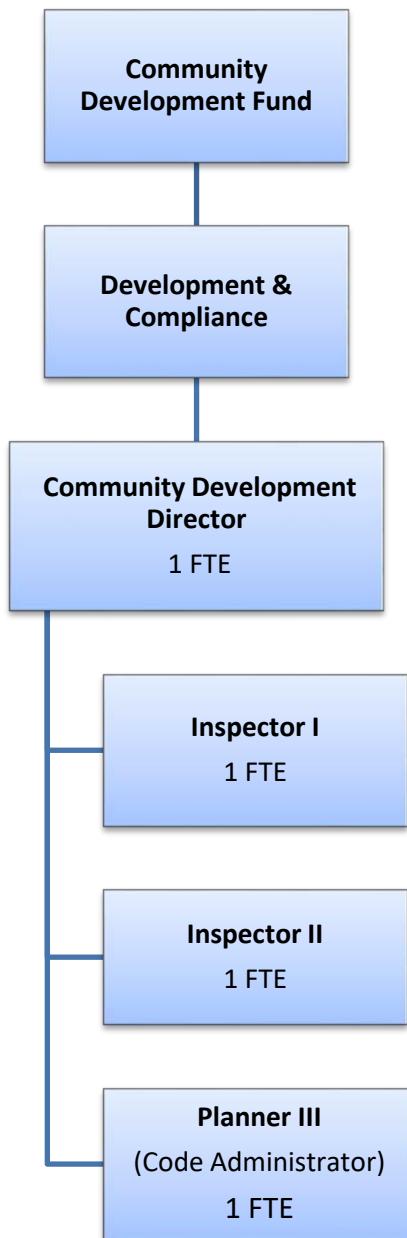
### Performance Measurements:

| Performance Measures                 | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>*Projected |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------|
| Number of building permits issued    | 11             | 16             | 27             | 40             | 42             | 48             | 50                 |
| Number of Housing Inspections        | 1524           | 1559           | 1480           | 1471           | 1490           | 1350           | *1400              |
| Number of Compliances                | 362            | 222            | 205            | 197            | 219            | 248            | *250               |
| Number of Demolitions                | 8              | 18             | 30             | 18             | 34             | 27             | 20                 |
| Number of Planning & Zoning meetings | 8              | 8              | 11             | 11             | 11             | 12             | 12                 |

### Previous Years' Goals:

- I. Continuing to strive for excellence in the Community Development Department as for as customer satisfaction and a well-balanced working relationship with the Community.  
**Status:** On-going.
- II. Continuing education for both inspectors in all fields of the code.  
**Status:** Although the staff has not received any more certification this year. Two of our inspectors have been doing on the job training with the Code Administrator in the fields electrical and Structural requirements for both commercial and residential.

## Development and Compliance Organizational Chart



| Community Development-Administration Revenue  |                |                                   | FY17             | FY18             | FY18             | FY19             |
|---|----------------|-----------------------------------|------------------|------------------|------------------|------------------|
| Fund  | Account        | Account Name                      | Budget           | Budget           | Estimated Ending | Proposed         |
| 50  | 4-300-3000.003 | Knox Box Sales                    | \$0              | \$10,000         | \$3,000          | \$3,000          |
| 50  | 4-300-3000.005 | Building Permits and Inspections  | \$0              | \$40,000         | \$40,000         | \$50,000         |
| 50  | 4-300-3000.006 | Development & Compliance          | \$0              | \$8,500          | \$8,500          | \$10,000         |
| 50  | 4-300-3000.008 | Subdivision Design & Construction | \$290,350        | \$215,071        | \$95,281         | \$170,000        |
| 50  | 4-300-3000.014 | Meter Box Sales                   | \$0              | \$0              | \$12,000         | \$12,000         |
| <b>Total Service Charges and Fees Revenue</b> |                |                                   | <b>\$290,350</b> | <b>\$273,571</b> | <b>\$158,781</b> | <b>\$245,000</b> |
| 50  | 4-300-9999.001 | Interfund Transfer                | \$0              | \$0              | \$0              | \$5,000          |
| <b>Total Interfund Transfer</b>               |                |                                   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$5,000</b>   |
| <b>Total Administration Revenue</b>           |                |                                   | <b>\$290,350</b> | <b>\$273,571</b> | <b>\$158,781</b> | <b>\$250,000</b> |

| Development & Compliance Expenses |                                     |                                     | FY17             | FY18             | FY18             | FY19             |
|-----------------------------------|-------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund                              | Account                             | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 50                                | 5-305-1000.001                      | Fulltime Salary                     | \$148,650        | \$163,535        | \$148,278        | \$191,892        |
|                                   | <b>Total Salaries Expense</b>       |                                     | <b>\$148,650</b> | <b>\$163,535</b> | <b>\$148,278</b> | <b>\$191,892</b> |
| 50                                | 5-305-1005.002                      | Health Premium-Family               | \$30,880         | \$42,025         | \$42,025         | \$59,346         |
| 50                                | 5-305-1005.003                      | Dental Premium-Employee             | \$1,200          | \$1,200          | \$905            | \$905            |
|                                   | <b>Total Insurance Expense</b>      |                                     | <b>\$32,080</b>  | <b>\$43,225</b>  | <b>\$42,930</b>  | <b>\$60,251</b>  |
| 50                                | 5-305-1010.001                      | Life Insurance                      | \$240            | \$255            | \$200            | \$255            |
|                                   | <b>Total Life Insurance Expense</b> |                                     | <b>\$240</b>     | <b>\$255</b>     | <b>\$200</b>     | <b>\$255</b>     |
| 50                                | 5-305-1015.001                      | Lagers-General                      | \$17,830         | \$21,260         | \$19,250         | \$25,525         |
| 50                                | 5-305-1015.004                      | Deferred Comp-Employer              | \$2,600          | \$2,600          | \$2,000          | \$2,600          |
|                                   | <b>Total Retirement Expense</b>     |                                     | <b>\$20,430</b>  | <b>\$23,860</b>  | <b>\$21,250</b>  | <b>\$28,125</b>  |
| 50                                | 5-305-1020.001                      | FICA-Employer                       | \$9,210          | \$10,140         | \$9,200          | \$11,900         |
| 50                                | 5-305-1020.002                      | Medicare-Employer                   | \$2,150          | \$2,375          | \$2,200          | \$2,785          |
| 50                                | 5-305-1020.003                      | Unemployment Compensation           | \$1,490          | \$1,635          | \$1,500          | \$1,919          |
| 50                                | 5-305-1020.004                      | Workman's Compensation              | \$975            | \$827            | \$850            | \$827            |
|                                   | <b>Total Payroll Taxes Expense</b>  |                                     | <b>\$13,825</b>  | <b>\$14,977</b>  | <b>\$13,750</b>  | <b>\$17,431</b>  |
| 50                                | 5-305-1025.001                      | Employee-Uniforms                   | \$1,500          | \$2,000          | \$1,200          | \$1,000          |
| 50                                | 5-305-1025.002                      | Employee-Dues/License/Membership    | \$500            | \$500            | \$400            | \$500            |
| 50                                | 5-305-1025.003                      | Employee-Books                      | \$233            | \$500            | \$300            | \$1,000          |
| 50                                | 5-305-1025.004                      | Employee-Travel/Hotel               | \$0              | \$2,000          | \$2,000          | \$4,000          |
| 50                                | 5-305-1025.005                      | Employee-Training                   | \$490            | \$2,000          | \$5,550          | \$3,000          |
|                                   | <b>Total Employee Expense</b>       |                                     | <b>\$2,723</b>   | <b>\$7,000</b>   | <b>\$9,450</b>   | <b>\$9,500</b>   |
|                                   | <b>Total Personnel Expense</b>      |                                     | <b>\$217,948</b> | <b>\$252,852</b> | <b>\$235,858</b> | <b>\$307,454</b> |
| 50                                | 5-305-2020.000                      | Capital Exp-Machinery and Equipment | \$10,806         | \$3,246          | \$58,000         | \$5,000          |
| 50                                | 5-305-2025.000                      | Capital Exp-Vehicle                 | \$0              | \$35,000         | \$26,000         | \$22,552         |
| 50                                | 5-305-2030.000                      | Capital Exp-Infrastructure          | \$392,671        | \$338,790        | \$126,000        | \$235,000        |
|                                   | <b>Total Capital Expense</b>        |                                     | <b>\$403,477</b> | <b>\$377,036</b> | <b>\$210,000</b> | <b>\$262,552</b> |
| 50                                | 5-305-5015.001                      | Utilities-Cell Phones               | \$1,500          | \$1,500          | \$1,635          | \$2,000          |
|                                   | <b>Total Utilities Expense</b>      |                                     | <b>\$1,500</b>   | <b>\$1,500</b>   | <b>\$1,635</b>   | <b>\$2,000</b>   |
| 50                                | 5-305-6000.001                      | Prof Services-Legal                 | \$575            | \$0              | \$500            | \$1,000          |

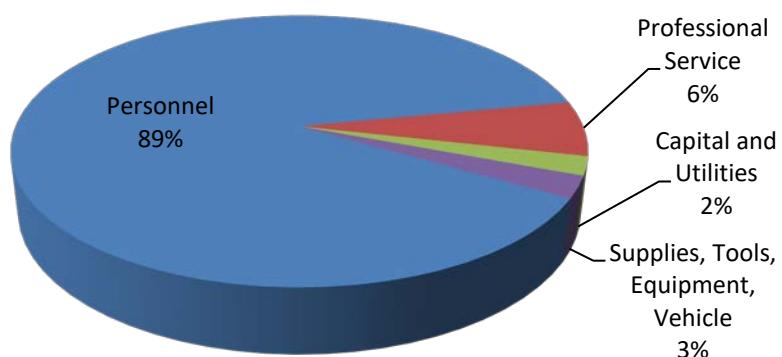
| Development & Compliance Expenses                 |                |                                     | FY17             | FY18             | FY18             | FY19             |
|---|----------------|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund  | Account        | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 50  | 5-305-6000.003 | Prof Services-Surveying             | \$1,010          | \$3,000          | \$1,000          | \$3,000          |
| 50  | 5-305-6000.007 | Prof Services-Toxicology Testing    | \$200            | \$200            | \$100            | \$200            |
| 50  | 5-305-6000.013 | Prof Services - Studies             | \$0              | \$0              | \$0              | \$900            |
| 50  | 5-305-6000.015 | Prof Services-Service Contract      | \$37,440         | \$20,000         | \$6,500          | \$20,000         |
| 50  | 5-305-6000.019 | Prof Services-CC Fees               | \$150            | \$150            | \$100            | \$150            |
| <b>Total General Professional Service Expense</b> |                |                                     | <b>\$39,375</b>  | <b>\$23,350</b>  | <b>\$8,200</b>   | <b>\$25,250</b>  |
| 50  | 5-305-6005.001 | Insurance-Vehicle                   | \$1,020          | \$915            | \$890            | \$910            |
| <b>Total Insurance Expense</b>                    |                |                                     | <b>\$1,020</b>   | <b>\$915</b>     | <b>\$890</b>     | <b>\$910</b>     |
| 50  | 5-305-6010.001 | Advertising-Public Notices          | \$1,000          | \$1,500          | \$1,300          | \$2,000          |
| 50  | 5-305-6010.002 | Advertising-Employees Recruitment   | \$45             | \$100            | \$100            | \$100            |
| <b>Total Advertising Expense</b>                  |                |                                     | <b>\$1,045</b>   | <b>\$1,600</b>   | <b>\$1,400</b>   | <b>\$2,100</b>   |
| 50  | 5-305-6020.000 | Software-Annual Renewal/Maintenance | \$0              | \$0              | \$517            | \$16,230         |
| 50  | 5-305-6020.001 | Software-Purchase                   | \$0              | \$0              | \$404            | \$0              |
| <b>Total Software Expense</b>                     |                |                                     | <b>\$0</b>       | <b>\$0</b>       | <b>\$6,808</b>   | <b>\$16,230</b>  |
| <b>Total Professional Service Expense</b>         |                |                                     | <b>\$41,440</b>  | <b>\$25,865</b>  | <b>\$17,298</b>  | <b>\$44,490</b>  |
| 50  | 5-305-7000.001 | Supplies-Operational                | \$1,500          | \$1,500          | \$1,500          | \$2,000          |
| 50  | 5-305-7000.002 | Supplies-Computer Accessories       | \$0              | \$1,000          | \$1,650          | \$1,000          |
| 50  | 5-305-7000.004 | Supplies-Small Tools                | \$200            | \$1,000          | \$100            | \$500            |
| 50  | 5-305-7005.001 | Supplies-Printing                   | \$200            | \$200            | \$100            | \$200            |
| 50  | 5-305-7005.002 | Supplies-Mailing                    | \$100            | \$100            | \$50             | \$100            |
| 50  | 5-305-7005.003 | Supplies-Postage                    | \$0              | \$200            | \$25             | \$100            |
| 50  | 5-305-7005.004 | Supplies-Paper                      | \$500            | \$500            | \$100            | \$500            |
| <b>Total General Office Supplies Expense</b>      |                |                                     | <b>\$2,500</b>   | <b>\$4,500</b>   | <b>\$3,525</b>   | <b>\$4,400</b>   |
| 50  | 5-305-7015.04  | Supplies-Safety                     | \$20             | \$100            | \$0              | \$100            |
| <b>Total Safety Supplies Expense</b>              |                |                                     | <b>\$20</b>      | <b>\$100</b>     | <b>\$0</b>       | <b>\$100</b>     |
| 50  | 5-305-7999.006 | Cost of Goods Sold-Meter Boxes      | \$0              | \$0              | \$8,000          | \$8,000          |
| 50  | 5-305-7999.006 | Cost of Goods Sold-Knox Boxes       | \$0              | \$0              | \$2,000          | \$2,000          |
| <b>Total Supplies Expense</b>                     |                |                                     | <b>\$2,520</b>   | <b>\$4,600</b>   | <b>\$13,525</b>  | <b>\$14,500</b>  |
| 50  | 5-305-8600.001 | Vehicle-Repair                      | \$665            | \$2,000          | \$500            | \$2,000          |
| 50  | 5-305-8600.002 | Vehicle-Maintenance                 | \$294            | \$1,000          | \$250            | \$1,000          |
| 50  | 5-305-8600.005 | Vehicle-Fuel                        | \$1,000          | \$1,000          | \$1,000          | \$1,500          |
| <b>Total Vehicle Expense</b>                      |                |                                     | <b>\$1,959</b>   | <b>\$4,000</b>   | <b>\$1,750</b>   | <b>\$4,500</b>   |
| <b>Total Development and Compliance Expense</b>   |                |                                     | <b>\$668,844</b> | <b>\$665,853</b> | <b>\$470,066</b> | <b>\$625,496</b> |

## Planning and Design

This program provides the administration of all Public Works activities and technical engineering assistance to other City departments. Major functions include management of the department's operating divisions; preparing engineering studies, designs, plans, and specifications; management of design and construction contracts; soliciting grant funding for street, bridge and storm water improvement projects; inspections for right-of-way work; maintaining and providing plat book information, parcel identification and property owner information; administering easement agreements; and the investigation and response to citizen inquiries and complaints.

### Planning and Design Expense by Category

**\$138,335**



#### Fiscal Year 2017-2018 Accomplishments:

Created Web based utility maps to manage asset repair/maintenance, i.e.: Street signs, potholes and streetlight replacement.

#### Fiscal Year 2019 Goals:

- I. **Goal:** The Engineering Technician for the City will locate and document easements from the past several years on an Auto Cad Mapping system. This will be a file in the City's data bank system for employees to access.  
**Strategy:** Finding time to complete this task. This is a time-consuming effort and will take considerable time to complete. The City has easements dating back approximately 100 years.  
**Budgetary Factor:** Non-budgetary
  
- II. **Goal:** Define scope of work required to collect city assets for inclusion in to GIS and who will be doing the data collection.  
**Strategy:** The actual field survey and collection of city assets along with transferring the raw field data to the GIS is going to be a time-consuming project. This work has been estimated at a minimum to require 2 employees on a full-time basis for 2 years, or 1 person for 4 years.  
**Budgetary Factor:** Either adding a full-time position, using city employees redirected from their current responsibilities or contracting with a surveying firm to collect the data.

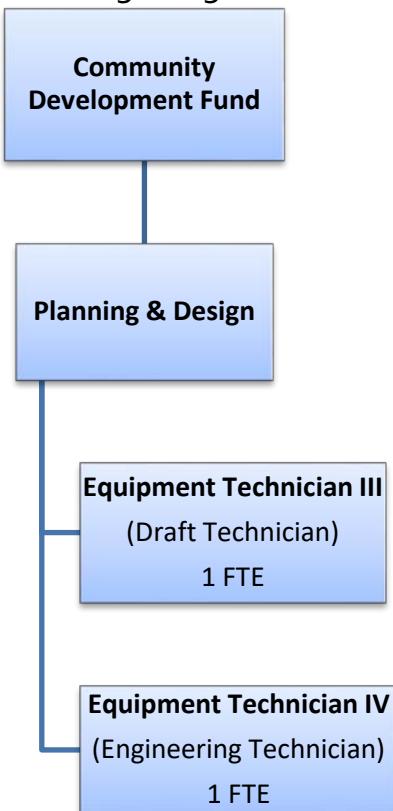
| Performance Measures                  | 2012<br>Actual | 2013<br>Actual | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>*Projected |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------|
| Number of AutoCAD plans created       | 21             | 14             | 17             | 16             | 19             | 15             | *20                |
| Number of Maps created/updated in GIS | 16             | 20             | 21             | 30             | 25             | 27             | *30                |

Performance Measurements:

Previous Years' Goals:

- I. This department has in the past year scanned and created access to all city plats. One of this year goals is to scan and create folder for all recorded and non-recoded surveys.  
Status: This goal was not completed since we were without a working scanner for several months.
- II. Define scope of work required to collect city assets for inclusion in to GIS and who will be doing the data collection.  
Status: This is an ongoing project that will be very time consuming. The electrical assets are partially done. The manpower issue is a problem in completing goal.
- III. Assist in the selection of a Computerized Maintenance Management Software (CMMS) to aid in managing infrastructure and assets.  
Status: This computer system was not approved by Council.

Planning and Design Organizational Chart



| Community Development-Planning & Design Expenses |   |                                     | FY17     | FY18             | FY18             | FY19             |
|--|---|-------------------------------------|----------|------------------|------------------|------------------|
| Fund   | Account   | Account Name                        | Budget   | Budget           | Estimated Ending | Proposed         |
| 50   | 5-310-1000.001                                    | Fulltime Salary                     | \$80,250 | \$80,045         | \$80,490         | \$82,815         |
|  | <b>Total Salaries Expense</b>                     |                                     |          | <b>\$80,250</b>  | <b>\$80,045</b>  | <b>\$80,490</b>  |
| 50   | 5-310-1005.001                                    | Health Premium-Employee             | \$11,360 | \$15,795         | \$15,795         | \$15,792         |
| 50   | 5-310-1005.003                                    | Dental Premium-Employee             | \$605    | \$600            | \$605            | \$605            |
|  | <b>Total Insurance Expense</b>                    |                                     |          | <b>\$11,965</b>  | <b>\$16,395</b>  | <b>\$16,400</b>  |
| 50   | 5-310-1010.001                                    | Life Insurance                      | \$120    | \$130            | \$130            | \$130            |
|  | <b>Total Life Insurance Expense</b>               |                                     |          | <b>\$120</b>     | <b>\$130</b>     | <b>\$130</b>     |
| 50   | 5-310-1015.001                                    | Lagers-General                      | \$9,625  | \$10,410         | \$10,500         | \$11,015         |
| 50   | 5-310-1015.004                                    | Deferred Comp-Employer              | \$1,350  | \$1,300          | \$1,300          | \$1,300          |
|  | <b>Total Retirement Expense</b>                   |                                     |          | <b>\$10,975</b>  | <b>\$11,710</b>  | <b>\$11,800</b>  |
| 50   | 5-310-1020.001                                    | FICA-Employer                       | \$4,850  | \$4,965          | \$5,000          | \$5,135          |
| 50   | 5-310-1020.002                                    | Medicare-Employer                   | \$1,130  | \$1,165          | \$1,200          | \$1,205          |
| 50   | 5-310-1020.003                                    | Unemployment Compensation           | \$805    | \$805            | \$850            | \$830            |
|  | <b>Total Payroll Taxes Expenses</b>               |                                     |          | <b>\$6,785</b>   | <b>\$6,935</b>   | <b>\$7,050</b>   |
| 50   | 5-310-1025.001                                    | Employee-Uniforms                   | \$300    | \$800            | \$250            | \$800            |
| 50   | 5-310-1025.002                                    | Employee-Dues/Lics/Membership       | \$0      | \$200            | \$0              | \$0              |
| 50   | 5-310-1025.005                                    | Employee-Training                   | \$0      | \$2,000          | \$2,000          | \$3,000          |
|  | <b>Total Employee Expense</b>                     |                                     |          | <b>\$300</b>     | <b>\$3,000</b>   | <b>\$2,250</b>   |
|  | <b>Total Personnel Expense</b>                    |                                     |          | <b>\$110,395</b> | <b>\$118,215</b> | <b>\$118,120</b> |
| 50   | 5-310-2020.000                                    | Capital Exp-Machinery and Equipment | \$10,543 | \$3,763          | \$3,763          | \$2,069          |
|  | <b>Total Capital Expense</b>                      |                                     |          | <b>\$10,543</b>  | <b>\$3,763</b>   | <b>\$3,763</b>   |
| 50   | 5-310-5015.001                                    | Utilities-Cell Phones               | \$0      | \$0              | \$0              | \$0              |
| 50   | 5-310-5020.002                                    | Utilities-Internet Mobile           | \$125    | \$1,000          | \$1,000          | \$1,000          |
|  | <b>Total Utilities Expense</b>                    |                                     |          | <b>\$125</b>     | <b>\$1,000</b>   | <b>\$1,000</b>   |
| 50   | 5-310-6000.001                                    | Prof Services-Legal                 | \$1,030  | \$2,000          | \$0              | \$0              |
| 50   | 5-310-6000.002                                    | Prof Services-Engineering           | \$1,150  | \$2,500          | \$0              | \$2,500          |
| 50   | 5-310-6000.007                                    | Prof Services-Toxicology Test       | \$100    | \$100            | \$100            | \$100            |
| 50   | 5-310-6000.013                                    | Prof Services - Studies             | \$0      | \$0              | \$0              | \$500            |
|  | <b>Total General Professional Service Expense</b> |                                     |          | <b>\$2,280</b>   | <b>\$4,600</b>   | <b>\$100</b>     |
|  |   |                                     |          |                  |                  | <b>\$3,100</b>   |

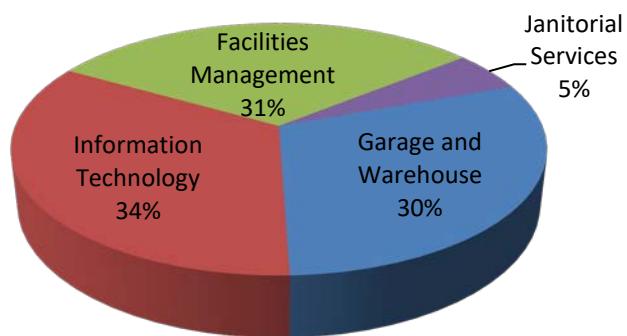
| Community Development-Planning & Design Expenses |  |                                     | FY17             | FY18             | FY18             | FY19             |
|--|--|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund   | Account  | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 50   | 5-310-6005.001   | Insurance-Vehicle                   | \$366            | \$330            | \$330            | \$340            |
|  | <b><i>Total Insurance Expense</i></b>                    |                                     | <b>\$366</b>     | <b>\$330</b>     | <b>\$330</b>     | <b>\$340</b>     |
| 50   | 5-310-6020.000   | Software-Annual Renewal/Maintenance | \$4,620          | \$5,000          | \$5,000          | \$5,600          |
| 50   | 5-310-6020.001   | Software-Purchase                   | \$0              | \$2,320          | \$2,320          | \$0              |
|  | <b><i>Total Software Expense</i></b>                     |                                     | <b>\$4,620</b>   | <b>\$7,320</b>   | <b>\$7,320</b>   | <b>\$5,600</b>   |
|  | <b><i>Total Professional Service Expense</i></b>         |                                     | <b>\$7,266</b>   | <b>\$12,250</b>  | <b>\$7,750</b>   | <b>\$9,040</b>   |
| 50   | 5-310-7000.003   | Supplies-Small Office Equipment     | \$20             | \$500            | \$538            | \$500            |
| 50   | 5-310-7005.001   | Supplies-Printing                   | \$1,090          | \$1,500          | \$500            | \$500            |
| 50   | 5-310-7005.004   | Supplies-Paper                      | \$825            | \$1,500          | \$500            | \$500            |
|  | <b><i>Total General Office Supplies Expense</i></b>      |                                     | <b>\$1,935</b>   | <b>\$3,500</b>   | <b>\$1,538</b>   | <b>\$1,500</b>   |
| 50   | 5-310-8000.002   | Tools- Maintenance                  | \$830            | \$1,000          | \$0              | \$500            |
| 50   | 5-310-8000.003   | Tools-Supplies                      | \$0              | \$100            | \$0              | \$100            |
|  | <b><i>Total Tools and Portable Equipment Expense</i></b> |                                     | <b>\$830</b>     | <b>\$1,100</b>   | <b>\$0</b>       | <b>\$600</b>     |
| 50   | 5-310-8600.001   | Vehicle-Repair                      | \$0              | \$500            | \$0              | \$500            |
| 50   | 5-310-8600.002   | Vehicle-Maintenance                 | \$0              | \$250            | \$250            | \$500            |
| 50   | 5-310-8600.005   | Vehicle-Fuel                        | \$120            | \$500            | \$250            | \$500            |
|  | <b><i>Total Vehicle Expense</i></b>                      |                                     | <b>\$120</b>     | <b>\$1,250</b>   | <b>\$500</b>     | <b>\$1,500</b>   |
|  | <b><i>Total Planning and Design Expense</i></b>          |                                     | <b>\$131,214</b> | <b>\$141,078</b> | <b>\$132,671</b> | <b>\$138,335</b> |
|  | <b><i>Total Community Development Expense</i></b>        |                                     | <b>\$800,058</b> | <b>\$806,932</b> | <b>\$602,737</b> | <b>\$763,831</b> |

## Internal Service Fund

The Service Fund is comprised of Garage and Warehouse, Information Technology, Facility Management, and Janitorial Service. This fund is used to account for the funding of goods and services provided by one department or agency to other departments or agencies on a cost-reimbursement basis.

Services accounted for in Internal Service Funds are tangible and it is possible to determine the extent to which they benefit the individual department or agency.

### Internal Service Fund Expense \$1,077,284

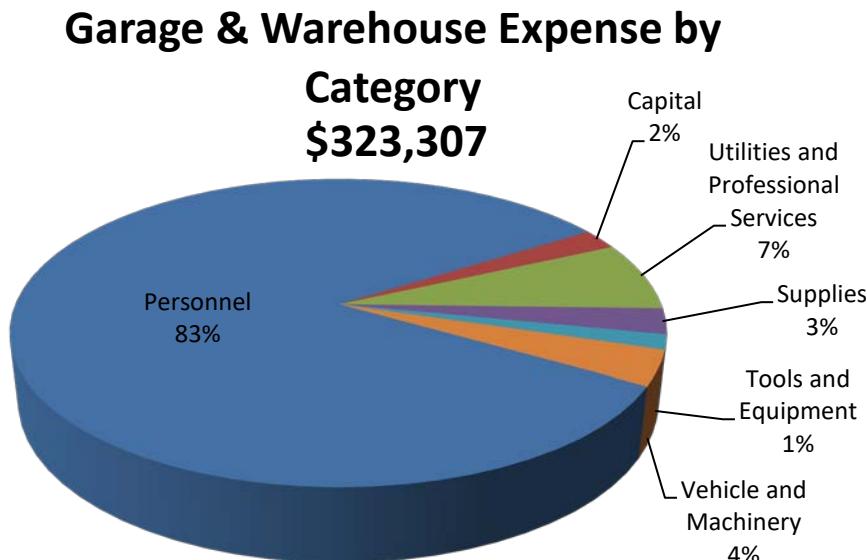


### Internal Service Fund Revenue and Expense by Category

| Internal Service Fund          | 2017 Actual      | 2018 Budget      | 2018 Estimated   | 2019 Proposed      |
|--------------------------------|------------------|------------------|------------------|--------------------|
| <b>Revenues</b>                |                  |                  |                  |                    |
| Taxes                          | \$0              | \$0              | \$0              | \$0                |
| Franchise Fees                 | \$0              | \$0              | \$0              | \$0                |
| PILOTs                         | \$0              | \$0              | \$0              | \$0                |
| Intergovernmental              | \$0              | \$0              | \$0              | \$0                |
| Service Charges                | \$0              | \$0              | \$0              | \$0                |
| Rentals                        | \$0              | \$0              | \$0              | \$0                |
| Licenses and Permits           | \$0              | \$0              | \$0              | \$0                |
| Fines                          | \$0              | \$0              | \$0              | \$0                |
| Benefit Revenue                | \$0              | \$0              | \$0              | \$0                |
| Other                          | \$0              | \$0              | \$0              | \$0                |
| Internal Service Revenue       | \$828,643        | \$968,702        | \$891,130        | \$1,077,284        |
| <b>Total Revenues</b>          | <b>\$828,643</b> | <b>\$968,702</b> | <b>\$891,130</b> | <b>\$1,077,284</b> |
| <b>Expenses</b>                |                  |                  |                  |                    |
| Personnel                      | \$647,069        | \$722,814        | \$687,761        | \$854,905          |
| Capital                        | \$21,961         | \$59,183         | \$37,079         | \$40,772           |
| Debt                           | \$0              | \$0              | \$0              | \$0                |
| Grants                         | \$0              | \$0              | \$0              | \$0                |
| Utilities                      | \$15,844         | \$21,990         | \$18,025         | \$22,113           |
| Professional Services          | \$92,150         | \$102,215        | \$90,917         | \$93,508           |
| Supplies and Materials         | \$22,170         | \$24,650         | \$22,648         | \$24,235           |
| Tools, Equipment, and Vehicles | \$29,448         | \$37,850         | \$34,700         | \$41,750           |
| Benefit Expense                | \$0              | \$0              | \$0              | \$0                |
| Other                          | \$0              | \$0              | \$0              | \$0                |
| Internal Service Expense       | \$0              | \$0              | \$0              | \$0                |
| <b>Total Expenses</b>          | <b>\$828,643</b> | <b>\$968,702</b> | <b>\$891,130</b> | <b>\$1,077,284</b> |

## Garage and Warehouse

The garage provides preventative maintenance and repair of City vehicles and equipment. The mechanics perform routine and major repairs, change tires, install and maintain fleet mobile radios, and repair records. The warehouse provides for the purchasing and receiving of freight deliveries, as well as stocking and maintaining the inventory of parts for water, sewer, electric, construction and street departments.



#### Fiscal Year 2017-2018 Accomplishments:

Refurbished the paint on the 953C loader and Cat pavement roller for construction crews to make them more presentable to the public. Completely repainted the chip & seal machine for the construction crew to also make it more presentable to the public. Built safety railing for the well located at Lawson Farm & Lawn for Waste Water maintenance. Installed locks on the bulk oil containment system for better tracking of fluids. Prepared asset items, made pick up arrangements with winning bidder and load items (when applicable) for all inventory sold as surplus on Purple Wave. Created parts order bin for departmental return repairs. Had new plugs installed for vehicle block heaters. Rebuilt the brush truck water tank for the fire department.

#### Fiscal Year 2019 Goals:

- I. **Warehouse Goal:** Continue improving inventory procedures/processes  
**Strategy:** Improve data collection processes and develop written inventory procedures to maintain actual inventory.  
**Budgetary Factor:** Non-budgeted, no additional funding required.
- II. **Warehouse Goal:** Increase efficiency and turnaround times of the purchasing process.  
**Strategy:** Add one (1) employee. The hiring of a Purchasing Agent will allow for the procurement of goods and services for the City by following applicable laws to maximize City efficiencies through better use of its resources, to ensure internal and external customers are served, and the best value is received from expenditure of taxpayer dollars.  
**Budgetary Factor:** Availability of funds
- III. **Garage Goal:** Continue to improve fuel and asset maintenance tracking system.  
**Strategy:** Purchase phase II of AIM Fuel System service, tracking, tank readers and asset maintenance software.  
**Budgetary Factor:** Availability of funds.

IV. **Garage Goal:** Improve tracking of bulk petroleum, oils and lubricants (oil, antifreeze, and grease)  
**Strategy:** Currently bulk fluids are tracked by fleet personnel as used and non-fleet personnel record usage by clip board on honor system. Bulk fluids should be secured and only dispensed by fleet personnel. Will investigate the options of a better containment system that allows for more efficient tracking of items as they are dispensed.  
**Budgetary Factor:** None. Policy changes with only minor expenses to purchase locks.

V. **Garage Goal:** Improve fuel pumping system.  
**Strategy:** Purchase/install new unleaded and diesel fuel pumps.  
**Budgetary Factor:** Availability of funds.

VI. **Garage Goal:** Improve diagnostic capabilities on large and heavy truck fleet.  
**Strategy:** Purchase code reader for large and heavy trucks.  
**Budgetary Factor:** Availability of funds.

Performance Measurements:

| Performance Measures               | 2015      | 2016      | 2017      | 2018<br>Estimated | 2019<br>Projected |
|------------------------------------|-----------|-----------|-----------|-------------------|-------------------|
| Repair work orders completed*      | 822       | 868       | 800       | 850               | 850               |
| Vehicles Maintained**              | 101       | 124       | 121       | 129               | 129               |
| Equipment Maintained***            | 105       | 115       | 104       | 72                | 72                |
| Number of Vehicles and Equipment   | 206       | 239       | 225       | 201               | 201               |
| Work Order Hours per Year          | 1,895     | 1,989     | 4,617     | 2,000             | 2,000             |
| Vehicles Retained from Previous FY | 200       | 203       | 203       | 190               | 190               |
| Average Age of Vehicles            | 10        | 10        | 11        | 11                | 11                |
| Average Repair Cost                | \$123     | \$124     | \$100     | \$100             | \$100             |
| Total Miles Fleet-wide             | 2,375,000 | 2,500,000 | 2,375,000 | 2,500,000         | 2,500,000         |
| Total Fleet Repair Costs           | \$100,752 | \$107,892 | \$80,000  | \$85,000          | \$85,000          |
| Vehicle/Mechanic Ratio             | 100:1     | 100:1     | 100:1     | 100:1             | 100:1             |

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

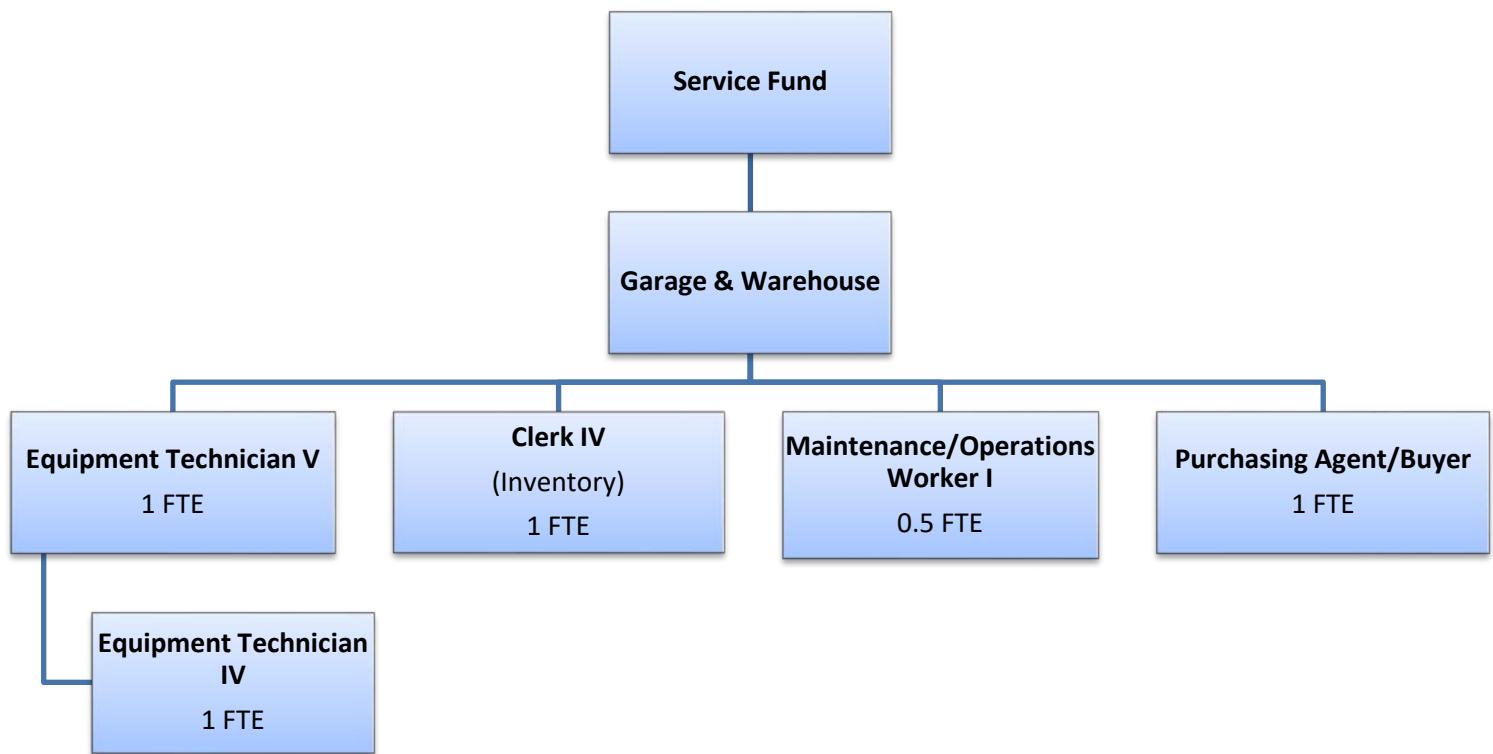
\*\* Passenger vehicles only

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

Previous Years' Goals:

- I. **Warehouse Goal:** Continue to improve inventory control.  
**Status:** On-going-Working on getting the inventory module to track inventory. This has been delayed due to limited Finance Staff and the undertaking of fixed assets. We are working on ensuring counts are accurate so that we can deploy the new module when fixed assets are complete.
- II. **Garage Goal:** Improve tracking of bulk petroleum, oils and lubricants (oil, antifreeze, and grease).  
**Status:** Work in progress.
- III. **Garage Goal:** Continue to improve fuel and asset maintenance tracking system  
**Status:** On-going. Phase I is installed. Phase II to be purchased and installed FY19.
- IV. **Garage Goal:** Improve diagnostic capabilities on large and heavy truck fleet.  
**Status:** Work in progress.

## Garage and Warehouse Organizational Chart



| Service-Administration Revenue |                                     |                       | FY17       | FY18       | FY18             | FY19           |
|--------------------------------|-------------------------------------|-----------------------|------------|------------|------------------|----------------|
| Fund                           | Account                             | Account Name          | Budget     | Budget     | Estimated Ending | Proposed       |
| 60                             | 4-300-3010.012                      | Misc.-Purchasing Card | \$0        | \$0        | \$1,100          | \$1,500        |
|                                | <b>Total Miscellaneous Revenue</b>  |                       | <b>\$0</b> | <b>\$0</b> | <b>\$1,100</b>   | <b>\$1,500</b> |
|                                | <b>Total Administration Revenue</b> |                       | <b>\$0</b> | <b>\$0</b> | <b>\$1,100</b>   | <b>\$1,500</b> |

| Service-Garage and Warehouse Expenses |                                     |                                     | FY17             | FY18             | FY18             | FY19             |
|---------------------------------------|-------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund                                  | Account                             | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 60                                    | 5-305-1000.001                      | Fulltime Salary                     | \$111,840        | \$111,830        | \$111,950        | \$159,052        |
| 60                                    | 5-305-1000.002                      | Part Time Salary                    | \$6,450          | \$11,430         | \$3,000          | \$11,690         |
| 60                                    | 5-305-1000.005                      | Fulltime Overtime                   | \$2,810          | \$5,485          | \$1,500          | \$5,619          |
|                                       | <b>Total Salaries Expense</b>       |                                     | <b>\$121,100</b> | <b>\$128,745</b> | <b>\$116,450</b> | <b>\$176,361</b> |
| 60                                    | 5-305-1005.001                      | Health Premium-Employee             | \$10,960         | \$15,405         | \$15,402         | \$22,908         |
| 60                                    | 5-305-1005.002                      | Health Premium-Family               | \$12,160         | \$17,715         | \$17,715         | \$17,715         |
| 60                                    | 5-305-1005.003                      | Dental Premium-Employee             | \$750            | \$750            | \$601            | \$750            |
| 60                                    | 5-305-1005.004                      | Dental Premium-Family               | \$600            | \$600            | \$430            | \$600            |
|                                       | <b>Total Insurance Expense</b>      |                                     | <b>\$24,470</b>  | <b>\$34,470</b>  | <b>\$34,148</b>  | <b>\$41,973</b>  |
| 60                                    | 5-305-1010.001                      | Life Insurance                      | \$180            | \$190            | \$188            | \$255            |
|                                       | <b>Total Life Insurance Expense</b> |                                     | <b>\$180</b>     | <b>\$190</b>     | <b>\$188</b>     | <b>\$255</b>     |
| 60                                    | 5-305-1015.001                      | Lagers-General                      | \$13,720         | \$15,255         | \$14,630         | \$21,905         |
| 60                                    | 5-305-1015.004                      | Deferred Comp-Employer              | \$2,025          | \$1,950          | \$1,950          | \$2,600          |
|                                       | <b>Total Retirement Expense</b>     |                                     | <b>\$15,745</b>  | <b>\$17,205</b>  | <b>\$16,580</b>  | <b>\$24,505</b>  |
| 60                                    | 5-305-1020.001                      | FICA-Employer                       | \$7,600          | \$7,985          | \$6,750          | \$10,935         |
| 60                                    | 5-305-1020.002                      | Medicare-Employer                   | \$1,780          | \$1,870          | \$1,520          | \$2,560          |
| 60                                    | 5-305-1020.003                      | Unemployment Compensation           | \$1,230          | \$1,290          | \$1,250          | \$1,765          |
| 60                                    | 5-305-1020.004                      | Workman's Compensation              | \$1,828          | \$1,520          | \$1,600          | \$1,520          |
|                                       | <b>Total Payroll Taxes Expense</b>  |                                     | <b>\$12,438</b>  | <b>\$12,665</b>  | <b>\$11,120</b>  | <b>\$16,780</b>  |
| 60                                    | 5-305-1025.001                      | Employee-Uniforms                   | \$2,565          | \$2,500          | \$3,350          | \$3,350          |
| 60                                    | 5-305-1025.002                      | Employee-Dues/Lic/Mem               | \$0              | \$100            | \$105            | \$105            |
| 60                                    | 5-305-1025.003                      | Employee-Books                      | \$0              | \$400            | \$0              | \$400            |
| 60                                    | 5-305-1025.004                      | Employee-Travel/Hotel               | \$1,020          | \$1,000          | \$1,000          | \$1,000          |
| 60                                    | 5-305-1025.005                      | Employee-Training                   | \$1,290          | \$1,800          | \$1,800          | \$2,500          |
|                                       | <b>Total Employee Expense</b>       |                                     | <b>\$4,875</b>   | <b>\$5,800</b>   | <b>\$6,255</b>   | <b>\$7,355</b>   |
|                                       | <b>Total Personnel Expense</b>      |                                     | <b>\$178,808</b> | <b>\$199,075</b> | <b>\$184,741</b> | <b>\$267,230</b> |
| 60                                    | 5-305-2010.000                      | Capital Exp-Building & Improvements | \$8,220          | \$10,000         | \$10,000         | \$6,000          |
| 60                                    | 5-305-2020.000                      | Capital-Machinery & Equipment       | \$2,191          | \$23,979         | \$3,979          | \$1,034          |
|                                       | <b>Total Capital Expense</b>        |                                     | <b>\$10,411</b>  | <b>\$33,979</b>  | <b>\$13,979</b>  | <b>\$7,034</b>   |
| 60                                    | 5-305-5010.001                      | Utilities-Landline and Fiber        | \$225            | \$220            | \$225            | \$225            |
| 60                                    | 5-305-5015.001                      | Utilities-Cell Phones               | \$755            | \$720            | \$700            | \$1,488          |
|                                       | <b>Total Utilities Expense</b>      |                                     | <b>\$980</b>     | <b>\$940</b>     | <b>\$925</b>     | <b>\$1,713</b>   |

| Service-Garage and Warehouse Expenses |  |                                     | FY17             | FY18             | FY18             | FY19             |
|---------------------------------------|--|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund                                  | Account  | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 60                                    | 5-305-6000.007                                     | Prof Services-Toxicology            | \$315            | \$200            | \$200            | \$200            |
| 60                                    | 5-305-6000.013                                     | Prof Services - Studies             | \$0              | \$0              | \$0              | \$675            |
| 60                                    | 5-305-6005.001                                     | Prof Services-MSHP Background Check | \$15             | \$20             | \$20             | \$20             |
|                                       | <b>Total General Professional Service Expense</b>  |                                     | <b>\$330</b>     | <b>\$220</b>     | <b>\$220</b>     | <b>\$895</b>     |
| 60                                    | 5-305-6005.001                                     | Insurance-Vehicle                   | \$982            | \$1,010          | \$950            | \$970            |
| 60                                    | 5-305-6005.002                                     | Insurance-Equipment                 | \$182            | \$135            | \$128            | \$135            |
|                                       | 5-305-6005.003                                     | Insurance-Building & Property       | \$2,230          | \$2,295          | \$2,350          | \$2,400          |
|                                       | <b>Total Insurance Expense</b>                     |                                     | <b>\$3,394</b>   | <b>\$3,440</b>   | <b>\$3,428</b>   | <b>\$3,505</b>   |
| 60                                    | 5-305-6010.003                                     | Advertising-Print                   | \$200            | \$200            | \$200            | \$200            |
|                                       | <b>Total Advertising Expense</b>                   |                                     | <b>\$200</b>     | <b>\$200</b>     | <b>\$200</b>     | <b>\$200</b>     |
| 60                                    | 5-305-6020.000                                     | Software-Annual Renewal/Maintenance | \$0              | \$1,155          | \$1,155          | \$1,155          |
| 60                                    | 5-305-6020.001                                     | Software-Purchase                   | \$0              | \$9,740          | \$1,300          | \$16,000         |
| 60                                    | 5-305-6020.002                                     | Software-Upgrade                    | \$789            | \$785            | \$0              | \$0              |
|                                       | <b>Total Software Expense</b>                      |                                     | <b>\$789</b>     | <b>\$11,680</b>  | <b>\$2,455</b>   | <b>\$17,155</b>  |
|                                       | <b>Total Professional Service Expense</b>          |                                     | <b>\$4,713</b>   | <b>\$15,540</b>  | <b>\$6,303</b>   | <b>\$21,755</b>  |
| 60                                    | 5-305-7000.001                                     | Supplies-Operational                | \$5,715          | \$6,500          | \$6,000          | \$6,500          |
| 60                                    | 5-305-7000.002                                     | Supplies-Computer Accessories       | \$280            | \$500            | \$350            | \$500            |
| 60                                    | 5-305-7000.003                                     | Supplies-Small Office Equipment     | \$0              | \$0              | \$288            | \$575            |
| 60                                    | 5-305-7000.004                                     | Supplies-Small Tools                | \$500            | \$500            | \$500            | \$500            |
| 60                                    | 5-305-7005.003                                     | Supplies-Postage                    | \$0              | \$50             | \$0              | \$0              |
| 60                                    | 5-305-7010.004                                     | Supplies-Chemicals                  | \$0              | \$600            | \$600            | \$600            |
| 60                                    | 5-305-7015.004                                     | Supplies-Safety                     | \$100            | \$0              | \$0              | \$100            |
|                                       | <b>Total General Office Supplies Expense</b>       |                                     | <b>\$6,595</b>   | <b>\$8,150</b>   | <b>\$7,738</b>   | <b>\$8,775</b>   |
| 60                                    | 5-305-8000.001                                     | Tools-Repair                        | \$1,040          | \$2,000          | \$1,800          | \$2,000          |
| 60                                    | 5-305-8000.002                                     | Tools- Maintenance                  | \$355            | \$1,000          | \$1,000          | \$1,000          |
| 60                                    | 5-305-8000.003                                     | Tools-Supplies                      | \$1,705          | \$2,000          | \$2,000          | \$2,000          |
|                                       | <b>Total Tools and Portable Equipment Expense</b>  |                                     | <b>\$3,100</b>   | <b>\$5,000</b>   | <b>\$4,800</b>   | <b>\$5,000</b>   |
| 60                                    | 5-305-8300.001                                     | Equipment-Repair                    | \$2,635          | \$1,000          | \$5,000          | \$5,000          |
| 60                                    | 5-305-8300.002                                     | Equipment-Maintenance               | \$1,970          | \$500            | \$1,500          | \$1,500          |
| 60                                    | 5-305-8300.003                                     | Equipment-Supplies                  | \$100            | \$100            | \$100            | \$100            |
| 60                                    | 5-305-8300.005                                     | Equipment-Fuel                      | \$900            | \$1,000          | \$1,000          | \$1,000          |
|                                       | <b>Total Machinery and Equipment Expense</b>       |                                     | <b>\$5,605</b>   | <b>\$2,600</b>   | <b>\$7,600</b>   | <b>\$7,600</b>   |
| 60                                    | 5-305-8600.001                                     | Vehicle-Repair                      | \$1,000          | \$1,000          | \$200            | \$1,000          |
| 60                                    | 5-305-8600.002                                     | Vehicle-Maintenance                 | \$430            | \$1,000          | \$500            | \$1,000          |
| 60                                    | 5-305-8600.005                                     | Vehicle-Fuel                        | \$2,125          | \$2,000          | \$2,200          | \$2,200          |
|                                       | <b>Total Vehicle Expense</b>                       |                                     | <b>\$3,555</b>   | <b>\$4,000</b>   | <b>\$2,900</b>   | <b>\$4,200</b>   |
|                                       | <b>Total Tools, Machinery, and Vehicle Expense</b> |                                     | <b>\$12,260</b>  | <b>\$11,600</b>  | <b>\$15,300</b>  | <b>\$16,800</b>  |
|                                       | <b>Total Garage and Warehouse Expense</b>          |                                     | <b>\$213,767</b> | <b>\$269,284</b> | <b>\$228,986</b> | <b>\$323,307</b> |

# Information Technology

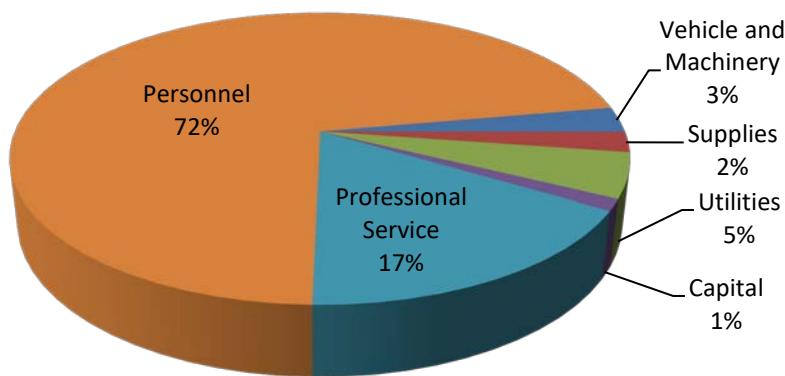
The Information Technology Division is responsible for the security, planning, implementation, and continual support of the City's data, networking equipment, and computer systems.

This division is responsible for installing and maintaining all computer related

hardware, as well as for installing and upgrading all software executed on these systems. Direction is also provided to the departments to determine future computer system and software needs.

## Information Technology Expense by Category

**\$363,591**



### Fiscal Year 2017-2018 Accomplishments:

Over the past two years, some milestones were reached within the IT Department. First, a new IP scheme was created to migrate the City of Lebanon away from the standard/generic 192.168. scheme. The new network affords a broader IP address range, which eliminated the possibility of duplicate IPs and collisions. Second, the IT Department migrated Incode off a legacy platform to the 2017 platform. Third, instead of putting repeaters in each police vehicle a cheaper solution was developed saving \$30k. Fourth, Office 365 was a success and the other caveats are being utilized throughout the city. Finally, the City of Lebanon webpage refresh made end-user and browsing more efficient.

### Fiscal Year 2019 Goals:

- I. **Goal:** Purchase supported switches to migrate the City of Lebanon to a 10Gb ring versus 1 Gb ring. All of the current switches are legacy and not supported by CISCO (about 8-10 years old).  
**Strategy:** Understand the current configuration to include the pitfalls and strive for a more user-friendly GUI. The ROI will be crucial for the end users in that the speeds will increase to obtain data.  
**Budgetary Factor:** The approximate cost will be about 200k which will start in FY18 and carry over into FY19.
  
- II. **Goal:** Move the City away from a .local network to lebanonmo.gov.  
**Strategy:** Prepare the network nodes and end devices to log off one night and log in the next day as new network name. The IT staff will prep all infrastructure and run .local until comfortable with new network naming scheme and security certificates.

**Budgetary Factor:** With this being extremely time sensitive in that we cannot have the network down, external support will be required.

III. **Goal:** Extend wireless open mesh network to the downtown business district.

**Strategy:** Incorporate the fiber at the county courthouse (Lebanon owned) and build from that location down Commercial and Second Street.

**Budgetary Factor:** Cost of the open mesh network might be too high and not provide ROI suitable for the City of Lebanon.

|   | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| Number of Computers Added/Upgraded        | 127  | 138  | 142  | 147  | 155  | 159  | 0    |
| Number of Software Modifications/Upgrades | 10   | 80   | 40   | 11   | 12   | 8    | 167  |

\* indicates planned additions

|                           | 2013 | 2014 | 2015 | 2016 | 2017 | 2018   | 2019  |
|---------------------------|------|------|------|------|------|--------|-------|
| Number of Trouble Tickets | *    | 378  | 433  | 448  | 455  | ***742 | **750 |

\* indicates no data was kept

\*\* indicates on pace for amount

\*\*\* indicates an increase as more tech

|                | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019  |
|----------------|------|------|------|------|------|------|-------|
| Network Uptime | *    | 95%  | 98%  | 97%  | 96%  | 97%  | **98% |

\* indicates no data was kept

\*\* indicates expected drop due to Incode

|                     | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------|------|------|------|------|------|------|------|
| Security Violations | *    | 2    | 1    | 1    | 3    | 2    | **0  |

\* indicates no data was kept

\*\* expect zero due to software purchase

Performance Measurements:

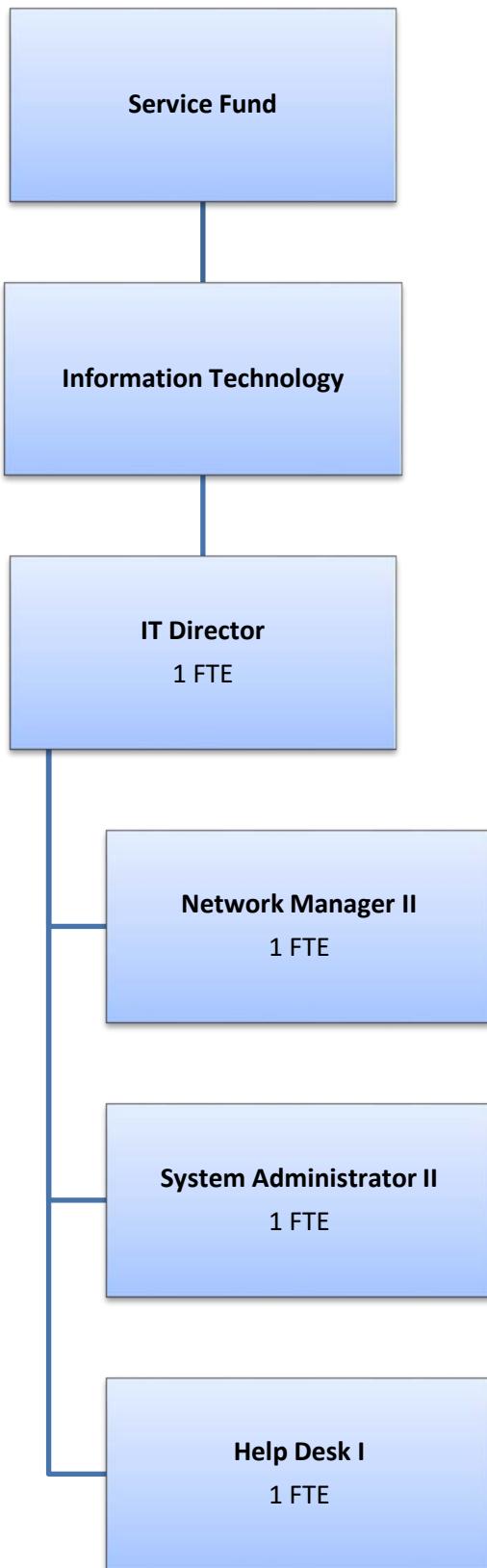
| Trouble Tickets by Department | 2014 | 2015 | 2016 | 2017 | 2018 |
|-------------------------------|------|------|------|------|------|
| Police                        | 157  | 175  | 155  | 165  | 169  |
| Fire                          | 39   | 48   | 70   | 78   | 85   |
| Human Resource                | 11   | 15   | 15   | 15   | 55   |
| Public Works                  | 88   | 98   | 96   | 93   | 128  |
| Administration                | 11   | 7    | 7    | 7    | 35   |
| Finance                       | 9    | 15   | 22   | 20   | 45   |
| Parks                         | 22   | 27   | 33   | 25   | 48   |
| Community Development         | 18   | 25   | 30   | 25   | 94   |
| Clerk Staff                   | 8    | 10   | 12   | 10   | 27   |
| Tourism                       | 6    | 5    | 3    | 5    | 25   |
| Facilities Management         | 9    | 8    | 5    | 7    | 31   |
| Total                         | 378  | 433  | 448  | 455  | 742  |

|                       | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------------|------|------|------|------|------|
| Desktops Maintained   | 100  | 90   | 85   | 85   | 67   |
| Laptops Maintained    | 25   | 37   | 53   | 68   | 92   |
| VOIP Phones           | 85   | 87   | 87   | 87   | 115  |
| Digital Phones        | 12   | 10   | 10   | 10   | 8    |
| Cell Accounts         | 22   | 28   | 32   | 32   | 32   |
| MiFi or USB Data      | 30   | 38   | 42   | 45   | 48   |
| Tablets               | 0    | 3    | 6    | 36   | 38   |
| Servers               | 8    | 7    | 7    | 7    | 8    |
| Switches              | 12   | 15   | 18   | 18   | 20   |
| Routers               | 4    | 5    | 6    | 6    | 6    |
| Networked Printers    | 12   | 15   | 18   | 20   | 21   |
| Mobile Data Terminals | 25   | 30   | 24   | 0    | 0    |
| Mobile Data Tablets   | 0    | 0    | 6    | 30   | 30   |
| Open Mesh Networks    | 0    | 1    | 2    | 4    | 5    |

Previous Years' Goals:

- I. Revamp the current server configuration from a left-hand design to a mirrored or scale environment with faster IOPS and larger storage capacity.  
Status: A new SCALE system was installed with mirrored use and storage.
- II. The IT Department must integrate Energov and Incode into a reliable product for Community Development.  
Status: This project has been installed and tested. The live date will occur within the fiscal year and operating for Community Development.
- III. Extend fiber to Atchley Park to enable reliable communications on the city network, not Fidelity.  
Status: The Electric Department is working pulling the fiber; however, all parts are installed and ready to go hot.

## Information Technology Organizational Chart



| Service-Information Technology Expenses |                                      |                                   | FY17             | FY18             | FY18             | FY19             |
|---|--------------------------------------|-----------------------------------|------------------|------------------|------------------|------------------|
| Fund                                    | Account                              | Account Name                      | Budget           | Budget           | Estimated Ending | Proposed         |
| 60                                      | 5-315-1000.001                       | Fulltime Salary                   | \$127,080        | \$128,825        | \$126,880        | \$167,462        |
| 60                                      | 5-315-1000.002                       | Part Time Salary                  | \$3,880          | \$16,035         | \$15,575         | \$0              |
| 60                                      | 5-315-1000.004                       | On Call                           | \$2,150          | \$3,835          | \$5,470          | \$1,752          |
| 60                                      | 5-315-1000.005                       | Fulltime Overtime                 | \$1,820          | \$3,225          | \$2,000          | \$1,643          |
|   | <b>Total Salaries Expense</b>        |                                   | <b>\$134,930</b> | <b>\$151,920</b> | <b>\$149,925</b> | <b>\$170,857</b> |
| 60                                      | 5-315-1005.001                       | Health Premium-Employee           | \$10,560         | \$15,405         | \$13,860         | \$22,518         |
| 60                                      | 5-315-1005.002                       | Health Premium-Family             | \$7,205          | \$10,495         | \$16,012         | \$17,325         |
| 60                                      | 5-315-1005.003                       | Dental Premium-Employee           | \$900            | \$900            | \$808            | \$900            |
| 60                                      | 5-315-1005.004                       | Dental Premium-Family             | \$100            | \$0              | \$0              | \$0              |
|   | <b>Total Insurance Expense</b>       |                                   | <b>\$18,765</b>  | <b>\$26,800</b>  | <b>\$30,680</b>  | <b>\$40,743</b>  |
| 60                                      | 5-315-1010.001                       | Life Insurance                    | \$180            | \$190            | \$190            | \$255            |
|   | <b>Total Life Insurance Expenses</b> |                                   | <b>\$180</b>     | <b>\$190</b>     | <b>\$190</b>     | <b>\$255</b>     |
| 60                                      | 5-315-1015.001                       | Lagers-General                    | \$15,695         | \$17,670         | \$15,045         | \$22,725         |
| 60                                      | 5-315-1015.004                       | Deferred Comp-Employer            | \$1,300          | \$1,950          | \$1,200          | \$1,950          |
|   | <b>Total Retirement Expense</b>      |                                   | <b>\$16,995</b>  | <b>\$19,620</b>  | <b>\$16,245</b>  | <b>\$24,675</b>  |
| 60                                      | 5-315-1020.001                       | FICA-Employer                     | \$8,165          | \$9,420          | \$8,900          | \$10,595         |
| 60                                      | 5-315-1020.002                       | Medicare-Employer                 | \$1,950          | \$2,205          | \$2,100          | \$2,480          |
| 60                                      | 5-315-1020.003                       | Unemployment Compensation         | \$1,350          | \$1,520          | \$1,500          | \$1,520          |
| 60                                      | 5-315-1020.004                       | Workman's Compensation            | \$0              | \$0              | \$0              | \$224            |
|   | <b>Total Payroll Taxes Expense</b>   |                                   | <b>\$11,465</b>  | <b>\$13,145</b>  | <b>\$12,500</b>  | <b>\$14,819</b>  |
| 60                                      | 5-315-1025.001                       | Employee-Uniforms                 | \$600            | \$600            | \$425            | \$0              |
| 60                                      | 5-315-1025.003                       | Employee-Books                    | \$500            | \$500            | \$500            | \$500            |
| 60                                      | 5-315-1025.004                       | Employee-Travel/Hotel             | \$0              | \$1,000          | \$400            | \$1,000          |
| 60                                      | 5-315-1025.005                       | Employee-Training                 | \$4,880          | \$5,000          | \$5,000          | \$8,500          |
|   | <b>Total Employee Expense</b>        |                                   | <b>\$5,980</b>   | <b>\$7,100</b>   | <b>\$6,325</b>   | <b>\$10,000</b>  |
|   | <b>Total Personnel Expense</b>       |                                   | <b>\$188,315</b> | <b>\$218,775</b> | <b>\$215,865</b> | <b>\$261,349</b> |
| 60                                      | 5-315-2020.000                       | Capital Exp-Machinery & Equipment | \$2,186          | \$5,409          | \$5,400          | \$4,586          |
|   | <b>Total Capital Expense</b>         |                                   | <b>\$2,186</b>   | <b>\$5,409</b>   | <b>\$5,400</b>   | <b>\$4,586</b>   |
| 60                                      | 5-315-5015.001                       | Utilities-Cell Phones             | \$1,345          | \$950            | \$3,000          | \$3,000          |

| Service-Information Technology Expenses |  |                                      | FY17     | FY18             | FY18             | FY19             |
|---|--|--------------------------------------|----------|------------------|------------------|------------------|
| Fund                                    | Account  | Account Name                         | Budget   | Budget           | Estimated Ending | Proposed         |
| 60                                      | 5-315-5020.001                                     | Utilities-Internet                   | \$9,600  | \$15,600         | \$9,600          | \$12,600         |
| 60                                      | 5-315-5020.002                                     | Utilities-Internet Mobile            | \$1,530  | \$2,100          | \$2,100          | \$2,400          |
|   | <b>Total Utilities Expense</b>                     |                                      |          | <b>\$12,475</b>  | <b>\$18,650</b>  | <b>\$14,700</b>  |
| 60                                      | 5-315-6000.007                                     | Prof Services-Toxicology             | \$45     | \$180            | \$85             | \$180            |
| 60                                      | 5-315-6000.008                                     | Prof Services-MSHP Background Checks | \$50     | \$50             | \$14             | \$50             |
| 60                                      | 5-315-6000.013                                     | Prof Services - Studies              | \$0      | \$0              | \$0              | \$900            |
| 60                                      | 5-315-6000.015                                     | Prof Services-Service Contracts      | \$43,355 | \$25,000         | \$25,000         | \$15,500         |
|   | <b>Total General Professional Service Expense</b>  |                                      |          | <b>\$43,450</b>  | <b>\$25,230</b>  | <b>\$25,099</b>  |
| 60                                      | 5-315-6005.002                                     | Insurance-Equipment                  | \$649    | \$600            | \$600            | \$615            |
|   | <b>Total Insurance Expense</b>                     |                                      |          | <b>\$649</b>     | <b>\$600</b>     | <b>\$600</b>     |
| 60                                      | 5-315-6020.000                                     | Software-Annual Renewal/Maintenance  | \$37,570 | \$46,165         | \$46,165         | \$37,900         |
| 60                                      | 5-315-6020.001                                     | Software-Purchase                    | \$0      | \$4,635          | \$4,635          | \$6,000          |
| 60                                      | 5-315-6020.002                                     | Software-Upgrade                     | \$3      | \$0              | \$0              | \$0              |
|   | <b>Total Software Expense</b>                      |                                      |          | <b>\$37,573</b>  | <b>\$50,800</b>  | <b>\$50,800</b>  |
|   | <b>Total Professional Service Expense</b>          |                                      |          | <b>\$81,672</b>  | <b>\$76,630</b>  | <b>\$76,499</b>  |
| 60                                      | 5-315-7000.001                                     | Supplies-Operational                 | \$12,000 | \$6,000          | \$6,000          | \$6,000          |
| 60                                      | 5-315-7000.004                                     | Supplies-Small Tools                 | \$800    | \$2,000          | \$2,000          | \$2,000          |
| 60                                      | 5-315-7005.002                                     | Supplies-Mailing                     | \$0      | \$250            | \$200            | \$250            |
| 60                                      | 5-315-7005.004                                     | Supplies-Paper                       | \$15     | \$0              | \$10             | \$10             |
|   | <b>Total General Office Supplies Expense</b>       |                                      |          | <b>\$12,815</b>  | <b>\$8,250</b>   | <b>\$8,210</b>   |
| 60                                      | 5-315-8300.001                                     | Equipment-Repair                     | \$4,880  | \$5,000          | \$5,000          | \$5,000          |
| 60                                      | 5-315-8300.002                                     | Equipment-Maintenance                | \$4,240  | \$5,000          | \$5,000          | \$5,000          |
|   | <b>Total Machinery and Equipment Expense</b>       |                                      |          | <b>\$9,120</b>   | <b>\$10,000</b>  | <b>\$10,000</b>  |
| 60                                      | 5-315-8600.005                                     | Vehicle-Fuel                         | \$100    | \$250            | \$100            | \$250            |
|   | <b>Total Vehicle Expense</b>                       |                                      |          | <b>\$100</b>     | <b>\$250</b>     | <b>\$100</b>     |
|   | <b>Total Tools, Machinery, and Vehicle Expense</b> |                                      |          | <b>\$9,220</b>   | <b>\$10,250</b>  | <b>\$10,100</b>  |
|   | <b>Total Information Technology Expense</b>        |                                      |          | <b>\$306,683</b> | <b>\$337,964</b> | <b>\$330,774</b> |
|   |  |                                      |          |                  |                  | <b>\$363,591</b> |

# Facilities Management

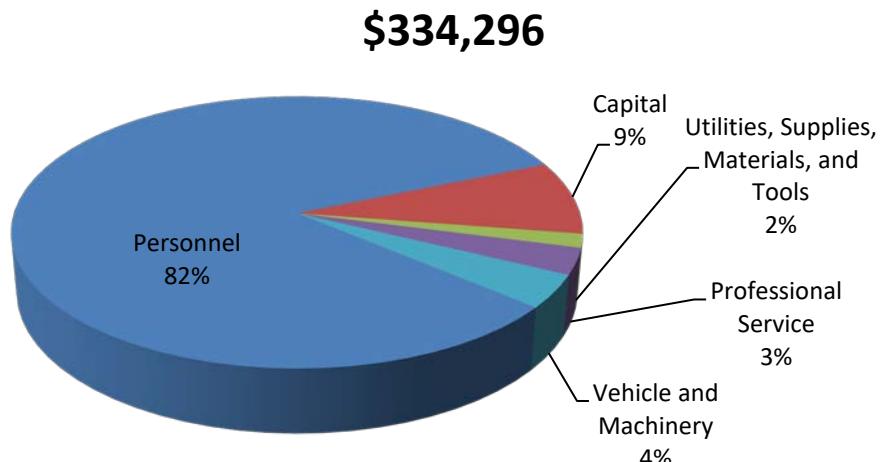
This program was established to maintain and improve City property and grounds.

Fiscal Year 2017-2018

Accomplishments:

- Aided with the installation of two new rooftop units at CCC.
- Removed concrete and brick along Commercial Street to create flower beds.
- Completed work orders and maintained buildings despite staff shortages.

## Facilities Management Expense by Category



Fiscal Year 2019 Goals:

- Goal:** Increase staff for better coverage and preventative maintenance.  
**Strategy:** Hire qualified applicants.  
**Budgetary Factor:** Funds for new staffing.
- Goal:** Stay within budget.  
**Strategy:** Manage time and materials more efficiently.  
**Budgetary Factor:** None.

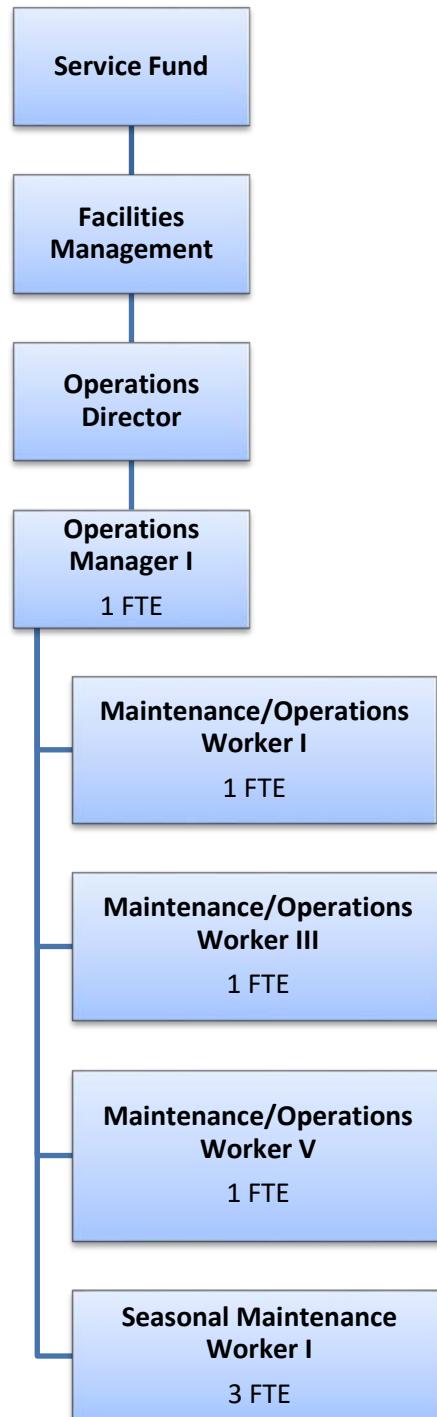
Performance Measurements:

|                       | 2014 | 2015 | 2016 | 2017 | Estimated 2018 |
|-----------------------|------|------|------|------|----------------|
| Work Orders Completed | 150  | 200  | 308  | 360  | 400            |
| Acres Mowed           | 350  | 440  | 250  | 250  | 250            |
| Christmas Decorations | 110  | 190  | 130  | 148  | 200            |

Previous Years' Goals:

- Upgrade work order system.  
Status: Incomplete. Limited amount of funds to purchase software
- Implement system to better track ROW areas to be maintained.  
Status: Incomplete. Grass ordinance has not been approved.

## Facilities Management Organizational Chart



| Service-Facilities Management Expenses |                                     |                                     | FY17             | FY18             | FY18             | FY19             |
|--|-------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund                                   | Account                             | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 60                                     | 5-320-1000.001                      | Fulltime Salary                     | \$131,970        | \$137,545        | \$140,000        | \$140,957        |
| 60                                     | 5-320-1000.002                      | Part Time Salary                    | \$41,650         | \$33,125         | \$42,000         | \$50,674         |
| 60                                     | 5-320-1000.004                      | On Call                             | \$1,900          | \$2,995          | \$1,200          | \$3,075          |
| 60                                     | 5-320-1000.005                      | Fulltime Overtime                   | \$100            | \$0              | \$0              | \$0              |
|  | <b>Total Salaries Expense</b>       |                                     | <b>\$175,620</b> | <b>\$173,665</b> | <b>\$183,200</b> | <b>\$194,705</b> |
| 60                                     | 5-320-1005.001                      | Health Premium-Employee             | \$14,620         | \$7,900          | \$12,300         | \$15,402         |
| 60                                     | 5-320-1005.002                      | Health Premium-Family               | \$18,260         | \$28,210         | \$18,800         | \$17,715         |
| 60                                     | 5-320-1005.003                      | Dental Premium-Employee             | \$900            | \$900            | \$525            | \$650            |
| 60                                     | 5-320-1005.004                      | Dental Premium-Family               | \$600            | \$600            | \$700            | \$875            |
|  | <b>Total Insurance Expense</b>      |                                     | <b>\$34,380</b>  | <b>\$37,610</b>  | <b>\$32,325</b>  | <b>\$34,642</b>  |
| 60                                     | 5-320-1010.001                      | Life Insurance                      | \$300            | \$255            | \$175            | \$190            |
|  | <b>Total Life Insurance Expense</b> |                                     | <b>\$300</b>     | <b>\$255</b>     | <b>\$175</b>     | <b>\$190</b>     |
| 60                                     | 5-320-1015.001                      | Lagers-General                      | \$14,920         | \$18,275         | \$12,250         | \$19,160         |
| 60                                     | 5-320-1015.004                      | Deferred Comp-Employer              | \$3,250          | \$2,600          | \$1,500          | \$1,950          |
|  | <b>Total Retirement Expense</b>     |                                     | <b>\$18,170</b>  | <b>\$20,875</b>  | <b>\$13,750</b>  | <b>\$21,110</b>  |
| 60                                     | 5-320-1020.001                      | FICA-Employer                       | \$10,950         | \$10,770         | \$6,825          | \$12,075         |
| 60                                     | 5-320-1020.002                      | Medicare-Employer                   | \$3,030          | \$2,520          | \$1,600          | \$2,825          |
| 60                                     | 5-320-1020.003                      | Unemployment Compensation           | \$2,090          | \$1,740          | \$1,900          | \$1,950          |
| 60                                     | 5-320-1020.004                      | Workman's Compensation              | \$10,433         | \$6,109          | \$6,400          | \$6,109          |
|  | <b>Total Payroll Taxes Expense</b>  |                                     | <b>\$26,503</b>  | <b>\$21,139</b>  | <b>\$16,725</b>  | <b>\$22,959</b>  |
| 60                                     | 5-320-1025.001                      | Employee-Uniforms                   | \$1,410          | \$2,000          | \$2,200          | \$2,200          |
| 60                                     | 5-320-1025.002                      | Employee-Dues/License/Membership    | \$150            | \$150            | \$150            | \$150            |
| 60                                     | 5-320-1025.005                      | Employee-Training                   | \$500            | \$150            | \$100            | \$100            |
|  | <b>Total Employee Expense</b>       |                                     | <b>\$2,060</b>   | <b>\$2,300</b>   | <b>\$2,450</b>   | <b>\$2,450</b>   |
|  | <b>Total Personnel Expense</b>      |                                     | <b>\$257,033</b> | <b>\$255,844</b> | <b>\$248,625</b> | <b>\$276,056</b> |
| 60                                     | 5-320-2020.000                      | Capital Exp-Machinery and Equipment | \$9,566          | \$19,796         | \$17,700         | \$3,152          |
| 60                                     | 5-320-2025.000                      | Capital Exp-Vehicles                | \$0              | \$0              | \$0              | \$26,000         |
|  | <b>Total Capital Expense</b>        |                                     | <b>\$9,566</b>   | <b>\$19,796</b>  | <b>\$17,700</b>  | <b>\$29,152</b>  |
| 60                                     | 5-320-5015.001                      | Utilities-Cell Phones               | \$2,400          | \$2,400          | \$2,400          | \$2,400          |

| Service-Facilities Management Expenses |   |                                      | FY17           | FY18           | FY18             | FY19            |
|--|---|--------------------------------------|----------------|----------------|------------------|-----------------|
| Fund                                   | Account   | Account Name                         | Budget         | Budget         | Estimated Ending | Proposed        |
|  | <b>Total Utilities Expense</b>                    |                                      | <b>\$2,400</b> | <b>\$2,400</b> | <b>\$2,400</b>   | <b>\$2,400</b>  |
| 60                                     | 5-320-6000.001                                    | Pro Services-Legal                   | \$800          | \$1,000        | \$250            | \$250           |
| 60                                     | 5-320-6000.007                                    | Prof Services-Toxicology Testing     | \$500          | \$500          | \$400            | \$400           |
| 60                                     | 5-320-6000.008                                    | Prof Services-MSHP Background Checks | \$150          | \$150          | \$150            | \$150           |
| 60                                     | 5-320-6000.011                                    | Prof Services - Dues & Licenses      | \$100          | \$100          | \$100            | \$100           |
| 60                                     | 5-320-6000.015                                    | Prof Services-Service Contract       | \$250          | \$250          | \$200            | \$200           |
| 60                                     | 5-320-6000.013                                    | Prof Services - Studies              | \$0            | \$0            | \$0              | \$1,350         |
| 60                                     | 5-320-6000.018                                    | Prof Services-Damage Claims          | \$500          | \$500          | \$250            | \$250           |
|  | <b>Total General Professional Service Expense</b> |                                      | <b>\$2,300</b> | <b>\$2,500</b> | <b>\$1,350</b>   | <b>\$2,700</b>  |
| 60                                     | 5-320-6005.001                                    | Insurance-Vehicle                    | \$4,107        | \$4,105        | \$3,795          | \$3,875         |
| 60                                     | 5-320-6005.002                                    | Insurance-Equipment                  | \$516          | \$420          | \$325            | \$335           |
|  | <b>Total Insurance Expense</b>                    |                                      | <b>\$4,623</b> | <b>\$4,525</b> | <b>\$4,120</b>   | <b>\$4,210</b>  |
| 60                                     | 5-320-6010.002                                    | Advertising-Employee Recruitment     | \$0            | \$50           | \$50             | \$50            |
|  | <b>Total Advertising Expense</b>                  |                                      | <b>\$0</b>     | <b>\$50</b>    | <b>\$50</b>      | <b>\$50</b>     |
| 60                                     | 5-320-6020.000                                    | Software-Annual Renewal/Maintenance  | \$0            | \$1,130        | \$1,000          | \$2,028         |
| 60                                     | 5-320-6020.001                                    | Software-Purchase                    | \$0            | \$1,740        | \$1,500          | \$1,500         |
| 60                                     | 5-320-6020.002                                    | Software-Upgrade                     | \$689          | \$0            | \$0              | \$0             |
|  | <b>Total Software Expense</b>                     |                                      | <b>\$689</b>   | <b>\$2,870</b> | <b>\$2,500</b>   | <b>\$3,528</b>  |
|  | <b>Total Professional Service Expense</b>         |                                      | <b>\$7,612</b> | <b>\$9,945</b> | <b>\$8,020</b>   | <b>\$10,488</b> |
| 60                                     | 5-320-7000.001                                    | Supplies-Operational                 | \$1,200        | \$1,200        | \$500            | \$500           |
| 60                                     | 5-320-7000.004                                    | Supplies-Small Tools                 | \$750          | \$750          | \$500            | \$500           |
|  | <b>Total General Office Supplies Expense</b>      |                                      | <b>\$1,950</b> | <b>\$1,950</b> | <b>\$1,000</b>   | <b>\$1,000</b>  |
| 60                                     | 5-320-7015.004                                    | Supplies-Safety                      | \$500          | \$500          | \$500            | \$500           |
|  | <b>Total Medical and Safety Supplies Expense</b>  |                                      | <b>\$500</b>   | <b>\$500</b>   | <b>\$500</b>     | <b>\$500</b>    |
|  | <b>Total Supplies Expense</b>                     |                                      | <b>\$2,450</b> | <b>\$2,450</b> | <b>\$1,500</b>   | <b>\$1,500</b>  |
| 60                                     | 5-320-7525.001                                    | Materials-Infrastructure Maintenance | \$200          | \$100          | \$0              | \$0             |
|  | <b>Total Material Expense</b>                     |                                      | <b>\$200</b>   | <b>\$100</b>   | <b>\$0</b>       | <b>\$0</b>      |
| 60                                     | 5-320-8000.002                                    | Tools- Maintenance                   | \$500          | \$500          | \$500            | \$500           |
| 60                                     | 5-320-8000.003                                    | Tools-Supplies                       | \$1,000        | \$1,000        | \$500            | \$1,000         |

| Service-Facilities Management Expenses |   |                       | FY17             | FY18             | FY18             | FY19             |
|--|---|-----------------------|------------------|------------------|------------------|------------------|
| Fund                                   | Account   | Account Name          | Budget           | Budget           | Estimated Ending | Proposed         |
|  | <b><i>Total Tools and Portable Equipment Expense</i></b>  |                       | <b>\$1,500</b>   | <b>\$1,500</b>   | <b>\$1,000</b>   | <b>\$1,500</b>   |
| 60                                     | 5-320-8300.001  | Equipment-Repair      | \$4,000          | \$4,000          | \$1,000          | \$3,000          |
| 60                                     | 5-320-8300.002  | Equipment-Maintenance | \$1,500          | \$1,500          | \$1,000          | \$1,500          |
| 60                                     | 5-320-8300.003  | Equipment-Supplies    | \$890            | \$2,000          | \$1,000          | \$1,700          |
| 60                                     | 5-320-8600.001  | Vehicle-Repair        | \$1,000          | \$1,000          | \$800            | \$1,000          |
| 60                                     | 5-320-8600.002  | Vehicle-Maintenance   | \$800            | \$500            | \$500            | \$500            |
| 60                                     | 5-320-8600.004  | Vehicle-Equipment     | \$0              | \$500            | \$500            | \$500            |
| 60                                     | 5-320-8600.005  | Vehicle-Fuel          | \$8,000          | \$5,000          | \$3,500          | \$5,000          |
|  | <b><i>Total Vehicle Expense</i></b>                       |                       | <b>\$9,800</b>   | <b>\$7,000</b>   | <b>\$5,300</b>   | <b>\$7,000</b>   |
|  | <b><i>Total Tools, Machinery, and Vehicle Expense</i></b> |                       | <b>\$17,690</b>  | <b>\$16,000</b>  | <b>\$9,300</b>   | <b>\$14,700</b>  |
|  | <b><i>Total Facilities Management Expense</i></b>         |                       | <b>\$296,951</b> | <b>\$306,534</b> | <b>\$287,545</b> | <b>\$334,296</b> |

## Janitorial Services

This program was established to ensure a sanitary working environment.

Fiscal Year 2017-2018

Accomplishments:

Maintained buildings to an acceptable level though short staffed and a large turnover occurred during year and aided Cowan Civic Center with events.

Fiscal Year 2019 Goals:

I. **Goal:** To maintain areas to the quality supervisors require.

**Strategy:** Look at details in buildings that need to be improved.

**Budgetary Factor:** None.

II. **Goal:** Maintain cleanliness of buildings.

**Strategy:** Evaluate cleaning chemicals and equipment to ensure best results.

**Budgetary Factor:** None.

Performance Measures:

|                       | 2014 | 2015 | 2016 | 2017 | Estimated 2019 |
|-----------------------|------|------|------|------|----------------|
| Cleanliness Quality   | 70%  | 70%  | 75%  | 80%  | 90%            |
| Customer Satisfaction | 85%  | 85%  | 85%  | 90%  | 90%            |
| Financial Metrics     | 85%  | 85%  | 90%  | 90%  | 90%            |

Previous Years' Goals:

I. To maintain areas to the quality supervisor requires.

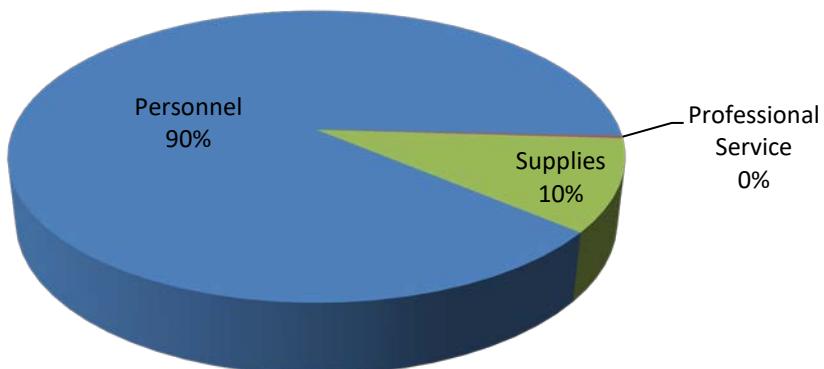
Status: Complete: Good reports from other supervisors.

II. Maintain cleanliness of city buildings.

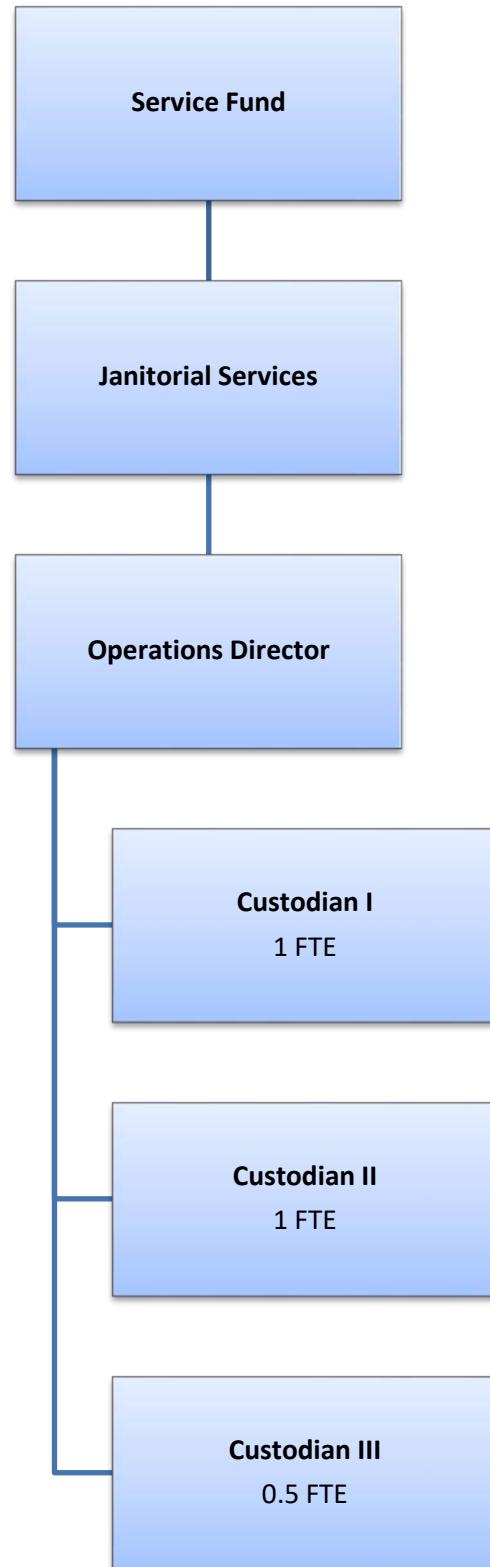
Status: Complete: Compliments from users of buildings.

## Janitorial Service Expense by Category

**\$56,090**



## Janitorial Service Organizational Chart



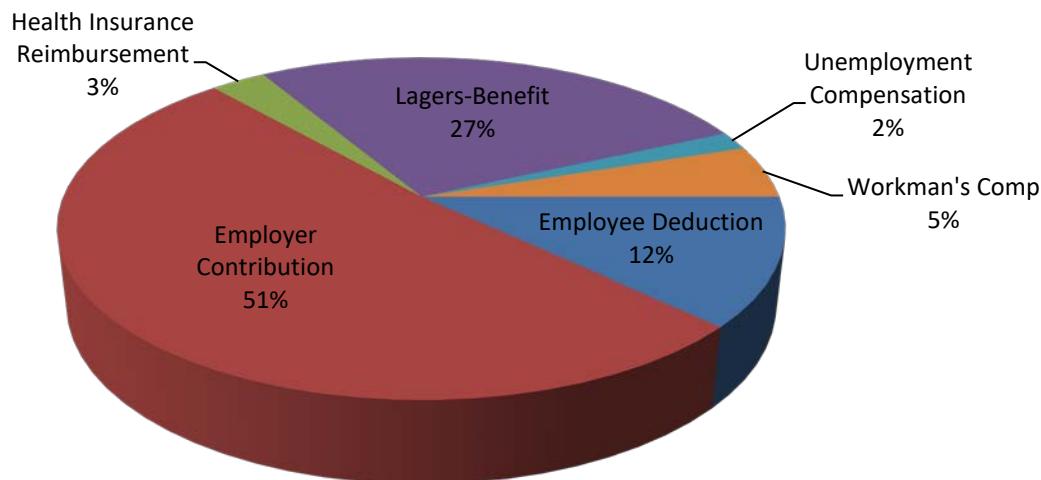
| Service-Janitorial Expenses |   |                                      | FY17             | FY18             | FY18             | FY19               |
|-----------------------------|---|--------------------------------------|------------------|------------------|------------------|--------------------|
| Fund                        | Account   | Account Name                         | Budget           | Budget           | Estimated Ending | Proposed           |
| 60                          | 5-325-1000.002                                    | Part Time Salary                     | \$36,060         | \$44,745         | \$35,000         | \$45,805           |
|                             | <b>Total Salaries Expense</b>                     |                                      | <b>\$36,060</b>  | <b>\$44,745</b>  | <b>\$35,000</b>  | <b>\$45,805</b>    |
| 60                          | 5-325-1020.001                                    | FICA-Employer                        | \$2,680          | \$2,775          | \$2,170          | \$2,840            |
| 60                          | 5-325-1020.002                                    | Medicare-Employer                    | \$630            | \$650            | \$510            | \$665              |
| 60                          | 5-325-1020.003                                    | Unemployment Compensation            | \$430            | \$450            | \$350            | \$460              |
|                             | <b>Total Payroll Taxes Expense</b>                |                                      | <b>\$3,740</b>   | <b>\$3,875</b>   | <b>\$3,030</b>   | <b>\$3,965</b>     |
| 60                          | 5-325-1025.001                                    | Employee-Uniforms                    | \$500            | \$500            | \$500            | \$500              |
|                             | <b>Total Employee Expense</b>                     |                                      | <b>\$500</b>     | <b>\$500</b>     | <b>\$500</b>     | <b>\$500</b>       |
|                             | <b>Total Personnel Expense</b>                    |                                      | <b>\$40,300</b>  | <b>\$49,120</b>  | <b>\$38,530</b>  | <b>\$50,270</b>    |
| 60                          | 5-325-6000.007                                    | Prof Services-Toxicology Testing     | \$115            | \$50             | \$65             | \$70               |
| 60                          | 5-325-6000.008                                    | Prof Services-MSHP Background Checks | \$100            | \$50             | \$30             | \$50               |
|                             | <b>Total General Professional Service Expense</b> |                                      | <b>\$215</b>     | <b>\$100</b>     | <b>\$95</b>      | <b>\$120</b>       |
| 60                          | 5-325-7010.001                                    | Supplies-Janitorial                  | \$3,000          | \$1,500          | \$500            | \$1,000            |
| 60                          | 5-325-7010.002                                    | Supplies-Cleaning and Sanitation     | \$4,520          | \$4,000          | \$4,500          | \$4,500            |
|                             | <b>Total General Office Supplies Expense</b>      |                                      | <b>\$7,520</b>   | <b>\$5,500</b>   | <b>\$5,000</b>   | <b>\$5,500</b>     |
| 60                          | 5-325-7015.003                                    | Supplies-First Aid                   | \$100            | \$100            | \$100            | \$100              |
| 60                          | 5-325-7015.004                                    | Supplies-Safety                      | \$100            | \$100            | \$100            | \$100              |
|                             | <b>Total Medical and Safety Supplies Expense</b>  |                                      | <b>\$200</b>     | <b>\$200</b>     | <b>\$200</b>     | <b>\$200</b>       |
|                             | <b>Total Supplies Expense</b>                     |                                      | <b>\$7,720</b>   | <b>\$5,700</b>   | <b>\$5,200</b>   | <b>\$5,700</b>     |
|                             | <b>Total Janitorial Service Expense</b>           |                                      | <b>\$48,235</b>  | <b>\$54,920</b>  | <b>\$43,825</b>  | <b>\$56,090</b>    |
|                             | <b>Total Internal Service Fund Expenses</b>       |                                      | <b>\$865,636</b> | <b>\$968,702</b> | <b>\$891,130</b> | <b>\$1,077,284</b> |

## Benefits

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

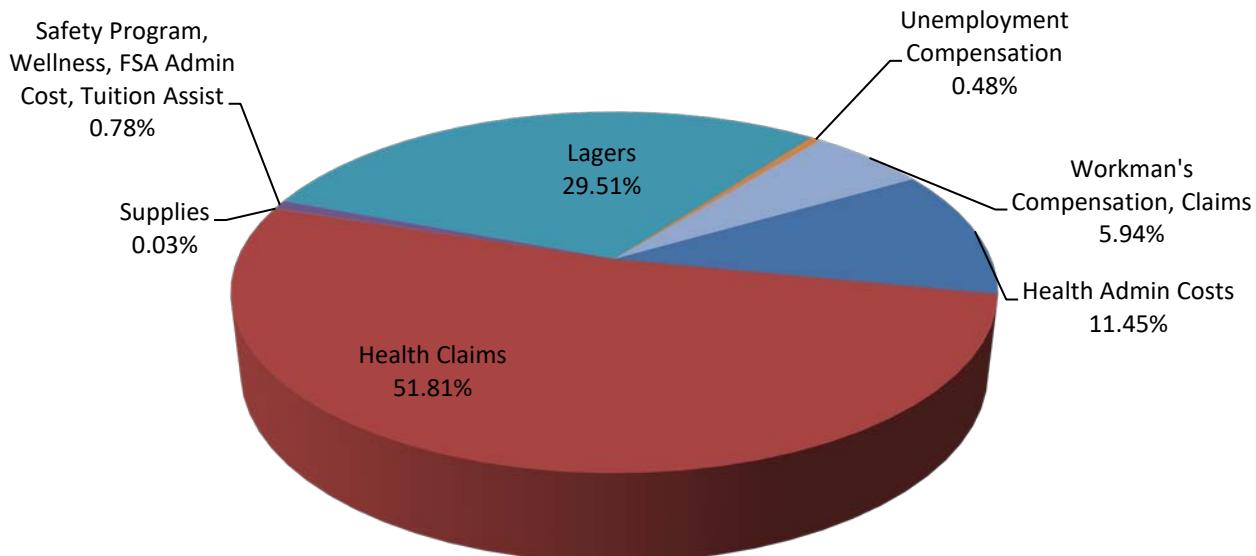
### Benefits Funds Available by Category

**\$3,438,839**



### Benefits Expense by Category

**\$3,118,091**



Fiscal Year 2017-2018 Accomplishments:

The end of FY17 and beginning of FY18 saw an increase in claim utilization which resulted in a negative fund balance. The FY18 budget reflects a significant change in the budgeting methodology of revenues and expenditures. As a result, revenues and expenses are more adequately represented.

Fiscal Year 2019 Goals:

- I. **Goal:** The Employee Wellness Program will strive to increase the well-being and productivity of all employees by enhancing all aspects of health. The program seeks to increase awareness of positive health behaviors, to motivate employees to voluntarily adopt healthier behaviors, and to provide opportunities and a supportive environment to foster positive lifestyles changes.

**Strategy:**

- Establish a Wellness Committee.
- Provide an Employee Wellness Interest Survey to gather data on employee interest in wellness activities, types of events, and topics of interest.
- Focus on education and awareness and policy and environmental changes in the workplace.

**Budgetary Factor:** Utilization of appropriated funds.

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

**Strategy:**

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

**Budgetary Factor:** None.

Performance Measurements:

| Worker's Compensation<br>(by policy year) | 9/19/2013 | 9/19/2014 | 7/01/2015 | 7/01/2016 | 7/01/2017 |
|---|-----------|-----------|-----------|-----------|-----------|
|   | 9/10/2014 | 7/01/2015 | 7/01/2016 | 7/01/2017 | 7/01/2018 |
| Number of Claims                          | 34        | 20        | 27        | 39        | 18        |
| Total Claims                              | \$67,081  | \$47,937  | \$62,669  | \$181,155 | \$144     |

| Health Insurance<br>(by policy year) | 7/01/2013   | 7/01/2014   | 7/01/2015 | 7/01/2016   | 7/01/2017 |
|--------------------------------------|-------------|-------------|-----------|-------------|-----------|
|                                      | 6/30/2014   | 6/30/2015   | 6/30/2016 | 6/30/2017   | 6/30/2017 |
| Total Claims                         | \$1,260,875 | \$1,085,441 | \$593,994 | \$1,640,611 | \$474,647 |
| Specific Deductible                  | \$70,000    | \$70,000    | \$70,000* | \$70,000*   | \$70,000  |
| Number of Enrollees 50% of Specific  | 7           | 2           | 5         | 7           | 2         |

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

Previous Years' Goals:

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

Status: Goal met. Each department/division is taking a more active role in promoting a safe and healthy work environment for their employees with safety training and meetings. On-the-job accidents/incidents are being reported in a timely and consistent manner. Employees are returning to work after an on-the-job accident/incident with the Temporary Transitional Duty policy.

II. Maintain financial stability of the City's partially self-funded health insurance fund

Status: Ongoing. Staff is continuing to monitor the revenue and expenses of the partially self-funded health insurance fund. Premiums for the employee health care program will be reviewed at renewal to ensure revenues are in-line with the expected expenses.

**Benefits Fund Revenue and Expense by Category**

| Benefits Fund                  | 2017 Actual        | 2018 Budget        | 2018 Estimated     | 2019 Proposed      |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                |                    |                    |                    |                    |
| Taxes                          | \$0                | \$0                | \$0                | \$0                |
| Franchise Fees                 | \$0                | \$0                | \$0                | \$0                |
| PILOTs                         | \$0                | \$0                | \$0                | \$0                |
| Intergovernmental              | \$0                | \$0                | \$0                | \$0                |
| Service Charges                | \$0                | \$0                | \$0                | \$0                |
| Rentals                        | \$0                | \$0                | \$0                | \$0                |
| Licenses and Permits           | \$0                | \$0                | \$0                | \$0                |
| Fines                          | \$0                | \$0                | \$0                | \$0                |
| Benefit Revenue                | \$2,548,410        | \$3,223,675        | \$3,132,455        | \$3,438,839        |
| Other                          | \$0                | \$0                | \$0                | \$0                |
| Internal Service Revenue       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Revenues</b>          | <b>\$2,548,410</b> | <b>\$3,223,675</b> | <b>\$3,132,455</b> | <b>\$3,438,839</b> |
| <b>Expenses</b>                |                    |                    |                    |                    |
| Personnel                      | \$0                | \$0                | \$0                | \$0                |
| Capital                        | \$0                | \$0                | \$0                | \$0                |
| Debt                           | \$0                | \$0                | \$0                | \$0                |
| Grants                         | \$0                | \$0                | \$0                | \$0                |
| Utilities                      | \$0                | \$0                | \$0                | \$0                |
| Professional Services          | \$0                | \$0                | \$0                | \$0                |
| Supplies and Materials         | \$0                | \$0                | \$0                | \$0                |
| Tools, Equipment, and Vehicles | \$0                | \$0                | \$0                | \$0                |
| Benefit Expense                | \$2,837,650        | \$3,038,343        | \$2,450,784        | \$3,118,091        |
| Other                          | \$0                | \$0                | \$0                | \$0                |
| Internal Service Expense       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Expenses</b>          | <b>\$2,837,650</b> | <b>\$3,038,343</b> | <b>\$2,450,784</b> | <b>\$3,118,091</b> |

| Benefits-Revenue |                                 |                                | FY17               | FY18               | FY18               | FY19               |
|------------------|---------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund             | Account                         | Account Name                   | Budget             | Budget             | Estimated Ending   | Proposed           |
| 70               | 4-400-9500.001                  | Health-Health Deductions       | \$371,340          | \$368,987          | \$369,000          | \$413,932          |
| 70               | 4-400-9500.002                  | Health-Employee Benefits       | \$1,262,040        | \$1,592,706        | \$1,593,000        | \$1,771,701        |
| 70               | 4-400-9500.003                  | Health-Health Insurance Reimb. | \$40,000           | \$150,000          | \$150,000          | \$100,000          |
|                  | <b>Total Health Revenue</b>     |                                | <b>\$1,673,380</b> | <b>\$2,111,693</b> | <b>\$2,112,000</b> | <b>\$2,285,633</b> |
| 70               | 4-400-9505.001                  | Retirement-LAGERS              | \$700,000          | \$864,674          | \$757,885          | \$920,048          |
|                  | <b>Total Retirement Revenue</b> |                                | <b>\$700,000</b>   | <b>\$864,674</b>   | <b>\$757,885</b>   | <b>\$920,059</b>   |
| 70               | 4-400-9510.001                  | Work Comp-Unemployment Comp.   | \$15,000           | \$74,150           | \$65,000           | \$60,000           |
| 70               | 4-400-9510.002                  | Work Comp-Workmans Comp.       | \$222,636          | \$173,158          | \$197,570          | \$173,159          |
|                  | <b>Total Work Comp Revenue</b>  |                                | <b>\$237,636</b>   | <b>\$247,308</b>   | <b>\$262,570</b>   | <b>\$233,159</b>   |
|                  | <b>Total Benefits Revenues</b>  |                                | <b>\$2,611,016</b> | <b>\$3,223,675</b> | <b>\$3,132,455</b> | <b>\$3,438,839</b> |

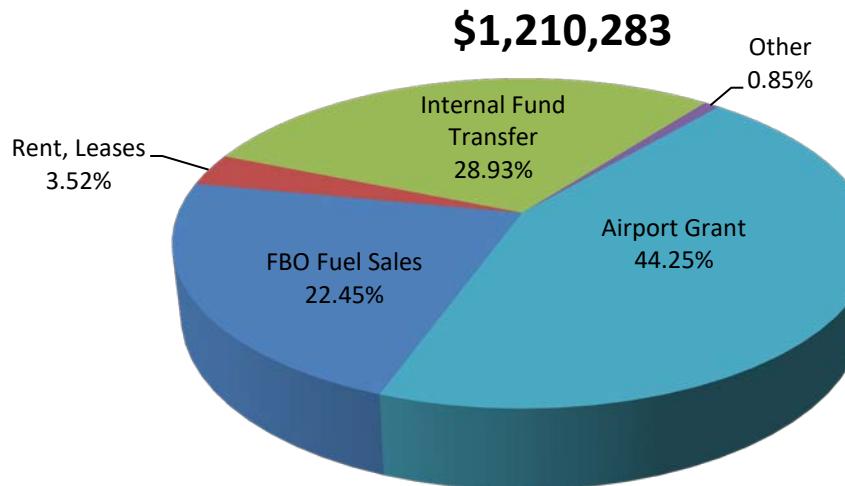
| Benefits-Expenses |  |                                 | FY17               | FY18               | FY18               | FY19               |
|-------------------|--|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund              | Account                                      | Account Name                    | Budget             | Budget             | Estimated Ending   | Proposed           |
| 70                | 5-400-7000.001                               | Supplies-Operational            | \$890              | \$1,000            | \$0                | \$1,000            |
|                   | <b>Total General Office Supplies Expense</b> |                                 | <b>\$890</b>       | <b>\$1,000</b>     | <b>\$0</b>         | <b>\$1,000</b>     |
| 70                | 5-400-9500.001                               | Health-Health Admin             | \$345,345          | \$331,000          | \$340,999          | \$357,150          |
| 70                | 5-400-9500.002                               | Health-Health Insurance         | \$39,190           | \$0                | \$0                | \$0                |
| 70                | 5-400-9500.003                               | Health-Employee Claims          | \$1,591,106        | \$1,619,311        | \$1,109,238        | \$1,615,534        |
| 70                | 5-400-9500.004                               | Health-FSA Admin Cost           | \$1,200            | \$1,200            | \$1,200            | \$1,200            |
|                   | <b>Total Health Expense</b>                  |                                 | <b>\$1,976,841</b> | <b>\$1,951,511</b> | <b>\$1,451,437</b> | <b>\$1,973,884</b> |
| 70                | 5-400-9505.001                               | Retirement-LAGERS               | \$684,180          | \$864,674          | \$757,885          | \$920,048          |
|                   | <b>Total Retirement Expense</b>              |                                 | <b>\$684,180</b>   | <b>\$864,674</b>   | <b>\$757,885</b>   | <b>\$922,488</b>   |
| 70                | 5-400-9510.001                               | Work Comp-Unemploy. Comp.       | \$13,500           | \$15,000           | \$13,140           | \$15,000           |
| 70                | 5-400-9510.002                               | Work Comp-Workmans Comp.        | \$160,678          | \$173,158          | \$197,570          | \$173,159          |
| 70                | 5-400-9510.003                               | Work Comp-Workmans Comp. Claims | \$3,150            | \$9,000            | \$16,173           | \$12,000           |
|                   | <b>Total Work Comp Expense</b>               |                                 | <b>\$177,328</b>   | <b>\$197,158</b>   | <b>\$226,883</b>   | <b>\$200,159</b>   |
| 70                | 5-400-9515.001                               | Emp Relations-Tuition           | \$4,500            | \$10,000           | \$2,000            | \$7,000            |
| 70                | 5-400-9515.002                               | Emp Relations-Safety            | \$7,500            | \$7,000            | \$7,310            | \$8,000            |
| 70                | 5-400-9515.003                               | Emp Relations-Wellness          | \$6,300            | \$7,000            | \$5,269            | \$8,000            |

| Benefits-Expenses |         | FY17   | FY18        | FY18        | FY19             |             |
|-------------------|---------|--|-------------|-------------|------------------|-------------|
| Fund              | Account | Account Name                                   | Budget      | Budget      | Estimated Ending | Proposed    |
|                   |         | <b><i>Total Employee Relations Expense</i></b> | \$18,300    | \$24,000    | \$14,579         | \$23,000    |
|                   |         | <b><i>Total Benefits Expenses</i></b>          | \$2,857,539 | \$3,038,343 | \$2,450,784      | \$3,118,091 |

## Airport Fund

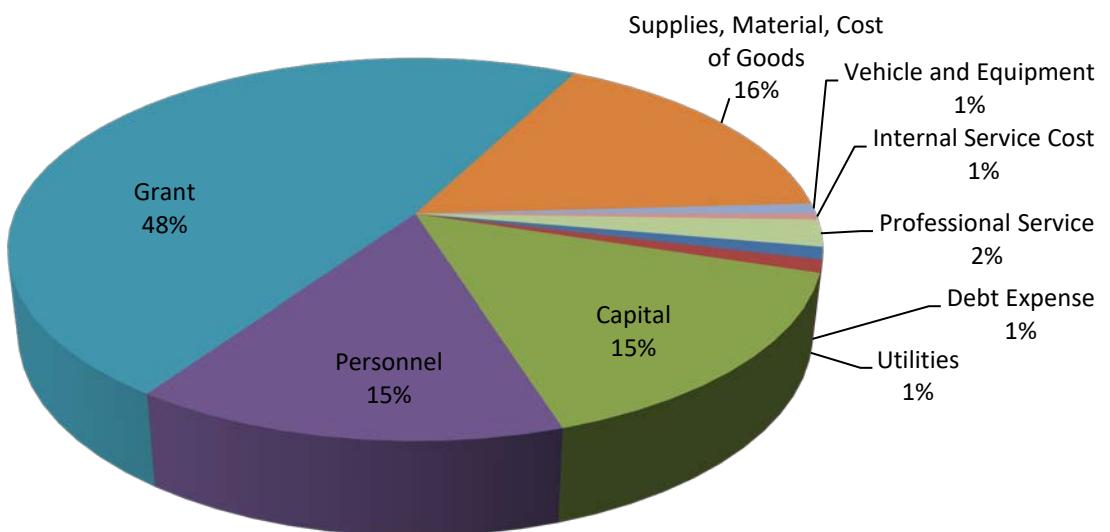
The Airport Fund is responsible for the maintenance, operation, and development of the Floyd W. Jones, Lebanon Airport. Expenditures from this fund provide materials, labor, and services that allow for staff to maintain the airport and ensure the safety of its patrons and users. Expenditures include the maintenance of and improvements to landside and airside pavement surfaces, hangars, navigational aids, and fueling facilities. Revenue sources include hangar and ground leases; aviation fuel sales; and state and federal grants. The Airport Advisory Board is a group of citizens and City Council members that oversees staff and helps communicate the airport's current and future needs to city administration and City Council.

### Airport Funds Available by Category



### Airport Expense by Category

**\$1,210,283**



Fiscal Year 2017-2018 Accomplishments:

- I. Engaged the public through public events, public appearances, and local and regional media coverage.
- II. Signed an agreement with a collegiate flight school beginning January 2019.

Fiscal Year 2019 Goals:

- I. **Goal:** Work towards a more favorable fund balance by increasing revenues.  
**Strategy:** Continue to pursue additional fuel sales through marketing campaigns and development projects, and revisit current rates and charges.  
**Budget Factor:** Availability of Funds.
- II. **Goal:** Address the declining PCI of Runway 18/36.  
**Strategy:** Pursue federal grants to design and construct a runway overlay.  
**Budgetary Factor:** 10% match to Federal Grant.

Performance Measures:

|                         | 2016           | 2017           | 2018           | Estimated 2019 |
|-------------------------|----------------|----------------|----------------|----------------|
| Jet Fuel Sales          | 37,000 gallons | 41,000 gallons | 33,000 gallons | 45,000 gallons |
| 100LL Sales             | 16,000 gallons | 14,000 gallons | 14,000 gallons | 20,000 gallons |
| Hangar occupancy rates  | 90%            | 95%            | 100%           | 100%           |
| Customer service rating | 85%            | 90%            | 95%            | 98%            |

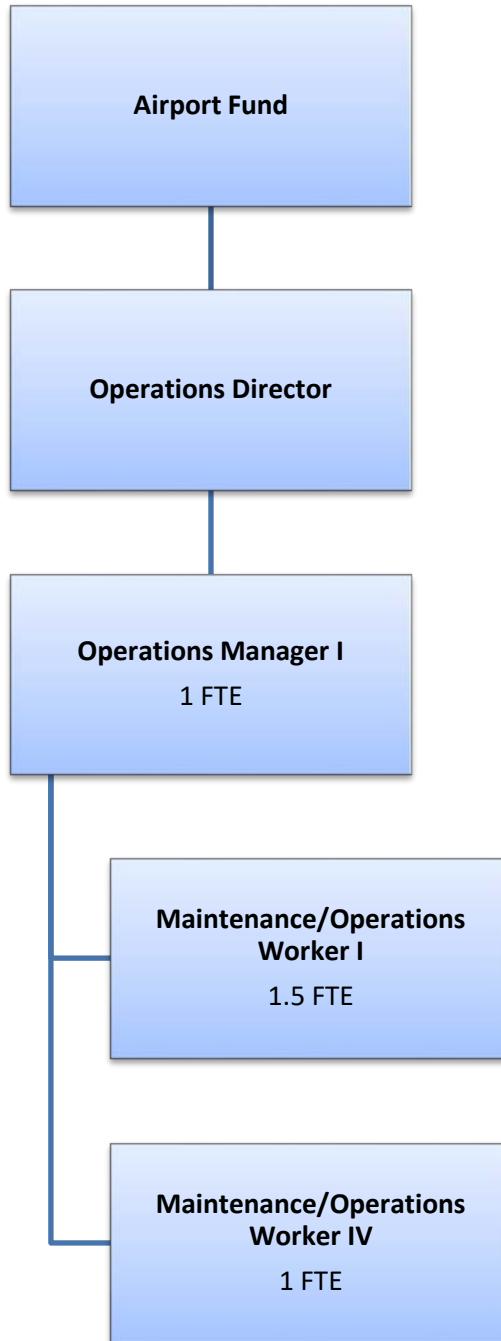
Previous Years' Goals:

- I. Increase aircraft traffic and aviation fuel sales.  
Status: Fuel sales and air traffic have increased. Continued growth is expected in FY19 when flight training operations begin and based aircraft increase.
- II. Foster a positive working relationship with the community  
Status: Multiple events, public appearances, and local media interviews are expected to have engaged and educated the public about the importance of the role the airport plays within the community.

## Airport Fund Revenue and Expense by Category

| Airport Fund                   | 2017 Actual      | 2018 Budget      | 2018 Estimated   | 2019 Proposed      |
|--------------------------------|------------------|------------------|------------------|--------------------|
| <b>Revenues</b>                |                  |                  |                  |                    |
| Taxes                          | \$0              | \$0              | \$0              | \$0                |
| Franchise Fees                 | \$0              | \$0              | \$0              | \$0                |
| PILOTs                         | \$0              | \$0              | \$0              | \$0                |
| Intergovernmental              | \$518,941        | \$158,400        | \$55,435         | \$535,517          |
| Service Charges                | \$178,314        | \$221,250        | \$232,100        | \$271,700          |
| Rentals                        | \$38,110         | \$41,470         | \$38,920         | \$42,570           |
| Licenses and Permits           | \$0              | \$0              | \$0              | \$0                |
| Fines                          | \$0              | \$0              | \$0              | \$0                |
| Benefit Revenue                | \$0              | \$0              | \$0              | \$0                |
| Other                          | \$881            | \$250            | \$2,544          | \$10,315           |
| Internal Service Revenue       | \$30,000         | \$30,000         | \$30,000         | \$350,181          |
| <b>Total Revenues</b>          | <b>\$766,245</b> | <b>\$451,370</b> | <b>\$358,999</b> | <b>\$1,210,283</b> |
| <b>Expenses</b>                |                  |                  |                  |                    |
| Personnel                      | \$136,131        | \$170,825        | \$166,057        | \$175,365          |
| Capital                        | \$1,116          | \$77,162         | \$45,000         | \$184,034          |
| Debt                           | \$12,750         | \$12,750         | \$12,750         | \$12,750           |
| Grants                         | \$524,556        | \$176,000        | \$0              | \$581,700          |
| Utilities                      | \$12,167         | \$13,250         | \$12,288         | \$12,950           |
| Professional Services          | \$9,674          | \$28,510         | \$27,971         | \$27,555           |
| Supplies and Materials         | \$124,366        | \$152,200        | \$167,228        | \$199,120          |
| Tools, Equipment, and Vehicles | \$6,682          | \$9,750          | \$10,500         | \$10,250           |
| Benefit Expense                | \$0              | \$0              | \$0              | \$0                |
| Other                          | \$0              | \$0              | \$0              | \$0                |
| Internal Service Expense       | \$9,565          | \$8,660          | \$8,660          | \$6,558            |
| <b>Total Expenses</b>          | <b>\$837,006</b> | <b>\$649,107</b> | <b>\$450,454</b> | <b>\$1,210,283</b> |

## Airport Organizational Chart



| Airport-Revenue |  |                                | FY17      | FY18             | FY18             | FY19               |
|-----------------|--|--------------------------------|-----------|------------------|------------------|--------------------|
| Fund            | Account  | Account Name                   | Budget    | Budget           | Estimated Ending | Proposed           |
| 73              | 4-100-2005.002   | Grant-Capital                  | \$535,921 | \$158,400        | \$55,435         | \$535,517          |
|                 | <b>Total Grant Revenue</b>                               |                                |           | <b>\$535,921</b> | <b>\$158,400</b> | <b>\$55,435</b>    |
| 73              | 4-100-3000.009   | FBO Fuel Sales                 | \$275,000 | \$220,000        | \$0              | \$0                |
| 73              | 4-100-3000.022   | Lubricant Sales                | \$1,000   | \$1,250          | \$2,300          | \$2,800            |
| 73              | 4-100-3000.026   | Merchandise Sales              | \$0       | \$0              | \$50             | \$450              |
| 73              | 4-100-3000.027   | Jet Fuel Sales                 | \$0       | \$0              | \$150,000        | \$167,400          |
| 73              | 4-100-3000.028   | 100LL Fuel Sales               | \$0       | \$0              | \$79,750         | \$101,050          |
|                 | <b>Total Service Charges and Fees Revenue</b>            |                                |           | <b>\$276,000</b> | <b>\$221,250</b> | <b>\$232,100</b>   |
| 73              | 4-100-3005.001   | Rental-Buildings               | \$40,000  | \$41,470         | \$38,920         | \$42,570           |
|                 | <b>Total Rental Revenue</b>                              |                                |           | <b>\$40,000</b>  | <b>\$41,470</b>  | <b>\$38,920</b>    |
|                 | <b>Total Service Charges, Fees, &amp; Rental Revenue</b> |                                |           | <b>\$316,000</b> | <b>\$262,720</b> | <b>\$271,020</b>   |
| 73              | 4-100-3010.002   | Misc.-Donations                | \$0       | \$0              | \$2,254          | \$5,000            |
| 73              | 4-100-3010.006   | Misc.-Miscellaneous            | \$300     | \$250            | \$250            | \$250              |
| 73              | 4-100-3010.008   | Misc.-Gain/Loss Asset Disposal | \$0       | \$0              | \$0              | \$5,000            |
| 73              | 4-100-3010.012   | Misc.-Purchasing Card          | \$0       | \$0              | \$40             | \$65               |
|                 | <b>Total Miscellaneous Revenue</b>                       |                                |           | <b>\$300</b>     | <b>\$250</b>     | <b>\$2,544</b>     |
| 73              | 4-100-9999.001   | Interfund Transfer             | \$30,000  | \$30,000         | \$30,000         | \$350,181          |
|                 | <b>Total Airport Revenues</b>                            |                                |           | <b>\$882,221</b> | <b>\$451,370</b> | <b>\$358,999</b>   |
|                 |  |                                |           |                  |                  | <b>\$1,210,283</b> |

| Airport-Expenses |                               |                         | FY17     | FY18             | FY18             | FY19             |
|------------------|-------------------------------|-------------------------|----------|------------------|------------------|------------------|
| Fund             | Account                       | Account Name            | Budget   | Budget           | Estimated Ending | Proposed         |
| 73               | 5-100-1000.001                | Fulltime Salary         | \$68,620 | \$92,360         | \$93,876         | \$94,758         |
| 73               | 5-100-1000.002                | Part Time Salary        | \$26,510 | \$16,050         | \$15,209         | \$16,366         |
| 73               | 5-100-1000.004                | On Call                 | \$7,330  | \$6,715          | \$3,440          | \$2,264          |
| 73               | 5-100-1000.006                | Part Time Overtime      | \$25     | \$0              | \$0              | \$0              |
|                  | <b>Total Salaries Expense</b> |                         |          | <b>\$102,485</b> | <b>\$115,125</b> | <b>\$112,525</b> |
| 73               | 5-100-1005.001                | Health Premium-Employee | \$6,840  | \$12,010         | \$12,629         | \$15,012         |
| 73               | 5-100-1005.002                | Health Premium-Family   | \$8,040  | \$11,765         | \$10,482         | \$11,763         |

| Airport-Expenses |                                     |                                     | FY17             | FY18             | FY18             | FY19             |
|------------------|-------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|
| Fund             | Account                             | Account Name                        | Budget           | Budget           | Estimated Ending | Proposed         |
| 73               | 5-100-1005.003                      | Dental Premium-Employee             | \$685            | \$325            | \$772            | \$772            |
| 73               | 5-100-1005.004                      | Dental Premium-Family               | \$0              | \$600            | \$0              | \$0              |
|                  | <b>Total Insurance Expense</b>      |                                     | <b>\$15,565</b>  | <b>\$24,700</b>  | <b>\$23,883</b>  | <b>\$27,547</b>  |
| 73               | 5-100-1010.001                      | Life Insurance                      | \$135            | \$180            | \$161            | \$180            |
|                  | <b>Total Life Insurance Expense</b> |                                     | <b>\$135</b>     | <b>\$180</b>     | <b>\$161</b>     | <b>\$180</b>     |
| 73               | 5-100-1015.001                      | Lagers-General                      | \$6,440          | \$12,880         | \$11,932         | \$12,905         |
| 73               | 5-100-1015.004                      | Deferred Comp-Employer              | \$275            | \$1,820          | \$650            | \$650            |
|                  | <b>Total Retirement Expense</b>     |                                     | <b>\$6,715</b>   | <b>\$14,700</b>  | <b>\$12,582</b>  | <b>\$13,555</b>  |
| 73               | 5-100-1020.001                      | FICA-Employer                       | \$5,960          | \$7,140          | \$6,585          | \$7,035          |
| 73               | 5-100-1020.002                      | Medicare-Employer                   | \$1,405          | \$1,670          | \$1,540          | \$1,645          |
| 73               | 5-100-1020.003                      | Unemployment Compensation           | \$1,095          | \$1,155          | \$1,135          | \$1,135          |
| 73               | 5-100-1020.004                      | Workman's Compensation              | \$3,553          | \$4,505          | \$5,984          | \$4,505          |
|                  | <b>Total Payroll Taxes Expense</b>  |                                     | <b>\$12,013</b>  | <b>\$14,470</b>  | <b>\$15,244</b>  | <b>\$14,320</b>  |
| 73               | 5-100-1025.001                      | Employee-Uniforms                   | \$1,015          | \$500            | \$303            | \$250            |
| 73               | 5-100-1025.002                      | Employee-Dues/Lic/Mem               | \$50             | \$0              | \$70             | \$375            |
| 73               | 5-100-1025.004                      | Employee-Travel/Hotel               | \$370            | \$750            | \$989            | \$5,000          |
| 73               | 5-100-1025.005                      | Employee-Training                   | \$95             | \$300            | \$300            | \$750            |
| 73               | 5-100-1025.008                      | Employee-Hazmat Physicals           | \$0              | \$100            | \$0              | \$0              |
| 73               | 5-100-1025.009                      | Employee-Tuition Assistance         | \$0              | \$0              | \$0              | \$0              |
|                  | <b>Total Employee Expense</b>       |                                     | <b>\$1,530</b>   | <b>\$1,650</b>   | <b>\$1,662</b>   | <b>\$6,375</b>   |
|                  | <b>Total Personnel Expense</b>      |                                     | <b>\$138,443</b> | <b>\$170,825</b> | <b>\$166,057</b> | <b>\$175,365</b> |
| 73               | 5-100-2010.000                      | Capital Exp-Building & Improvements | \$0              | \$75,000         | \$45,000         | \$63,000         |
| 73               | 5-100-2015.000                      | Capital Exp - Furniture & Fixtures  | \$185            | \$0              | \$0              | \$0              |
| 73               | 5-100-2020.000                      | Capital Exp - Machinery & Equip     | \$935            | \$2,162          | \$0              | \$121,034        |
|                  | <b>Total Capital Expense</b>        |                                     | <b>\$1,120</b>   | <b>\$77,162</b>  | <b>\$45,000</b>  | <b>\$184,034</b> |
| 73               | 5-100-3025.000                      | Debt-Internal Obligation            | \$12,750         | \$12,750         | \$12,750         | \$12,750         |
|                  | <b>Total Debt Expense</b>           |                                     | <b>\$12,750</b>  | <b>\$12,750</b>  | <b>\$12,750</b>  | <b>\$12,750</b>  |
| 73               | 5-100-4005.002                      | Grants-Capital Improvement          | \$524,560        | \$176,000        | \$0              | \$581,700        |
|                  | <b>Total Grant Expense</b>          |                                     | <b>\$524,560</b> | <b>\$176,000</b> | <b>\$0</b>       | <b>\$581,700</b> |

| Airport-Expenses |   |                                     | FY17            | FY18            | FY18             | FY19            |
|------------------|---|-------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund             | Account   | Account Name                        | Budget          | Budget          | Estimated Ending | Proposed        |
| 73               | 5-100-5000.001                                    | Utilities-Electric                  | \$6,770         | \$7,500         | \$6,828          | \$7,000         |
| 73               | 5-100-5000.002                                    | Utilities-Water                     | \$50            | \$200           | \$48             | \$100           |
| 73               | 5-100-5000.003                                    | Utilities-Sewer                     | \$65            | \$250           | \$126            | \$150           |
| 73               | 5-100-5005.002                                    | Utilities - Natural Gas             | \$585           | \$500           | \$335            | \$350           |
| 73               | 5-100-5010.001                                    | Utilities-Landline and Fiber        | \$3,230         | \$3,250         | \$3,330          | \$3,500         |
| 73               | 5-100-5015.001                                    | Utilities-Cell Phones               | \$950           | \$1,000         | \$1,042          | \$1,250         |
| 73               | 5-100-5025.001                                    | Utilities-Solid Waste               | \$550           | \$550           | \$579            | \$600           |
|                  | <b>Total Utilities Expense</b>                    |                                     | <b>\$12,200</b> | <b>\$13,250</b> | <b>\$12,288</b>  | <b>\$12,950</b> |
| 73               | 5-100-6000.003                                    | Prof Services-Surveying             | \$0             | \$0             | \$5,000          | \$0             |
| 73               | 5-100-6000.007                                    | Prof Services-Toxicology Testing    | \$210           | \$100           | \$62             | \$100           |
| 73               | 5-100-6000.008                                    | Prof Services-MSHP Background Check | \$100           | \$100           | \$0              | \$100           |
| 73               | 5-100-6000.011                                    | Prof Services-Dues & Fees           | \$0             | \$325           | \$0              | \$0             |
| 73               | 5-100-6000.013                                    | Prof Services - Studies             | \$0             | \$0             | \$0              | \$900           |
| 73               | 5-100-6000.014                                    | Prof Services-Event & Functions     | \$910           | \$5,000         | \$3,500          | \$5,000         |
| 73               | 5-100-6000.015                                    | Prof Services-Service Contracts     | \$0             | \$4,500         | \$2,750          | \$3,500         |
| 73               | 5-100-6000.018                                    | Prof Services-Damage Claims         | \$500           | \$1,000         | \$0              | \$1,000         |
| 73               | 5-100-6000.019                                    | Prof Services-Credit Card Fees      | \$3,800         | \$5,000         | \$4,834          | \$5,000         |
|                  | <b>Total General Professional Service Expense</b> |                                     | <b>\$5,520</b>  | <b>\$16,025</b> | <b>\$16,146</b>  | <b>\$15,600</b> |
| 73               | 5-100-6005.001                                    | Insurance-Vehicle                   | \$2,530         | \$2,605         | \$2,719          | \$2,775         |
| 73               | 5-100-6005.002                                    | Insurance-Equipment                 | \$575           | \$535           | \$541            | \$555           |
| 73               | 5-100-6005.003                                    | Insurance-Building & Property       | \$1,486         | \$1,530         | \$1,555          | \$1,590         |
| 73               | 5-100-6005.006                                    | Insurance-Terrorism                 | \$365           | \$380           | \$0              | \$0             |
| 73               | 5-100-6005.007                                    | Insurance-City Government           | \$3,650         | \$3,760         | \$4,015          | \$4,100         |
|                  | <b>Total Insurance Expense</b>                    |                                     | <b>\$8,606</b>  | <b>\$8,810</b>  | <b>\$8,830</b>   | <b>\$9,020</b>  |
| 73               | 5-100-6010.003                                    | Advertising-Print                   | \$135           | \$350           | \$0              | \$0             |
| 73               | 5-100-6010.004                                    | Advertising-Internet                | \$0             | \$50            | \$70             | \$100           |
| 73               | 5-100-6010.006                                    | Advertising-Radio                   | \$0             | \$350           | \$0              | \$750           |
|                  | <b>Total Advertising Expense</b>                  |                                     | <b>\$135</b>    | <b>\$750</b>    | <b>\$70</b>      | <b>\$850</b>    |
| 73               | 5-100-6020.000                                    | Software-Annual Renewal/Maintenance | \$0             | \$1,185         | \$1,185          | \$2,085         |

| Airport-Expenses |  |  | FY17      | FY18             | FY18             | FY19             |
|------------------|--|--|-----------|------------------|------------------|------------------|
| Fund             | Account                                      | Account Name                               | Budget    | Budget           | Estimated Ending | Proposed         |
| 73               | 5-100-6020.001                               | Software-Purchase                          | \$4       | \$1,740          | \$1,740          | \$0              |
|                  | <b>Total Software Expense</b>                |  |           | <b>\$4</b>       | <b>\$2,925</b>   | <b>\$2,925</b>   |
|                  | <b>Total Professional Service Expense</b>    |  |           | <b>\$14,265</b>  | <b>\$28,510</b>  | <b>\$27,971</b>  |
| 73               | 5-100-7000.001                               | Supplies-Operational                       | \$1,195   | \$1,000          | \$2,000          | \$2,500          |
| 73               | 5-100-7000.003                               | Supplies-Desk Accessories Office Equipment | \$1,490   | \$500            | \$500            | \$500            |
| 73               | 5-100-7000.004                               | Supplies-Small Tool                        | \$90      | \$500            | \$250            | \$250            |
| 73               | 5-100-7005.001                               | Supplies-Printing                          | \$40      | \$250            | \$108            | \$150            |
| 73               | 5-100-7005.003                               | Supplies-Postage                           | \$20      | \$50             | \$20             | \$20             |
| 73               | 5-100-7005.004                               | Supplies-Paper                             | \$65      | \$100            | \$50             | \$100            |
| 73               | 5-100-7010.02                                | Supplies-Cleaning & Sanitation             | \$645     | \$550            | \$400            | \$500            |
| 73               | 5-100-7010.003                               | Supplies-Breakroom                         | \$1,345   | \$1,500          | \$1,050          | \$1,200          |
|                  | <b>Total Supplies Expense</b>                |  |           | <b>\$4,890</b>   | <b>\$4,450</b>   | <b>\$4,378</b>   |
|                  |  |  |           |                  |                  | <b>\$5,220</b>   |
| 73               | 5-100-7500.001                               | Materials-Asphalt                          | \$0       | \$250            | \$0              | \$0              |
| 73               | 5-100-7500.003                               | Materials-Concrete                         | \$0       | \$500            | \$0              | \$0              |
| 73               | 5-100-7500.004                               | Materials-Landscaping                      | \$40      | \$250            | \$250            | \$250            |
| 73               | 5-100-7510.001                               | Materials-Paint                            | \$0       | \$100            | \$100            | \$1,000          |
| 73               | 5-100-7510.004                               | Materials-Hardware                         | \$10      | \$150            | \$250            | \$500            |
| 73               | 5-100-7525.001                               | Materials-Infrastructure                   | \$2,080   | \$1,500          | \$1,500          | \$1,000          |
| 73               | 5-100-7999.001                               | Cost of Goods Sold                         | \$130,000 | \$145,000        | \$0              | \$0              |
| 73               | 5-100-7999.002                               | Cost of Goods Sold-Jet Fuel Sales          | \$0       | \$0              | \$103,500        | \$112,000        |
| 73               | 5-100-7999.003                               | Cost of Goods Sold-100LL Fuel Sales        | \$0       | \$0              | \$55,000         | \$76,750         |
| 73               | 5-100-7999.004                               | Cost of Goods Sold-Lubricants Sales        | \$0       | \$0              | \$2,200          | \$2,100          |
| 73               | 5-100-7999.005                               | Cost of Goods Sold-Merchandise Sales       | \$0       | \$0              | \$50             | \$300            |
|                  | <b>Total Material Expense</b>                |  |           | <b>\$132,130</b> | <b>\$147,750</b> | <b>\$162,850</b> |
|                  |  |  |           |                  |                  | <b>\$193,900</b> |
| 73               | 5-100-8300.001                               | Equipment-Repair                           | \$3,435   | \$5,000          | \$6,000          | \$5,000          |
| 73               | 5-100-8300.002                               | Equipment-Maintenance                      | \$530     | \$1,500          | \$1,500          | \$1,500          |
|                  | <b>Total Machinery and Equipment Expense</b> |  |           | <b>\$3,965</b>   | <b>\$6,500</b>   | <b>\$7,500</b>   |
| 73               | 5-100-8600.001                               | Vehicle-Repair                             | \$110     | \$1,500          | \$1,250          | \$1,000          |

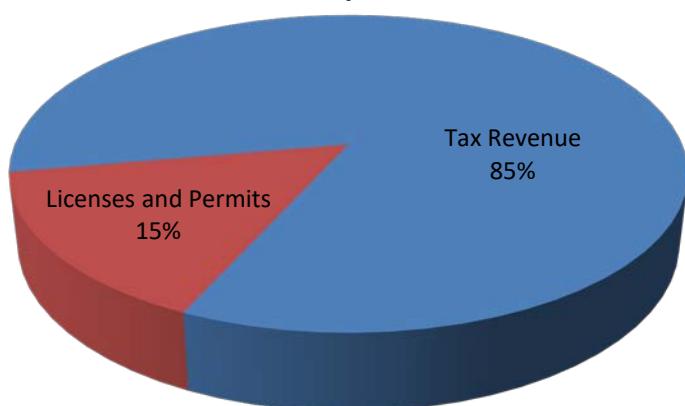
| Airport-Expenses  |                |                            | FY17             | FY18             | FY18             | FY19               |
|---|----------------|----------------------------|------------------|------------------|------------------|--------------------|
| Fund  | Account        | Account Name               | Budget           | Budget           | Estimated Ending | Proposed           |
| 73  | 5-100-8600.002 | Vehicle-Maintenance        | \$1,640          | \$1,000          | \$1,000          | \$2,000            |
| 73  | 5-100-8600.005 | Vehicle-Fuel               | \$135            | \$750            | \$750            | \$750              |
| <b><i>Total Vehicle Expense</i></b>                       |                |                            | <b>\$1,885</b>   | <b>\$3,250</b>   | <b>\$3,000</b>   | <b>\$3,750</b>     |
| <b><i>Total Tools, Machinery, and Vehicle Expense</i></b> |                |                            | <b>\$5,850</b>   | <b>\$9,750</b>   | <b>\$10,500</b>  | <b>\$10,250</b>    |
| 73  | 5-100-9910.000 | Internal Service-Personnel | \$11,161         | \$8,660          | \$8,660          | \$6,558            |
| <b><i>Total Internal Service</i></b>                      |                |                            | <b>\$11,161</b>  | <b>\$8,660</b>   | <b>\$8,660</b>   | <b>\$6,558</b>     |
| <b><i>Total Airport Expense</i></b>                       |                |                            | <b>\$857,369</b> | <b>\$649,107</b> | <b>\$450,454</b> | <b>\$1,210,283</b> |

## Downtown Business District Fund

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

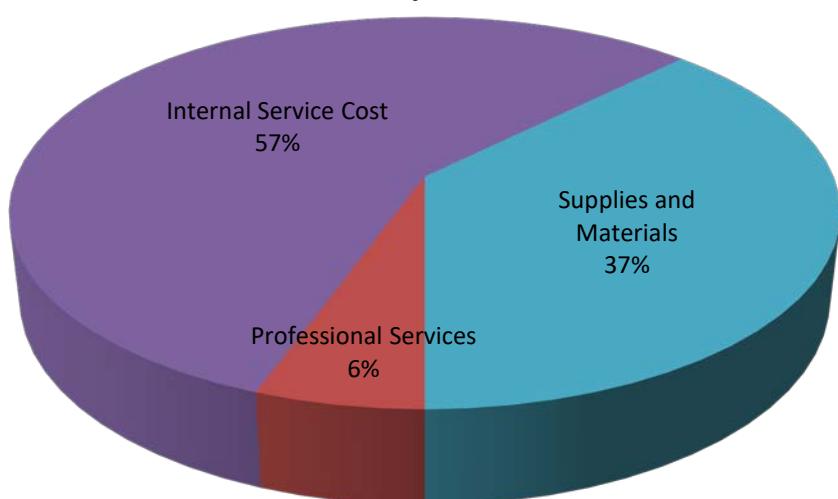
### Downtown Business Funds Available by Category

**\$33,600**



### Downtown Business Expense by Category

**\$40,612**



#### Fiscal Year 2017-2018 Accomplishments:

The DTBD saw continuing accomplishments in the form of physical enhancements within the district in FY18. The ADA project along Jefferson was completed and additional Christmas lights were purchased for installation in the tree canopies. New trash cans were also procured.

#### Fiscal Year 2019 Goals:

##### I. **Goal:** Expand Downtown event offerings.

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

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

##### II. **Goal:** Achieve 100% remittance of business license taxes from eligible businesses.

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

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

##### III. **Goal:** Enhance relationship between the DTBD Board and new businesses by providing new businesses with the DTBD welcome packet created as part of the DREAM Initiative.

**Strategy:** Work with the Office of the City Clerk to ensure that welcome packets are distributed along with businesses licenses for new businesses inside of the Downtown area.

**Budgetary Factor:** Minimal. Number of new businesses in downtown from year to year is low so cost is limited to under \$100.

#### Performance Measures:

|  | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|------|------|------|------|------|
| Number of Tree Canopies Lit at Christmas | *    | 0    | 0    | 4    | 6    |
| Number of Downtown Events                | *    | *    | *    | 4    | 4    |
| Number of Business Licenses Issued       | 116  | 112  | 118  | 108  |      |
| Number of Welcome Packets Issued**       | *    | *    | *    | *    | *    |

\* No data available

\*\* Program beginning in FY 2018

#### Previous Years' Goals:

##### I. Expand Downtown event offerings.

**Status:** This is an ongoing effort. It is our hope that the Allen Building will be redeveloped in the near future and bring new interest in the downtown area from events.

##### II. Achieve 100% remittance of business license taxes from eligible businesses.

**Status:** Staff continues to work with local merchants to ensure 100% remittance.

##### III. Enhance relationship between the DTBD Board and new businesses by providing new businesses with the DTBD welcome packet created as part of the DREAM Initiative

**Status:** Staff is working on this project as time allows.

## Downtown Business District Fund Revenue and Expense by Category

| Downtown Business District Fund | 2017 Actual     | 2018 Budget     | 2018 Estimated  | 2019 Proposed   |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Revenues</b>                 |                 |                 |                 |                 |
| Taxes                           | \$32,112        | \$28,400        | \$29,687        | \$28,400        |
| Franchise Fees                  | \$0             | \$0             | \$0             | \$0             |
| PILOTs                          | \$0             | \$0             | \$0             | \$0             |
| Intergovernmental               | \$0             | \$0             | \$0             | \$0             |
| Service Charges                 | \$0             | \$0             | \$0             | \$0             |
| Rentals                         | \$0             | \$0             | \$0             | \$0             |
| Licenses and Permits            | \$5,264         | \$5,800         | \$5,200         | \$5,200         |
| Fines                           | \$0             | \$0             | \$0             | \$0             |
| Benefit Revenue                 | \$0             | \$0             | \$0             | \$0             |
| Other                           | \$1,200         | \$0             | \$0             | \$0             |
| Internal Service Revenue        | \$15,000        | \$0             | \$0             | \$0             |
| <b>Total Revenues</b>           | <b>\$53,576</b> | <b>\$34,200</b> | <b>\$34,887</b> | <b>\$33,600</b> |
| <b>Expenses</b>                 |                 |                 |                 |                 |
| Personnel                       | \$0             | \$0             | \$0             | \$0             |
| Capital                         | \$0             | \$4,000         | \$4,000         | \$0             |
| Debt                            | \$0             | \$0             | \$0             | \$0             |
| Grants                          | \$0             | \$0             | \$0             | \$0             |
| Utilities                       | \$0             | \$0             | \$0             | \$0             |
| Professional Services           | \$1,785         | \$4,450         | \$2,052         | \$2,252         |
| Supplies and Materials          | \$19,320        | \$16,200        | \$13,700        | \$15,200        |
| Tools, Equipment, and Vehicles  | \$0             | \$0             | \$0             | \$0             |
| Benefit Expense                 | \$0             | \$0             | \$0             | \$0             |
| Other                           | \$0             | \$0             | \$0             | \$0             |
| <b>Internal Service Expense</b> | <b>\$19,215</b> | <b>\$12,151</b> | <b>\$15,000</b> | <b>\$23,160</b> |
| <b>Total Expenses</b>           | <b>\$40,320</b> | <b>\$36,801</b> | <b>\$34,752</b> | <b>\$40,612</b> |

| Downtown Business District-Revenue |   |                         | FY17            | FY18            | FY18             | FY19            |
|------------------------------------|---|-------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                               | Account   | Account Name            | Budget          | Budget          | Estimated Ending | Proposed        |
| 75                                 | 4-500-1000.003                                  | Tax-Real Estate         | \$26,000        | \$26,000        | \$25,000         | \$26,000        |
| 75                                 | 4-500-1000.005                                  | Tax-Financial Institute | \$2,400         | \$2,400         | \$4,687          | \$2,400         |
|                                    | <b>Total Tax Revenue</b>                        |                         | <b>\$28,400</b> | <b>\$28,400</b> | <b>\$29,687</b>  | <b>\$28,400</b> |
| 75                                 | 4-500-3010.006                                  | Misc.-Miscellaneous     | \$1,200         | \$0             | \$0              | \$0             |
|                                    | <b>Total Miscellaneous Revenue</b>              |                         | <b>\$1,200</b>  | <b>\$0</b>      | <b>\$0</b>       | <b>\$0</b>      |
| 75                                 | 4-500-4000.002                                  | Licenses-Merchant       | \$5,800         | \$5,800         | \$5,200          | \$5,200         |
|                                    | <b>Total Licenses Revenue</b>                   |                         | <b>\$5,800</b>  | <b>\$5,800</b>  | <b>\$5,200</b>   | <b>\$5,200</b>  |
|                                    | <b>Total Downtown Business District Revenue</b> |                         | <b>\$35,400</b> | <b>\$34,200</b> | <b>\$34,887</b>  | <b>\$33,600</b> |

| Downtown Business District-Expenses |   |                                     | FY17            | FY18            | FY18             | FY19            |
|-------------------------------------|---|-------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                                | Account   | Account Name                        | Budget          | Budget          | Estimated Ending | Proposed        |
| 75                                  | 5-500-2030.000                                    | Capital Exp-Infrastructure          | \$0             | \$4,000         | \$4,000          | \$0             |
|                                     | <b>Total Capital Expense</b>                      |                                     | <b>\$0</b>      | <b>\$4,000</b>  | <b>\$4,000</b>   | <b>\$0</b>      |
| 75                                  | 5-500-6000.001                                    | Prof Services-Legal                 | \$75            | \$0             | \$72             | \$72            |
| 75                                  | 5-500-6000.003                                    | Prof Services-Surveying             | \$0             | \$0             | \$0              | \$0             |
| 75                                  | 5-500-6000.014                                    | Prof Services-Events and Functions  | \$1,200         | \$1,200         | \$1,000          | \$1,200         |
| 75                                  | 5-500-6000.015                                    | Prof Services-Service Contract      | \$850           | \$2,500         | \$200            | \$200           |
| 75                                  | 5-500-6000.019                                    | Prof Services-Credit Card Fees      | \$30            | \$0             | \$30             | \$30            |
|                                     | <b>Total General Professional Service Expense</b> |                                     | <b>\$2,155</b>  | <b>\$3,700</b>  | <b>\$1,302</b>   | <b>\$1,502</b>  |
| 75                                  | 5-500-6020.000                                    | Software-Annual Renewal/Maintenance | \$0             | \$750           | \$750            | \$750           |
|                                     | <b>Total Software Expense</b>                     |                                     | <b>\$0</b>      | <b>\$750</b>    | <b>\$750</b>     | <b>\$750</b>    |
|                                     | <b>Total Professional Service Expense</b>         |                                     | <b>\$2,155</b>  | <b>\$4,450</b>  | <b>\$2,052</b>   | <b>\$2,252</b>  |
| 75                                  | 5-500-7000.001                                    | Supplies-Operational                | \$200           | \$200           | \$200            | \$200           |
|                                     | <b>Total Supplies Expense</b>                     |                                     | <b>\$200</b>    | <b>\$200</b>    | <b>\$200</b>     | <b>\$200</b>    |
| 75                                  | 5-500-7500.004                                    | Materials-Landscaping               | \$15,545        | \$5,000         | \$2,500          | \$5,000         |
| 75                                  | 5-500-7510.002                                    | Materials-Signs                     | \$1,160         | \$5,000         | \$5,000          | \$5,000         |
| 75                                  | 5-500-7510.005                                    | Materials-Fixtures                  | \$5,340         | \$6,000         | \$6,000          | \$5,000         |
|                                     | <b>Total Material Expense</b>                     |                                     | <b>\$22,045</b> | <b>\$16,000</b> | <b>\$13,500</b>  | <b>\$15,000</b> |

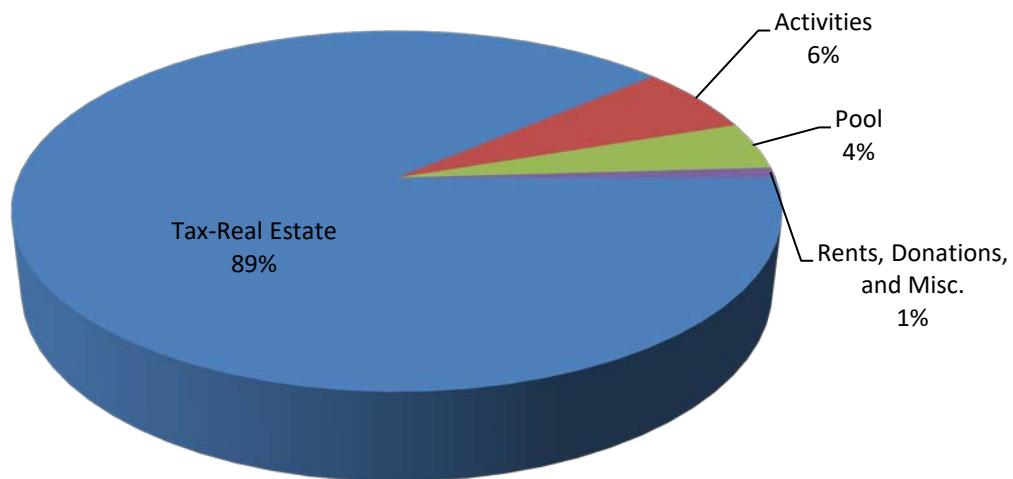
| Downtown Business District-Expenses |                |  | FY17                   | FY18                   | FY18                   | FY19                   |
|-------------------------------------|----------------|--|------------------------|------------------------|------------------------|------------------------|
| Fund                                | Account        | Account Name   | Budget                 | Budget                 | Estimated Ending       | Proposed               |
| 75                                  | 5-500-9910.000 | Internal Service-Personnel                             | \$16,271               | \$12,151               | \$15,000               | \$23,160               |
|                                     |                | <b><i>Total Internal Service Expense</i></b>           | <b><i>\$16,271</i></b> | <b><i>\$12,151</i></b> | <b><i>\$15,000</i></b> | <b><i>\$23,160</i></b> |
|                                     |                | <b><i>Total Downtown Business District Expense</i></b> | <b><i>\$40,671</i></b> | <b><i>\$36,801</i></b> | <b><i>\$34,752</i></b> | <b><i>\$40,612</i></b> |

## Parks Fund

The Lebanon Parks Department is overseen by the Lebanon Park Board. The Park Board is created and empowered under Sections 90.500 through 90.570 of the Revised Statutes of the State of Missouri and Chapter 15 Article II Section 15-16 of the Code of Ordinances of the City of Lebanon. The Parks Department gets its operational budget from a \$0.2607 ad valorem tax levy per \$100.00 of the assessed valuation of all taxable, tangible property within the City limits in addition to user fees. The Parks and Recreation Department is responsible for maintaining nine parks that cover over 185 acres. Located within these parks are 36 holes of disc golf, nine baseball/softball fields, several playground areas, three paved walking trails, 11 shelters, the Boswell Aquatic Center, Nelson Pond, and a skate park.

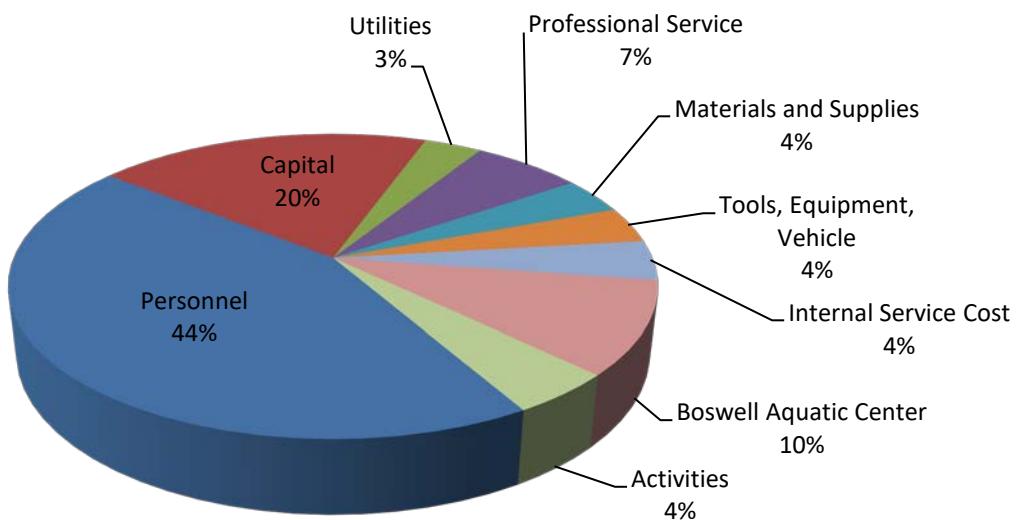
### Parks Funds Available by Category

**\$693,300**



### Parks Expense by Category

**\$859,874**



## Boswell Aquatic Center

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

## Park Activities

This program was established to manage expenses for recreational activities

### Fiscal Year 2017-2018 Accomplishments:

Completed the Spiller Park project which included adding new playground equipment with fall protection, a shelter with a restroom, paved the parking lot, and added sidewalks.

Completed the Gasconade Park project which included adding new playground equipment, a shelter with a restroom, and a walking trail.

Took over the operations of the youth softball and t-ball leagues.

### Fiscal Year 2019 Goals:

- I. **Goal:** To expand the recreational leagues in youth sports.  
**Strategy:** Work with local sports leagues to form better partnerships to increase participation and enhance the patron's participation experience.  
**Budgetary Factor:** The main cost associated with these will be the added cost of umpires, field maintenance, and additional insurance cost.
  
- II. **Goal:** To have uniform signs through the park system that include the Park Office, Nelson, Boswell, Harke, and the Winfrey Enhancement Center.  
**Strategy:** Utilize the design of both the Atchley Park and the City's welcome sign, create signs that will keep the same uniform look.  
**Budgetary Factor:** The main factors are engineering cost and whether the signs can be built in-house or built utilizing an outside source.
  
- III. **Goal:** Soccer fields for youth soccer.  
**Strategy:** Build new fields, restrooms, concessions and parking lot giving the youth soccer program a permanent location to play at.  
**Budgetary Factor:** The cost of infrastructure could reduce funds available to build the restroom and bathroom and the needed irrigation system.

### Performance Measurements:

|                               | 2014   | 2015   | 2016   | 2017  |
|-------------------------------|--------|--------|--------|-------|
| Baseball/Softball Tournaments | 12     | 9      | 7      | 8     |
| Shelter Usage                 | 11,203 | 10,758 | 9,800  | 9,685 |
| BAC Attendance                | 10,530 | 11,342 | 10,276 | 9,999 |
| Youth League Participants*    | NA     | NA     | 555    | 583   |

\*Numbers from USSSA league

Previous Years' Goals:

- I. Complete the development of Gasconade Park.

Status: This project was completed with the installation of new playground equipment a new shelter with a restroom, walking trail, and new signage. Overhead wires for lighting have also been removed.

- II. Start a summer movie series.

Status: We were able to accomplish this goal with a partnership with LifePoint Church. We were able to have a movie night at Atchley, Boswell, and Gasconade Park. We also hosted 2 movie nights for the Kiwanis Club.

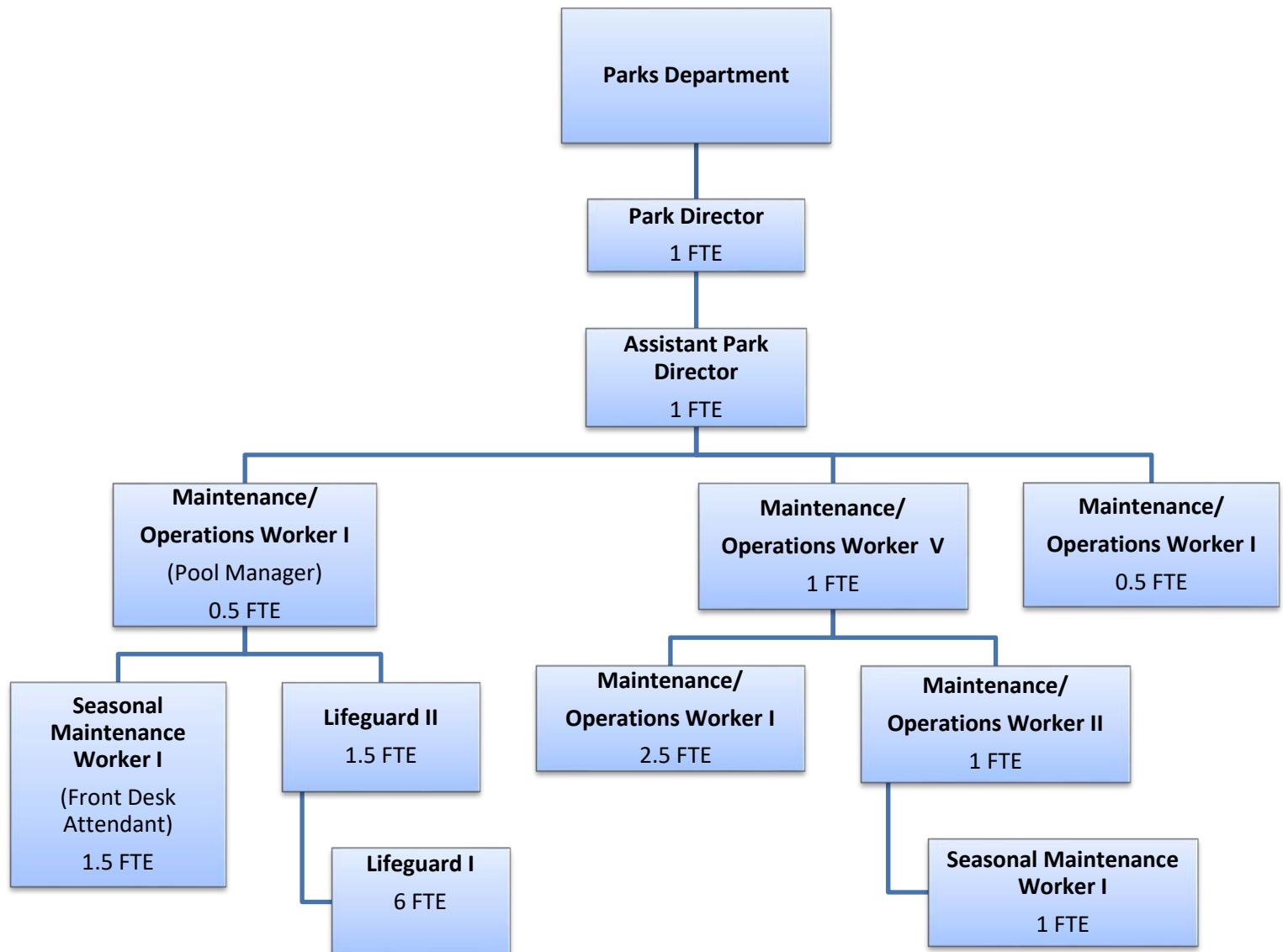
- III. Soccer fields for youth soccer.

Status: On-going. We have started the development of the fields at Atchley Park but at this point we have not completed the project. While it is still planned to have the fields ready for play in the fall, restrooms and concessions will not be built by the start of the fall season

## Parks Fund Revenue and Expense by Category

| Parks Fund                     | 2017 Actuals       | 2018 Budget      | 2018 Estimated   | 2019 Proposed    |
|--------------------------------|--------------------|------------------|------------------|------------------|
| <b>Revenues</b>                |                    |                  |                  |                  |
| Taxes                          | \$596,483          | \$585,000        | \$610,000        | \$615,000        |
| Franchise Fees                 | \$0                | \$0              | \$0              | \$0              |
| PILOTs                         | \$0                | \$0              | \$0              | \$0              |
| Intergovernmental              | \$0                | \$0              | \$0              | \$0              |
| Service Charges                | \$38,408           | \$51,000         | \$60,103         | \$0              |
| Rentals                        | \$8,085            | \$9,500          | \$9,350          | \$75,800         |
| Licenses and Permits           | \$0                | \$0              | \$0              | \$0              |
| Fines                          | \$0                | \$0              | \$0              | \$0              |
| Benefit Revenue                | \$0                | \$0              | \$0              | \$0              |
| Other                          | \$7,514            | \$0              | \$8,011          | \$2,500          |
| Internal Service Revenue       | \$0                | \$0              | \$0              | \$0              |
| <b>Total Revenues</b>          | <b>\$650,490</b>   | <b>\$645,500</b> | <b>\$687,464</b> | <b>\$693,300</b> |
| <b>Expenses</b>                |                    |                  |                  |                  |
| Personnel                      | \$362,691          | \$415,296        | \$391,886        | \$430,567        |
| Capital                        | \$1,116,703        | \$162,496        | \$245,235        | \$175,152        |
| Debt                           | \$0                | \$0              | \$0              | \$0              |
| Grants                         | \$0                | \$0              | \$0              | \$0              |
| Utilities                      | \$33,111           | \$41,360         | \$37,010         | \$40,700         |
| Professional Services          | \$42,462           | \$58,625         | \$33,375         | \$81,356         |
| Supplies and Materials         | \$57,810           | \$52,150         | \$59,500         | \$58,050         |
| Tools, Equipment, and Vehicles | \$32,292           | \$36,050         | \$37,200         | \$38,000         |
| Benefit Expense                | \$0                | \$0              | \$0              | \$0              |
| Other                          | \$0                | \$0              | \$0              | \$0              |
| Internal Service Expense       | \$21,298           | \$28,387         | \$14,000         | \$36,050         |
| <b>Total Expenses</b>          | <b>\$1,666,366</b> | <b>\$794,364</b> | <b>\$818,206</b> | <b>\$859,874</b> |

## Parks Organizational Chart



| Parks-Operations and Administration Revenue |   |                                | FY17             | FY18             | FY18             | FY19             |
|---|---|--------------------------------|------------------|------------------|------------------|------------------|
| Fund  | Account                                       | Account Name                   | Budget           | Budget           | Estimated Ending | Proposed         |
| 79  | 4-500-1000.003                                | Tax-Real Estate                | \$592,904        | \$585,000        | \$610,000        | \$615,000        |
|   | <b>Total Tax Revenue</b>                      |                                | <b>\$592,904</b> | <b>\$585,000</b> | <b>\$610,000</b> | <b>\$615,000</b> |
| 79  | 4-500-3000.010                                | Park Activities                | \$51,000         | \$51,000         | \$59,293         | \$0              |
| 79  | 4-500-3000.026                                | Merchandise Sales              | \$0              | \$0              | \$810            | \$0              |
|   | <b>Total Service Charges and Fees Revenue</b> |                                | <b>\$51,000</b>  | <b>\$51,000</b>  | <b>\$60,103</b>  | <b>\$0</b>       |
| 79  | 4-500-3005.001                                | Rental-Buildings               | \$4,000          | \$4,000          | \$4,000          | \$4,000          |
| 79  | 4-500-3005.002                                | Rental-Contract Concessions    | \$5,500          | \$5,500          | \$5,350          | \$0              |
|   | <b>Total Rental Revenue</b>                   |                                | <b>\$9,500</b>   | <b>\$9,500</b>   | <b>\$9,350</b>   | <b>\$4,000</b>   |
| 79  | 4-500-3010.002                                | Misc.-Donations                | \$0              | \$0              | \$7,500          | \$500            |
| 79  | 4-500-3010.006                                | Misc.-Miscellaneous            | \$0              | \$0              | \$11             | \$250            |
| 79  | 4-500-3010.008                                | Misc.-Gain/Loss Asset Disposal | \$0              | \$0              | \$0              | \$1,000          |
| 79  | 4-500-3010.012                                | Misc.-Purchasing Card          | \$0              | \$0              | \$500            | \$750            |
|   | <b>Total Miscellaneous Revenue</b>            |                                | <b>\$0</b>       | <b>\$0</b>       | <b>\$8,011</b>   | <b>\$2,500</b>   |
|   | <b>Total Parks Operation Revenue</b>          |                                | <b>\$653,404</b> | <b>\$645,500</b> | <b>\$687,464</b> | <b>\$621,500</b> |
| 79  | 4-515-3000.023                                | Concession sales               | \$0              | \$0              | \$0              | \$1,500          |
| 79  | 4-515-3000.025                                | Pool Admissions                | \$0              | \$0              | \$0              | \$25,000         |
|   | <b>Total Service Charges and Fees Revenue</b> |                                | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$26,500</b>  |
| 79  | 4-515-3005.007                                | Rental-Parties                 | \$0              | \$0              | \$0              | \$3,000          |
|   | <b>Total Rental Revenue</b>                   |                                | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$3,000</b>   |
|   | <b>Total BAC Revenue</b>                      |                                | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$29,500</b>  |
| 79  | 4-520-3000.010                                | Park Activities                | \$0              | \$0              | \$0              | \$28,500         |
| 79  | 4-520-3000.023                                | Concession Sales               | \$0              | \$0              | \$0              | \$1,000          |
|   | <b>Total Service Charges and Fees Revenue</b> |                                | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$29,500</b>  |
| 79  | 4-520-3005.001                                | Rental-Building/Land           | \$0              | \$0              | \$0              | \$2,300          |
| 79  | 4-520-3005.002                                | Rental-Contract Concessions    | \$0              | \$0              | \$0              | \$3,000          |
|   | <b>Total Rental Revenue</b>                   |                                | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$5,300</b>   |
| 79  | 4-520-3010.006                                | Misc - Sponsorships            | \$0              | \$0              | \$0              | \$7,500          |
|   | <b>Total Park Activities Revenue</b>          |                                | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$42,300</b>  |
|   | <b>Total Parks Revenues</b>                   |                                | <b>\$653,404</b> | <b>\$645,500</b> | <b>\$687,464</b> | <b>\$693,300</b> |

| Parks-Operations and Administration Expenses |                                     |                                       | FY17             | FY18             | FY18             | FY19             |
|--|-------------------------------------|---------------------------------------|------------------|------------------|------------------|------------------|
| Fund   | Account                             | Account Name                          | Budget           | Budget           | Estimated Ending | Proposed         |
| 79   | 5-500-1000.001                      | Fulltime Salary                       | \$172,040        | \$175,365        | \$175,365        | \$207,978        |
| 79   | 5-500-1000.002                      | Part Time Salary                      | \$53,035         | \$60,830         | \$60,830         | \$31,021         |
| 79   | 5-500-1000.005                      | Fulltime Overtime                     | \$2,660          | \$2,590          | \$2,590          | \$3,195          |
| 79   | 5-500-1000.006                      | Part Time Overtime                    | \$1,210          | \$1,070          | \$1,070          | \$607            |
|  | <b>Total Salaries Expense</b>       |                                       | <b>\$228,945</b> | <b>\$239,855</b> | <b>\$239,855</b> | <b>\$242,802</b> |
| 79   | 5-500-1005.001                      | Health Premium-Employee               | \$14,180         | \$15,795         | \$15,795         | \$15,402         |
| 79   | 5-500-1005.002                      | Health Premium-Family                 | \$24,120         | \$47,195         | \$40,000         | \$50,856         |
| 79   | 5-500-1005.003                      | Dental Premium-Employee               | \$1,275          | \$1,500          | \$1,500          | \$1,500          |
| 79   | 5-500-1005.004                      | Dental Premium-Family                 | \$250            | \$250            | \$250            | \$250            |
|  | <b>Total Insurance Expense</b>      |                                       | <b>\$39,825</b>  | <b>\$64,740</b>  | <b>\$57,545</b>  | <b>\$68,008</b>  |
| 79   | 5-500-1010.001                      | Life Insurance                        | \$300            | \$315            | \$315            | \$315            |
|  | <b>Total Life Insurance Expense</b> |                                       | <b>\$300</b>     | <b>\$315</b>     | <b>\$315</b>     | <b>\$315</b>     |
| 79   | 5-500-1015.001                      | Lagers-General                        | \$19,350         | \$23,135         | \$23,135         | \$28,090         |
| 79   | 5-500-1015.004                      | Deferred Comp-Employer                | \$2,700          | \$3,250          | \$2,600          | \$2,600          |
|  | <b>Total Retirement Expense</b>     |                                       | <b>\$22,050</b>  | <b>\$26,385</b>  | <b>\$25,735</b>  | <b>\$30,690</b>  |
| 79   | 5-500-1020.001                      | FICA-Employer                         | \$13,600         | \$14,875         | \$14,875         | \$15,055         |
| 79   | 5-500-1020.002                      | Medicare-Employer                     | \$3,185          | \$3,480          | \$3,480          | \$3,525          |
| 79   | 5-500-1020.003                      | Unemployment Compensation             | \$2,310          | \$2,400          | \$2,400          | \$2,430          |
| 79   | 5-500-1020.004                      | Workman's Compensation                | \$5,965          | \$7,211          | \$7,211          | \$7,211          |
|  | <b>Total Payroll Taxes Expense</b>  |                                       | <b>\$25,060</b>  | <b>\$27,966</b>  | <b>\$27,966</b>  | <b>\$28,221</b>  |
| 79   | 5-500-1025.001                      | Employee-Uniforms                     | \$2,215          | \$2,500          | \$2,500          | \$2,500          |
| 79   | 5-500-1025.002                      | Employee-Dues/License/Membership      | \$530            | \$1,000          | \$1,000          | \$1,000          |
| 79   | 5-500-1025.004                      | Employee-Travel/Hotel                 | \$1,060          | \$1,750          | \$1,750          | \$2,250          |
| 79   | 5-500-1025.005                      | Employee-Training                     | \$3,058          | \$1,500          | \$2,000          | \$2,500          |
|  | <b>Total Employee Expense</b>       |                                       | <b>\$6,863</b>   | <b>\$6,750</b>   | <b>\$7,250</b>   | <b>\$8,250</b>   |
|  | <b>Total Personnel Expense</b>      |                                       | <b>\$323,043</b> | <b>\$366,011</b> | <b>\$358,666</b> | <b>\$378,286</b> |
| 79   | 5-500-2005.000                      | Capital Exp-Land and Improvement      | \$1,061,495      | \$10,000         | \$25,072         | \$20,000         |
| 79   | 5-500-2010.000                      | Capital Exp-Building and Improvements | \$10,555         | \$0              | \$1,846          | \$45,000         |
| 79   | 5-500-2015.000                      | Capital Exp-Furniture and Fixture     | \$0              | \$0              | \$0              | \$5,000          |

| Parks-Operations and Administration Expenses |   |                                       | FY17               | FY18             | FY18             | FY19             |
|--|---|---------------------------------------|--------------------|------------------|------------------|------------------|
| Fund   | Account   | Account Name                          | Budget             | Budget           | Estimated Ending | Proposed         |
| 79   | 5-500-2020.000                                    | Capital Exp-Machinery and Equipment   | \$14,476           | \$129,496        | \$170,000        | \$76,152         |
| 79   | 5-500-2025.000                                    | Capital Exp-Vehicles                  | \$30,190           | \$23,000         | \$42,000         | \$24,000         |
| 79   | 5-500-2030.000                                    | Capital Exp-Infrastructure            | \$0                | \$0              | \$0              | \$0              |
|  | <b>Total Capital Expense</b>                      |                                       | <b>\$1,116,716</b> | <b>\$162,496</b> | <b>\$238,918</b> | <b>\$170,152</b> |
| 79   | 5-500-5000.001                                    | Utilities-Electric                    | \$9,800            | \$15,000         | \$11,000         | \$12,500         |
| 79   | 5-500-5000.002                                    | Utilities-Water                       | \$1,945            | \$3,500          | \$3,200          | \$3,000          |
| 79   | 5-500-5000.003                                    | Utilities-Sewer                       | \$1,420            | \$2,400          | \$2,400          | \$2,500          |
| 79   | 5-500-5005.001                                    | Utilities-Propane                     | \$1,270            | \$1,700          | \$1,700          | \$1,500          |
| 79   | 5-500-5005.002                                    | Utilities-Natural Gas                 | \$20               | \$0              | \$0              | \$0              |
| 79   | 5-500-5010.001                                    | Utilities-Landline and Fiber          | \$1,285            | \$1,400          | \$1,400          | \$1,500          |
| 79   | 5-500-5015.001                                    | Utilities-Cell Phones                 | \$2,195            | \$2,750          | \$2,200          | \$2,750          |
| 79   | 5-500-5020.001                                    | Utilities-Internet                    | \$1,300            | \$1,400          | \$1,400          | \$1,400          |
| 79   | 5-500-5020.002                                    | Utilities-Internet Mobile             | \$155              | \$0              | \$0              | \$600            |
| 79   | 5-500-5025.001                                    | Utilities-Solid Waste                 | \$3,320            | \$3,200          | \$3,000          | \$3,500          |
|  | <b>Total Utilities Expense</b>                    |                                       | <b>\$22,710</b>    | <b>\$31,350</b>  | <b>\$26,300</b>  | <b>\$29,250</b>  |
| 79   | 5-500-6000.001                                    | Prof Services-Legal                   | \$40               | \$2,500          | \$1,000          | \$1,000          |
| 79   | 5-500-6000.002                                    | Prof Services-Engineering             | \$0                | \$0              | \$0              | \$0              |
| 79   | 5-500-6000.007                                    | Prof Services-Toxicology Test         | \$400              | \$400            | \$400            | \$300            |
| 79   | 5-500-6000.008                                    | Prof Services- MSHP Background Checks | \$100              | \$100            | \$100            | \$100            |
| 79   | 5-500-6000.011                                    | Prof Services-Dues & Fees             | \$15               | \$250            | \$250            | \$250            |
| 79   | 5-500-6000.013                                    | Prof Services - Studies               | \$0                | \$0              | \$0              | \$6,480          |
| 79   | 5-500-6000.015                                    | Prof Services-Service Contracts       | \$19,230           | \$25,000         | \$2,500          | \$20,000         |
| 79   | 5-500-6000.018                                    | Prof Services-Damage Claim            | \$305              | \$0              | \$0              | \$0              |
| 79   | 5-500-6000.019                                    | Prof Services - CC Fees               | \$30               | \$250            | \$0              | \$100            |
|  | <b>Total General Professional Service Expense</b> |                                       | <b>\$20,120</b>    | <b>\$28,500</b>  | <b>\$4,250</b>   | <b>\$28,230</b>  |
| 79   | 5-500-6005.001                                    | Insurance-Vehicle                     | \$2,862            | \$2,950          | \$2,950          | \$3,010          |
| 79   | 5-500-6005.002                                    | Insurance-Equipment                   | \$656              | \$675            | \$675            | \$690            |
| 79   | 5-500-6005.003                                    | Insurance-Building & Property         | \$2,066            | \$2,130          | \$2,130          | \$2,175          |
|  | <b>Total Insurance Expense</b>                    |                                       | <b>\$5,584</b>     | <b>\$5,755</b>   | <b>\$5,755</b>   | <b>\$5,875</b>   |

| Parks-Operations and Administration Expenses |  |  | FY17    | FY18            | FY18             | FY19            |
|--|--|--|---------|-----------------|------------------|-----------------|
| Fund   | Account  | Account Name                                     | Budget  | Budget          | Estimated Ending | Proposed        |
| 79   | 5-500-6010.003                                   | Advertising-Print                                | \$525   | \$1,000         | \$750            | \$1,000         |
|  | <b>Total Advertising Expense</b>                 |  |         | <b>\$525</b>    | <b>\$1,000</b>   | <b>\$750</b>    |
| 79   | 5-500-6020.000                                   | Software-Annual Renewal/Maintenance              | \$0     | \$1,420         | \$1,420          | \$7,236         |
| 79   | 5-500-6020.001                                   | Software-Purchase                                | \$0     | \$2,320         | \$2,320          | \$15,000        |
| 79   | 5-500-6020.003                                   | Software-Agreement                               | \$0     | \$540           | \$540            | \$0             |
|  | <b>Total Software Expense</b>                    |  |         | <b>\$0</b>      | <b>\$4,280</b>   | <b>\$4,280</b>  |
|  | <b>Total Professional Service Expense</b>        |  |         | <b>\$26,229</b> | <b>\$39,535</b>  | <b>\$15,035</b> |
| 79   | 5-500-7000.001                                   | Supplies-Operational                             | \$2,000 | \$2,500         | \$2,500          | \$2,500         |
| 79   | 5-500-7000.002                                   | Supplies-Computer Accessories                    | \$100   | \$400           | \$300            | \$300           |
| 79   | 5-500-7000.003                                   | Supplies-Desk Accessories-Small Office Equipment | \$300   | \$300           | \$300            | \$300           |
| 79   | 5-500-7000.004                                   | Supplies-Small Tools                             | \$2,820 | \$2,500         | \$2,500          | \$2,500         |
| 79   | 5-500-7005.001                                   | Supplies-Printing                                | \$120   | \$250           | \$250            | \$250           |
| 79   | 5-500-7005.002                                   | Supplies-Mailing                                 | \$50    | \$125           | \$125            | \$100           |
| 79   | 5-500-7005.003                                   | Supplies-Postage                                 | \$70    | \$125           | \$125            | \$100           |
| 79   | 5-500-7005.004                                   | Supplies-Paper                                   | \$50    | \$250           | \$250            | \$100           |
| 79   | 5-500-7010.001                                   | Supplies-Janitorial                              | \$3,355 | \$3,000         | \$3,200          | \$3,500         |
| 79   | 5-500-7010.002                                   | Supplies-Cleaning and Sanitation                 | \$340   | \$500           | \$500            | \$500           |
| 79   | 5-500-7010.004                                   | Supplies-Chemicals                               | \$500   | \$500           | \$750            | \$750           |
|  | <b>Total General Office Supplies Expense</b>     |  |         | <b>\$9,705</b>  | <b>\$10,450</b>  | <b>\$10,800</b> |
| 79   | 5-500-7015.001                                   | Supplies-Medical                                 | \$0     | \$100           | \$150            | \$100           |
| 79   | 5-500-7015.003                                   | Supplies-First Aid                               | \$20    | \$100           | \$100            | \$100           |
| 79   | 5-500-7015.004                                   | Supplies-Safety                                  | \$415   | \$250           | \$250            | \$500           |
|  | <b>Total Medical and Safety Supplies Expense</b> |  |         | <b>\$435</b>    | <b>\$450</b>     | <b>\$500</b>    |
|  | <b>Total Supplies Expense</b>                    |  |         | <b>\$10,140</b> | <b>\$10,900</b>  | <b>\$11,300</b> |
| 79   | 5-500-7500.002                                   | Materials-Rock                                   | \$1,055 | \$2,500         | \$1,000          | \$1,500         |
| 79   | 5-500-7500.003                                   | Materials-Concrete                               | \$585   | \$2,000         | \$2,000          | \$2,000         |
| 79   | 5-500-7500.004                                   | Materials-Landscaping                            | \$3,315 | \$3,000         | \$4,500          | \$5,000         |
| 79   | 5-500-7505.002                                   | Materials-Pipe-PVC                               | \$400   | \$500           | \$500            | \$500           |
| 79   | 5-500-7505.003                                   | Materials-Pipe-Misc.                             | \$320   | \$250           | \$3,000          | \$500           |

| Parks-Operations and Administration Expenses |  |                                      | FY17            | FY18            | FY18             | FY19            |
|--|--|--------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund   | Account  | Account Name                         | Budget          | Budget          | Estimated Ending | Proposed        |
| 79   | 5-500-7505.004                                     | Materials-Pipe-Conduit               | \$60            | \$500           | \$1,000          | \$500           |
| 79   | 5-500-7510.001                                     | Materials-Paint                      | \$2,795         | \$3,000         | \$3,000          | \$3,000         |
| 79   | 5-500-7510.002                                     | Materials-Signs                      | \$10            | \$500           | \$750            | \$750           |
| 79   | 5-500-7510.004                                     | Materials-Hardware                   | \$1,555         | \$1,000         | \$1,500          | \$1,500         |
| 79   | 5-500-7510.006                                     | Materials-Wire                       | \$800           | \$1,800         | \$1,800          | \$1,800         |
| 79   | 5-500-7510.007                                     | Materials-Lumber                     | \$2,250         | \$2,200         | \$2,200          | \$2,200         |
| 79   | 5-500-7510.008                                     | Materials-Steel                      | \$1,000         | \$1,000         | \$750            | \$1,000         |
| 79   | 5-500-7525.001                                     | Materials-Infrastructure             | \$5,000         | \$0             | \$0              | \$0             |
| 79   | 5-500-7999.005                                     | Cost of Goods Sold-Merchandise Sales | \$0             | \$0             | \$1,200          | \$1,200         |
|  | <b>Total Material Expense</b>                      |                                      | <b>\$19,145</b> | <b>\$18,250</b> | <b>\$23,200</b>  | <b>\$21,450</b> |
| 79   | 5-500-8000.001                                     | Tools-Repair                         | \$120           | \$500           | \$500            | \$500           |
| 79   | 5-500-8000.002                                     | Tools- Maintenance                   | \$70            | \$250           | \$250            | \$100           |
| 79   | 5-500-8000.003                                     | Tools-Supplies                       | \$2,500         | \$2,500         | \$2,500          | \$2,500         |
|  | <b>Total Tools and Portable Equipment Expense</b>  |                                      | <b>\$2,690</b>  | <b>\$3,250</b>  | <b>\$3,250</b>   | <b>\$3,100</b>  |
| 79   | 5-500-8300.001                                     | Equipment-Repair                     | \$4,160         | \$4,500         | \$4,500          | \$4,500         |
| 79   | 5-500-8300.002                                     | Equipment-Maintenance                | \$3,265         | \$3,500         | \$3,500          | \$3,500         |
| 79   | 5-500-8300.003                                     | Equipment-Supplies                   | \$500           | \$500           | \$1,200          | \$1,200         |
| 79   | 5-500-8300.004                                     | Equipment-Equipment                  | \$1,315         | \$2,000         | \$2,000          | \$1,500         |
| 79   | 5-500-8300.005                                     | Equipment-Fuel                       | \$3,730         | \$5,000         | \$5,000          | \$5,000         |
| 79   | 5-500-8300.006                                     | Equipment-Rental                     | \$2,055         | \$1,200         | \$1,200          | \$1,200         |
|  | <b>Total Machinery and Equipment Expense</b>       |                                      | <b>\$15,025</b> | <b>\$16,700</b> | <b>\$17,400</b>  | <b>\$16,900</b> |
| 79   | 5-500-8600.001                                     | Vehicle-Repair                       | \$415           | \$1,800         | \$1,500          | \$1,200         |
| 79   | 5-500-8600.002                                     | Vehicle-Maintenance                  | \$500           | \$500           | \$1,000          | \$1,000         |
| 79   | 5-500-8600.003                                     | Vehicle-Supplies                     | \$300           | \$300           | \$500            | \$300           |
| 79   | 5-500-8600.004                                     | Vehicle-Equipment                    | \$0             | \$250           | \$300            | \$250           |
| 79   | 5-500-8600.005                                     | Vehicle-Fuel                         | \$7,460         | \$7,500         | \$7,500          | \$10,000        |
|  | <b>Total Vehicle Expense</b>                       |                                      | <b>\$8,675</b>  | <b>\$10,350</b> | <b>\$10,800</b>  | <b>\$12,750</b> |
|  | <b>Total Tools, Machinery, and Vehicle Expense</b> |                                      | <b>\$26,390</b> | <b>\$30,300</b> | <b>\$31,450</b>  | <b>\$32,750</b> |
| 79   | 5-500-9910.000                                     | Internal Service-Personnel           | \$20,542        | \$28,387        | \$14,000         | \$36,050        |

| Parks-Operations and Administration Expenses |         |                               | FY17        | FY18      | FY18             | FY19      |
|--|---------|-------------------------------|-------------|-----------|------------------|-----------|
| Fund   | Account | Account Name                  | Budget      | Budget    | Estimated Ending | Proposed  |
|  |         | <i>Total Internal Service</i> | \$20,542    | \$28,387  | \$14,000         | \$36,050  |
|  |         | <i>Total Parks Expense</i>    | \$1,564,915 | \$687,229 | \$718,869        | \$736,879 |

## Boswell Aquatic Center

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

| Parks-Boswell Aquatic Center Expenses |                                    |                                       | FY17     | FY18            | FY18             | FY19            |
|---------------------------------------|------------------------------------|---------------------------------------|----------|-----------------|------------------|-----------------|
| Fund                                  | Account                            | Account Name                          | Budget   | Budget          | Estimated Ending | Proposed        |
| 79                                    | 5-515-1000.002                     | Part Time Salary                      | \$35,590 | \$43,655        | \$27,000         | \$44,608        |
| 79                                    | 5-515-1000.006                     | Part Time Overtime                    | \$2,210  | \$545           | \$1,500          | \$557           |
|                                       | <b>Total Salaries Expense</b>      |                                       |          | <b>\$37,800</b> | <b>\$44,200</b>  | <b>\$28,500</b> |
| 79                                    | 5-515-1020.001                     | FICA-Employer                         | \$3,120  | \$2,745         | \$1,770          | \$2,805         |
| 79                                    | 5-515-1020.002                     | Medicare-Employer                     | \$730    | \$645           | \$415            | \$655           |
| 79                                    | 5-515-1020.003                     | Unemployment Compensation             | \$500    | \$445           | \$285            | \$455           |
|                                       | <b>Total Payroll Taxes Expense</b> |                                       |          | <b>\$4,350</b>  | <b>\$3,835</b>   | <b>\$2,470</b>  |
| 79                                    | 5-515-1025.001                     | Employee-Uniforms                     | \$1,100  | \$1,250         | \$1,250          | \$1,200         |
| 79                                    | 5-515-1025.005                     | Employee-Training                     | \$0      | \$0             | \$1,000          | \$2,000         |
|                                       | <b>Total Employee Expense</b>      |                                       |          | <b>\$1,100</b>  | <b>\$1,250</b>   | <b>\$2,250</b>  |
|                                       | <b>Total Personnel Expense</b>     |                                       |          | <b>\$43,250</b> | <b>\$49,285</b>  | <b>\$33,220</b> |
|                                       |                                    |                                       |          |                 |                  | <b>\$52,280</b> |
| 79                                    | 5-515-2010.000                     | Capital Exp-Building and Improvements | \$0      | \$0             | \$6,317          | \$0             |
| 79                                    | 5-515-2020.000                     | Capital Exp-Machinery and Equipment   | \$0      | \$0             | \$0              | \$5,000         |
|                                       | <b>Total Capital Expense</b>       |                                       |          | <b>\$0</b>      | <b>\$0</b>       | <b>\$6,317</b>  |
| 79                                    | 5-515-5000.001                     | Utilities-Electric                    | \$6,000  | \$6,000         | \$6,000          | \$6,000         |
| 79                                    | 5-515-5000.002                     | Utilities-Water                       | \$3,480  | \$2,500         | \$3,000          | \$3,000         |
| 79                                    | 5-515-5000.003                     | Utilities-Sewer                       | \$500    | \$500           | \$500            | \$500           |
| 79                                    | 5-515-5010.001                     | Utilities-Landline and Fiber          | \$200    | \$100           | \$300            | \$200           |
| 79                                    | 5-515-5020.001                     | Utilities-Internet                    | \$905    | \$550           | \$550            | \$750           |
| 79                                    | 5-515-5025.001                     | Utilities-Solid Waste                 | \$0      | \$0             | \$0              | \$500           |
|                                       | <b>Total Utilities Expense</b>     |                                       |          | <b>\$11,085</b> | <b>\$9,650</b>   | <b>\$10,350</b> |
|                                       |                                    |                                       |          |                 |                  | <b>\$10,950</b> |
| 79                                    | 5-515-6000.007                     | Prof Services-Toxicology Testing      | \$740    | \$500           | \$500            | \$750           |
| 79                                    | 5-515-6000.008                     | Prof Services-MSHP Background Chk     | \$315    | \$300           | \$300            | \$500           |
|                                       | <b>Total Professional Expense</b>  |                                       |          | <b>\$1,055</b>  | <b>\$800</b>     | <b>\$800</b>    |
|                                       |                                    |                                       |          |                 |                  | <b>\$1,250</b>  |
| 79                                    | 5-515-6005.003                     | Insurance-Building & Property         | \$6,578  | \$6,040         | \$6,040          | \$6,165         |
|                                       | <b>Total Insurance Expense</b>     |                                       |          | <b>\$6,578</b>  | <b>\$6,040</b>   | <b>\$6,040</b>  |
|                                       |                                    |                                       |          |                 |                  | <b>\$6,165</b>  |

| Parks-Boswell Aquatic Center Expenses |   |                                  | FY17    | FY18            | FY18             | FY19            |
|---------------------------------------|---|----------------------------------|---------|-----------------|------------------|-----------------|
| Fund                                  | Account   | Account Name                     | Budget  | Budget          | Estimated Ending | Proposed        |
| 79                                    | 5-515-6010.002                                      | Advertising-Employee Recruitment | \$500   | \$500           | \$500            | \$500           |
| 79                                    | 5-515-6010.006                                      | Advertising-Radio                | \$1,100 | \$750           | \$750            | \$500           |
|                                       | <b><i>Total Advertising Expense</i></b>             |                                  |         | <b>\$1,600</b>  | <b>\$1,250</b>   | <b>\$1,250</b>  |
|                                       | <b><i>Total Professional Service Expense</i></b>    |                                  |         | <b>\$9,233</b>  | <b>\$8,090</b>   | <b>\$8,090</b>  |
| 79                                    | 5-515-7010.004                                      | Supplies-Chemicals               | \$5,170 | \$3,000         | \$5,000          | \$3,000         |
|                                       | <b><i>Total General Office Supplies Expense</i></b> |                                  |         | <b>\$5,170</b>  | <b>\$3,000</b>   | <b>\$5,000</b>  |
| 79                                    | 5-515-8300.001                                      | Equipment-Repair                 | \$1,500 | \$1,500         | \$1,500          | \$1,500         |
| 79                                    | 5-515-8300.002                                      | Equipment-Maintenance            | \$1,500 | \$1,500         | \$1,500          | \$1,000         |
| 79                                    | 5-515-8300.003                                      | Equipment-Supplies               | \$2,000 | \$2,000         | \$2,000          | \$2,000         |
| 79                                    | 5-515-8300.006                                      | Equipment-Rental                 | \$235   | \$250           | \$250            | \$250           |
|                                       | <b><i>Total Machinery and Equipment Expense</i></b> |                                  |         | <b>\$5,235</b>  | <b>\$5,250</b>   | <b>\$5,250</b>  |
|                                       | <b><i>Total Boswell Aquatic Center Expense</i></b>  |                                  |         | <b>\$73,973</b> | <b>\$75,275</b>  | <b>\$68,227</b> |
|                                       |   |                                  |         |                 |                  | <b>\$84,395</b> |

## Park Activities

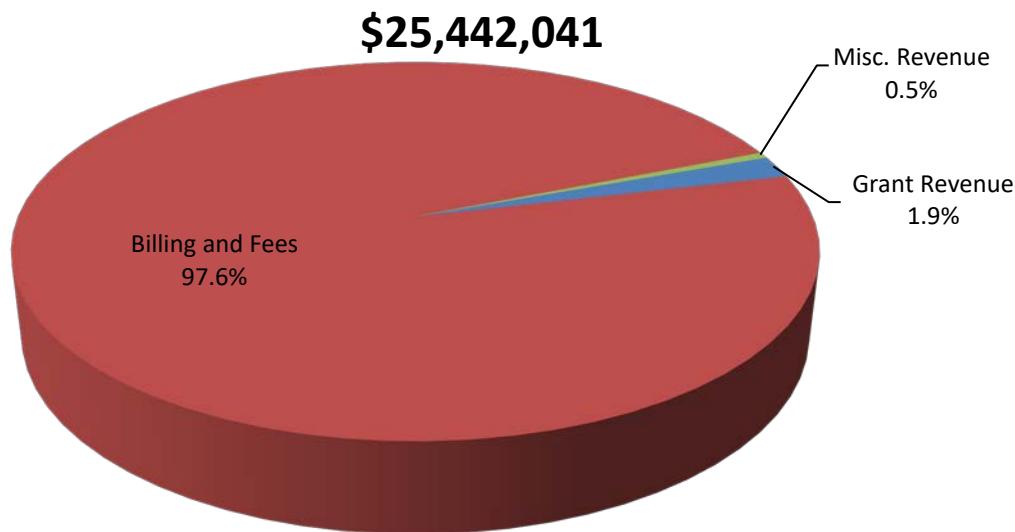
This program was established to manage expenses for recreational activities

| Parks-Parks Activities Expenses                   |                |                                   | FY17               | FY18             | FY18             | FY19             |
|---|----------------|-----------------------------------|--------------------|------------------|------------------|------------------|
| Fund  | Account        | Account Name                      | Budget             | Budget           | Estimated Ending | Proposed         |
| 79  | 5-520-1000.002 | Part Time Salary                  | \$0                | \$0              | \$0              | \$15,819         |
| 79  | 5-520-1000.006 | Part Time Overtime                | \$0                | \$0              | \$0              | \$164            |
| <b>Total Salaries Expense</b>                     |                |                                   | <b>\$0</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$15,983</b>  |
| 79  | 5-520-1020.001 | FICA-Employer                     | \$0                | \$0              | \$0              | \$995            |
| 79  | 5-520-1020.002 | Medicare-Employer                 | \$0                | \$0              | \$0              | \$235            |
| 79  | 5-520-1020.003 | Unemployment Compensation         | \$0                | \$0              | \$0              | \$160            |
| <b>Total Payroll Taxes Expense</b>                |                |                                   | <b>\$0</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$1,390</b>   |
| 79  | 5-520-1025.001 | Employee-Uniforms                 | \$0                | \$0              | \$0              | \$500            |
| 79  | 5-520-1025.005 | Employee-Training                 | \$0                | \$0              | \$0              | \$100            |
| <b>Total Employee Expense</b>                     |                |                                   | <b>\$0</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$600</b>     |
| <b>Total Personnel Expense</b>                    |                |                                   | <b>\$0</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$17,973</b>  |
| 79  | 5-520-5010.001 | Utilities-Landline and Fiber      | \$360              | \$360            | \$360            | \$500            |
| <b>Total Utilities Expense</b>                    |                |                                   | <b>\$360</b>       | <b>\$360</b>     | <b>\$360</b>     | <b>\$500</b>     |
| 79  | 5-520-6000.005 | Prof Services-Temporary Employees | \$10,485           | \$10,000         | \$10,000         | \$15,500         |
| 79  | 5-520-6000.011 | Prof Services-Dues-Fees           | \$100              | \$1,000          | \$250            | \$100            |
| <b>Total General Professional Service Expense</b> |                |                                   | <b>\$10,585</b>    | <b>\$11,000</b>  | <b>\$10,250</b>  | <b>\$15,600</b>  |
| 79  | 5-520-6015.001 | Agreements-User Agreements        | \$0                | \$0              | \$29,500         | \$0              |
| <b>Total Agreements Expense</b>                   |                |                                   | <b>\$0</b>         | <b>\$0</b>       | <b>\$29,500</b>  | <b>\$0</b>       |
| 79  | 5-520-7000.001 | Supplies-Operational              | \$22,810           | \$20,000         | \$20,000         | \$22,000         |
| <b>Total General Office Supplies Expense</b>      |                |                                   | <b>\$22,810</b>    | <b>\$20,000</b>  | <b>\$20,000</b>  | <b>\$22,000</b>  |
| 79  | 5-515-8300.006 | Equipment-Rental                  | \$705              | \$500            | \$500            | \$500            |
| <b>Total Machinery and Equipment Expense</b>      |                |                                   | <b>\$705</b>       | <b>\$500</b>     | <b>\$500</b>     | <b>\$500</b>     |
| <b>Total Park Activities Expense</b>              |                |                                   | <b>\$34,460</b>    | <b>\$31,860</b>  | <b>\$31,110</b>  | <b>\$38,600</b>  |
| <b>Total Park Expense</b>                         |                |                                   | <b>\$1,673,348</b> | <b>\$794,364</b> | <b>\$818,206</b> | <b>\$859,874</b> |

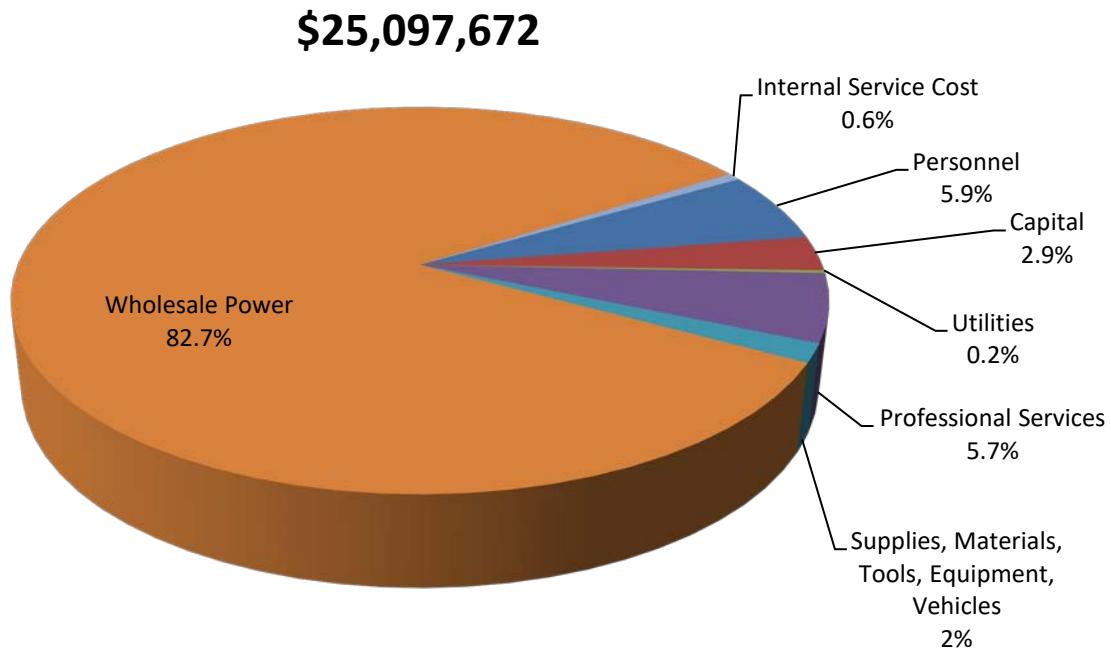
## Electric Fund

The Electric system for the City is made of 135 miles of 7.2 KV distribution and 40 miles of 69 KV transmission loop inter-connecting seven sub-stations to three 69KV transmission lines linking to the Show-Me Transmission network. The city provides electric to most citizens within the city limits.

### Electric Operating Funds Available by Category



### Electric Operating Expense by Category



#### Fiscal Year 2017-2018 Accomplishments:

We have continued our efforts to install automated meters. We added 3.1 MW's of solar power directly to our system. Our system inspection was completed, and we identified 83 poles for replacement, 92 structures needing minor repairs, along with areas needing trees trimmed.

#### Fiscal Year 2019 Goals:

- I. **Goal:** Provide training to tree trimming crew members become certified arborist.  
**Strategy:** Obtain the training required through International Society of Arborist.  
**Budgetary Factor:** Funds are available for training.
  
- II. **Goal:** Finish collecting system information by obtaining serial numbers and locations of all transformers. Take oil samples on all transformers larger than 500 kVa.  
**Strategy:** Dedicate one crew to obtain this information.  
**Budgetary Factor:** None.

#### Performance Measurements:

| Calendar Year Performance             | 2013 | 2014 | 2015 | 2016 | 2017 | Estimated 2018 |
|---------------------------------------|------|------|------|------|------|----------------|
| Number of LED fixtures installed      |      | 200  | 200  | 200  |      | 350            |
| Number of HPS fixtures replaced       |      | 200  | 200  | 200  |      | 350            |
| Transformers resized to match load    | 20   | 33   | 1    | 5    |      | 2              |
| Number of AMR meters installed        |      | 242  | 3500 | 7500 |      | 7500           |
| Number of Distribution Poles replaced | 66   | 77   | 82   | 53   | 65   | 83             |
| New Services Installed                | 53   | 72   | 70   | 61   | 75   | 100            |
| Number of Service Work Orders         | 1541 | 1438 | 1612 | 3272 | 3800 | 3800           |
| Streetlight Installed or Repaired     | 503  | 342  | 307  | 231  | 325  | 350            |

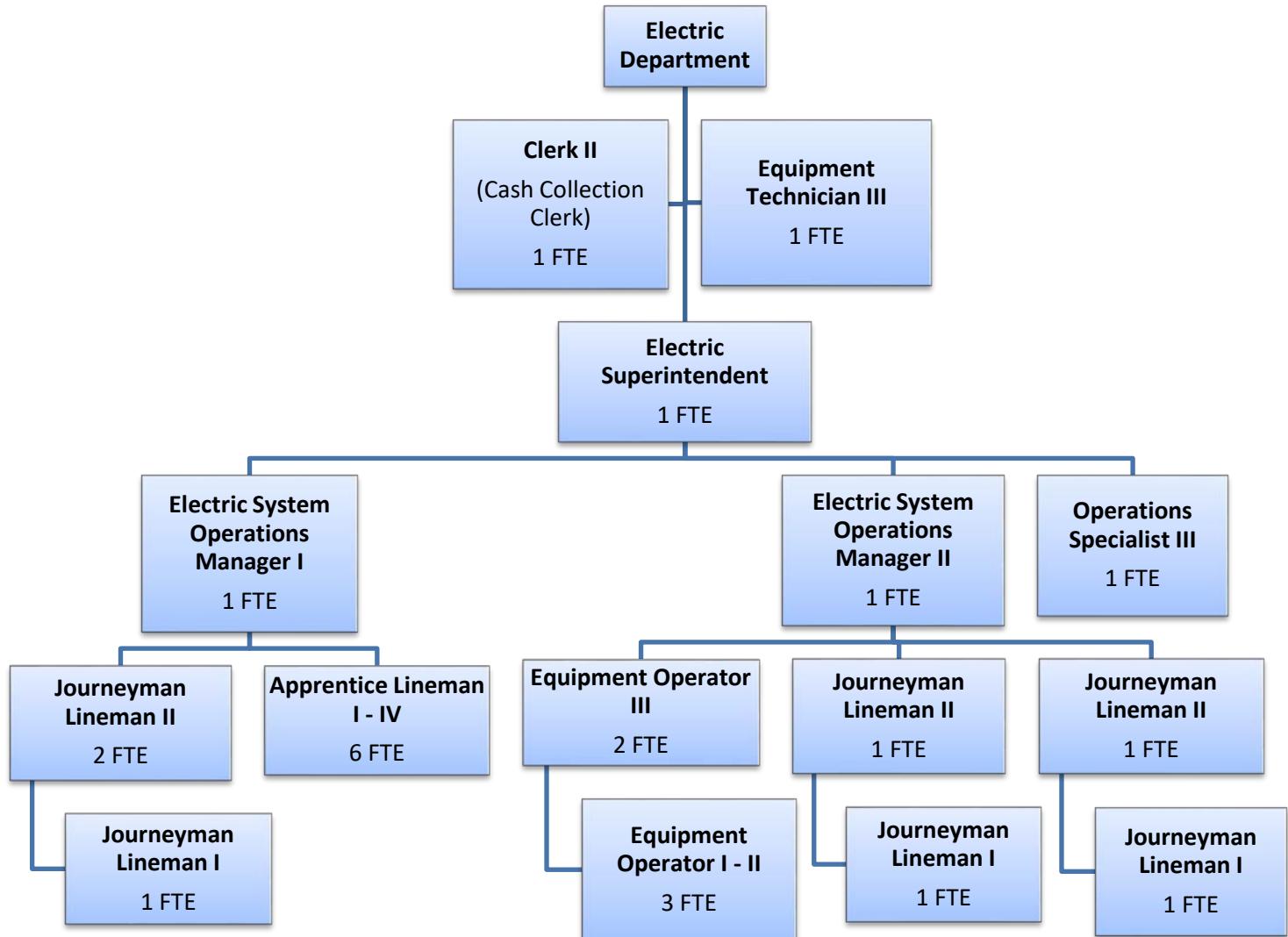
#### Previous Years' Goals:

- I. Go paperless on construction staking sheets.  
Status: Have purchased AutoCad and in the process of learning the program to efficiently use it.
  
- II. Finish collecting system information by obtaining serial numbers and locations of all transformers. Take oil samples on all transformers larger than 500 kVa.  
Status: We haven't had the personnel to complete this project but will continue our efforts to complete.

## Electric Fund Revenue and Expense by Category

| Electric Fund                  | 2017 Actuals        | 2018 Budget         | 2018 Estimated      | 2019 Proposed       |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenues</b>                |                     |                     |                     |                     |
| Taxes                          | \$0                 | \$0                 | \$0                 | \$0                 |
| Franchise Fees                 | \$0                 | \$0                 | \$0                 | \$0                 |
| PILOTs                         | \$0                 | \$0                 | \$0                 | \$0                 |
| Intergovernmental              | \$0                 | \$0                 | \$0                 | \$476,741           |
| Service Charges                | \$24,772,685        | \$25,747,020        | \$24,820,020        | \$24,835,000        |
| Rentals                        | \$0                 | \$0                 | \$0                 | \$0                 |
| Licenses and Permits           | \$0                 | \$0                 | \$0                 | \$0                 |
| Fines                          | \$0                 | \$0                 | \$0                 | \$0                 |
| Benefit Revenue                | \$0                 | \$0                 | \$0                 | \$0                 |
| Other                          | \$881,609           | \$531,720           | \$602,316           | \$611,042           |
| Internal Service Revenue       | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Total Revenues</b>          | <b>\$25,654,294</b> | <b>\$26,278,740</b> | <b>\$25,422,336</b> | <b>\$25,922,783</b> |
| <b>Expenses</b>                |                     |                     |                     |                     |
| Personnel                      | \$1,410,756         | \$1,720,240         | \$1,245,523         | \$1,713,213         |
| Capital                        | \$395,659           | \$1,453,443         | \$700,000           | \$1,154,371         |
| Grants                         | \$0                 | \$0                 | \$0                 | \$476,741           |
| Utilities                      | \$45,951            | \$37,500            | \$55,400            | \$57,000            |
| Professional Services          | \$1,485,564         | \$1,631,580         | \$1,441,227         | \$1,429,946         |
| Supplies and Materials         | \$20,829,049        | \$22,139,350        | \$20,725,050        | \$21,157,850        |
| Tools, Equipment, and Vehicles | \$76,001            | \$97,500            | \$91,500            | \$107,650           |
| Internal Service Expense       | \$120,207           | \$135,384           | \$120,000           | \$155,255           |
| <b>Total Expenses</b>          | <b>\$24,363,188</b> | <b>\$27,214,997</b> | <b>\$24,378,700</b> | <b>\$26,252,026</b> |

## Electric Department Organizational Chart



| Electric-Operating Revenue |   |                               | FY17                | FY18                | FY18                | FY19                |
|----------------------------|---|-------------------------------|---------------------|---------------------|---------------------|---------------------|
| Fund                       | Account   | Account Name                  | Budget              | Budget              | Estimated Ending    | Proposed            |
| 80                         | 4-200-2005.002  | Grant-Capital                 | \$0                 | \$0                 |                     | \$476,741           |
|                            | <b>Total Grant Revenue</b>                                    |                               | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$476,741</b>    |
| 80                         | 4-200-3000.011  | Turn On Fees                  | \$18,000            | \$19,000            | \$22,000            | \$22,000            |
| 80                         | 4-200-3000.012  | Customer Billing              | \$26,500,000        | \$25,450,000        | \$24,500,000        | \$23,600,000        |
| 80                         | 4-200-3000.013  | Penalties                     | \$200,000           | \$210,000           | \$235,000           | \$250,000           |
| 80                         | 4-200-3000.014  | Meter Base Sales              | \$20,000            | \$20,000            | \$0                 | \$0                 |
| 80                         | 4-200-3000.015  | Meter Base Installation       | \$20,000            | \$20,000            | \$35,000            | \$35,000            |
| 80                         | 4-200-3000.018  | Telephone Pole Agreement      | \$10,000            | \$10,020            | \$10,020            | \$10,000            |
| 80                         | 4-200-3000.019  | Cable Pole Agreement          | \$18,000            | \$18,000            | \$18,000            | \$18,000            |
| 80                         | 4-200-3000.xxx  | Service Availability          | \$0                 | \$0                 | \$0                 | \$900,000           |
|                            | <b>Total Service Charges and Fees Revenue</b>                 |                               | <b>\$26,786,000</b> | <b>\$25,747,020</b> | <b>\$24,820,020</b> | <b>\$24,835,000</b> |
| 80                         | 4-200-3010.004  | Misc.-Investment Income       | \$25,000            | \$25,000            | \$90,000            | \$90,000            |
| 80                         | 4-200-3010.006  | Misc.-Miscellaneous           | \$10,000            | \$10,000            | \$15,000            | \$15,000            |
| 80                         | 4-200-3010.008  | Misc Gain/Loss Asset Disposal | \$0                 | \$0                 |                     | \$25,000            |
| 80                         | 4-200-3010.012  | Misc.-Purchasing Card         | \$0                 | \$0                 | \$200               | \$300               |
| 80                         | 4-200-3010.015  | Misc.-Recoveries              | \$0                 | \$0                 | \$400               | \$0                 |
|                            | <b>Total Miscellaneous Revenue</b>                            |                               | <b>\$35,000</b>     | <b>\$35,000</b>     | <b>\$105,600</b>    | <b>\$130,300</b>    |
|                            | <b>Total Service Charges, Fees, and Miscellaneous Revenue</b> |                               | <b>\$26,821,000</b> | <b>\$25,782,020</b> | <b>\$24,925,620</b> | <b>\$24,965,300</b> |
|                            | <b>Total Electric-Operating Revenue</b>                       |                               | <b>\$26,821,000</b> | <b>\$25,782,020</b> | <b>\$24,925,620</b> | <b>\$25,442,041</b> |

| Electric-Operating Expenses |                               |                         | FY17             | FY18               | FY18             | FY19             |
|-----------------------------|-------------------------------|-------------------------|------------------|--------------------|------------------|------------------|
| Fund                        | Account                       | Account Name            | Budget           | Budget             | Estimated Ending | Proposed         |
| 80                          | 5-200-1000.001                | Fulltime Salary         | \$826,650        | \$1,025,860        | \$740,132        | \$869,567        |
| 80                          | 5-200-1000.002                | Part time Salary        | \$1,040          | \$0                | \$0              | \$0              |
| 80                          | 5-200-1000.004                | On Call                 | \$23,990         | \$59,540           | \$23,000         | \$28,834         |
| 80                          | 5-200-1000.005                | Fulltime Overtime       | \$85,980         | \$53,950           | \$30,000         | \$33,670         |
|                             | <b>Total Salaries Expense</b> |                         | <b>\$937,660</b> | <b>\$1,139,350</b> | <b>\$793,132</b> | <b>\$929,854</b> |
| 80                          | 5-200-1005.001                | Health Premium-Employee | \$31,680         | \$54,105           | \$48,000         | \$45,816         |

| Electric-Operating Expenses |                                     |                                  | FY17               | FY18               | FY18               | FY19               |
|-----------------------------|-------------------------------------|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                        | Account                             | Account Name                     | Budget             | Budget             | Estimated Ending   | Proposed           |
| 80                          | 5-200-1005.002                      | Health Premium-Family            | \$140,920          | \$204,730          | \$153,751          | \$198,627          |
| 80                          | 5-200-1005.003                      | Dental Premium-Employee          | \$4,280            | \$5,100            | \$4,400            | \$3,900            |
| 80                          | 5-200-1005.004                      | Dental Premium-Family            | \$820              | \$1,000            | \$1,150            | \$550              |
|                             | <b>Total Insurance Expense</b>      |                                  | <b>\$177,700</b>   | <b>\$264,935</b>   | <b>\$207,301</b>   | <b>\$248,893</b>   |
| 80                          | 5-200-1010.001                      | Life Insurance                   | \$1,380            | \$1,450            | \$1,200            | \$1,135            |
|                             | <b>Total Life Insurance Expense</b> |                                  | <b>\$1,380</b>     | <b>\$1,450</b>     | <b>\$1,200</b>     | <b>\$1,135</b>     |
| 80                          | 5-200-1015.001                      | Lagers-General                   | \$107,780          | \$148,120          | \$95,000           | \$123,970          |
| 80                          | 5-200-1015.004                      | Deferred Comp-Employer           | \$9,750            | \$11,050           | \$9,000            | \$10,400           |
|                             | <b>Total Retirement Expense</b>     |                                  | <b>\$117,530</b>   | <b>\$159,170</b>   | <b>\$104,000</b>   | <b>\$134,075</b>   |
| 80                          | 5-200-1020.001                      | FICA-Employer                    | \$55,350           | \$70,640           | \$49,175           | \$57,790           |
| 80                          | 5-200-1020.002                      | Medicare-Employer                | \$14,230           | \$16,525           | \$11,505           | \$13,520           |
| 80                          | 5-200-1020.003                      | Unemployment Compensation        | \$9,810            | \$11,395           | \$7,935            | \$9,325            |
| 80                          | 5-200-1020.004                      | Workman's Compensation           | \$39,519           | \$25,275           | \$25,275           | \$25,275           |
|                             | <b>Total Payroll Taxes Expense</b>  |                                  | <b>\$118,909</b>   | <b>\$123,835</b>   | <b>\$93,890</b>    | <b>\$105,910</b>   |
| 80                          | 5-200-1025.001                      | Employee-Uniforms                | \$19,055           | \$15,500           | \$24,500           | \$26,000           |
| 80                          | 5-200-1025.002                      | Employee-Dues/License/Membership | \$6,000            | \$6,000            | \$500              | \$1,000            |
| 80                          | 5-200-1025.003                      | Employee-Books                   | \$500              | \$500              | \$500              | \$500              |
| 80                          | 5-200-1025.004                      | Employee-Travel/Hotel            | \$4,500            | \$4,500            | \$5,500            | \$6,000            |
| 80                          | 5-200-1025.005                      | Employee-Training                | \$6,705            | \$5,000            | \$15,000           | \$17,500           |
|                             | <b>Total Employee Expense</b>       |                                  | <b>\$36,760</b>    | <b>\$31,500</b>    | <b>\$46,000</b>    | <b>\$51,000</b>    |
|                             | <b>Total Personnel Expense</b>      |                                  | <b>\$1,389,939</b> | <b>\$1,720,240</b> | <b>\$1,245,523</b> | <b>\$1,473,379</b> |
| 80                          | 5-200-2025.000                      | Capital Exp-Vehicles             | \$0                | \$0                | \$0                | \$253,000          |
|                             | <b>Total Capital Expense</b>        |                                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$253,000</b>   |
| 80                          | 5-200-3020.000                      | Debt-Lease Purchase              | \$0                | \$57,500           | \$0                | \$30,440           |
|                             | <b>Total Debt Expense</b>           |                                  | <b>\$0</b>         | <b>\$57,500</b>    | <b>\$0</b>         | <b>\$30,440</b>    |
| 80                          | 5-200-4005.002                      | Grants-Capital Improvement       | \$0                | \$0                | \$0                | \$476,741          |
|                             | <b>Total Grant Expenses</b>         |                                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$476,741</b>   |
| 80                          | 5-200-5000.001                      | Utilities-Electric               | \$39,660           | \$31,000           | \$45,000           | \$45,000           |
| 80                          | 5-200-5000.002                      | Utilities-Water                  | \$250              | \$250              | \$250              | \$250              |

| Electric-Operating Expenses |   |                                     | FY17               | FY18               | FY18               | FY19               |
|-----------------------------|---|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                        | Account   | Account Name                        | Budget             | Budget             | Estimated Ending   | Proposed           |
| 80                          | 5-200-5000.003                                    | Utilities-Sewer                     | \$250              | \$250              | \$250              | \$250              |
| 80                          | 5-200-5015.001                                    | Utilities-Cell Phones               | \$4,635            | \$4,600            | \$7,000            | \$7,000            |
| 80                          | 5-200-5020.002                                    | Utilities-Internet Mobile           | \$1,290            | \$1,400            | \$2,900            | \$4,500            |
|                             | <b>Total Utilities Expense</b>                    |                                     | <b>\$46,085</b>    | <b>\$37,500</b>    | <b>\$55,400</b>    | <b>\$57,000</b>    |
| 80                          | 5-200-6000.001                                    | Prof Services-Legal                 | \$6,000            | \$6,000            | \$6,000            | \$6,000            |
| 80                          | 5-200-6000.002                                    | Prof Services-Engineering           | \$140,075          | \$40,000           | \$40,000           | \$50,000           |
| 80                          | 5-200-6000.003                                    | Prof Services-Surveying             | \$2,500            | \$1,500            | \$1,500            | \$1,500            |
| 80                          | 5-200-6000.007                                    | Prof Services-Toxicology Testing    | \$500              | \$500              | \$700              | \$500              |
| 80                          | 5-200-6000.008                                    | Prof Services-Background Check      | \$100              | \$75               | \$100              | \$100              |
| 80                          | 5-200-6000.009                                    | Prof Services-Collection Agency     | \$1,500            | \$1,500            | \$1,000            | \$1,500            |
| 80                          | 5-200-6000.011                                    | Prof Services-Dues-Fees             | \$7,000            | \$7,000            | \$9,000            | \$10,000           |
| 80                          | 5-200-6000.013                                    | Prof Services - Studies             | \$0                | \$ -               | \$0                | \$29,625           |
| 80                          | 5-200-6000.015                                    | Prof Services-Service Contracts     | \$9,930            | \$180,000          | \$25,000           | \$25,000           |
| 80                          | 5-200-6000.017                                    | Prof Services-PILOT                 | \$1,245,000        | \$1,272,500        | \$1,225,000        | \$1,180,000        |
| 80                          | 5-200-6000.018                                    | Prof Services-Damage Claims         | \$3,000            | \$3,000            | \$3,000            | \$3,000            |
| 80                          | 5-200-6000.019                                    | Prof Services-Credit Card Fees      | \$40,655           | \$35,000           | \$45,000           | \$50,000           |
|                             | <b>Total General Professional Service Expense</b> |                                     | <b>\$1,456,260</b> | <b>\$1,547,075</b> | <b>\$1,356,300</b> | <b>\$1,356,865</b> |
| 80                          | 5-200-6005.001                                    | Insurance-Vehicle                   | \$26,450           | \$23,160           | \$23,482           | \$23,955           |
| 80                          | 5-200-6005.002                                    | Insurance-Equipment                 | \$2,573            | \$2,335            | \$2,335            | \$2,385            |
| 80                          | 5-200-6005.003                                    | Insurance-Building & Property       | \$7,676            | \$6,960            | \$6,960            | \$7,100            |
| 80                          | 5-200-6005.007                                    | Insurance-City Government           | \$25,670           | \$26,440           | \$26,440           | \$26,970           |
|                             | <b>Total Insurance Expense</b>                    |                                     | <b>\$62,369</b>    | <b>\$58,895</b>    | <b>\$59,217</b>    | <b>\$60,410</b>    |
| 80                          | 5-200-6010.002                                    | Advertising -Employee               | \$600              | \$0                | \$1,200            | \$1,200            |
| 81                          | 5-200-6010.003                                    | Advertising -Print                  | \$595              | \$500              | \$500              | \$500              |
| 80                          | 5-200-6010.006                                    | Advertising-Radio                   | \$1,000            | \$1,100            | \$0                | \$0                |
|                             | <b>Total Advertising Expense</b>                  |                                     | <b>\$2,195</b>     | <b>\$1,600</b>     | <b>\$1,700</b>     | <b>\$1,700</b>     |
| 80                          | 5-200-6020.000                                    | Software-Annual Renewal/Maintenance | \$2,050            | \$18,375           | \$18,375           | \$10,971           |
| 80                          | 5-200-6020.001                                    | Software-Purchase                   | \$3,075            | \$5,635            | \$5,635            | \$0                |
| 80                          | 5-200-6020.002                                    | Software-Upgrade                    | \$2,068            | \$0                | \$0                | \$0                |

| Electric-Operating Expenses |  |  | FY17         | FY18                | FY18                | FY19                |
|-----------------------------|--|--|--------------|---------------------|---------------------|---------------------|
| Fund                        | Account  | Account Name                                 | Budget       | Budget              | Estimated Ending    | Proposed            |
| 80                          | 5-200-6020.003                                   | Software-Agreement                           | \$1,070      | \$0                 | \$0                 | \$0                 |
|                             | <b>Total Software Expense</b>                    |  |              | <b>\$8,263</b>      | <b>\$24,010</b>     | <b>\$24,010</b>     |
|                             | <b>Total Professional Service Expense</b>        |  |              | <b>\$1,529,087</b>  | <b>\$1,631,580</b>  | <b>\$1,441,227</b>  |
| 80                          | 5-200-7000.001                                   | Supplies-Operational                         | \$8,515      | \$7,200             | \$7,200             | \$7,500             |
| 80                          | 5-200-7000.003                                   | Supplies-Small Equipment                     | \$315        | \$0                 | \$200               | \$200               |
| 80                          | 5-200-7000.004                                   | Supplies-Small Tools                         | \$4,000      | \$4,000             | \$4,000             | \$4,000             |
| 80                          | 5-200-7005.002                                   | Supplies-Mailing                             | \$3,500      | \$2,200             | \$2,200             | \$2,200             |
| 80                          | 5-200-7005.003                                   | Supplies-Postage                             | \$12,000     | \$11,000            | \$12,000            | \$12,000            |
| 80                          | 5-200-7005.004                                   | Supplies-Paper                               | \$500        | \$450               | \$450               | \$450               |
| 80                          | 5-200-7005.005                                   | Supplies-Forms                               | \$1,725      | \$1,000             | \$1,000             | \$1,000             |
| 80                          | 5-200-7005.006                                   | Supplies-Promo-Education                     | \$3,000      | \$37,000            | \$2,000             | \$40,000            |
|                             | <b>Total General Office Supplies Expense</b>     |  |              | <b>\$33,555</b>     | <b>\$62,850</b>     | <b>\$29,050</b>     |
|                             | <b>Total Medical and Safety Supplies Expense</b> |  |              | <b>\$10,000</b>     | <b>\$10,000</b>     | <b>\$10,000</b>     |
| 80                          | 5-200-7025.001                                   | Supplies-Wholesale Power-Demand Charge       | \$5,691,370  | \$5,500,000         | \$5,965,000         | \$6,006,000         |
| 80                          | 5-200-7025.002                                   | Supplies-Wholesale Power-Energy Charge       | \$15,843,030 | \$15,000,000        | \$13,200,000        | \$13,400,000        |
| 80                          | 5-200-7025.003                                   | Supplies-Wholesale Power-Transmission Charge | \$1,309,560  | \$1,350,000         | \$1,275,000         | \$1,350,000         |
|                             | <b>Total Wholesale Power</b>                     |  |              | <b>\$22,843,960</b> | <b>\$21,850,000</b> | <b>\$20,440,000</b> |
|                             | <b>Total Supplies Expense</b>                    |  |              | <b>\$22,887,515</b> | <b>\$21,922,850</b> | <b>\$20,479,050</b> |
| 80                          | 5-200-7500.001                                   | Materials-Asphalt                            | \$0          | \$12,000            | \$12,000            | \$2,000             |
| 80                          | 5-200-7500.002                                   | Materials-Rock                               | \$3,400      | \$0                 | \$3,500             | \$3,500             |
| 80                          | 5-200-7500.003                                   | Materials-Concrete                           | \$0          | \$3,500             | \$3,500             | \$3,500             |
| 80                          | 5-200-7505.004                                   | Materials-Pipe-Conduit                       | \$15,000     | \$15,000            | \$15,000            | \$15,000            |
| 80                          | 5-200-7505.005                                   | Materials-Poles                              | \$0          | \$5,000             | \$5,000             | \$5,000             |
| 80                          | 5-200-7510.003                                   | Materials-Fittings                           | \$7,000      | \$7,000             | \$5,000             | \$5,000             |
| 80                          | 5-200-7510.004                                   | Materials-Hardware                           | \$9,000      | \$20,000            | \$20,000            | \$20,000            |
| 80                          | 5-200-7510.006                                   | Materials-Wire                               | \$15,000     | \$12,000            | \$20,000            | \$20,000            |
| 80                          | 5-200-7515.001                                   | Materials-Transformers                       | \$31,000     | \$75,000            | \$75,000            | \$150,000           |

| Electric-Operating Expenses |  |                                      | FY17                | FY18                | FY18                | FY19                |
|-----------------------------|--|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Fund                        | Account  | Account Name                         | Budget              | Budget              | Estimated Ending    | Proposed            |
| 80                          | 5-200-7515.002                                     | Materials-Substation                 | \$7,000             | \$10,000            | \$10,000            | \$10,000            |
| 80                          | 5-200-7520.001                                     | Materials-Meters                     | \$18,425            | \$15,000            | \$35,000            | \$35,000            |
| 80                          | 5-200-7525.001                                     | Materials-Infrastructure Maintenance | \$30,265            | \$30,000            | \$30,000            | \$30,000            |
| 80                          | 5-200-7530.001                                     | Materials-SCADA                      | \$0                 | \$12,000            | \$12,000            | \$25,000            |
|                             | <b>Total Material Expense</b>                      |                                      | <b>\$136,090</b>    | <b>\$216,500</b>    | <b>\$246,000</b>    | <b>\$324,000</b>    |
| 80                          | 5-200-8000.001                                     | Tools-Repair                         | \$1,500             | \$1,500             | \$1,500             | \$500               |
| 80                          | 5-200-8000.002                                     | Tools- Maintenance                   | \$1,500             | \$1,500             | \$1,500             | \$1,500             |
| 80                          | 5-200-8000.003                                     | Tools-Supplies                       | \$3,000             | \$3,000             | \$5,000             | \$10,000            |
|                             | <b>Total Tools and Portable Equipment Expense</b>  |                                      | <b>\$6,000</b>      | <b>\$6,000</b>      | <b>\$8,000</b>      | <b>\$12,000</b>     |
| 80                          | 5-200-8300.001                                     | Equipment-Repair                     | \$1,510             | \$0                 | \$3,000             | \$5,000             |
| 80                          | 5-200-8300.002                                     | Equipment-Maintenance                | \$20,000            | \$20,000            | \$20,000            | \$20,000            |
| 80                          | 5-200-8300.003                                     | Equipment-Supplies                   | \$1,530             | \$1,500             | \$5,000             | \$5,000             |
| 80                          | 5-200-8300.005                                     | Equipment-Fuel                       | \$2,870             | \$0                 | \$4,000             | \$2,000             |
| 80                          | 5-200-8300.006                                     | Equipment-Rental                     | \$520               | \$10,000            | \$2,000             | \$10,000            |
|                             | <b>Total Machinery and Equipment Expense</b>       |                                      | <b>\$26,430</b>     | <b>\$31,500</b>     | <b>\$34,000</b>     | <b>\$42,000</b>     |
| 80                          | 5-200-8600.001                                     | Vehicle-Repair                       | \$5,000             | \$5,000             | \$2,000             | \$2,000             |
| 80                          | 5-200-8600.002                                     | Vehicle-Maintenance                  | \$20,000            | \$20,000            | \$10,000            | \$12,000            |
| 80                          | 5-200-8600.004                                     | Vehicle-Equipment                    | \$5,000             | \$5,000             | \$7,500             | \$5,000             |
| 80                          | 5-200-8600.005                                     | Vehicle-Fuel                         | \$30,000            | \$30,000            | \$30,000            | \$22,000            |
|                             | <b>Total Vehicle Expense</b>                       |                                      | <b>\$60,000</b>     | <b>\$60,000</b>     | <b>\$49,500</b>     | <b>\$41,000</b>     |
|                             | <b>Total Tools, Machinery, and Vehicle Expense</b> |                                      | <b>\$92,430</b>     | <b>\$97,500</b>     | <b>\$91,500</b>     | <b>\$95,000</b>     |
| 80                          | 5-200-9910.000                                     | Internal Service-Personnel           | \$117,686           | \$135,384           | \$120,000           | \$155,255           |
|                             | <b>Total Internal Service</b>                      |                                      | <b>\$117,686</b>    | <b>\$135,384</b>    | <b>\$120,000</b>    | <b>\$155,255</b>    |
|                             | <b>Total Electric-Operating Expense</b>            |                                      | <b>\$26,198,832</b> | <b>\$25,761,554</b> | <b>\$23,678,700</b> | <b>\$25,097,672</b> |

## Electric Maintenance

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

Fiscal Year 2019 Goals:

- I. **Goal:** Improve the reliability of the electric systems through a more proactive tree trimming program.

**Strategy:** Increase manpower by adding two seasonal Equipment Operator I-II positions to enable Tree Trimmers to focus on trimming and not dealing with handling and chipping brush and vegetation.

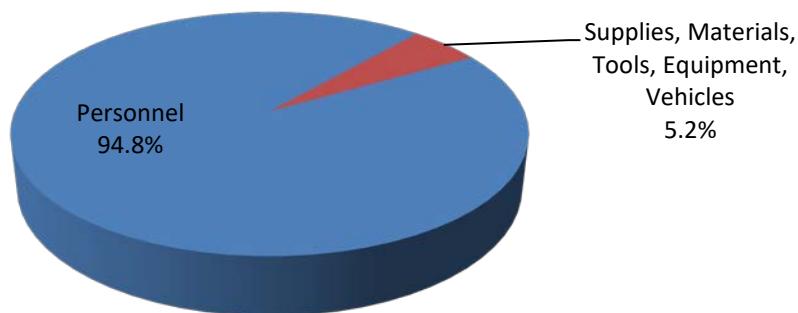
**Budgetary Factor:** Additional labor cost.

- II. **Goal:** Utilize chemicals to maintain vegetative growth in utility right-of-way.

**Strategy:** Tree Trimmer training to become certified to handle and apply herbicides.

**Budgetary Factor:** Cost for employee training and certification.

### Electric Maintenance Expense by Category \$252,984



| Electric-Maintenance Expenses |                               |                         | FY17   | FY18   | FY18             | FY19             |
|-------------------------------|-------------------------------|-------------------------|--------|--------|------------------|------------------|
| Fund                          | Account                       | Account Name            | Budget | Budget | Estimated Ending | Proposed         |
| 80                            | 5-205-1000.001                | Fulltime Salary         | \$0    | \$0    | \$0              | \$128,507        |
| 80                            | 5-205-1000.002                | Part time Salary        | \$0    | \$0    | \$0              | \$21,121         |
| 80                            | 5-205-1000.005                | Fulltime Overtime       | \$0    | \$0    | \$0              | \$7,414          |
| 80                            | 5-205-1000.006                | Part Time Overtime      | \$0    | \$0    | \$0              | \$792            |
|                               | <b>Total Salaries Expense</b> |                         | \$0    | \$0    | \$0              | <b>\$157,835</b> |
| 80                            | 5-205-1005.001                | Health Premium-Employee | \$0    | \$0    | \$0              | \$30,804         |
| 80                            | 5-205-1005.003                | Dental Premium-Employee | \$0    | \$0    | \$0              | \$1,250          |
| 80                            | 5-205-1005.004                | Dental Premium-Family   | \$0    | \$0    | \$0              | \$600            |

| Electric-Maintenance Expenses |  |                                  | FY17       | FY18       | FY18             | FY19             |
|-------------------------------|--|----------------------------------|------------|------------|------------------|------------------|
| Fund                          | Account  | Account Name                     | Budget     | Budget     | Estimated Ending | Proposed         |
|                               | <b><i>Total Insurance Expense</i></b>                    |                                  | \$0        | \$0        | \$0              | <b>\$32,654</b>  |
| 80                            | 5-205-1010.001   | Life Insurance                   | \$0        | \$0        | \$0              | \$255            |
|                               | <b><i>Total Life Insurance Expense</i></b>               |                                  |            |            |                  | <b>\$255</b>     |
| 80                            | 5-205-1015.001   | Lagers-General                   | \$0        | \$0        | \$0              | \$18,080         |
| 80                            | 5-205-1015.004   | Deferred Comp-Employer           | \$0        | \$0        | \$0              | \$9,100          |
|                               | <b><i>Total Retirement Expense</i></b>                   |                                  |            |            |                  | <b>\$27,180</b>  |
| 80                            | 5-205-1020.001   | FICA-Employer                    | \$0        | \$0        | \$0              | \$9,790          |
| 80                            | 5-205-1020.002   | Medicare-Employer                | \$0        | \$0        | \$0              | \$2,290          |
| 80                            | 5-205-1020.003   | Unemployment Compensation        | \$0        | \$0        | \$0              | \$1,580          |
|                               | <b><i>Total Payroll Taxes Expense</i></b>                |                                  |            |            |                  | <b>\$13,660</b>  |
| 80                            | 5-205-1025.001   | Employee-Uniforms                | \$0        | \$0        | \$0              | \$6,000          |
| 80                            | 5-205-1025.002   | Employee-Dues/License/Membership | \$0        | \$0        | \$0              | \$150            |
| 80                            | 5-205-1025.003   | Employee-Books                   | \$0        | \$0        | \$0              | \$100            |
| 80                            | 5-205-1025.005   | Employee-Training                | \$0        | \$0        | \$0              | \$2,000          |
|                               | <b><i>Total Employee Expense</i></b>                     |                                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$8,250</b>   |
|                               | <b><i>Total Personnel Expense</i></b>                    |                                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$239,834</b> |
| 80                            | 5-205-7015.004   | Supplies-Safety                  | \$0        | \$0        | \$0              | \$500            |
|                               | <b><i>Total Medical and Safety Supplies Expense</i></b>  |                                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$500</b>     |
|                               | <b><i>Total Supplies Expense</i></b>                     |                                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$500</b>     |
| 80                            | 5-205-8000.001   | Tools-Repair                     | \$0        | \$0        | \$0              | \$250            |
| 80                            | 5-205-8000.002   | Tools- Maintenance               | \$0        | \$0        | \$0              | \$500            |
| 80                            | 5-205-8000.003   | Tools-Supplies                   | \$0        | \$0        | \$0              | \$1,000          |
|                               | <b><i>Total Tools and Portable Equipment Expense</i></b> |                                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$1,750</b>   |
| 80                            | 5-205-8300.001   | Equipment-Repair                 | \$0        | \$0        | \$0              | \$2,500          |
| 80                            | 5-205-8300.002   | Equipment-Maintenance            | \$0        | \$0        | \$0              | \$1,000          |
| 80                            | 5-205-8300.005   | Equipment-Fuel                   | \$0        | \$0        | \$0              | \$500            |
|                               | <b><i>Total Machinery and Equipment Expense</i></b>      |                                  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$4,000</b>   |
| 80                            | 5-205-8600.001   | Vehicle-Repair                   | \$0        | \$0        | \$0              | \$500            |
| 80                            | 5-205-8600.002   | Vehicle-Maintenance              | \$0        | \$0        | \$0              | \$1,500          |

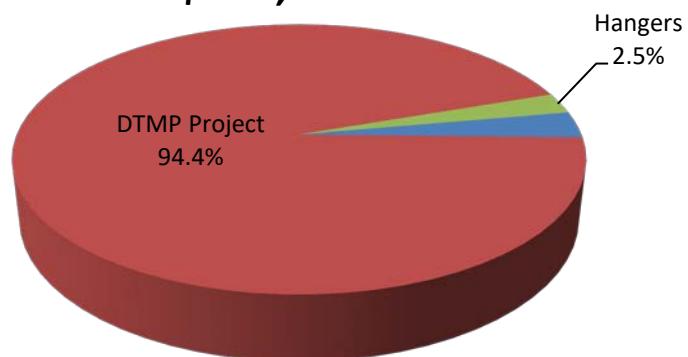
| Electric-Maintenance Expenses                      |                |                   | FY17       | FY18       | FY18             | FY19             |
|--|----------------|-------------------|------------|------------|------------------|------------------|
| Fund   | Account        | Account Name      | Budget     | Budget     | Estimated Ending | Proposed         |
| 80   | 5-205-8600.004 | Vehicle-Equipment | \$0        | \$0        | \$0              | \$400            |
| 80   | 5-205-8600.005 | Vehicle-Fuel      | \$0        | \$0        | \$0              | \$4,500          |
| <i>Total Vehicle Expense</i>                       |                |                   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$6,900</b>   |
| <i>Total Tools, Machinery, and Vehicle Expense</i> |                |                   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$12,650</b>  |
| <i>Total Electric-Maintenance Expense</i>          |                |                   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       | <b>\$252,984</b> |

## Electric Reserve

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

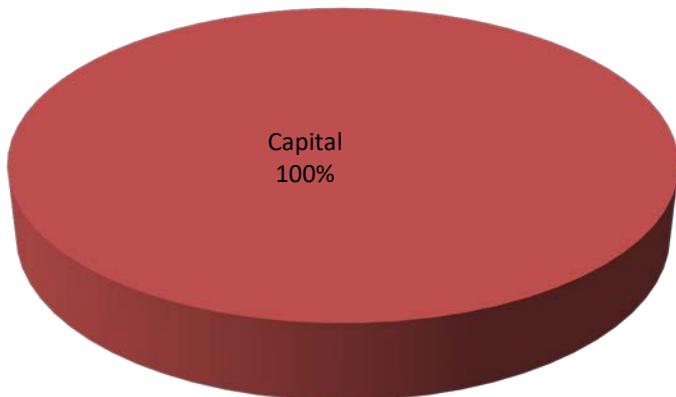
### Electric Reserve Debt Service Repayment

**\$480,742**



### Electric Reserve Expense by Category

**\$901,371**



Fiscal Year 2019 Goals:

- I. **Goal:** Maintain no less than 30% and no more than 50% of the electric utility's income.  
**Strategy:** Continue to monitor fund and adjust funding levels/sources as necessary.  
**Budgetary Factor:** None.

Previous Years' Goals:

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

| Electric-Reserve Transfer In |   |               | FY17             | FY18             | FY18             | FY19             |
|------------------------------|---|---------------|------------------|------------------|------------------|------------------|
| Fund                         | Account                                   | Account Name  | Budget           | Budget           | Estimated Ending | Proposed         |
| 80                           | 4-215-3010.000                            | Misc.-General | \$740,120        | \$496,720        | \$496,716        | \$480,742        |
|                              | <b>Total Miscellaneous Transfer In</b>    |               | <b>\$740,120</b> | <b>\$496,720</b> | <b>\$496,716</b> | <b>\$480,742</b> |
|                              | <b>Total Electric-Reserve Transfer in</b> |               | <b>\$740,120</b> | <b>\$496,720</b> | <b>\$496,716</b> | <b>\$480,742</b> |

| Electric-Reserve Expense |                                       |                                      | FY17                | FY18                | FY18                | FY19                |
|--------------------------|---------------------------------------|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Fund                     | Account                               | Account Name                         | Budget              | Proposed            | Estimated Ending    | Proposed            |
| 80                       | 5-215-2005.000                        | Capital Exp-Land and Improvement     | \$47,000            | \$747,000           | \$300,000           | \$425,000           |
| 80                       | 5-215-2010.000                        | Capital Exp-Building and Improvement | \$5,000             | \$235,000           | \$75,000            | \$225,000           |
| 80                       | 5-215-2020.000                        | Capital Exp-Machinery and Equipment  | \$163,502           | \$471,443           | \$325,000           | \$251,371           |
| 80                       | 5-215-2025.000                        | Capital Exp-Vehicles                 | \$195,000           | \$0                 | \$0                 | \$0                 |
|                          | <b>Total Capital Expense</b>          |                                      | <b>\$410,502</b>    | <b>\$1,453,443</b>  | <b>\$700,000</b>    | <b>\$901,371</b>    |
|                          | <b>Total Electric-Reserve Expense</b> |                                      | <b>\$410,502</b>    | <b>\$1,453,443</b>  | <b>\$700,000</b>    | <b>\$901,371</b>    |
|                          | <b>Total Electric Fund Expense</b>    |                                      | <b>\$26,609,334</b> | <b>\$27,214,997</b> | <b>\$24,378,700</b> | <b>\$26,252,026</b> |

## Fiber Fund

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

Fiscal Year 2017-2018 Accomplishments:

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

Fiscal Year 2019 Goals:

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

**Strategy:** Replace water well sites radio communication system with fiber lines.

**Budgetary Factor:** Cost of materials

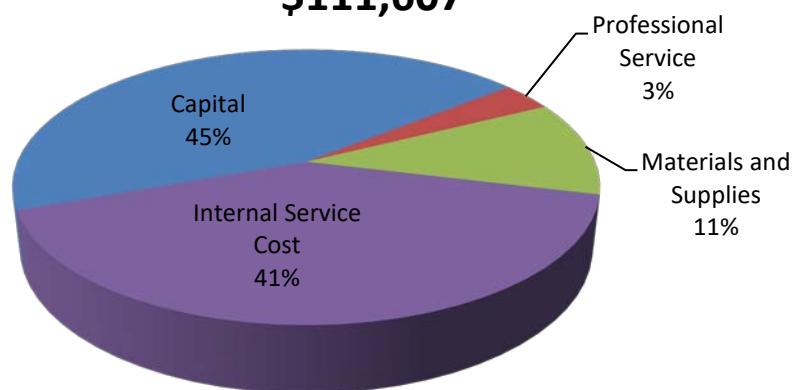
### Fiber Funds Available by Category

**\$75,000**



### Fiber Expense by Category

**\$111,607**



Performance Measurements:

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

Previous Years' Goals:

I. Update fiber map and customer information.

Status: In progress

## Fiber Fund Revenue and Expense by Category

| Fiber Fund                     | 2017 Actuals     | 2018 Budget      | 2018 Estimated   | 2019 Proposed    |
|--------------------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                |                  |                  |                  |                  |
| Taxes                          | \$0              | \$0              | \$0              | \$0              |
| Franchise Fees                 | \$0              | \$0              | \$0              | \$0              |
| PILOTs                         | \$0              | \$0              | \$0              | \$0              |
| Intergovernmental              | \$0              | \$0              | \$0              | \$0              |
| Service Charges                | \$68,985         | \$87,000         | \$71,000         | \$75,000         |
| Rentals                        | \$0              | \$0              | \$0              | \$0              |
| Licenses and Permits           | \$0              | \$0              | \$0              | \$0              |
| Fines                          | \$0              | \$0              | \$0              | \$0              |
| Benefit Revenue                | \$0              | \$0              | \$0              | \$0              |
| Other                          | \$0              | \$0              | \$0              | \$0              |
| Internal Service Revenue       | \$0              | \$0              | \$0              | \$0              |
| <b>Total Revenues</b>          | <b>\$68,985</b>  | <b>\$87,000</b>  | <b>\$71,000</b>  | <b>\$75,000</b>  |
| <b>Expenses</b>                |                  |                  |                  |                  |
| Personnel                      | \$0              | \$0              | \$0              | \$0              |
| Capital                        | \$59,651         | \$97,000         | \$97,000         | \$50,000         |
| Debt                           | \$0              | \$0              | \$0              | \$0              |
| Grants                         | \$0              | \$0              | \$0              | \$0              |
| Utilities                      | \$0              | \$0              | \$0              | \$0              |
| Professional Services          | \$4,259          | \$4,350          | \$3,550          | \$3,750          |
| Supplies and Materials         | \$13,089         | \$5,000          | \$0              | \$12,500         |
| Tools, Equipment, and Vehicles | \$0              | \$0              | \$0              | \$0              |
| Benefit Expense                | \$0              | \$0              | \$0              | \$0              |
| Other                          | \$0              | \$0              | \$0              | \$0              |
| Internal Service Expense       | \$51,882         | \$51,426         | \$37,500         | \$45,357         |
| <b>Total Expenses</b>          | <b>\$128,881</b> | <b>\$157,776</b> | <b>\$138,050</b> | <b>\$111,607</b> |

| <b>Fiber-Revenue</b> |   |                     | <b>FY17</b>     | <b>FY18</b>     | <b>FY18</b>             | <b>FY19</b>     |
|----------------------|---|---------------------|-----------------|-----------------|-------------------------|-----------------|
| <b>Fund</b>          | <b>Account</b>                                | <b>Account Name</b> | <b>Budget</b>   | <b>Budget</b>   | <b>Estimated Ending</b> | <b>Proposed</b> |
| 83                   | 4-200-3000.012                                | Customer Billing    | \$95,000        | \$87,000        | \$71,000                | \$75,000        |
|                      | <b>Total Service Charges and Fees Revenue</b> |                     | <b>\$95,000</b> | <b>\$87,000</b> | <b>\$71,000</b>         | <b>\$75,000</b> |
|                      | <b>Total Fiber Revenues</b>                   |                     | <b>\$95,000</b> | <b>\$87,000</b> | <b>\$71,000</b>         | <b>\$75,000</b> |

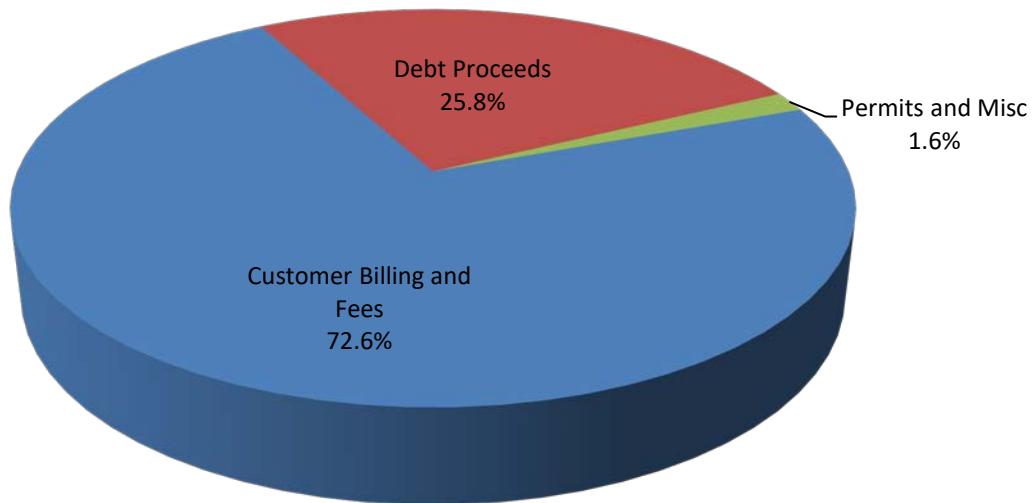
| <b>Fiber-Expenses</b> |   |                                     | <b>FY17</b>      | <b>FY18</b>      | <b>FY18</b>             | <b>FY19</b>      |
|-----------------------|---|-------------------------------------|------------------|------------------|-------------------------|------------------|
| <b>Fund</b>           | <b>Account</b>                                      | <b>Account Name</b>                 | <b>Budget</b>    | <b>Proposed</b>  | <b>Estimated Ending</b> | <b>Proposed</b>  |
| 83                    | 5-200-2005.000                                      | Capital Exp-Land & Improvements     | \$0              | \$42,000         | \$42,000                | \$0              |
| 83                    | 5-200-2020.000                                      | Capital Exp-Machinery & Equipment   | \$62,000         | \$55,000         | \$55,000                | \$50,000         |
|                       | <b>Total Capital Expense</b>                        |                                     | <b>\$62,000</b>  | <b>\$97,000</b>  | <b>\$97,000</b>         | <b>\$50,000</b>  |
| 83                    | 5-200-6000.017                                      | Prof Services-PILOT                 | \$4,285          | \$4,350          | \$3,550                 | \$3,750          |
|                       | <b>Total Professional Service Expense</b>           |                                     | <b>\$4,285</b>   | <b>\$4,350</b>   | <b>\$3,550</b>          | <b>\$3,750</b>   |
| 83                    | 5-200-7510.004                                      | Materials-Hardware                  | \$4,455          | \$5,000          | \$0                     | \$5,000          |
| 83                    | 5-200-7510.006                                      | Materials-Wire                      | \$9,000          | \$0              | \$0                     | \$7,500          |
|                       | <b>Total Material Expense</b>                       |                                     | <b>\$13,455</b>  | <b>\$5,000</b>   | <b>\$0</b>              | <b>\$12,500</b>  |
| 83                    | 5-200-9910.000                                      | Internal Service-Personnel Services | \$52,586         | \$51,426         | \$37,500                | \$45,357         |
|                       | <b>Total Internal Service-Professional Services</b> |                                     | <b>\$52,586</b>  | <b>\$51,426</b>  | <b>\$37,500</b>         | <b>\$45,357</b>  |
|                       | <b>Total Internal Service</b>                       |                                     | <b>\$52,586</b>  | <b>\$51,426</b>  | <b>\$37,500</b>         | <b>\$45,357</b>  |
|                       | <b>Total Fiber Expense</b>                          |                                     | <b>\$132,326</b> | <b>\$157,776</b> | <b>\$138,050</b>        | <b>\$111,607</b> |

## Wastewater

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

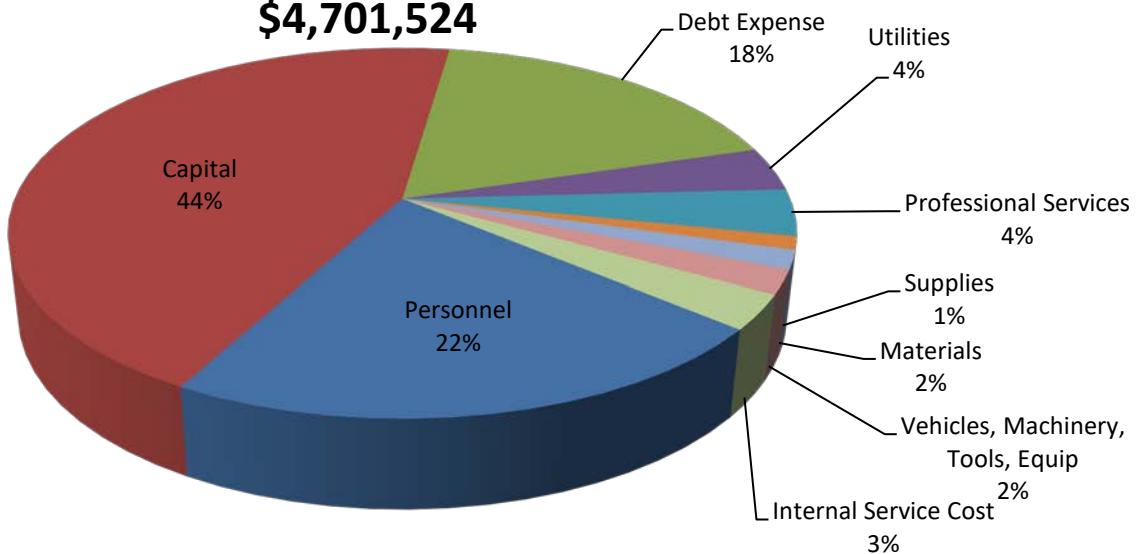
### Wastewater Funds Available by Category

**\$4,050,900**



### Wastewater Expense by Category

**\$4,701,524**



Fiscal Year 2017-2018 Accomplishments:

Accomplishments include: Catherine street sewer line replacement. Emerald Gate lift station replacement. Replacement of the controls on Montrose lift station.

Fiscal Year 2019 Goals:

- I. **Goal:** Increase the capacity of the wastewater treatment plant from 2.6 million gallons a day to 3.5 million gallons a day.  
**Strategy:** Construct the Missouri Department of Natural Resources approved filter and sludge improvements including: new disk filters, conversion of the backwash basin to a 30 feet diameter 16 feet deep waste basin providing 74,000 gallons of storage, bar screen upgrade at the head of the plant, new sludge holding basin 80 feet diameter 20 feet deep holding 750,000 gallons, new electrical equipment control center, installation of mixers and dissolved oxygen meters in the existing oxidation ditches.  
**Budgetary Factor:** Availability of funds.
- II. **Goal:** Maintain compliance with the National Pollutant Discharge Elimination System (NPDES) permit for the wastewater treatment plant.  
**Strategy:** Purchase and replace specialized equipment used in daily operations. Employee training to ensure current regulations and processes are in compliance.  
**Budgetary Factor:** Availability of funds.

Performance Measurements:

|  | 2014       | 2015       | 2016    | 2017    | Estimated 2018 |
|--|------------|------------|---------|---------|----------------|
| <b>Pipeline Video Inspections</b>            |            |            |         |         |                |
| Cleaning (linear feet)                       | 140,029.40 | 129,240.70 | 130,836 | 167,820 | 135,000        |
| Manhole Inspections                          | 148,823    | 136,709    | 165,028 | 203,077 | 160,000        |
| Deflection Testing (linear feet)             | 433        | 414        | 425     | 456     | 450            |
|  | 3,668      | 409.5      | 2,261   | 326     | 1,000          |
| <b>Vacuum Testing</b>                        |            |            |         |         |                |
| Manholes                                     | 14         | 18         | 10      | 1       | 15             |
| Pressure Testing Lines                       | 6          | 11         | 8       | 0       | 15             |
| Manhole Rehabilitation                       | 21         | 22         | 11      | 0       | 15             |
| <b>Pipeline Rehabilitation (linear feet)</b> | 3,692      | 4,504      | 2,267   | 9,909   | 2,000          |
| <b>Smoke Testing (linear feet)</b>           | 242,078    | 122,264    | 160,147 | 164,036 | 140,000        |
| <b>Service Calls (linear feet)</b>           | 34,027     | 9,578      | 10,682  | 14,591  | 8,000          |
| <b>GIS Manhole Locations</b>                 | 0          | 0          | 50      | 0       | 450            |
| <b>NPDES Permit Violations</b>               | 5          | 1          | 1       | 1       | 0              |

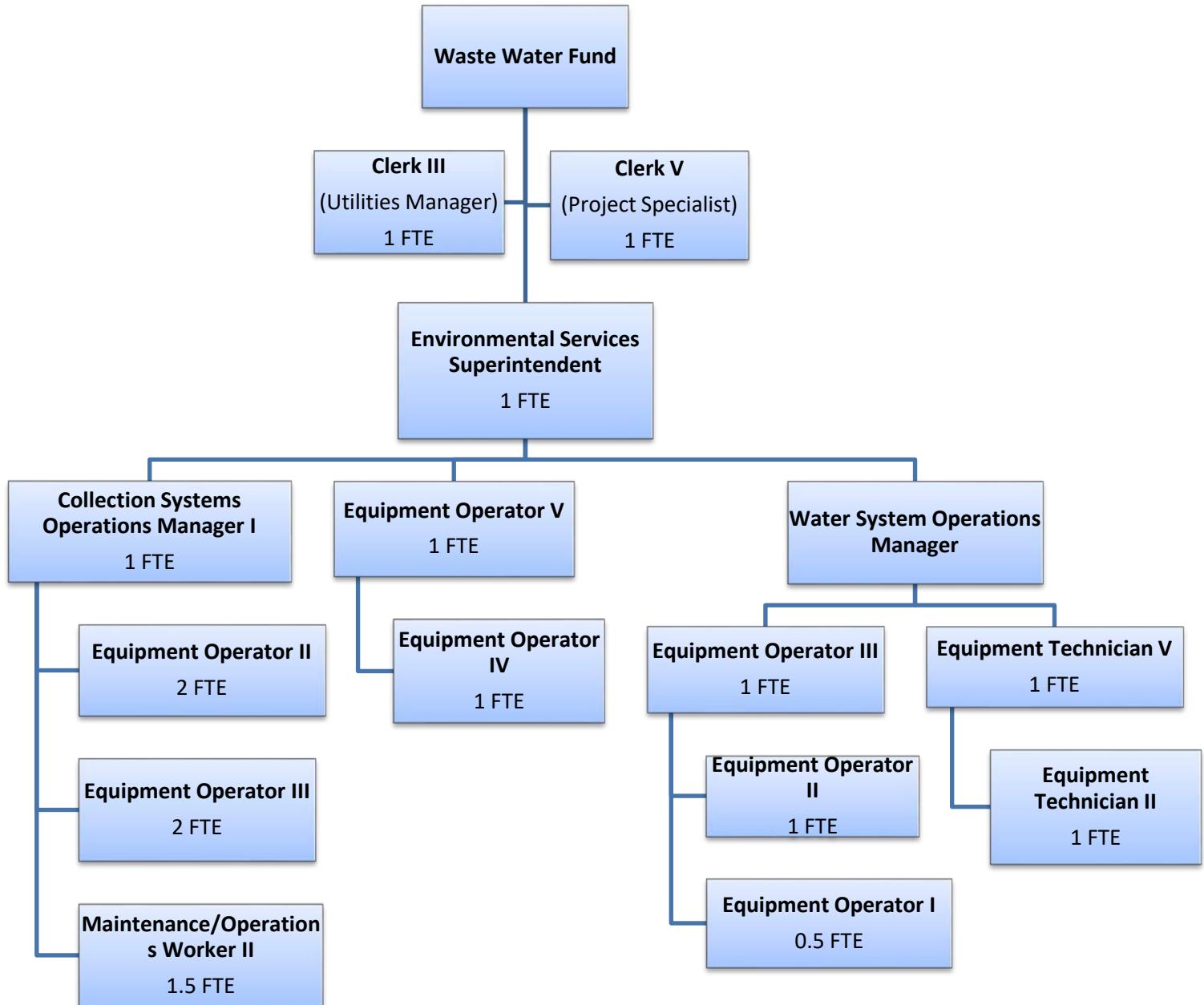
Previous Years' Goals:

- I. Increase the capacity of the wastewater treatment plant from 2.6 million gallons a day to 3.5 million gallons a day.  
Status: On-going.
- II. Maintain compliance with the National Pollutant Discharge Elimination System (NPDES) permit for the wastewater treatment plant.  
Status: On-going

**Wastewater Fund Revenue and Expense by Category**

| Wastewater Fund                | 2017 Actuals       | 2018 Budget        | 2018 Estimated     | 2019 Proposed      |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                |                    |                    |                    |                    |
| Taxes                          | \$0                | \$0                | \$0                | \$0                |
| Franchise Fees                 | \$0                | \$0                | \$0                | \$0                |
| PILOTs                         | \$0                | \$0                | \$0                | \$0                |
| Intergovernmental              | \$0                | \$0                | \$0                | \$0                |
| Service Charges                | \$2,342,038        | \$2,855,000        | \$2,396,000        | \$2,930,000        |
| Rentals                        | \$0                | \$0                | \$0                | \$0                |
| Licenses and Permits           | \$23,554           | \$20,000           | \$50,000           | \$60,000           |
| Fines                          | \$0                | \$0                | \$0                | \$0                |
| Benefit Revenue                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$63,768           | \$414,000          | \$55,675           | \$1,060,900        |
| Internal Service Revenue       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Revenues</b>          | <b>\$2,429,360</b> | <b>\$3,289,000</b> | <b>\$2,501,675</b> | <b>\$4,050,900</b> |
| <b>Expenses</b>                |                    |                    |                    |                    |
| Personnel                      | \$842,393          | \$983,908          | \$931,138          | \$1,026,599        |
| Capital                        | \$565,484          | \$1,726,905        | \$520,405          | \$2,086,388        |
| Debt                           | \$530,534          | \$486,000          | \$530,000          | \$848,000          |
| Grants                         | \$0                | \$0                | \$0                | \$0                |
| Utilities                      | \$168,483          | \$157,900          | \$177,150          | \$179,400          |
| Professional Services          | \$69,276           | \$151,165          | \$114,217          | \$192,170          |
| Supplies and Materials         | \$149,699          | \$167,750          | \$125,350          | \$130,150          |
| Tools, Equipment, and Vehicles | \$66,391           | \$114,500          | \$72,250           | \$98,250           |
| Benefit Expense                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$0                | \$0                | \$0                | \$0                |
| Internal Service Expense       | \$112,656          | \$131,399          | \$115,000          | \$140,567          |
| <b>Total Expenses</b>          | <b>\$2,504,915</b> | <b>\$3,919,528</b> | <b>\$2,585,510</b> | <b>\$4,701,524</b> |

## Wastewater Organizational Chart



| Waste Water-Operating Revenue |  |                               | FY17               | FY18               | FY18               | FY19               |
|-------------------------------|--|-------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                          | Account  | Account Name                  | Budget             | Budget             | Estimated Ending   | Proposed           |
| 85                            | 4-200-3000.012   | Customer Billing              | \$2,800,000        | \$2,800,000        | \$2,340,000        | \$2,880,000        |
| 85                            | 4-200-3000.013   | Penalties                     | \$30,000           | \$30,000           | \$28,000           | \$30,000           |
| 85                            | 4-200-3000.16  | Facility Impact               | \$0                | \$25,000           | \$28,000           | \$20,000           |
| -                             | <b>Total Service Charges and Fees Revenue</b>                  |                               | <b>\$2,830,000</b> | <b>\$2,855,000</b> | <b>\$2,396,000</b> | <b>\$2,930,000</b> |
| 85                            | 4-200-3010.001   | Misc.-Bond Proceeds           | \$2,000,000        | \$400,000          | \$46,400           | \$1,046,400        |
| 85                            | 4-200-3010.004   | Misc.-Investment Income       | \$500              | \$5,000            | \$6,000            | \$6,000            |
| 85                            | 4-200-3010.006   | Misc.-Miscellaneous           | \$3,500            | \$4,000            | \$3,000            | \$3,000            |
| 85                            | 4-200-3010.008   | Misc-Gain/Loss Asset Disposal | \$0                | \$5,000            | \$0                | \$5,000            |
| 85                            | 4-200-3010.012   | Misc.-Purchasing Card         | \$0                | \$0                | \$275              | \$500              |
| -                             | <b>Total Miscellaneous Revenue</b>                             |                               | <b>\$2,004,000</b> | <b>\$414,000</b>   | <b>\$55,675</b>    | <b>\$1,060,900</b> |
| -                             | <b>Total Services Charges, Fees, and Miscellaneous Revenue</b> |                               | <b>\$4,834,000</b> | <b>\$3,269,000</b> | <b>\$2,451,675</b> | <b>\$3,990,900</b> |
| 85                            | 4-200-4005.002   | Permits-Sewer                 | \$20,000           | \$20,000           | \$50,000           | \$60,000           |
| -                             | <b>Total Permits Revenue</b>                                   |                               | <b>\$20,000</b>    | <b>\$20,000</b>    | <b>\$50,000</b>    | <b>\$60,000</b>    |
| -                             | <b>Total Waste Water Revenue</b>                               |                               | <b>\$4,854,000</b> | <b>\$3,289,000</b> | <b>\$2,501,675</b> | <b>\$4,050,900</b> |

| Waste Water-Operating Expense |                               |                         | FY17             | FY18             | FY18             | FY19             |
|-------------------------------|-------------------------------|-------------------------|------------------|------------------|------------------|------------------|
| Fund                          | Account                       | Account Name            | Budget           | Budget           | Estimated Ending | Proposed         |
| 85                            | 5-200-1000.001                | Fulltime Salary         | \$278,000        | \$307,010        | \$294,000        | \$317,544        |
| 85                            | 5-200-1000.002                | Parttime Salary         | \$19,410         | \$0              | \$0              | \$0              |
| 85                            | 5-200-1000.004                | On Call                 | \$8,100          | \$7,475          | \$7,000          | \$7,077          |
| 85                            | 5-200-1000.005                | Fulltime Overtime       | \$15,310         | \$16,760         | \$15,000         | \$19,094         |
| 85                            | 5-200-1000.006                | Parttime Overtime       | \$275            | \$0              | \$0              | \$0              |
| -                             | <b>Total Salaries Expense</b> |                         | <b>\$321,095</b> | <b>\$331,245</b> | <b>\$316,000</b> | <b>\$343,715</b> |
| 85                            | 5-200-1005.001                | Health Premium-Employee | \$28,370         | \$39,480         | \$40,100         | \$39,480         |
| 85                            | 5-200-1005.002                | Health Premium-Family   | \$26,780         | \$35,040         | \$42,800         | \$52,365         |
| 85                            | 5-200-1005.003                | Dental Premium-Employee | \$2,100          | \$2,100          | \$1,700          | \$1,700          |

| Waste Water-Operating Expense |                                     |                                      | FY17               | FY18               | FY18             | FY19               |
|-------------------------------|-------------------------------------|--------------------------------------|--------------------|--------------------|------------------|--------------------|
| Fund                          | Account                             | Account Name                         | Budget             | Budget             | Estimated Ending | Proposed           |
| 85                            | 5-200-1005.004                      | Dental Premium-Family                | \$600              | \$600              | \$450            | \$450              |
|                               | <b>Total Insurance Expense</b>      |                                      | <b>\$57,850</b>    | <b>\$77,220</b>    | <b>\$85,050</b>  | <b>\$93,995</b>    |
| 85                            | 5-200-1010.001                      | Life Insurance                       | \$420              | \$505              | \$475            | \$505              |
|                               | <b>Total Life Insurance Expense</b> |                                      | <b>\$420</b>       | <b>\$505</b>       | <b>\$475</b>     | <b>\$505</b>       |
| 85                            | 5-200-1015.001                      | Lagers-General                       | \$36,084           | \$43,062           | \$40,000         | \$45,715           |
| 85                            | 5-200-1015.004                      | Deferred Comp-Employer               | \$4,550            | \$5,200            | \$4,000          | \$4,225            |
|                               | <b>Total Retirement Expense</b>     |                                      | <b>\$40,634</b>    | <b>\$48,262</b>    | <b>\$44,000</b>  | <b>\$49,940</b>    |
| 85                            | 5-200-1020.001                      | FICA-Employer                        | \$19,100           | \$20,540           | \$19,500         | \$21,315           |
| 85                            | 5-200-1020.002                      | Medicare-Employer                    | \$4,470            | \$4,805            | \$4,585          | \$4,985            |
| 85                            | 5-200-1020.003                      | Unemployment Compensation            | \$3,165            | \$3,315            | \$3,160          | \$3,440            |
| 85                            | 5-200-1020.004                      | Workman's Compensation               | \$7,924            | \$8,222            | \$8,612          | \$8,222            |
|                               | <b>Total Payroll Taxes Expense</b>  |                                      | <b>\$34,659</b>    | <b>\$36,882</b>    | <b>\$35,857</b>  | <b>\$37,962</b>    |
| 85                            | 5-200-1025.001                      | Employee-Uniforms                    | \$4,500            | \$4,500            | \$3,500          | \$5,000            |
| 85                            | 5-200-1025.002                      | Employee-Dues/License/Membership     | \$500              | \$500              | \$500            | \$750              |
| 85                            | 5-200-1025.004                      | Employee-Travel/Hotel                | \$1,770            | \$1,500            | \$1,500          | \$2,500            |
| 85                            | 5-200-1025.005                      | Employee-Training                    | \$5,000            | \$5,000            | \$5,000          | \$5,000            |
| 85                            | 5-200-1025.009                      | Employee-Tuition Assistance          | \$0                | \$0                | \$0              | \$0                |
|                               | <b>Total Employee Expense</b>       |                                      | <b>\$11,770</b>    | <b>\$11,500</b>    | <b>\$10,500</b>  | <b>\$13,250</b>    |
|                               | <b>Total Personnel Expense</b>      |                                      | <b>\$466,428</b>   | <b>\$505,614</b>   | <b>\$491,882</b> | <b>\$539,367</b>   |
| 85                            | 5-200-2005.000                      | Capital Exp-Land and Improvement     | \$509,000          | \$611,500          | \$170,000        | \$960,000          |
| 85                            | 5-200-2010.000                      | Capital Exp-Building and Improvement | \$2,000,000        | \$765,000          | \$0              | \$1,000,000        |
| 85                            | 5-200-2015.000                      | Capital Exp-Furniture and Fixtures   | \$0                | \$0                | \$0              | \$5,000            |
| 85                            | 5-200-2020.000                      | Capital Exp-Machinery and Equipment  | \$66,062           | \$322,960          | \$322,960        | \$121,388          |
| 85                            | 5-200-2025.000                      | Capital Exp-Vehicles                 | \$8,000            | \$27,445           | \$27,445         | \$0                |
|                               | <b>Total Capital Expense</b>        |                                      | <b>\$2,583,062</b> | <b>\$1,726,905</b> | <b>\$520,405</b> | <b>\$2,086,388</b> |
| 85                            | 5-200-3005.000                      | Debt-COPS                            | \$550,000          | \$406,000          | \$450,000        | \$750,000          |
| 85                            | 5-200-3020.000                      | Debt-Lease Obligation                | \$80,000           | \$80,000           | \$80,000         | \$98,000           |
|                               | <b>Total Debt Expense</b>           |                                      | <b>\$630,000</b>   | <b>\$486,000</b>   | <b>\$530,000</b> | <b>\$848,000</b>   |

| Waste Water-Operating Expense |   |                                   | FY17             | FY18             | FY18             | FY19             |
|-------------------------------|---|-----------------------------------|------------------|------------------|------------------|------------------|
| Fund                          | Account   | Account Name                      | Budget           | Budget           | Estimated Ending | Proposed         |
| 85                            | 5-200-5000.001                                    | Utilities-Electric                | \$155,000        | \$140,000        | \$160,000        | \$160,000        |
| 85                            | 5-200-5010.001                                    | Utilities-Landline and Fiber      | \$12,000         | \$12,000         | \$11,000         | \$12,000         |
| 85                            | 5-200-5015.001                                    | Utilities-Cell Phones             | \$500            | \$750            | \$500            | \$750            |
| 85                            | 5-200-5020.002                                    | Utilities-Internet Mobile         | \$1,000          | \$500            | \$1,000          | \$2,000          |
| 85                            | 5-200-5025.001                                    | Utilities-Solid Waste             | \$2,000          | \$2,000          | \$2,000          | \$2,000          |
|                               | <b>Total Utilities Expense</b>                    |                                   | <b>\$170,500</b> | <b>\$155,250</b> | <b>\$174,500</b> | <b>\$176,750</b> |
| 85                            | 5-200-6000.001                                    | Prof Services-Legal               | \$5,000          | \$5,000          | \$5,000          | \$5,000          |
| 85                            | 5-200-6000.002                                    | Prof Services-Engineering         | \$1,000          | \$20,000         | \$20,000         | \$15,000         |
| 85                            | 5-200-6000.003                                    | Prof Services-Surveying           | \$2,000          | \$2,000          | \$500            | \$500            |
| 85                            | 5-200-6000.007                                    | Prof Services-Toxicology Testing  | \$250            | \$250            | \$250            | \$250            |
| 85                            | 5-200-6000.008                                    | Prof Services-Background Check    | \$100            | \$100            | \$100            | \$100            |
| 85                            | 5-200-6000.009                                    | Prof Services-Collection Agency   | \$1,700          | \$1,700          | \$750            | \$1,500          |
| 85                            | 5-200-6000.011                                    | Prof Services-Dues and License    | \$5,000          | \$5,000          | \$1,500          | \$5,000          |
| 85                            | 5-200-6000.013                                    | Prof Services-Studies             | \$0              | \$0              | \$0              | \$45,650         |
| 85                            | 5-200-6000.015                                    | Prof Services-Service Contracts   | \$26,000         | \$15,000         | \$15,000         | \$15,000         |
| 85                            | 5-200-6000.016                                    | Prof Services-Taxes and Fees      | \$7,500          | \$7,500          | \$7,500          | \$7,500          |
| 85                            | 5-200-6000.017                                    | Prof Services-PILOT               | \$0              | \$0              | \$0              | \$0              |
| 85                            | 5-200-6000.018                                    | Prof Services-Damage Claims       | \$4,000          | \$4,000          | \$4,000          | \$4,000          |
| 85                            | 5-200-6000.019                                    | Prof Services-Credit Card Fees    | \$5,000          | \$5,000          | \$5,000          | \$5,000          |
|                               | <b>Total General Professional Service Expense</b> |                                   | <b>\$57,550</b>  | <b>\$65,550</b>  | <b>\$59,600</b>  | <b>\$104,500</b> |
| 85                            | 5-200-6005.001                                    | Insurance-Vehicle                 | \$6,648          | \$6,850          | \$4,500          | \$4,590          |
| 85                            | 5-200-6005.002                                    | Insurance-Equipment               | \$667            | \$415            | \$470            | \$480            |
| 85                            | 5-200-6005.003                                    | Insurance-Building & Property     | \$6,876          | \$4,855          | \$5,065          | \$5,170          |
|                               | <b>Total Insurance Expense</b>                    |                                   | <b>\$14,191</b>  | <b>\$12,120</b>  | <b>\$10,035</b>  | <b>\$10,240</b>  |
| 85                            | 5-200-6010.002                                    | Advertising- Employee Recruitment | \$500            | \$500            | \$0              | \$100            |
| 85                            | 5-200-6010.003                                    | Advertising- Print                | \$0              | \$100            | \$600            | \$500            |
| 85                            | 5-200-6010.006                                    | Advertising- Radio                | \$250            | \$100            | \$0              | \$100            |
|                               | <b>Total Advertising Expense</b>                  |                                   | <b>\$750</b>     | <b>\$700</b>     | <b>\$600</b>     | <b>\$700</b>     |
| 85                            | 5-200-6020.000                                    | Software-Annual                   | \$4,000          | \$9,135          | \$8,000          | \$9,330          |

| Waste Water-Operating Expense |  |  | FY17            | FY18             | FY18             | FY19             |
|-------------------------------|--|--|-----------------|------------------|------------------|------------------|
| Fund                          | Account  | Account Name                                     | Budget          | Budget           | Estimated Ending | Proposed         |
|                               |  | Renewal/Maintenance                              |                 |                  |                  |                  |
| 85                            | 5-200-6020.001                                   | Software-Purchase                                | \$75            | \$13,550         | \$13,550         | \$13,550         |
| 85                            | 5-200-6020.002                                   | Software-Upgrade                                 | \$1,723         | \$0              | \$0              | \$0              |
| 85                            | 5-200-6020.003                                   | Software-Agreement                               | \$2,700         | \$2,700          | \$2,700          | \$2,700          |
|                               | <b>Total Software Expense</b>                    |  | <b>\$8,498</b>  | <b>\$25,385</b>  | <b>\$24,250</b>  | <b>\$25,580</b>  |
|                               | <b>Total Professional Service expense</b>        |  | <b>\$80,989</b> | <b>\$103,755</b> | <b>\$94,485</b>  | <b>\$141,020</b> |
| 85                            | 5-200-7000.001                                   | Supplies-Operational                             | \$12,845        | \$12,000         | \$12,000         | \$12,000         |
| 85                            | 5-200-7000.003                                   | Supplies-Desk Accessories-Small Office Equipment | \$1,235         | \$500            | \$500            | \$500            |
| 85                            | 5-200-7000.004                                   | Supplies-Small Tools                             | \$0             | \$0              | \$0              | \$0              |
| 85                            | 5-200-7005.001                                   | Supplies-Printing                                | \$1,500         | \$2,500          | \$1,000          | \$2,500          |
| 85                            | 5-200-7005.002                                   | Supplies-Mailing                                 | \$1,975         | \$3,500          | \$2,500          | \$2,500          |
| 85                            | 5-200-7005.003                                   | Supplies-Postage                                 | \$12,360        | \$15,000         | \$12,000         | \$12,000         |
| 85                            | 5-200-7005.004                                   | Supplies-Paper                                   | \$500           | \$500            | \$500            | \$500            |
| 85                            | 5-200-7005.005                                   | Supplies-Forms                                   | \$1,690         | \$250            | \$150            | \$200            |
| 85                            | 5-200-7010.001                                   | Supplies-Janitorial                              | \$500           | \$500            | \$250            | \$500            |
| 85                            | 5-200-7010.004                                   | Supplies-Chemicals                               | \$15,060        | \$13,000         | \$13,000         | \$13,000         |
|                               | <b>Total General Office Supplies Expense</b>     |  | <b>\$47,665</b> | <b>\$47,750</b>  | <b>\$41,900</b>  | <b>\$43,700</b>  |
| 85                            | 5-200-7015.003                                   | Supplies-First Aid                               | \$200           | \$100            | \$100            | \$100            |
| 85                            | 5-200-7015.004                                   | Supplies-Safety                                  | \$2,000         | \$2,000          | \$2,000          | \$2,000          |
|                               | <b>Total Medical and Safety Supplies Expense</b> |  | <b>\$2,200</b>  | <b>\$2,100</b>   | <b>\$2,100</b>   | <b>\$2,100</b>   |
|                               | <b>Total Supplies Expense</b>                    |  | <b>\$49,865</b> | <b>\$49,850</b>  | <b>\$44,000</b>  | <b>\$45,800</b>  |
| 85                            | 5-200-7510.001                                   | Materials-Paint                                  | \$500           | \$500            | \$250            | \$250            |
| 85                            | 5-200-7510.003                                   | Materials-Fittings                               | \$2,500         | \$2,500          | \$2,000          | \$2,000          |
| 85                            | 5-200-7510.004                                   | Materials-Hardware                               | \$4,070         | \$3,000          | \$3,000          | \$3,000          |
| 85                            | 5-200-7510.005                                   | Materials-Fixtures                               | \$15,100        | \$10,000         | \$8,000          | \$8,000          |
| 85                            | 5-200-7510.006                                   | Materials-Wire                                   | \$405           | \$250            | \$250            | \$250            |
| 85                            | 5-200-7525.001                                   | Materials-Infrastructure Maintenance             | \$2,560         | \$12,000         | \$3,000          | \$3,000          |
|                               | <b>Total Material Expense</b>                    |  | <b>\$25,135</b> | <b>\$28,250</b>  | <b>\$16,500</b>  | <b>\$16,500</b>  |

| Waste Water-Operating Expense |  |                            | FY17               | FY18               | FY18               | FY19               |
|-------------------------------|--|----------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                          | Account  | Account Name               | Budget             | Budget             | Estimated Ending   | Proposed           |
| 85                            | 5-200-8000.003                                     | Tools-Supplies             | \$3,500            | \$3,500            | \$3,500            | \$3,500            |
|                               | <b>Total Tools and Portable Equipment Expense</b>  |                            | <b>\$3,500</b>     | <b>\$3,500</b>     | <b>\$3,500</b>     | <b>\$3,500</b>     |
| 85                            | 5-200-8300.001                                     | Equipment-Repair           | \$8,000            | \$8,000            | \$5,000            | \$5,000            |
| 85                            | 5-200-8300.002                                     | Equipment-Maintenance      | \$1,935            | \$2,500            | \$1,500            | \$2,000            |
| 85                            | 5-200-8300.005                                     | Equipment-Fuel             | \$3,970            | \$500              | \$500              | \$750              |
|                               | <b>Total Machinery and Equipment Expense</b>       |                            | <b>\$13,905</b>    | <b>\$11,000</b>    | <b>\$7,000</b>     | <b>\$7,750</b>     |
| 85                            | 5-200-8600.001                                     | Vehicle-Repair             | \$600              | \$2,000            | \$3,500            | \$2,000            |
| 85                            | 5-200-8600.002                                     | Vehicle-Maintenance        | \$4,645            | \$5,000            | \$2,500            | \$2,500            |
| 85                            | 5-200-8600.005                                     | Vehicle-Fuel               | \$14,415           | \$13,000           | \$8,000            | \$13,000           |
|                               | <b>Total Vehicle Expense</b>                       |                            | <b>\$19,660</b>    | <b>\$20,000</b>    | <b>\$14,000</b>    | <b>\$17,500</b>    |
|                               | <b>Total Tools, Machinery, and Vehicle Expense</b> |                            | <b>\$37,065</b>    | <b>\$34,500</b>    | <b>\$24,500</b>    | <b>\$28,750</b>    |
| 85                            | 5-200-9910.000                                     | Internal Service-Personnel | \$113,697          | \$131,399          | \$115,000          | \$140,567          |
|                               | <b>Total Internal Service Expense</b>              |                            | <b>\$113,697</b>   | <b>\$131,399</b>   | <b>\$115,000</b>   | <b>\$140,567</b>   |
|                               | <b>Total Waste Water Operating Expense</b>         |                            | <b>\$4,156,741</b> | <b>\$3,221,524</b> | <b>\$2,011,272</b> | <b>\$4,023,142</b> |

## Wastewater Maintenance

This division manages the expenses of the underground collection system maintenance which includes approximately 120 miles of sewer pipes ranging from 8 inch diameter to 36 inch diameter and approximately 2,500 manholes.

Fiscal Year 2017-2018 Accomplishments:

Accomplishments include: Wood to Sarah, Spiller Park, Clark St., Locust alley, 2<sup>nd</sup> & Jackson, and Catherine Street sewer line replacement. The existing sewer mains had countless defects identified during routine collection system inspections. These lines allow inflow and infiltration into the collection system during rain events contributing to wet weather peak flows at the wastewater treatment plant and sanitary sewer overflows. Rehabilitation of nine thousand nine hundred and nine liner feet (9,909 LF) of wastewater main lines.

Fiscal Year 2019 Goals:

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

Previous Years' Goals:

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

| Waste Water-Maintenance Expenses |                                     |                                  | FY17             | FY18             | FY18             | FY19             |
|----------------------------------|-------------------------------------|----------------------------------|------------------|------------------|------------------|------------------|
| Fund                             | Account                             | Account Name                     | Budget           | Budget           | Estimated Ending | Proposed         |
| 85                               | 5-205-1000.001                      | Fulltime Salary                  | \$63,620         | \$63,085         | \$58,000         | \$64,036         |
| 85                               | 5-205-1000.002                      | Part Time Salary                 | \$8,120          | \$19,990         | \$19,990         | \$20,387         |
| 85                               | 5-205-1000.004                      | On Call                          | \$2,180          | \$3,035          | \$750            | \$2,143          |
| 85                               | 5-205-1000.005                      | Fulltime Overtime                | \$3,180          | \$3,580          | \$2,000          | \$3,625          |
| 85                               | 5-205-1000.006                      | Part Time Overtime               | \$375            | \$405            | \$405            | \$408            |
|                                  | <b>Total Salaries Expense</b>       |                                  | <b>\$77,475</b>  | <b>\$90,095</b>  | <b>\$81,145</b>  | <b>\$90,600</b>  |
| 85                               | 5-205-1005.001                      | Health Premium-Employee          | \$5,285          | \$7,510          | \$11,000         | \$15,012         |
| 85                               | 5-205-1005.002                      | Health Premium-Family            | \$8,435          | \$12,155         | \$4,675          | \$0              |
| 85                               | 5-205-1005.003                      | Dental Premium-Employee          | \$750            | \$750            | \$575            | \$625            |
|                                  | <b>Total Insurance Expense</b>      |                                  | <b>\$14,470</b>  | <b>\$20,415</b>  | <b>\$16,250</b>  | <b>\$15,637</b>  |
| 85                               | 5-205-1010.001                      | Life Insurance                   | \$120            | \$130            | \$115            | \$130            |
|                                  | <b>Total Life Insurance Expense</b> |                                  | <b>\$120</b>     | <b>\$130</b>     | <b>\$115</b>     | <b>\$130</b>     |
| 85                               | 5-205-1015.001                      | Lagers-General                   | \$8,300          | \$9,065          | \$6,000          | \$9,285          |
| 85                               | 5-205-1015.004                      | Deferred Comp-Employer           | \$1,300          | \$1,300          | \$250            | \$650            |
|                                  | <b>Total Retirement Expense</b>     |                                  | <b>\$9,600</b>   | <b>\$10,365</b>  | <b>\$6,250</b>   | <b>\$9,935</b>   |
| 85                               | 5-205-1020.001                      | FICA-Employer                    | \$5,200          | \$5,590          | \$4,500          | \$5,620          |
| 85                               | 5-205-1020.002                      | Medicare-Employer                | \$1,220          | \$1,310          | \$1,050          | \$1,315          |
| 85                               | 5-205-1020.003                      | Unemployment Compensation        | \$840            | \$905            | \$750            | \$910            |
| 85                               | 5-205-1020.004                      | Workman's Compensation           | \$7,016          | \$2,946          | \$2,946          | \$2,946          |
|                                  | <b>Total Payroll Taxes Expense</b>  |                                  | <b>\$14,276</b>  | <b>\$10,751</b>  | <b>\$9,246</b>   | <b>\$10,791</b>  |
| 85                               | 5-205-1025.001                      | Employee-Uniforms                | \$2,200          | \$2,200          | \$2,200          | \$2,200          |
| 85                               | 5-205-1025.002                      | Employee-Dues/License/Membership | \$1,000          | \$500            | \$100            | \$100            |
| 85                               | 5-205-1025.005                      | Employee-Training                | \$1,000          | \$500            | \$100            | \$250            |
|                                  | <b>Total Employee Expense</b>       |                                  | <b>\$4,200</b>   | <b>\$3,200</b>   | <b>\$2,400</b>   | <b>\$2,550</b>   |
|                                  | <b>Total Personnel Expense</b>      |                                  | <b>\$120,141</b> | <b>\$134,956</b> | <b>\$115,406</b> | <b>\$129,643</b> |
| 85                               | 5-205-5015.001                      | Utilities-Cell Phones            | \$850            | \$400            | \$400            | \$400            |
| 85                               | 5-200-5020.002                      | Utilities-Internet Mobile        | \$165            | \$500            | \$500            | \$500            |
|                                  | <b>Total Utilities Expense</b>      |                                  | <b>\$1,015</b>   | <b>\$900</b>     | <b>\$900</b>     | <b>\$900</b>     |
| 85                               | 5-205-6000.007                      | Prof Services-Toxicology Testing | \$150            | \$150            | \$50             | \$150            |

| Waste Water-Maintenance Expenses |  |                                      | FY17            | FY18            | FY18             | FY19            |
|----------------------------------|--|--------------------------------------|-----------------|-----------------|------------------|-----------------|
| Fund                             | Account  | Account Name                         | Budget          | Budget          | Estimated Ending | Proposed        |
| 85                               | 5-205-6000.008                                     | Prof Services-MSHP Background Chk    | \$150           | \$150           | \$50             | \$150           |
|                                  | <b>Total General Professional Service Expenses</b> |                                      | <b>\$300</b>    | <b>\$300</b>    | <b>\$100</b>     | <b>\$300</b>    |
| 85                               | 5-205-6005.001                                     | Insurance-Vehicle                    | \$318           | \$330           | \$330            | \$340           |
| 85                               | 5-205-6005.002                                     | Insurance-Equipment                  | \$574           | \$590           | \$590            | \$605           |
|                                  | <b>Total Insurance Expense</b>                     |                                      | <b>\$892</b>    | <b>\$920</b>    | <b>\$920</b>     | <b>\$945</b>    |
| 85                               | 5-205-6010.003                                     | Advertising-Print                    | \$150           | \$150           | \$50             | \$100           |
|                                  | <b>Total Software Expense</b>                      |                                      | <b>\$150</b>    | <b>\$150</b>    | <b>\$50</b>      | <b>\$100</b>    |
|                                  | <b>Total Professional Service Expense</b>          |                                      | <b>\$1,342</b>  | <b>\$1,370</b>  | <b>\$1,070</b>   | <b>\$1,345</b>  |
| 85                               | 5-205-7000.001                                     | Supplies-Operational                 | \$100           | \$100           | \$100            | \$100           |
| 85                               | 5-205-7000.004                                     | Supplies-Small Tools                 | \$2,000         | \$1,000         | \$1,000          | \$1,000         |
| 85                               | 5-205-7005.003                                     | Supplies-Postage                     | \$15            | \$0             | \$0              | \$0             |
|                                  | <b>Total General Supplies Expense</b>              |                                      | <b>\$2,115</b>  | <b>\$1,100</b>  | <b>\$1,100</b>   | <b>\$1,100</b>  |
| 85                               | 5-205-7015.004                                     | Supplies-Safety                      | \$3,000         | \$3,000         | \$3,000          | \$3,000         |
|                                  | <b>Total Medical and Safety Supplies Expense</b>   |                                      | <b>\$3,000</b>  | <b>\$3,000</b>  | <b>\$3,000</b>   | <b>\$3,000</b>  |
|                                  | <b>Total Supplies Expense</b>                      |                                      | <b>\$5,115</b>  | <b>\$4,100</b>  | <b>\$4,100</b>   | <b>\$4,100</b>  |
| 85                               | 5-205-7500.001                                     | Materials-Asphalt                    | \$7,500         | \$17,500        | \$10,000         | \$7,500         |
| 85                               | 5-205-7500.002                                     | Materials-Rock                       | \$2,500         | \$8,000         | \$3,000          | \$3,000         |
| 85                               | 5-205-7500.003                                     | Materials-Concrete                   | \$4,685         | \$3,000         | \$1,000          | \$2,000         |
| 85                               | 5-205-7500.004                                     | Materials-Landscaping                | \$1,500         | \$1,500         | \$1,000          | \$1,500         |
| 85                               | 5-205-7505.002                                     | Materials-Pipe-PVC                   | \$3,000         | \$2,500         | \$500            | \$2,000         |
| 85                               | 5-205-7505.003                                     | Materials-Pipe-Misc.                 | \$1,500         | \$1,500         | \$500            | \$1,500         |
| 85                               | 5-205-7505.006                                     | Materials-Precast                    | \$7,500         | \$7,500         | \$7,500          | \$7,500         |
| 85                               | 5-205-7510.003                                     | Materials-Fittings                   | \$6,000         | \$6,000         | \$5,000          | \$5,000         |
| 85                               | 5-205-7525.001                                     | Materials-Infrastructure Maintenance | \$6,000         | \$6,000         | \$1,500          | \$3,000         |
|                                  | <b>Total Material Expense</b>                      |                                      | <b>\$40,185</b> | <b>\$53,500</b> | <b>\$30,000</b>  | <b>\$33,000</b> |
| 85                               | 5-205-8300.001                                     | Equipment-Repair                     | \$8,800         | \$7,500         | \$3,500          | \$5,000         |
| 85                               | 5-205-8300.002                                     | Equipment-Maintenance                | \$9,000         | \$7,500         | \$3,000          | \$5,000         |
| 85                               | 5-205-8300.005                                     | Equipment-Fuel                       | \$4,585         | \$11,000        | \$0              | \$11,000        |
| 85                               | 5-205-8300.006                                     | Equipment-Rental                     | \$1,000         | \$5,000         | \$2,500          | \$2,500         |

| Waste Water-Maintenance Expenses |  |                     | FY17      | FY18      | FY18             | FY19      |
|----------------------------------|--|---------------------|-----------|-----------|------------------|-----------|
| Fund                             | Account  | Account Name        | Budget    | Budget    | Estimated Ending | Proposed  |
|                                  | <b>Total Machinery and Equipment Expense</b>       |                     | \$23,385  | \$31,000  | \$9,000          | \$23,500  |
| 85                               | 5-205-8600.001                                     | Vehicle-Repair      | \$1,000   | \$500     | \$500            | \$500     |
| 85                               | 5-205-8600.002                                     | Vehicle-Maintenance | \$2,000   | \$1,000   | \$750            | \$1,000   |
| 85                               | 5-205-8600.005                                     | Vehicle-Fuel        | \$4,000   | \$3,000   | \$7,000          | \$7,000   |
|                                  | <b>Total Vehicle Expense</b>                       |                     | \$7,000   | \$4,500   | \$8,250          | \$8,500   |
|                                  | <b>Total Tools, Machinery, and Vehicle Expense</b> |                     | \$30,385  | \$35,500  | \$17,250         | \$32,000  |
|                                  | <b>Total Waste Water-Maintenance Expense</b>       |                     | \$198,183 | \$230,326 | \$168,726        | \$200,988 |

## Inflow & Infiltration

This division manages the expenses of the cleaning and inspections throughout the 120 miles of wastewater lines in the collection system which is broke down into 12 watershed basins. Inspections include manhole, smoke testing, flow metering, dye testing, GIS data collection, new construction performance testing pipeline video inspection and operation and maintenance of the 41 lift stations.

Fiscal Year 2017-2018 Accomplishments:

Completion of the sanitary sewer evaluation study for the Goodwin Hollow watershed. Completion of Goodwin Hollow Watershed number two (GH02) rehabilitation plan.

Fiscal Year 2019 Goals:

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

Previous Years' Goals:

- I. Maintain, identify and improve the efficiency of collecting inspection data for manholes.  
Status: On-going, created a fillable form.
- II. Reduce the number of wastewater backup service calls.  
Status: On-going, some lines have been rehabilitated.

| Waste Water-Inflow and Infiltration Expenses |                |                         | FY17             | FY18             | FY18             | FY19             |
|--|----------------|-------------------------|------------------|------------------|------------------|------------------|
| Fund   | Account        | Account Name            | Budget           | Budget           | Estimated Ending | Proposed         |
| 85   | 5-215-1000.001 | Fulltime Salary         | \$164,540        | \$189,250        | \$189,250        | \$194,010        |
| 85   | 5-215-1000.002 | Part Time Salary        | \$18,220         | \$18,830         | \$3,500          | \$21,121         |
| 85   | 5-215-1000.004 | On Call                 | \$4,700          | \$6,370          | \$6,370          | \$6,542          |
| 85   | 5-215-1000.005 | Fulltime Overtime       | \$3,780          | \$6,945          | \$6,945          | \$7,038          |
| 85   | 5-215-1000.006 | Part Time Overtime      | \$1,260          | \$530            | \$100            | \$594            |
| <b>Total Salaries Expense</b>                |                |                         | <b>\$192,500</b> | <b>\$221,925</b> | <b>\$206,165</b> | <b>\$229,305</b> |
| 85   | 5-215-1005.001 | Health Premium-Employee | \$2,850          | \$7,510          | \$7,510          | \$7,506          |
| 85   | 5-215-1005.002 | Health Premium-Family   | \$37,170         | \$50,860         | \$53,800         | \$56,418         |
| 85   | 5-215-1005.003 | Dental Premium-Employee | \$1,500          | \$1,500          | \$1,500          | \$1,550          |
| <b>Total Insurance Expense</b>               |                |                         | <b>\$41,520</b>  | <b>\$59,870</b>  | <b>\$62,810</b>  | <b>\$65,474</b>  |
| 85   | 5-215-1010.001 | Life Insurance          | \$300            | \$315            | \$315            | \$315            |

| Waste Water-Inflow and Infiltration Expenses |   |                                      | FY17             | FY18             | FY18             | FY19             |
|--|---|--------------------------------------|------------------|------------------|------------------|------------------|
| Fund   | Account   | Account Name                         | Budget           | Budget           | Estimated Ending | Proposed         |
|  | <b>Total Life Insurance Expense</b>               |                                      | <b>\$300</b>     | <b>\$315</b>     | <b>\$315</b>     | <b>\$315</b>     |
| 85   | 5-215-1015.001                                    | Lagers-General                       | \$19,362         | \$26,333         | \$26,610         | \$27,609         |
| 85   | 5-215-1015.004                                    | Deferred Comp-Employer               | \$3,250          | \$3,250          | \$2,000          | \$2,600          |
|  | <b>Total Retirement Expenses</b>                  |                                      | <b>\$22,612</b>  | <b>\$29,583</b>  | <b>\$28,610</b>  | <b>\$30,209</b>  |
| 85   | 5-215-1020.001                                    | FICA-Employer                        | \$13,210         | \$13,760         | \$12,000         | \$14,220         |
| 85   | 5-215-1020.002                                    | Medicare-Employer                    | \$3,090          | \$3,220          | \$2,800          | \$3,325          |
| 85   | 5-215-1020.003                                    | Unemployment Compensation            | \$2,130          | \$2,220          | \$2,065          | \$2,295          |
| 85   | 5-215-1020.004                                    | Workmans Compensation                | \$7,016          | \$2,945          | \$3,085          | \$2,945          |
|  | <b>Total Payroll Taxes Expense</b>                |                                      | <b>\$25,446</b>  | <b>\$22,145</b>  | <b>\$19,950</b>  | <b>\$22,785</b>  |
| 85   | 5-215-1025.001                                    | Employee-Uniforms                    | \$5,500          | \$5,500          | \$4,000          | \$5,500          |
| 85   | 5-215-1025.002                                    | Employee-Dues/License/Membership     | \$500            | \$500            | \$500            | \$500            |
| 85   | 5-215-1025.005                                    | Employee-Training                    | \$3,500          | \$3,500          | \$1,500          | \$3,500          |
| 85   | 5-215-1025.009                                    | Employee-Tuition Assistance          | \$500            | \$0              | \$0              | \$0              |
|  | <b>Total Employee Expense</b>                     |                                      | <b>\$10,000</b>  | <b>\$9,500</b>   | <b>\$6,000</b>   | <b>\$9,500</b>   |
|  | <b>Total Personnel Expense</b>                    |                                      | <b>\$292,378</b> | <b>\$343,338</b> | <b>\$323,850</b> | <b>\$357,589</b> |
| 85   | 5-215-5015.001                                    | Utilities-Cell Phones                | \$150            | \$750            | \$750            | \$750            |
| 85   | 5-215-5020.002                                    | Utilities-Internet Mobile            | \$0              | \$1,000          | \$1,000          | \$1,000          |
|  | <b>Total Utilities Expenses</b>                   |                                      | <b>\$150</b>     | <b>\$1,750</b>   | <b>\$1,750</b>   | <b>\$1,750</b>   |
| 85   | 5-215-6000.001                                    | Prof Services-Legal                  | \$1,000          | \$5,000          | \$0              | \$5,000          |
| 85   | 5-215-6000.002                                    | Prof Services-Engineering            | \$1,000          | \$5,000          | \$0              | \$5,000          |
| 85   | 5-215-6000.007                                    | Prof Services-Toxicology Testing     | \$400            | \$400            | \$100            | \$400            |
| 85   | 5-215-6000.008                                    | Prof Services-MSHP Background Checks | \$100            | \$100            | \$100            | \$100            |
| 85   | 5-215-6000.015                                    | Prof Services-Service Contracts      | \$1,000          | \$5,000          | \$5,000          | \$5,000          |
|  | <b>Total General Professional Service Expense</b> |                                      | <b>\$3,500</b>   | <b>\$15,500</b>  | <b>\$5,200</b>   | <b>\$15,500</b>  |
| 85   | 5-215-6005.001                                    | Insurance-Vehicle                    | \$9,543          | \$8,330          | \$11,852         | \$12,090         |
| 85   | 5-215-6005.002                                    | Insurance-Equipment                  | \$205            | \$110            | \$110            | \$115            |
|  | <b>Total Insurance Expense</b>                    |                                      | <b>\$9,748</b>   | <b>\$8,440</b>   | <b>\$11,962</b>  | <b>\$12,205</b>  |
| 85   | 5-215-6020-000                                    | Software-Annual Renewal/Maintenance  | \$1,500          | \$1,500          | \$1,500          | \$1,500          |
| 85   | 5-215-6020-002                                    | Software-Upgrade                     | \$0              | \$20,600         | \$0              | \$20,600         |

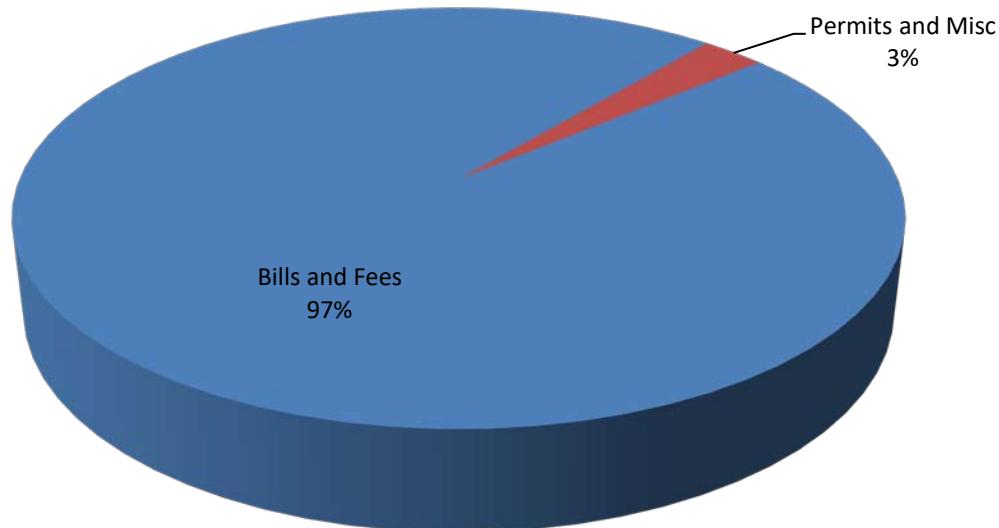
| Waste Water-Inflow and Infiltration Expenses |  |                                      | FY17               | FY18               | FY18               | FY19               |
|--|--|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund   | Account  | Account Name                         | Budget             | Budget             | Estimated Ending   | Proposed           |
|  | <b>Total Software Expense</b>                            |                                      | <b>\$1,500</b>     | <b>\$22,100</b>    | <b>\$1,500</b>     | <b>\$22,100</b>    |
|  | <b>Total Professional Service Expense</b>                |                                      | <b>\$14,748</b>    | <b>\$46,040</b>    | <b>\$18,662</b>    | <b>\$49,805</b>    |
| 85   | 5-215-7000.001   | Supplies-Operational                 | \$300              | \$500              | \$500              | \$500              |
| 85   | 5-215-7000.004   | Supplies-Small Tools                 | \$1,000            | \$1,000            | \$1,000            | \$1,000            |
| 85   | 5-215-7005.003   | Supplies-Postage                     | \$1,500            | \$1,000            | \$250              | \$500              |
|  | <b>Total General Office Supplies Expense</b>             |                                      | <b>\$2,800</b>     | <b>\$2,500</b>     | <b>\$1,750</b>     | <b>\$2,000</b>     |
| 85   | 5-215-7015.004   | Supplies-Safety                      | \$2,800            | \$2,800            | \$2,800            | \$2,000            |
|  | <b>Total Medical and Safety Supplies Expense</b>         |                                      | <b>\$2,800</b>     | <b>\$2,800</b>     | <b>\$2,800</b>     | <b>\$2,000</b>     |
|  | <b>Total Supplies Expense</b>                            |                                      | <b>\$5,600</b>     | <b>\$5,300</b>     | <b>\$4,550</b>     | <b>\$4,000</b>     |
| 85   | 5-215-7510.001   | Materials-Paint                      | \$500              | \$500              | \$200              | \$500              |
| 85   | 5-215-7510.003   | Materials-Fittings                   | \$500              | \$500              | \$500              | \$500              |
| 85   | 5-215-7510.004   | Materials-Hardware                   | \$7,500            | \$7,500            | \$7,500            | \$7,500            |
| 85   | 5-215-7510.005   | Materials-Fixtures                   | \$35,000           | \$10,000           | \$10,000           | \$10,000           |
| 85   | 5-215-7510.006   | Materials-Wire                       | \$750              | \$750              | \$500              | \$750              |
| 85   | 5-215-7525.001   | Materials-Infrastructure Maintenance | \$7,500            | \$7,500            | \$7,500            | \$7,500            |
|  | <b>Total Material Expense</b>                            |                                      | <b>\$51,750</b>    | <b>\$26,750</b>    | <b>\$26,200</b>    | <b>\$26,750</b>    |
| 85   | 5-215-8300.001   | Equipment-Repair                     | \$3,000            | \$7,500            | \$7,500            | \$7,500            |
| 85   | 5-215-8300.002   | Equipment-Maintenance                | \$4,000            | \$4,000            | \$4,000            | \$4,000            |
| 85   | 5-215-8300.006   | Equipment-Rental                     | \$4,000            | \$4,000            | \$1,000            | \$2,000            |
|  | <b>Total Machinery and Equipment Expense</b>             |                                      | <b>\$11,000</b>    | <b>\$15,500</b>    | <b>\$12,500</b>    | <b>\$13,500</b>    |
| 85   | 5-215-8600.001   | Vehicle-Repair                       | \$5,000            | \$4,000            | \$1,000            | \$2,000            |
| 85   | 5-215-8600.002   | Vehicle-Maintenance                  | \$6,000            | \$8,000            | \$5,000            | \$5,000            |
| 85   | 5-215-8600.005   | Vehicle-Fuel                         | \$17,000           | \$17,000           | \$12,000           | \$17,000           |
|  | <b>Total Vehicle Expense</b>                             |                                      | <b>\$28,000</b>    | <b>\$29,000</b>    | <b>\$18,000</b>    | <b>\$24,000</b>    |
|  | <b>Total Tools, Machinery, and Vehicle Expense</b>       |                                      | <b>\$39,000</b>    | <b>\$44,500</b>    | <b>\$30,500</b>    | <b>\$37,500</b>    |
|  | <b>Total Waste Water-Inflow and Infiltration Expense</b> |                                      | <b>\$403,626</b>   | <b>\$467,678</b>   | <b>\$405,512</b>   | <b>\$477,394</b>   |
|  | <b>Total Waste Water Fund Expense</b>                    |                                      | <b>\$4,758,550</b> | <b>\$3,919,528</b> | <b>\$2,585,510</b> | <b>\$4,701,524</b> |

## Water

The City water distribution system is made up of approximately 120 miles of distribution lines ranging from 6" to 12" in size, 1,685 water valves and 1,275 fire hydrants. The City operates 7 deep wells, 2 booster pump stations, and 5 elevated water towers. The city provides water to most customers within the city limits.

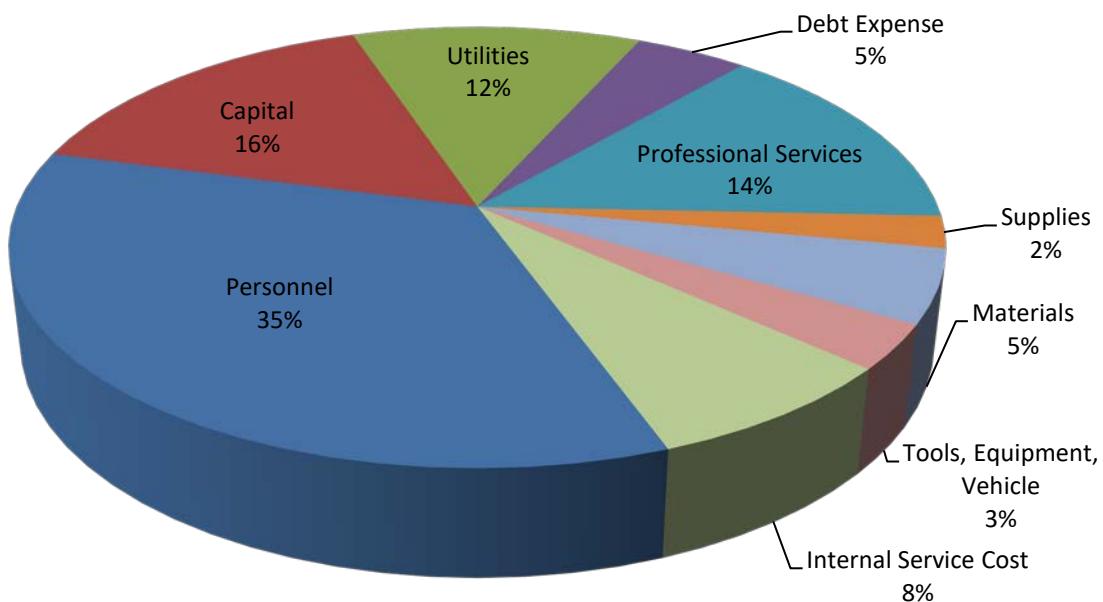
### Water Funds Available by Category

**\$1,841,100**



### Water Expense by Category

**\$2,045,405**



Fiscal Year 2017-2018 Accomplishments:

Glencastle Water Tower piping modifications to achieve the recommended chlorine contact time identified in the Department of Natural Resources water system inspection. Installation of chlorine leak detectors in the wells.

Installation completed of 4,500 water meters with new automated meters. The installation of the water meters will result in reduction of personal and maintenance costs, improve water system management, and enhance customer service. Additional benefits would be realized in decreased water losses from leaks and older meters.

Fiscal Year 2019 Goals:

I. **Goal:** Water System Hydraulic Model and Master Plan.

**Strategy:** Contract with an engineering firm to develop a hydraulic model to identify deficiencies within the system and provide us with a master plan for capital improvement planning.

**Budgetary Factor:** Availability of capital funds.

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

**Strategy:** Implement a systematic hydrant flushing program in conjunction with inspection and exercising critical water valves.

**Budgetary Factor:** None.

Performance Measurements:

| Performance Measures     | 2014 | 2015 | 2016 | 2017 | 2018<br>Estimated | 2019<br>Projected |
|--------------------------|------|------|------|------|-------------------|-------------------|
| Meter Change out         | 118  | 136  | 1797 | 3788 | 780               | 0                 |
| Meter Repairs            | 2    | 8    | 8    | 34   | 40                | 20                |
| Valve Exercising         | 105  | 100  | 50   | 0    | 50                | 400               |
| Monthly Hydrant Flushing | 13   | 11   | 10   | 21   | 21                | 21                |
| Hydrant Repairs          | 7    | 22   | 30   | 25   | 30                | 40                |
| One Call Locates         | 1437 | 1329 | 1340 | 1461 | 1450              | 1450              |
| Water Leak Repairs       | 77   | 72   | 88   | 70   | 80                | 80                |
| Complaint Calls          | 142  | 164  | 232  | 250  | 300               | 300               |

Previous Years' Goals:

I. Eliminate the need to estimate water meters due to inclement weather or high ground water conditions.

Status: Completed

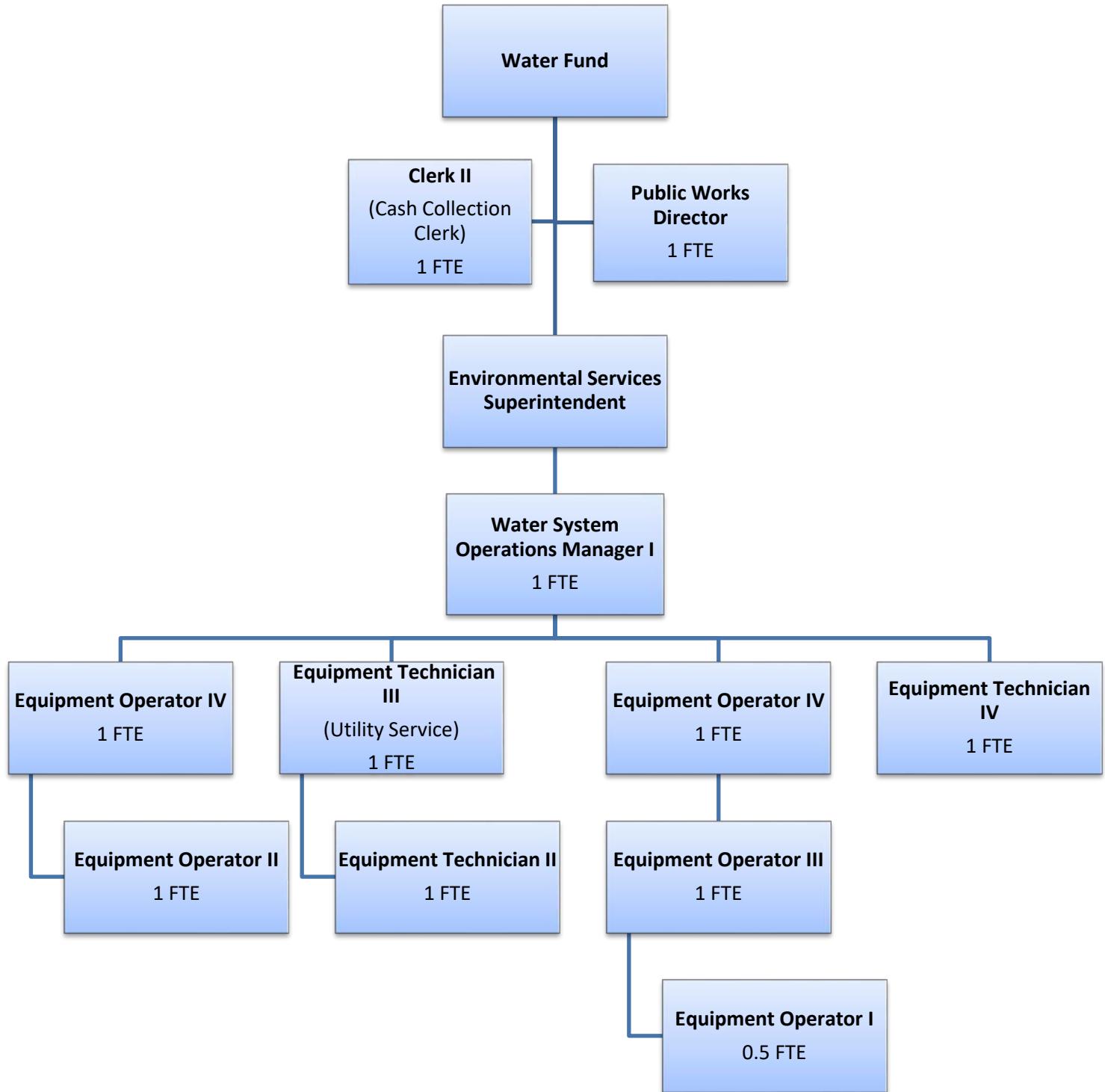
II. Improve customer satisfaction and increase system reliability

Status: On-going

## Water Fund Revenue and Expense by Category

| Water Fund                     | 2017 Actuals       | 2018 Budget        | 2018 Estimated     | 2019 Proposed      |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                |                    |                    |                    |                    |
| Taxes                          | \$0                | \$0                | \$0                | \$0                |
| Franchise Fees                 | \$0                | \$0                | \$0                | \$0                |
| PILOTs                         | \$0                | \$0                | \$0                | \$0                |
| Intergovernmental              | \$0                | \$0                | \$0                | \$0                |
| Service Charges                | \$1,751,727        | \$1,937,000        | \$1,785,100        | \$1,783,000        |
| Rentals                        | \$0                | \$0                | \$0                | \$0                |
| Licenses and Permits           | \$27,500           | \$25,000           | \$40,000           | \$50,000           |
| Fines                          | \$0                | \$0                | \$0                | \$0                |
| Benefit Revenue                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$71,195           | \$2,200            | \$8,575            | \$8,100            |
| Internal Service Revenue       | \$0                | \$0                | \$0                | \$0                |
| <b>Total Revenues</b>          | <b>\$1,850,423</b> | <b>\$1,964,200</b> | <b>\$1,833,675</b> | <b>\$1,841,100</b> |
| <b>Expenses</b>                |                    |                    |                    |                    |
| Personnel                      | \$651,792          | \$676,289          | \$672,149          | \$710,767          |
| Capital                        | \$1,044,562        | \$562,881          | \$578,881          | \$320,871          |
| Debt                           | \$55,415           | \$68,600           | \$53,600           | \$94,395           |
| Grants                         | \$0                | \$0                | \$0                | \$0                |
| Utilities                      | \$219,891          | \$224,100          | \$243,545          | \$243,850          |
| Professional Services          | \$173,056          | \$253,485          | \$228,162          | \$292,565          |
| Supplies and Materials         | \$154,328          | \$212,000          | \$134,703          | \$157,750          |
| Tools, Equipment, and Vehicles | \$79,195           | \$86,300           | \$50,500           | \$66,800           |
| Benefit Expense                | \$0                | \$0                | \$0                | \$0                |
| Other                          | \$0                | \$0                | \$0                | \$0                |
| Internal Service Expense       | \$122,631          | \$143,035          | \$110,000          | \$158,407          |
| <b>Total Expenses</b>          | <b>\$2,500,871</b> | <b>\$2,226,691</b> | <b>\$2,071,540</b> | <b>\$2,045,405</b> |

## Water Organizational Chart



| Water-Operating Revenue                                       |                |                         | FY17               | FY18               | FY18               | FY19               |
|---|----------------|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund  | Account        | Account Name            | Budget             | Budget             | Estimated Ending   | Proposed           |
| 87  | 4-200-3000.011 | Turn On Fees            | \$14,000           | \$14,000           | \$14,000           | \$14,000           |
| 87  | 4-200-3000.012 | Customer Billing        | \$1,780,000        | \$1,850,000        | \$1,700,000        | \$1,700,000        |
| 87  | 4-200-3000.013 | Penalties               | \$25,000           | \$25,000           | \$20,000           | \$20,000           |
| 87  | 4-200-3000.016 | Facility Impact         | \$5,000            | \$20,000           | \$22,100           | \$20,000           |
| 87  | 4-200-3000.020 | Lease Agreements-Towers | \$20,000           | \$28,000           | \$29,000           | \$29,000           |
| <b>Total Service Charges and Fees Revenue</b>                 |                |                         | <b>\$1,844,000</b> | <b>\$1,937,000</b> | <b>\$1,785,100</b> | <b>\$1,783,000</b> |
| 87  | 4-200-3010.001 | Misc.-Bond Proceeds     | \$0                | \$0                | \$5,000            | \$5,000            |
| 87  | 4-200-3010.004 | Misc.-Investment Income | \$1,200            | \$1,200            | \$2,500            | \$2,500            |
| 87  | 4-200-3010.006 | Misc.-Miscellaneous     | \$1,000            | \$1,000            | \$1,000            | \$500              |
| 87  | 4-200-3010.012 | Misc.-Purchasing Card   | \$0                | \$0                | \$75               | \$100              |
| <b>Total Miscellaneous Revenue</b>                            |                |                         | <b>\$2,200</b>     | <b>\$2,200</b>     | <b>\$8,575</b>     | <b>\$8,100</b>     |
| <b>Total Service Charges, Fees, and Miscellaneous Revenue</b> |                |                         | <b>\$1,846,200</b> | <b>\$1,939,200</b> | <b>\$1,793,675</b> | <b>\$1,791,100</b> |
| 87  | 4-200-4005.003 | Permits-Water           | \$15,000           | \$25,000           | \$40,000           | \$50,000           |
| <b>Total Permits Revenue</b>                                  |                |                         | <b>\$15,000</b>    | <b>\$25,000</b>    | <b>\$40,000</b>    | <b>\$50,000</b>    |
| <b>Total Water-Operating Revenue</b>                          |                |                         | <b>\$1,861,200</b> | <b>\$1,964,200</b> | <b>\$1,833,675</b> | <b>\$1,841,100</b> |

| Water-Operating Expenses            |                |                                  | FY17             | FY18             | FY18             | FY19             |
|-------------------------------------|----------------|----------------------------------|------------------|------------------|------------------|------------------|
| Fund                                | Account        | Account Name                     | Budget           | Budget           | Estimated Ending | Proposed         |
| 87                                  | 5-200-1000.001 | Fulltime Salary                  | \$255,010        | \$261,685        | \$250,000        | \$270,627        |
| 87                                  | 5-200-1000.002 | Part Time Salary                 | \$41,750         | \$0              | \$0              | \$0              |
| 87                                  | 5-200-1000.004 | On Call                          | \$4,630          | \$5,725          | \$5,725          | \$5,918          |
| 87                                  | 5-200-1000.005 | Fulltime Overtime                | \$11,250         | \$6,165          | \$7,000          | \$7,939          |
| 87                                  | 5-200-1000.006 | Part Time Overtime               | \$1,500          | \$0              | \$0              | \$0              |
| <b>Total Salaries Expense</b>       |                |                                  | <b>\$314,140</b> | <b>\$273,575</b> | <b>\$262,725</b> | <b>\$284,483</b> |
| 87                                  | 5-200-1005.001 | Health Premium-Employee          | \$3,060          | \$0              | \$3,200          | \$7,506          |
| 87                                  | 5-200-1005.002 | Health Premium-Family            | \$45,700         | \$50,860         | \$59,100         | \$51,246         |
| 87                                  | 5-200-1005.003 | Dental Premium-Employee          | \$1,675          | \$1,200          | \$1,550          | \$1,820          |
| 87                                  | 5-200-1005.004 | Dental Premium-Family            | \$600            | \$600            | \$0              | \$600            |
| <b>Total Insurance Expense</b>      |                |                                  | <b>\$51,035</b>  | <b>\$52,660</b>  | <b>\$63,850</b>  | <b>\$61,172</b>  |
| 87                                  | 5-200-1010.001 | Life Insurance                   | \$360            | \$380            | \$380            | \$380            |
| <b>Total Life Insurance Expense</b> |                |                                  | <b>\$360</b>     | <b>\$380</b>     | <b>\$380</b>     | <b>\$380</b>     |
| 87                                  | 5-200-1015.001 | Lagers-General                   | \$28,350         | \$35,565         | \$32,000         | \$37,840         |
| 87                                  | 5-200-1015.004 | Deferred Comp-Employer           | \$3,900          | \$3,900          | \$2,200          | \$3,900          |
| <b>Total Retirement Expense</b>     |                |                                  | <b>\$32,250</b>  | <b>\$39,465</b>  | <b>\$34,200</b>  | <b>\$41,740</b>  |
| 87                                  | 5-200-1020.001 | FICA-Employer                    | \$18,480         | \$16,965         | \$15,750         | \$17,640         |
| 87                                  | 5-200-1020.002 | Medicare-Employer                | \$4,320          | \$3,970          | \$3,650          | \$4,130          |
| 87                                  | 5-200-1020.003 | Unemployment Compensation        | \$3,080          | \$2,740          | \$2,685          | \$2,845          |
| 87                                  | 5-200-1020.004 | Workman's Compensation           | \$8,505          | \$7,881          | \$7,881          | \$7,881          |
| <b>Total Payroll Taxes Expense</b>  |                |                                  | <b>\$34,385</b>  | <b>\$31,556</b>  | <b>\$29,966</b>  | <b>\$32,496</b>  |
| 87                                  | 5-200-1025.001 | Employee-Uniforms                | \$4,100          | \$4,100          | \$3,000          | \$3,850          |
| 87                                  | 5-200-1025.002 | Employee-Dues/License/Membership | \$500            | \$500            | \$250            | \$500            |

| Water-Operating Expenses |   |                                      | FY17               | FY18             | FY18             | FY19             |
|--------------------------|---|--------------------------------------|--------------------|------------------|------------------|------------------|
| Fund                     | Account   | Account Name                         | Budget             | Budget           | Estimated Ending | Proposed         |
| 87                       | 5-200-1025.004                                    | Employee-Travel/Hotel                | \$1,200            | \$1,200          | \$1,200          | \$1,500          |
| 87                       | 5-200-1025.005                                    | Employee-Training                    | \$3,000            | \$3,000          | \$3,000          | \$3,000          |
| 87                       | 5-200-1025.007                                    | Employee-Bonds                       | \$175              | \$200            | \$200            | \$200            |
|                          | <b>Total Employee Expense</b>                     |                                      | <b>\$8,975</b>     | <b>\$9,000</b>   | <b>\$7,650</b>   | <b>\$9,050</b>   |
|                          | <b>Total Personnel Expense</b>                    |                                      | <b>\$441,145</b>   | <b>\$406,636</b> | <b>\$398,771</b> | <b>\$429,321</b> |
| 87                       | 5-200-2005.000                                    | Capital Exp-Land and Improvement     | \$60,000           | \$99,000         | \$75,000         | \$165,000        |
| 87                       | 5-200-2010.000                                    | Capital Exp-Building and Improvement | \$30,000           | \$50,000         | \$90,000         | \$75,000         |
| 87                       | 5-200-2015.00                                     | Capital Exp-Furniture and Fixtures   | \$0                | \$0              | \$0              | \$5,000          |
| 87                       | 5-200-2020.000                                    | Capital Exp-Machinery and Equipment  | \$877,915          | \$413,881        | \$413,881        | \$45,871         |
| 87                       | 5-200-2025.000                                    | Capital Exp-Vehicles                 | \$43,905           | \$0              | \$0              | \$30,000         |
|                          | <b>Total Capital Expense</b>                      |                                      | <b>\$1,011,820</b> | <b>\$562,881</b> | <b>\$578,881</b> | <b>\$320,871</b> |
| 87                       | 5-200-3005.000                                    | Debt-COPS                            | \$53,600           | \$53,600         | \$53,600         | \$53,600         |
| 87                       | 5-200-3020.000                                    | Debt-Lease Purchase                  | \$0                | \$15,000         | \$0              | \$40,795         |
|                          | <b>Total Debt Expense</b>                         |                                      | <b>\$53,600</b>    | <b>\$68,600</b>  | <b>\$53,600</b>  | <b>\$94,395</b>  |
| 87                       | 5-200-5000.001                                    | Utilities-Electric                   | \$220,000          | \$220,000        | \$240,000        | \$240,000        |
| 87                       | 5-200-5015.001                                    | Utilities-Cell Phones                | \$2,500            | \$1,350          | \$1,045          | \$1,350          |
| 87                       | 5-200-5020.002                                    | Utilities-Internet Mobile            | \$500              | \$1,500          | \$1,500          | \$1,500          |
|                          | <b>Total Utilities Expense</b>                    |                                      | <b>\$223,000</b>   | <b>\$222,850</b> | <b>\$242,545</b> | <b>\$242,850</b> |
| 87                       | 5-200-6000.001                                    | Prof Services-Legal                  | \$5,000            | \$5,000          | \$5,000          | \$5,000          |
| 87                       | 5-200-6000.002                                    | Prof Services-Engineering            | \$12,275           | \$40,000         | \$40,000         | \$0              |
| 87                       | 5-200-6000.003                                    | Prof Services-Surveying              | \$0                | \$2,500          | \$500            | \$500            |
| 87                       | 5-200-6000.007                                    | Prof Services-Toxicology Testing     | \$355              | \$400            | \$200            | \$400            |
| 87                       | 5-200-6000.008                                    | Prof Services-MSHP Background        | \$75               | \$150            | \$75             | \$150            |
| 87                       | 5-200-6000.009                                    | Prof Services-Collection Agency      | \$1,090            | \$2,000          | \$1,000          | \$1,500          |
| 87                       | 5-200-6000.011                                    | Prof Services-Dues and Licenses      | \$7,180            | \$8,500          | \$3,500          | \$8,500          |
| 87                       | 5-200-6000.013                                    | Prof Service-Studies                 | \$0                | \$0              | \$0              | \$104,500        |
| 87                       | 5-200-6000.015                                    | Prof Services-Service Contracts      | \$11,300           | \$22,500         | \$15,000         | \$15,000         |
| 87                       | 5-200-6000.016                                    | Prof Service-Taxes and Fees          | \$24,770           | \$26,000         | \$26,000         | \$26,000         |
| 87                       | 5-200-6000.017                                    | Prof Services-PILOT                  | \$89,045           | \$92,500         | \$85,000         | \$85,000         |
| 87                       | 5-200-6000.018                                    | Prof Services-Damage Claims          | \$2,500            | \$2,500          | \$2,500          | \$2,500          |
| 87                       | 5-200-6000.019                                    | Prof Services-Credit Card Fees       | \$3,500            | \$3,500          | \$3,788          | \$4,000          |
|                          | <b>Total General Professional Service Expense</b> |                                      | <b>\$157,090</b>   | <b>\$205,550</b> | <b>\$182,563</b> | <b>\$253,050</b> |
| 87                       | 5-200-6005.001                                    | Insurance-Vehicle                    | \$2,385            | \$2,335          | \$3,080          | \$3,145          |
| 87                       | 5-200-6005.002                                    | Insurance-Equipment                  | \$115              | \$0              | \$116            | \$120            |
| 87                       | 5-200-6005.003                                    | Insurance-Building & Property        | \$8,300            | \$8,550          | \$8,803          | \$8,980          |
| 87                       | 5-200-6005.007                                    | Insurance-City Government            | \$7,015            | \$7,225          | \$4,045          | \$4,130          |
|                          | <b>Total Insurance Expense</b>                    |                                      | <b>\$17,815</b>    | <b>\$18,110</b>  | <b>\$16,044</b>  | <b>\$16,375</b>  |
| 87                       | 5-200-6010.002                                    | Advertising- Employee Recruitment    | \$250              | \$0              | \$100            | \$250            |
| 87                       | 5-200-6010.006                                    | Advertising- Radio                   | \$250              | \$150            | \$75             | \$150            |
|                          | <b>Total Advertising Expense</b>                  |                                      | <b>\$500</b>       | <b>\$150</b>     | <b>\$175</b>     | <b>\$400</b>     |
| 87                       | 5-200-6020.000                                    | Software-Annual Renewal/Maintenance  | \$3,110            | \$7,455          | \$7,455          | \$9,150          |

| Water-Operating Expenses                           |                |                                 | FY17               | FY18               | FY18               | FY19               |
|--|----------------|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund   | Account        | Account Name                    | Budget             | Budget             | Estimated Ending   | Proposed           |
| 87   | 5-200-6020.001 | Software-Purchase               | \$50               | \$13,450           | \$13,450           | \$5,000            |
| 87   | 5-200-6020.003 | Software-Agreement              | \$1,000            | \$2,700            | \$2,700            | \$2,700            |
| <b>Total Software Expense</b>                      |                |                                 | <b>\$4,160</b>     | <b>\$23,605</b>    | <b>\$23,605</b>    | <b>\$16,850</b>    |
| <b>Total Professional Service Expense</b>          |                |                                 | <b>\$179,565</b>   | <b>\$247,415</b>   | <b>\$222,387</b>   | <b>\$286,675</b>   |
| 87   | 5-200-7000.001 | Supplies-Operational            | \$5,070            | \$5,000            | \$5,000            | \$2,500            |
| 87   | 5-200-7000.003 | Supplies-Small Office Equipment | \$1,040            | \$1,000            | \$1,000            | \$1,000            |
| 87   | 5-200-7005.001 | Supplies-Printing               | \$2,485            | \$2,000            | \$2,000            | \$2,500            |
| 87   | 5-200-7005.002 | Supplies-Mailing                | \$2,035            | \$3,500            | \$2,500            | \$2,500            |
| 87   | 5-200-7005.003 | Supplies-Postage                | \$13,275           | \$15,000           | \$12,500           | \$12,500           |
| 87   | 5-200-7005.004 | Supplies-Paper                  | \$500              | \$500              | \$500              | \$500              |
| 87   | 5-200-7005.005 | Supplies-Forms                  | \$1,690            | \$1,000            | \$500              | \$750              |
| 87   | 5-200-7005.006 | Supplies- Promotional           | \$1,500            | \$1,500            | \$1,500            | \$1,500            |
| 87   | 5-200-7010.003 | Supplies-Break Room             | \$3,495            | \$2,500            | \$2,500            | \$2,500            |
| 87   | 5-200-7010.004 | Supplies-Chemicals              | \$13,540           | \$20,000           | \$10,000           | \$15,000           |
| <b>Total General Office Supplies Expense</b>       |                |                                 | <b>\$44,630</b>    | <b>\$52,000</b>    | <b>\$38,000</b>    | <b>\$41,250</b>    |
| 87   | 5-200-7015.004 | Supplies-Safety                 | \$630              | \$2,250            | \$2,250            | \$2,250            |
| <b>Total Medical and Safety Supplies Expense</b>   |                |                                 | <b>\$630</b>       | <b>\$2,250</b>     | <b>\$2,250</b>     | <b>\$2,250</b>     |
| <b>Total Supplies Expense</b>                      |                |                                 | <b>\$45,260</b>    | <b>\$54,250</b>    | <b>\$40,250</b>    | <b>\$43,500</b>    |
| 87   | 5-200-7500.001 | Materials-Asphalt               | \$0                | \$10,000           | \$10,000           | \$0                |
| <b>Total Material Expense</b>                      |                |                                 | <b>\$0</b>         | <b>\$10,000</b>    | <b>\$10,000</b>    | <b>\$0</b>         |
| 87   | 5-200-8000.003 | Tools-Supplies                  | \$3,450            | \$2,300            | \$1,500            | \$2,300            |
| <b>Total Tools and Portable Equipment Expense</b>  |                |                                 | <b>\$3,450</b>     | <b>\$2,300</b>     | <b>\$1,500</b>     | <b>\$2,300</b>     |
| 87   | 5-200-8300.001 | Equipment-Repair                | \$13,125           | \$10,000           | \$4,000            | \$6,000            |
| 87   | 5-200-8300.002 | Equipment-Maintenance           | \$3,000            | \$3,000            | \$1,500            | \$1,500            |
| <b>Total Machinery and Equipment Expense</b>       |                |                                 | <b>\$16,125</b>    | <b>\$13,000</b>    | <b>\$5,500</b>     | <b>\$7,500</b>     |
| 87   | 5-200-8600.001 | Vehicle-Repair                  | \$270              | \$1,000            | \$1,000            | \$1,000            |
| 87   | 5-200-8600.002 | Vehicle-Maintenance             | \$1,275            | \$1,000            | \$2,000            | \$2,000            |
| 87   | 5-200-8600.005 | Vehicle-Fuel                    | \$12,135           | \$12,000           | \$6,000            | \$7,500            |
| <b>Total Vehicle Expense</b>                       |                |                                 | <b>\$13,680</b>    | <b>\$14,000</b>    | <b>\$9,000</b>     | <b>\$10,500</b>    |
| <b>Total Tools, Machinery, and Vehicle Expense</b> |                |                                 | <b>\$33,255</b>    | <b>\$29,300</b>    | <b>\$16,000</b>    | <b>\$20,300</b>    |
| 87   | 5-200-9910.000 | Internal Service-Personnel      | \$130,930          | \$143,035          | \$110,000          | \$158,407          |
| <b>Total Internal Service-Personnel</b>            |                |                                 | <b>\$130,930</b>   | <b>\$143,035</b>   | <b>\$110,000</b>   | <b>\$158,407</b>   |
| <b>Total Internal Service</b>                      |                |                                 | <b>\$130,930</b>   | <b>\$143,035</b>   | <b>\$110,000</b>   | <b>\$158,407</b>   |
| <b>Total Water-Operating Expense</b>               |                |                                 | <b>\$2,118,575</b> | <b>\$1,744,968</b> | <b>\$1,672,434</b> | <b>\$1,596,319</b> |

## Water Maintenance and Distribution System

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

Fiscal Year 2017-2018 Accomplishments:

Replacement of the water main on Catherine Street. Relocated 5 water services at Smith and Bluebird. Installation of water line at Cowan and Hwy 32.

Fiscal Year 2019 Goals:

- I. **Goal:** Manage and decrease distribution system water loss.

**Strategy:** Replacement of the master meters in seven water wells to assure accurate production metering and continue replacement of aged water meters with more precise automated meters.

**Budgetary Factor:** Availability of capital funds.

- II. **Goal:** Increase system reliability

**Strategy:** Rehabilitate or replace water valves and fire hydrants identified as deficient through flushing and valve exercising program.

**Budgetary Factor:** Availability of funds.

Previous Years' Goals:

- I. **Goal:** Manage and decrease distribution system water loss.

**Status:** On-going.

- II. **Goal:** Increase system reliability.

**Status:** On-going.

| Water-Maintenance Expenses |                                |                         | FY17             | FY18             | FY18             | FY19             |
|----------------------------|--------------------------------|-------------------------|------------------|------------------|------------------|------------------|
| Fund                       | Account                        | Account Name            | Budget           | Budget           | Estimated Ending | Proposed         |
| 87                         | 5-205-1000.001                 | Fulltime Salary         | \$125,720        | \$134,770        | \$134,770        | \$137,770        |
| 87                         | 5-205-1000.002                 | Part Time Salary        | \$19,350         | \$19,990         | \$18,000         | \$19,788         |
| 87                         | 5-205-1000.004                 | On Call                 | \$5,080          | \$5,185          | \$5,185          | \$5,299          |
| 87                         | 5-205-1000.005                 | Fulltime Overtime       | \$13,780         | \$20,910         | \$18,000         | \$19,230         |
| 87                         | 5-205-1000.006                 | Part Time Overtime      | \$200            | \$405            | \$405            | \$396            |
|                            | <b>Total Salaries Expense</b>  |                         | <b>\$164,130</b> | <b>\$181,260</b> | <b>\$176,360</b> | <b>\$182,483</b> |
| 87                         | 5-205-1005.001                 | Health Premium-Employee | \$11,350         | \$15,795         | \$15,795         | \$15,792         |
| 87                         | 5-205-1005.002                 | Health Premium-Family   | \$17,800         | \$17,715         | \$28,210         | \$28,209         |
| 87                         | 5-205-1005.003                 | Dental Premium-Employee | \$1,300          | \$1,300          | \$1,205          | \$1,250          |
|                            | <b>Total Insurance Expense</b> |                         | <b>\$30,450</b>  | <b>\$34,810</b>  | <b>\$45,210</b>  | <b>\$45,251</b>  |

| Water-Maintenance Expenses |  |                                      | FY17             | FY18             | FY18             | FY19             |
|----------------------------|--|--------------------------------------|------------------|------------------|------------------|------------------|
| Fund                       | Account  | Account Name                         | Budget           | Budget           | Estimated Ending | Proposed         |
| 87                         | 5-205-1010.001                                     | Life Insurance                       | \$300            | \$255            | \$255            | \$255            |
|                            | <b>Total Life Insurance Expense</b>                |                                      | <b>\$300</b>     | <b>\$255</b>     | <b>\$255</b>     | <b>\$255</b>     |
| 87                         | 5-205-1015.001                                     | Lagers-General                       | \$18,310         | \$20,912         | \$20,912         | \$21,586         |
| 87                         | 5-205-1015.004                                     | Deferred Comp-Employer               | \$3,250          | \$2,600          | \$1,350          | \$1,950          |
|                            | <b>Total Retirement Expense</b>                    |                                      | <b>\$21,560</b>  | <b>\$23,512</b>  | <b>\$22,262</b>  | <b>\$23,536</b>  |
| 87                         | 5-205-1020.001                                     | FICA-Employer                        | \$10,660         | \$11,240         | \$10,935         | \$11,315         |
| 87                         | 5-205-1020.002                                     | Medicare-Employer                    | \$2,490          | \$2,630          | \$2,560          | \$2,650          |
| 87                         | 5-205-1020.003                                     | Unemployment Compensation            | \$1,720          | \$1,815          | \$1,765          | \$1,825          |
| 87                         | 5-205-1020.004                                     | Workman's Compensation               | \$8,505          | \$7,881          | \$7,881          | \$7,881          |
|                            | <b>Total Payroll Taxes Expense</b>                 |                                      | <b>\$23,375</b>  | <b>\$23,566</b>  | <b>\$23,141</b>  | <b>\$23,671</b>  |
| 87                         | 5-205-1025.001                                     | Employee-Uniforms                    | \$4,500          | \$4,500          | \$4,500          | \$4,500          |
| 87                         | 5-205-1025.002                                     | Employee-Dues/License/Membership     | \$250            | \$250            | \$150            | \$250            |
| 87                         | 5-205-1025.005                                     | Employee-Training                    | \$1,500          | \$1,500          | \$1,500          | \$1,500          |
|                            | <b>Total Employee Expense</b>                      |                                      | <b>\$6,250</b>   | <b>\$6,250</b>   | <b>\$6,150</b>   | <b>\$6,250</b>   |
|                            | <b>Total Personnel Expense</b>                     |                                      | <b>\$246,065</b> | <b>\$269,653</b> | <b>\$273,378</b> | <b>\$281,446</b> |
| 87                         | 5-205-5015.001                                     | Utilities-Cell Phones                | \$500            | \$750            | \$500            | \$500            |
| 87                         | 5-205-5020.002                                     | Utilities-Internet Mobile            | \$500            | \$500            | \$500            | \$500            |
|                            | <b>Total Utilities Expense</b>                     |                                      | <b>\$1,000</b>   | <b>\$1,250</b>   | <b>\$1,000</b>   | <b>\$1,000</b>   |
| 87                         | 5-205-6000.007                                     | Prof Services-Toxicology Testing     | \$415            | \$350            | \$150            | \$150            |
| 87                         | 5-205-6000.008                                     | Prof Services-MSHP Background Checks | \$50             | \$100            | \$100            | \$100            |
|                            | <b>Total General Professional Services Expense</b> |                                      | <b>\$465</b>     | <b>\$450</b>     | <b>\$250</b>     | <b>\$250</b>     |
| 87                         | 5-205-6005.001                                     | Insurance-Vehicle                    | \$6,285          | \$5,140          | \$4,943          | \$5,045          |
| 87                         | 5-205-6005.002                                     | Insurance-Equipment                  | \$470            | \$480            | \$582            | \$595            |
|                            | <b>Total Insurance Expense</b>                     |                                      | <b>\$6,755</b>   | <b>\$5,620</b>   | <b>\$5,525</b>   | <b>\$5,640</b>   |
|                            | <b>Total Professional Service Expense</b>          |                                      | <b>\$7,220</b>   | <b>\$6,070</b>   | <b>\$5,775</b>   | <b>\$5,890</b>   |
| 87                         | 5-205-7000.001                                     | Supplies-Operational                 | \$250            | \$250            | \$250            | \$250            |
| 87                         | 5-205-7000.004                                     | Supplies-Small Tools                 | \$2,500          | \$2,500          | \$2,500          | \$2,500          |
|                            | <b>Total General Office Supplies Expense</b>       |                                      | <b>\$2,750</b>   | <b>\$2,750</b>   | <b>\$2,750</b>   | <b>\$2,750</b>   |
| 87                         | 5-205-7015.004                                     | Supplies-Safety                      | \$2,000          | \$2,000          | \$2,000          | \$2,000          |

| Water-Maintenance Expenses |  |                                      | FY17               | FY18               | FY18               | FY19               |
|----------------------------|--|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fund                       | Account  | Account Name                         | Budget             | Budget             | Estimated Ending   | Proposed           |
|                            | <b>Total Medical and Safety Supplies Expense</b>   |                                      | \$2,000            | \$2,000            | \$2,000            | \$2,000            |
|                            | <b>Total Supplies Expense</b>                      |                                      | \$4,750            | \$4,750            | \$4,750            | \$4,750            |
| 87                         | 5-205-7500.001                                     | Materials-Asphalt                    | \$20,000           | \$25,000           | \$15,000           | \$15,000           |
| 87                         | 5-205-7500.002                                     | Materials-Rock                       | \$12,000           | \$12,000           | \$6,000            | \$6,000            |
| 87                         | 5-205-7500.003                                     | Materials-Concrete                   | \$6,375            | \$5,000            | \$5,000            | \$5,000            |
| 87                         | 5-205-7500.004                                     | Materials-Landscaping                | \$1,830            | \$1,500            | \$1,500            | \$5,000            |
| 87                         | 5-205-7505.001                                     | Materials-Pipe-HDPE                  | \$500              | \$500              | \$0                | \$0                |
| 87                         | 5-205-7505.002                                     | Materials-Pipe-PVC                   | \$5,000            | \$5,000            | \$1,000            | \$2,500            |
| 87                         | 5-205-7505.003                                     | Materials-Pipe-Misc.                 | \$1,000            | \$1,000            | \$1,003            | \$1,500            |
| 87                         | 5-205-7510.003                                     | Materials-Fittings                   | \$15,000           | \$15,000           | \$15,000           | \$14,500           |
| 87                         | 5-205-7510.005                                     | Materials-Fixtures                   | \$15,000           | \$15,000           | \$15,000           | \$15,000           |
| 87                         | 5-205-7520.001                                     | Materials-Meters                     | \$32,000           | \$52,000           | \$10,000           | \$34,000           |
| 87                         | 5-205-7525.001                                     | Materials-Infrastructure Maintenance | \$10,000           | \$10,000           | \$10,000           | \$10,000           |
| 87                         | 5-205-7530.001                                     | Materials-SCADA                      | \$1,000            | \$1,000            | \$200              | \$1,000            |
|                            | <b>Total Material Expense</b>                      |                                      | <b>\$119,705</b>   | <b>\$143,000</b>   | <b>\$79,703</b>    | <b>\$109,500</b>   |
| 87                         | 5-205-8300.001                                     | Equipment-Repair                     | \$5,000            | \$10,000           | \$5,000            | \$10,000           |
| 87                         | 5-205-8300.002                                     | Equipment-Maintenance                | \$8,375            | \$7,500            | \$6,000            | \$7,500            |
| 87                         | 5-205-8300.005                                     | Equipment-Fuel                       | \$6,500            | \$6,500            | \$2,500            | \$6,500            |
| 87                         | 5-205-8300.006                                     | Equipment-Rental                     | \$10,700           | \$5,000            | \$2,500            | \$2,500            |
|                            | <b>Total Machinery and Equipment Expense</b>       |                                      | <b>\$30,575</b>    | <b>\$29,000</b>    | <b>\$16,000</b>    | <b>\$26,500</b>    |
| 87                         | 5-205-8600.001                                     | Vehicle-Repair                       | \$14,400           | \$7,000            | \$7,000            | \$7,000            |
| 87                         | 5-205-8600.002                                     | Vehicle-Maintenance                  | \$5,335            | \$5,000            | \$5,000            | \$5,000            |
| 87                         | 5-205-8600.005                                     | Vehicle-Fuel                         | \$16,000           | \$16,000           | \$6,500            | \$8,000            |
|                            | <b>Total Vehicle Expense</b>                       |                                      | <b>\$35,735</b>    | <b>\$28,000</b>    | <b>\$18,500</b>    | <b>\$20,000</b>    |
|                            | <b>Total Tools, Machinery, and Vehicle Expense</b> |                                      | <b>\$66,310</b>    | <b>\$57,000</b>    | <b>\$34,500</b>    | <b>\$46,500</b>    |
|                            | <b>Total Water-Maintenance Expense</b>             |                                      | <b>\$445,050</b>   | <b>\$481,723</b>   | <b>\$399,106</b>   | <b>\$449,086</b>   |
|                            | <b>Total Water Fund Expense</b>                    |                                      | <b>\$2,563,625</b> | <b>\$2,226,691</b> | <b>\$2,071,540</b> | <b>\$2,045,405</b> |

# Appendix



## Employee Census

| Department Number | Name                  | Position                              | FT/PT/S/T | Grade | Step | Hourly Rate of Pay | Annual Rate of Pay |
|-------------------|-----------------------|---------------------------------------|-----------|-------|------|--------------------|--------------------|
| 01-105            | Cable, Seth           | Security Officer II                   | PT        | 8     | 1    | \$15.660           | \$ 16,286.40       |
| 01-105            | Christman, Daniel     | Security Officer I                    | PT        | 7     | 4    | \$14.668           | \$ 15,254.72       |
| 01-105            | Folsom, Amy           | Elected Official-Prosecuting Attorney |           |       |      |                    | \$ 21,600.00       |
| 01-105            | Light, Shawna         | Clerk III                             | FT        | 8     | 2    | \$15.817           | \$ 32,899.36       |
| 01-105            | Maxey, Rebecca        | Clerk I                               | FT        | 6     | 3    | \$13.202           | \$ 27,460.16       |
| 01-105            | Nelson, Brad          | Security Officer I                    | PT        | 7     | 1    | \$14.236           | \$ 14,805.44       |
| 01-105            | Rector, Mark          | Elected Official - Judge              |           |       |      |                    | \$ 25,920.00       |
| 01-110            | Cross, Norman         | Fire Lieutenant                       | FT        | 2     | 11   | \$13.319           | \$ 40,143.47       |
| 01-110            | Downs, Zachary        | Firefighter                           | FT        | 1     | 1    | \$10.961           | \$ 33,036.45       |
| 01-110            | Duerden, Jason        | Fire Captain                          | FT        | 3     | 7    | \$14.079           | \$ 42,434.11       |
| 01-110            | Gallaher, James       | Firefighter                           | FT        | 1     | 5    | \$11.406           | \$ 34,377.68       |
| 01-110            | Haefner, Randall      | Fire Lieutenant                       | FT        | 2     | 6    | \$12.672           | \$ 38,193.41       |
| 01-110            | Hunter, John          | Fire Captain                          | FT        | 3     | 4    | \$13.665           | \$ 41,186.31       |
| 01-110            | Jordan, Andrew        | Inspector III                         | FT        | 10    | 1    | \$18.949           | \$ 39,413.92       |
| 01-110            | Keller, Nikolaus      | Firefighter                           | FT        | 1     | 1    | \$10.961           | \$ 33,036.45       |
| 01-110            | Kirkpatrick, Michael  | Firefighter                           | FT        | 1     | 3    | \$11.182           | \$ 33,702.55       |
| 01-110            | Massey, Cody          | Fire Candidate I                      | FT        | 3     | 4    | \$10.018           | \$ 30,194.25       |
| 01-110            | Poe, Ashley           | Firefighter                           |           | 1     | 1    | \$10.961           | \$ 33,036.45       |
| 01-110            | Prince, Shannon       | Fire Captain                          | FT        | 4     | 1    | \$14.589           | \$ 43,971.25       |
| 01-110            | Rader, Kelby          | Firefighter                           | FT        | 1     | 3    | \$11.182           | \$ 33,702.55       |
| 01-110            | Saltzman, Terry       | Fire Lieutenant                       | FT        | 3     | 3    | \$13.530           | \$ 40,779.42       |
| 01-110            | Schneider, Samuel     | Fire Chief                            | FT        | 14    | 7    |                    | \$ 61,254.70       |
| 01-110            | Seaman, Joseph        | Firefighter                           | FT        | 1     | 3    | \$11.182           | \$ 33,702.55       |
| 01-110            | Suarez, Angel         | Firefighter                           | FT        | 1     | 2    | \$11.071           | \$ 33,367.99       |
| 01-110            | Tranbarger, Joshua    | Firefighter                           | FT        | 1     | 1    | \$10.961           | \$ 33,036.45       |
| 01-110            | Wheeler, David        | Firefighter                           | FT        | 1     | 3    | \$11.182           | \$ 33,702.55       |
| 01-110            | Wilson, Brian         | Firefighter                           | FT        | 1     | 1    | \$10.961           | \$ 33,036.45       |
| 01-115            | Allen, Joshua         | Police Officer I                      | FT        | 8     | 2    | \$15.975           | \$ 35,720.10       |
| 01-115            | Ambrose, Vinson       | Police Officer I                      | FT        | 8     | 4    | \$16.135           | \$ 36,077.86       |
| 01-115            | Blackburn, Kindle     | Police Officer II                     | FT        | 9     | 1    | \$17.226           | \$ 38,517.34       |
| 01-115            | Blake, Lloyd          | Police Officer II                     | FT        | 9     | 2    | \$17.398           | \$ 38,901.93       |
| 01-115            | Boland, Shawn         | Police Officer I                      | FT        | 8     | 2    | \$15.817           | \$ 35,366.81       |
| 01-115            | Bolin, Christopher    | Police Officer I                      | FT        | 8     | 3    | \$15.975           | \$ 35,720.10       |
| 01-115            | Bolin, Thomas         | Police Officer I                      | FT        | 8     | 2    | \$15.817           | \$ 35,366.81       |
| 01-115            | Brown, Mathew         | Police Sergeant II                    | FT        | 10    | 1    | \$18.949           | \$ 42,369.96       |
| 01-115            | Carrasco, Christopher | Police Officer II                     | FT        | 9     | 2    | \$17.398           | \$ 38,901.93       |
| 01-115            | Cheek, Jansen         | Dispatcher I                          | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 01-115            | Christman, Brandy     | Police Officer I                      | FT        | 8     | 3    | \$15.975           | \$ 35,720.10       |
| 01-115            | Clark, Kyle           | Police Officer I                      | FT        | 8     | 2    | \$15.817           | \$ 35,366.81       |

| Department Number | Name                  | Position                          | FT/PT/S/T | Grade | Step | Hourly Rate of Pay | Annual Rate of Pay |
|-------------------|-----------------------|-----------------------------------|-----------|-------|------|--------------------|--------------------|
| 01-115            | Coutcher, Juanita     | Dispatcher I                      | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 01-115            | Dawson, Matthew       | Police Officer I                  | FT        | 8     | 4    | \$16.135           | \$ 36,077.86       |
| 01-115            | Fulton, Josh          | Police Officer II                 | FT        | 9     | 1    | \$17.226           | \$ 38,517.34       |
| 01-115            | Gideon, Brian         | Police Officer I                  | FT        | 8     | 3    | \$15.975           | \$ 35,720.10       |
| 01-115            | Hall, Donald          | Police Sergeant II                | FT        | 10    | 1    | \$18.949           | \$ 42,369.96       |
| 01-115            | Halstead, Randy       | Police Chief                      | FT        | 14    | 8    |                    | \$ 61,867.26       |
| 01-115            | Heald, Marissa        | Dispatcher I                      | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 01-115            | Hill, Brandon         | Police Officer I                  | FT        | 8     | 3    | \$15.975           | \$ 35,720.10       |
| 01-115            | Hotsenpiller, Emily   | Dispatcher I                      | FT        | 6     | 2    | \$13.072           | \$ 27,189.76       |
| 01-115            | Janko, Jennifer       | Police Officer II                 | FT        | 9     | 1    | \$17.226           | \$ 38,517.34       |
| 01-115            | Jones, Tessa          | Dispatcher I                      | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 01-115            | King, Chad            | Police Officer I                  | FT        | 8     | 1    | \$15.660           | \$ 35,015.76       |
| 01-115            | Kinsley, Cheyenne     | Police Officer I                  | FT        | 8     | 1    | \$15.660           | \$ 35,015.76       |
| 01-115            | Knudsen, Cheyenne     | Dispatcher I                      | FT        | 6     | 2    | \$13.072           | \$ 27,189.76       |
| 01-115            | Laye, Christopher     | Police Officer I                  | FT        | 8     | 6    | \$16.459           | \$ 36,802.32       |
| 01-115            | Little, Jacob         | Police Officer I                  | FT        | 8     | 1    | \$15.660           | \$ 35,015.76       |
| 01-115            | Lowrance, Cory        | Police Officer I                  | FT        | 8     | 3    | \$15.975           | \$ 35,720.10       |
| 01-115            | Pendergrass, Brittany | Clerk I                           | FT        | 6     | 9    | \$14.014           | \$ 29,149.12       |
| 01-115            | Perryman, Bruce       | Police Officer II                 | FT        | 9     | 2    | \$17.398           | \$ 38,901.93       |
| 01-115            | Pollreisz, Angela     | Clerk III                         | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 01-115            | Rigsby, Jon           | Police Sergeant I                 | FT        | 9     | 6    | \$18.105           | \$ 40,482.78       |
| 01-115            | Rogers, Patricia      | Chief Communications Officer      | FT        | 10    | 1    | \$18.949           | \$ 39,443.92       |
| 01-115            | Shaufer, Sonya        | Animal Control Officer            | FT        | 6     | 10   | \$14.155           | \$ 29,442.40       |
| 01-115            | Shumate, Keith        | Police Lieutenant II              | FT        | 11    | 1    | \$20.843           | \$ 43,353.44       |
| 01-115            | Springer, Kacie       | Police Sergeant I                 | FT        | 9     | 2    | \$17.398           | \$ 38,901.93       |
| 01-115            | Taylor, Ashley        | Dispatcher I                      | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 01-115            | Van Sickle, Rodney    | Police Officer II                 | FT        | 9     | 2    | \$17.398           | \$ 38,901.93       |
| 01-115            | Wilson, Terena        | Animal Control Officer            | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 01-115            | Wright, Matthew       | Police Lieutenant I               | FT        | 10    | 1    | \$18.949           | \$ 42,369.96       |
| 01-130            | Barber, Mary          | Custodian I                       | PT        | 1     | 1    | \$8.036            | \$ 8,357.44        |
| 01-130            | Mebruer, Emily        | Business Manager                  | FT        | 8     | 4    | \$16.135           | \$ 33,560.80       |
| 01-130            | Savage, Christopher   | Custodian I                       | PT        | 1     | 3    | \$8.198            | \$ 8,525.92        |
| 01-130            | Sloan, Kathy          | Maintenance/Operations Worker III | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 01-130            | Wilson, Deryl         | Operations Director               | FT        | 14    | 4    |                    | \$ 59,453.16       |
| 01-130            | Wright, Eric          | Maintenance/Operations Worker II  | FT        | 5     | 1    | \$11.766           | \$ 24,473.28       |
| 01-140            | Adkins, Gib           | Elected Official - Councilman     |           |       |      |                    | \$ 2,400.00        |
| 01-140            | Carr, Jared           | Elected Official - Mayor          |           |       |      |                    | \$ 4,800.00        |
| 01-140            | Eldridge, Ken         | Elected Official - Councilman     |           |       |      |                    | \$ 2,400.00        |
| 01-140            | Garner, Robert        | Elected Official - Councilman     |           |       |      |                    | \$ 2,400.00        |
| 01-140            | Jordan, Charles       | Elected Official - Councilman     |           |       |      |                    | \$ 2,400.00        |
| 01-140            | Mather, Leann         | Elected Official - Councilwoman   |           |       |      |                    | \$ 2,400.00        |

| Department Number | Name                  | Position                        | FT/PT/S/T | Grade | Step | Hourly Rate of Pay | Annual Rate of Pay |
|-------------------|-----------------------|---------------------------------|-----------|-------|------|--------------------|--------------------|
| 01-140            | Mitchell, Sheila      | Elected Official - Councilwoman |           |       |      | \$ 2,400.00        |                    |
| 01-140            | Wall, Randall         | Elected Official - Councilman   |           |       |      | \$ 2,400.00        |                    |
| 01-140            | White, James          | Elected Official - Councilman   |           |       |      | \$ 2,400.00        |                    |
| 01-145            | Barnett-Kloud, Sharon | Clerk IV                        | FT        | 9     | 4    | \$17.748           | \$ 36,915.84       |
| 01-145            | DeClue, Benjamin      | Assistant City Administrator    | FT        | 12    | 1    |                    | \$ 80,722.72       |
| 01-145            | Milliken, Kathy       | Human Resource Director         | FT        | 13    | 2    |                    | \$ 52,983.32       |
| 01-145            | Schumacher, Michael   | City Administrator              | FT        |       |      |                    | \$ 115,000.00      |
| 01-150            | Bash, Tina            | Clerk V                         | FT        | 10    | 3    | \$19.329           | \$ 40,204.32       |
| 01-150            | Buxton, Crystal       | Clerk III                       | FT        | 8     | 4    | \$16.135           | \$ 33,560.80       |
| 01-150            | Starnes, Laina        | City Clerk                      | FT        | 14    | 7    |                    | \$ 61,254.70       |
| 01-155            | Lyon, Matthew         | Maintenance/Operations Worker I | PT        | 4     | 1    | \$10.696           | \$ 11,123.84       |
| 01-170            | Gill, Kathryn         | Director of Finance             | FT        | 14    | 2    |                    | \$ 58,281.86       |
| 01-170            | Hawkins, Holli        | Financial Analyst               | FT        | 12    | 3    | \$23.389           | \$ 48,649.12       |
| 01-170            | Rautenkranz, Marcia   | Clerk IV                        | FT        | 9     | 5    | \$17.925           | \$ 37,284.00       |
| 01-170            | Wood, Michael         | Clerk IV                        | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |
| 08-500            | Atkinson, Randy       | Equipment Operator V            | FT        | 10    | 1    | \$18.949           | \$ 39,413.92       |
| 08-500            | Bowling, Michael      | Operations Manager I            | FT        | 12    | 8    |                    | \$ 51,130.04       |
| 08-500            | Boyer, Brad           | Operations Manager I            | FT        | 12    | 20   |                    | \$ 57,614.44       |
| 08-500            | Buck, Daniel          | Equipment Operator III          | FT        | 8     | 2    | \$15.817           | \$ 32,899.36       |
| 08-500            | Coryell, Richard      | Equipment Operator III          | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 08-500            | Green, Timothy        | Equipment Operator IV           | FT        | 9     | 2    | \$17.398           | \$ 36,187.84       |
| 08-500            | Hintt, Shane          | Equipment Operator II           | FT        | 7     | 1    | \$14.236           | \$ 29,610.88       |
| 08-500            | Johnson, Travis       | Equipment Operator V            | FT        | 10    | 1    | \$18.949           | \$ 39,413.92       |
| 08-500            | McCabe, William       | Equipment Operator III          | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 08-500            | Moore, Michael        | Street Superintendent           | FT        | 13    | 16   |                    | \$ 60,903.18       |
| 08-500            | Parkhurst, Robert     | Equipment Operator II           | FT        | 7     | 2    | \$14.379           | \$ 29,908.32       |
| 08-500            | Reyes, Ignacio        | Equipment Operator III          | FT        | 8     | 2    | \$15.817           | \$ 32,899.36       |
| 08-500            | Roberts, Kelly        | Clerk IV                        | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |
| 08-500            | Stone, Oliver         | Equipment Operator III          | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 08-500            | Weeks, Jeremy         | Equipment Operator III          | FT        | 8     | 4    | \$16.135           | \$ 33,560.80       |
| 40-500            | McGinnis, Nicole      | Tourism Director                | FT        | 12    | 1    |                    | \$ 47,689.98       |
| 50-305            | Berkich, Joe          | Planner III                     | FT        | 13    | 16   |                    | \$ 60,903.18       |
| 50-305            | Hemphill, Steve       | Inspector I                     | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 50-310            | Jones, Vickie         | Equipment Technician III        | FT        | 8     | 8    | \$16.790           | \$ 34,923.20       |
| 50-310            | Neasby, Randy         | Equipment Technician IV         | FT        | 11    | 6    | \$21.907           | \$ 45,566.56       |
| 60-305            | Henry, Casey          | Equipment Technician IV         | FT        | 9     | 2    | \$17.398           | \$ 36,187.84       |
| 60-305            | Klein, George         | Clerk IV                        | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |
| 60-305            | Perry, Michael        | Equipment Technician V          | FT        | 10    | 2    | \$19.138           | \$ 39,807.04       |
| 60-315            | Foreman, Erik         | Network Manager II              | FT        | 11    | 2    | \$21.052           | \$ 43,788.16       |
| 60-315            | Hahne, Korie          | Maintenance/Operations Worker I | PT        | 4     | 1    | \$10.696           | \$ 11,123.84       |
| 60-315            | Kawano, Brian         | System Administrator II         | FT        | 9     | 4    | \$17.748           | \$ 36,915.84       |

| Department Number | Name                  | Position                         | FT/PT/S/T | Grade | Step | Hourly Rate of Pay | Annual Rate of Pay |
|-------------------|-----------------------|----------------------------------|-----------|-------|------|--------------------|--------------------|
| 60-315            | Schomaker, Jarrad     | IT Director                      | FT        | 13    | 1    |                    | \$ 52,458.90       |
| 60-320            | Eidson II, Don        | Operations Manager II            | FT        | 13    | 5    |                    | \$ 54,588.82       |
| 60-320            | Nelson, Susan         | Maintenance/Operations Worker I  | FT        | 4     | 1    | \$10.696           | \$ 22,247.68       |
| 60-320            | Oliver, Shawn         | Maintenance/Operations Worker V  | FT        | 8     | 4    | \$16.135           | \$ 33,560.80       |
| 60-325            | Burge, Michael        | Custodian II                     | PT        | 2     | 2    | \$8.928            | \$ 9,285.12        |
| 60-325            | Hamilton, Wanda       | Custodian II                     | PT        | 2     | 5    | \$9.199            | \$ 9,566.96        |
| 60-325            | Sexton, Susan         | Custodian III                    | PT        | 3     | 6    | \$10.220           | \$ 10,628.80       |
| 73-100            | Claxton, Donald       | Maintenance/Operations Worker IV | FT        | 8     | 10   | \$17.127           | \$ 35,624.16       |
| 73-100            | Hughes, Emily         | Maintenance/Operations Worker I  | FT        | 4     | 1    | \$10.696           | \$ 22,247.68       |
| 73-100            | Shore, Sandra         | Operations Manager I             | FT        | 12    | 2    |                    | \$ 48,166.82       |
| 73-100            | Still, Naaman         | Maintenance/Operations Worker I  | PT        | 4     | 4    | \$11.020           | \$ 11,460.80       |
| 79-500            | Bartlett, Bryan       | Maintenance/Operations Worker I  | FT        | 4     | 8    | \$11.468           | \$ 23,853.44       |
| 79-500            | Browning, Jay         | Maintenance/Operations Worker I  | PT        | 4     | 1    | \$10.696           | \$ 11,123.84       |
| 79-500            | Eudy, George          | Maintenance/Operations Worker V  | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 79-500            | Livingston, James     | Seasonal Maintenance Worker I    | S         | 1     | 4    | \$8.280            | \$ 8,611.20        |
| 79-500            | Shelton, John         | Park Director                    | FT        | 13    | 12   |                    | \$ 58,526.78       |
| 79-500            | Waterman, Roy         | Maintenance/Operations Worker II | FT        | 5     | 4    | \$12.122           | \$ 25,213.76       |
| 79-500            | Whitney, Jon          | Maintenance/Operations Worker I  | PT        | 4     | 1    | \$10.696           | \$ 11,123.84       |
| 79-500            | Wilburn, Richard      | Assistant Park Director          | FT        | 9     | 11   | \$19.028           | \$ 39,578.24       |
| 79-515            | Cooper, Jordan        | Lifeguard II                     | S         | 3     | 1    | \$9.724            | \$ 10,112.96       |
| 80-200            | Alexander, Ricky      | Apprentice Lineman I             | FT        | 7     | 3    | \$14.523           | \$ 30,207.84       |
| 80-200            | Barber, Kevin         | Operations Specialist III        | FT        | 14    | 5    |                    | \$ 60,047.78       |
| 80-200            | Bowman, Andrew        | Apprentice Lineman I             | FT        | 7     | 1    | \$14.236           | \$ 29,610.88       |
| 80-200            | Brown, Dennis         | Operations Manager I             | FT        | 12    | 15   |                    | \$ 54,818.14       |
| 80-200            | Chastain, Christopher | Equipment Technician III         | FT        | 8     | 3    | \$15.975           | \$ 33,228.00       |
| 80-200            | Crump, Matthew        | Apprentice Lineman I             | FT        | 7     | 3    | \$14.523           | \$ 30,207.84       |
| 80-200            | Emge, Jonathan        | Apprentice Lineman III           | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |
| 80-200            | Green, Tyler          | Equipment Operator II            | FT        | 7     | 2    | \$14.379           | \$ 29,908.32       |
| 80-200            | Heafley, Van          | J Journeyman Lineman II          | FT        | 12    | 1    | \$22.928           | \$ 47,690.24       |
| 80-200            | Long, Travis          | Interim Electric Superintendent  | FT        | 13    | 4    |                    | \$ 54,048.28       |
| 80-200            | Mustard, Chris        | J Journeyman Lineman II          | FT        | 12    | 2    | \$23.157           | \$ 48,166.56       |
| 80-200            | Nichols, Chris        | J Journeyman Lineman I           | FT        | 11    | 5    | \$21.690           | \$ 45,115.20       |
| 80-200            | Orita, Phillip        | J Journeyman Lineman I           | FT        | 11    | 5    | \$21.690           | \$ 45,115.20       |
| 80-200            | Reid, Torey           | J Journeyman Lineman II          | FT        | 12    | 3    | \$23.389           | \$ 48,649.12       |
| 80-200            | Shaufer, Greg         | Equipment Operator III           | FT        | 8     | 5    | \$16.296           | \$ 33,895.68       |
| 80-200            | Shockley, Lori        | Clerk II                         | FT        | 7     | 3    | \$14.523           | \$ 30,207.84       |
| 80-200            | Spence, Brenden       | Apprentice Lineman I             | FT        | 7     | 1    | \$14.236           | \$ 29,610.88       |
| 80-200            | Starnes, Troy         | Operations Manager II            | FT        | 13    | 14   |                    | \$ 59,703.02       |
| 80-200            | Wehner, Jason         | J Journeyman Lineman I           | FT        | 11    | 4    | \$21.475           | \$ 44,668.00       |
| 80-200            | Winterrowd, Jacob     | Equipment Operator I             | FT        | 6     | 1    | \$12.942           | \$ 26,919.36       |
| 85-200            | Burris, Douglas       | Equipment Operator IV            | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |

| Department Number | Name                 | Position                     | FT/PT/S/T | Grade | Step | Hourly Rate of Pay | Annual Rate of Pay |
|-------------------|----------------------|------------------------------|-----------|-------|------|--------------------|--------------------|
| 85-200            | Butcher, Kelly       | Equipment Technician IV      | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |
| 85-200            | Elam, Justin         | Equipment Technician III     | FT        | 7     | 2    | \$14.379           | \$ 29,908.32       |
| 85-200            | Hicks, Dana          | Clerk III                    | FT        | 8     | 4    | \$16.135           | \$ 33,560.80       |
| 85-200            | Mork, Eric           | Environmental Superintendent | FT        | 13    | 11   |                    | \$ 57,947.24       |
| 85-200            | Myers, Melissa       | Clerk V                      | FT        | 10    | 1    | \$18.949           | \$ 39,413.92       |
| 85-200            | Perry, James (Craig) | Equipment Operator V         | FT        | 10    | 1    | \$18.949           | \$ 39,413.92       |
| 85-200            | Stewart, Paul        | Equipment Operator III       | FT        | 8     | 4    | \$16.135           | \$ 33,560.80       |
| 85-200            | Grant, Garrett       | Equipment Operator II        | FT        | 7     | 3    | \$14.523           | \$ 30,207.84       |
| 85-205            | Lowery, Chester      | Equipment Operator III       | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 85-215            | Abdulai, Alhassan    | Equipment Operator II        | FT        | 7     | 1    | \$14.236           | \$ 29,610.88       |
| 85-215            | Cogdill, Dax         | Operations Manager I         | FT        | 13    | 9    |                    | \$ 56,805.32       |
| 85-215            | Day, Jared           | Equipment Operator III       | FT        | 8     | 12   | \$17.471           | \$ 36,339.68       |
| 85-215            | Shelton, Dustin      | Equipment Operator II        | FT        | 7     | 2    | \$14.379           | \$ 29,908.32       |
| 85-215            | Tannehill, Cecil     | Equipment Operator III       | FT        | 8     | 11   | \$17.298           | \$ 35,979.84       |
| 87-200            | Broadus, Glen        | Equipment Operator II        | FT        | 7     | 5    | \$14.814           | \$ 30,813.12       |
| 87-200            | Day, William         | Clerk II                     | FT        | 7     | 5    | \$14.814           | \$ 30,813.12       |
| 87-200            | Huff, James          | Equipment Technician III     | FT        | 8     | 6    | \$16.459           | \$ 34,234.72       |
| 87-200            | Ogle, Michael        | Operations Manager I         | FT        | 12    | 20   |                    | \$ 57,614.44       |
| 87-200            | Parkinson, Joshua    | Equipment Technician III     | FT        | 8     | 1    | \$15.660           | \$ 32,572.80       |
| 87-200            | Shockley, Richard    | Public Works Director        | FT        | 16    | 9    |                    | \$ 75,608.00       |
| 87-205            | Coffman, Nicholas    | Equipment Operator IV        | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |
| 87-205            | Howe, David          | Equipment Operator IV        | FT        | 9     | 1    | \$17.226           | \$ 35,830.08       |
| 87-205            | Johnson, Kory        | Equipment Operator II        | FT        | 7     | 3    | \$14.523           | \$ 30,207.84       |
| 87-205            | Tremblay, Lee        | Equipment Operator III       | FT        | 8     | 2    | \$15.817           | \$ 32,899.36       |

\*\*\*Employee Census as of Fiscal Year 2018

## Fiscal Year 2019 Salary Schedule

| Grade   | Position                          | Compensation | Step 1       | Step 2       | Step 3       | Step 4       | Step 5       | Step 6       | Step 7       | Step 8       | Step 9       | Step 10      | Step 11      | Step 12      | Step 13      | Step 14      | Step 15      | Step 16      | Step 17      | Step 18      | Step 19      | Step 20      |
|---------|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Grade 1 | Custodian I                       | Annual       | \$ 17,049.18 | \$ 17,219.67 | \$ 17,391.87 | \$ 17,565.78 | \$ 17,741.44 | \$ 17,918.86 | \$ 18,098.05 | \$ 18,279.03 | \$ 18,461.82 | \$ 18,646.43 | \$ 18,832.90 | \$ 19,021.23 | \$ 19,211.44 | \$ 19,403.55 | \$ 19,597.59 | \$ 19,793.57 | \$ 19,991.50 | \$ 20,191.42 | \$ 20,393.33 | \$ 20,597.26 |
|         | Lifeguard I                       | Monthly      | \$ 1,420.76  | \$ 1,434.97  | \$ 1,449.32  | \$ 1,463.82  | \$ 1,478.45  | \$ 1,493.24  | \$ 1,508.17  | \$ 1,523.25  | \$ 1,538.48  | \$ 1,553.87  | \$ 1,569.41  | \$ 1,585.10  | \$ 1,600.95  | \$ 1,616.96  | \$ 1,633.13  | \$ 1,649.46  | \$ 1,665.96  | \$ 1,682.62  | \$ 1,699.44  | \$ 1,716.44  |
|         | Seasonal Maintenance Worker I     | Bi-weekly    | \$ 655.74    | \$ 662.98    | \$ 668.92    | \$ 675.61    | \$ 682.36    | \$ 689.19    | \$ 696.08    | \$ 703.04    | \$ 710.07    | \$ 717.17    | \$ 724.34    | \$ 731.59    | \$ 738.90    | \$ 746.29    | \$ 753.75    | \$ 761.29    | \$ 768.59    | \$ 776.59    | \$ 784.36    | \$ 792.20    |
|         | Hourly                            | \$ 8.197     | \$ 8.279     | \$ 8.361     | \$ 8.445     | \$ 8.530     | \$ 8.615     | \$ 8.701     | \$ 8.788     | \$ 8.876     | \$ 8.965     | \$ 9.054     | \$ 9.145     | \$ 9.236     | \$ 9.329     | \$ 9.422     | \$ 9.516     | \$ 9.611     | \$ 9.707     | \$ 9.804     | \$ 9.903     |              |
|         | Overtime                          | \$ 12.295    | \$ 12.418    | \$ 12.542    | \$ 12.668    | \$ 12.794    | \$ 12.922    | \$ 13.051    | \$ 13.182    | \$ 13.314    | \$ 13.447    | \$ 13.581    | \$ 13.717    | \$ 13.854    | \$ 13.993    | \$ 14.133    | \$ 14.274    | \$ 14.417    | \$ 14.561    | \$ 14.707    | \$ 14.854    |              |
| Grade 2 | Custodian II                      | Annual       | \$ 18,754.10 | \$ 18,941.64 | \$ 19,131.05 | \$ 19,322.36 | \$ 19,515.59 | \$ 19,710.74 | \$ 19,907.85 | \$ 20,106.93 | \$ 20,308.00 | \$ 20,511.08 | \$ 20,716.19 | \$ 20,923.35 | \$ 21,132.58 | \$ 21,343.91 | \$ 21,557.35 | \$ 21,772.92 | \$ 21,990.65 | \$ 22,210.56 | \$ 22,432.66 | \$ 22,656.99 |
|         | Seasonal Maintenance Worker II    | Monthly      | \$ 1,562.84  | \$ 1,578.47  | \$ 1,594.25  | \$ 1,610.20  | \$ 1,626.30  | \$ 1,642.56  | \$ 1,658.99  | \$ 1,675.58  | \$ 1,692.33  | \$ 1,709.26  | \$ 1,726.35  | \$ 1,743.61  | \$ 1,761.05  | \$ 1,778.66  | \$ 1,796.45  | \$ 1,814.41  | \$ 1,832.55  | \$ 1,850.88  | \$ 1,869.39  | \$ 1,888.08  |
|         | Bi-weekly                         | \$ 721.31    | \$ 728.52    | \$ 735.81    | \$ 743.17    | \$ 750.60    | \$ 758.11    | \$ 773.34    | \$ 781.08    | \$ 788.89    | \$ 796.78    | \$ 804.74    | \$ 812.79    | \$ 820.92    | \$ 829.13    | \$ 837.42    | \$ 845.79    | \$ 854.25    | \$ 862.79    | \$ 871.42    |              |              |
|         | Hourly                            | \$ 9.016     | \$ 9.107     | \$ 9.198     | \$ 9.290     | \$ 9.382     | \$ 9.476     | \$ 9.571     | \$ 9.667     | \$ 9.763     | \$ 9.861     | \$ 9.960     | \$ 10.059    | \$ 10.160    | \$ 10.261    | \$ 10.364    | \$ 10.468    | \$ 10.572    | \$ 10.678    | \$ 10.785    | \$ 10.893    |              |
|         | Overtime                          | \$ 13.525    | \$ 13.660    | \$ 13.796    | \$ 13.934    | \$ 14.074    | \$ 14.214    | \$ 14.357    | \$ 14.500    | \$ 14.645    | \$ 14.792    | \$ 14.940    | \$ 15.089    | \$ 15.240    | \$ 15.392    | \$ 15.546    | \$ 15.702    | \$ 15.859    | \$ 16.017    | \$ 16.177    | \$ 16.339    |              |
| Grade 3 | Custodian III                     | Annual       | \$ 20,629.50 | \$ 20,835.80 | \$ 21,044.16 | \$ 21,254.60 | \$ 21,461.55 | \$ 21,681.82 | \$ 21,898.64 | \$ 22,117.62 | \$ 22,338.20 | \$ 22,562.19 | \$ 22,787.81 | \$ 22,915.69 | \$ 23,245.84 | \$ 23,478.30 | \$ 23,713.08 | \$ 23,950.21 | \$ 24,189.72 | \$ 24,431.61 | \$ 24,675.93 | \$ 24,922.69 |
|         | Firefighter Candidate I           | Monthly      | \$ 1,719.13  | \$ 1,736.32  | \$ 1,753.68  | \$ 1,771.22  | \$ 1,788.93  | \$ 1,806.82  | \$ 1,824.89  | \$ 1,843.14  | \$ 1,861.57  | \$ 1,880.18  | \$ 1,898.98  | \$ 1,917.97  | \$ 1,937.15  | \$ 1,956.53  | \$ 1,976.09  | \$ 2,015.81  | \$ 2,035.97  | \$ 2,056.33  | \$ 2,076.89  |              |
|         | Lifeguard II                      | Bi-weekly    | \$ 793.44    | \$ 801.38    | \$ 809.39    | \$ 817.48    | \$ 825.66    | \$ 833.92    | \$ 842.26    | \$ 850.68    | \$ 859.18    | \$ 867.78    | \$ 876.45    | \$ 885.22    | \$ 894.07    | \$ 903.01    | \$ 912.04    | \$ 921.16    | \$ 930.37    | \$ 939.68    | \$ 949.07    | \$ 958.56    |
|         | Seasonal Maintenance Worker III   | Hourly       | \$ 9.918     | \$ 10.017    | \$ 10.117    | \$ 10.219    | \$ 10.321    | \$ 10.424    | \$ 10.528    | \$ 10.633    | \$ 10.740    | \$ 10.847    | \$ 10.956    | \$ 11.065    | \$ 11.176    | \$ 11.288    | \$ 11.401    | \$ 11.515    | \$ 11.630    | \$ 11.746    | \$ 11.863    | \$ 11.982    |
|         | Overtime                          | \$ 14.877    | \$ 15.026    | \$ 15.176    | \$ 15.328    | \$ 15.481    | \$ 15.636    | \$ 15.792    | \$ 15.950    | \$ 16.110    | \$ 16.271    | \$ 16.434    | \$ 16.598    | \$ 16.764    | \$ 16.931    | \$ 17.101    | \$ 17.272    | \$ 17.445    | \$ 17.619    | \$ 17.795    | \$ 17.973    |              |
| Grade 4 | Firefighter Candidate II          | Annual       | \$ 22,692.46 | \$ 22,919.38 | \$ 23,148.57 | \$ 23,380.06 | \$ 23,613.86 | \$ 23,850.00 | \$ 24,088.50 | \$ 24,329.38 | \$ 24,572.68 | \$ 24,818.40 | \$ 25,066.59 | \$ 25,317.25 | \$ 25,570.43 | \$ 25,826.13 | \$ 26,084.39 | \$ 26,345.24 | \$ 26,608.69 | \$ 26,874.78 | \$ 27,143.52 | \$ 27,414.96 |
|         | Maintenance/Operations Worker I   | Monthly      | \$ 1,891.04  | \$ 1,909.95  | \$ 1,929.05  | \$ 1,948.34  | \$ 1,967.82  | \$ 1,987.50  | \$ 2,007.37  | \$ 2,027.45  | \$ 2,047.72  | \$ 2,068.20  | \$ 2,088.88  | \$ 2,109.77  | \$ 2,130.87  | \$ 2,152.18  | \$ 2,173.70  | \$ 2,195.44  | \$ 2,217.39  | \$ 2,239.56  | \$ 2,261.96  | \$ 2,284.84  |
|         | Pool Manager                      | Bi-weekly    | \$ 872.79    | \$ 881.51    | \$ 890.33    | \$ 899.23    | \$ 908.23    | \$ 917.31    | \$ 926.48    | \$ 935.75    | \$ 945.10    | \$ 954.55    | \$ 964.10    | \$ 973.74    | \$ 983.48    | \$ 993.31    | \$ 1,003.25  | \$ 1,012.41  | \$ 1,032.41  | \$ 1,043.98  | \$ 1,054.42  |              |
|         | Hourly                            | \$ 10.910    | \$ 11.019    | \$ 11.129    | \$ 11.240    | \$ 11.353    | \$ 11.466    | \$ 11.581    | \$ 11.697    | \$ 11.814    | \$ 11.932    | \$ 12.051    | \$ 12.172    | \$ 12.293    | \$ 12.416    | \$ 12.541    | \$ 12.666    | \$ 12.793    | \$ 12.921    | \$ 13.050    | \$ 13.180    |              |
|         | Overtime                          | \$ 16.365    | \$ 16.528    | \$ 16.694    | \$ 16.861    | \$ 17.029    | \$ 17.200    | \$ 17.372    | \$ 17.545    | \$ 17.721    | \$ 17.898    | \$ 18.077    | \$ 18.258    | \$ 18.425    | \$ 18.595    | \$ 18.764    | \$ 18.931    | \$ 19.101    | \$ 19.279    | \$ 19.445    | \$ 19.615    |              |
| Grade 5 | Maintenance/Operations Worker II  | Annual       | \$ 24,961.70 | \$ 25,211.32 | \$ 25,463.43 | \$ 25,717.07 | \$ 25,975.25 | \$ 26,235.00 | \$ 26,493.75 | \$ 26,762.32 | \$ 27,029.25 | \$ 27,300.24 | \$ 27,573.25 | \$ 27,848.74 | \$ 28,127.47 | \$ 28,399.76 | \$ 28,670.56 | \$ 28,957.88 | \$ 29,246.56 | \$ 29,532.25 | \$ 29,821.70 | \$ 30,115.45 |
|         | Monthly                           | \$ 2,080.14  | \$ 2,100.94  | \$ 2,121.95  | \$ 2,143.17  | \$ 2,164.60  | \$ 2,186.25  | \$ 2,208.11  | \$ 2,230.19  | \$ 2,252.50  | \$ 2,275.02  | \$ 2,297.77  | \$ 2,320.75  | \$ 2,343.96  | \$ 2,367.40  | \$ 2,391.07  | \$ 2,414.96  | \$ 2,439.13  | \$ 2,463.52  | \$ 2,486.16  | \$ 2,513.04  |              |
|         | Bi-weekly                         | \$ 960.07    | \$ 969.67    | \$ 979.36    | \$ 989.16    | \$ 999.04    | \$ 1,009.04  | \$ 1,019.13  | \$ 1,029.32  | \$ 1,039.61  | \$ 1,050.01  | \$ 1,060.51  | \$ 1,071.11  | \$ 1,081.83  | \$ 1,092.64  | \$ 1,103.57  | \$ 1,114.61  | \$ 1,125.75  | \$ 1,137.01  | \$ 1,148.38  | \$ 1,159.48  |              |
|         | Hourly                            | \$ 12.001    | \$ 12.121    | \$ 12.242    | \$ 12.364    | \$ 12.488    | \$ 12.613    | \$ 12.739    | \$ 12.867    | \$ 12.995    | \$ 13.125    | \$ 13.256    | \$ 13.389    | \$ 13.523    | \$ 13.658    | \$ 13.795    | \$ 13.933    | \$ 14.072    | \$ 14.213    | \$ 14.355    | \$ 14.496    |              |
|         | Overtime                          | \$ 18.001    | \$ 18.181    | \$ 18.363    | \$ 18.547    | \$ 18.732    | \$ 18.919    | \$ 19.109    | \$ 19.300    | \$ 19.493    | \$ 19.688    | \$ 19.885    | \$ 20.083    | \$ 20.284    | \$ 20.487    | \$ 20.692    | \$ 20.899    | \$ 21.108    | \$ 21.319    | \$ 21.532    | \$ 21.747    |              |
| Grade 6 | Animal Control Officer            | Annual       | \$ 27,457.87 | \$ 27,732.45 | \$ 28,009.77 | \$ 28,289.87 | \$ 28,572.77 | \$ 28,858.50 | \$ 29,147.08 | \$ 29,438.55 | \$ 29,732.94 | \$ 30,030.27 | \$ 30,330.57 | \$ 30,633.88 | \$ 30,940.22 | \$ 31,249.62 | \$ 31,562.11 | \$ 31,877.74 | \$ 32,196.51 | \$ 32,518.48 | \$ 32,843.66 | \$ 33,172.10 |
|         | Clerk I                           | Monthly      | \$ 2,288.16  | \$ 2,311.04  | \$ 2,334.14  | \$ 2,357.49  | \$ 2,381.06  | \$ 2,404.87  | \$ 2,428.92  | \$ 2,453.21  | \$ 2,477.44  | \$ 2,502.52  | \$ 2,527.55  | \$ 2,552.82  | \$ 2,578.35  | \$ 2,604.18  | \$ 2,630.18  | \$ 2,656.48  | \$ 2,683.04  | \$ 2,709.77  | \$ 2,736.44  |              |
|         | Dispatcher I                      | Bi-weekly    | \$ 1,056.07  | \$ 1,066.63  | \$ 1,077.30  | \$ 1,088.07  | \$ 1,098.95  | \$ 1,109.94  | \$ 1,121.04  | \$ 1,132.52  | \$ 1,143.57  | \$ 1,155.01  | \$ 1,166.56  | \$ 1,178.23  | \$ 1,190.01  | \$ 1,201.91  | \$ 1,213.93  | \$ 1,226.07  | \$ 1,230.83  | \$ 1,250.71  | \$ 1,262.75  |              |
|         | Equipment Operator I              | Hourly       | \$ 13.201    | \$ 13.333    | \$ 13.466    | \$ 13.601    | \$ 13.737    | \$ 13.874    | \$ 14.013    | \$ 14.153    | \$ 14.295    | \$ 14.438    | \$ 14.582    | \$ 14.728    | \$ 14.875    | \$ 15.024    | \$ 15.174    | \$ 15.326    | \$ 15.479    | \$ 15.634    | \$ 15.790    | \$ 15.948    |
|         | Equipment Technician I            | Overtime     | \$ 19.801    | \$ 19.99     | \$ 20.199    | \$ 20.401    | \$ 20.605    | \$ 20.811    | \$ 21.020    | \$ 21.230    | \$ 21.442    | \$ 21.656    | \$ 21.873    | \$ 22.092    | \$ 22.313    | \$ 22.536    | \$ 22.761    | \$ 22.989    | \$ 23.219    | \$ 23.451    | \$ 23.685    | \$ 23.922    |
|         | Maintenance/Operations Worker III |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Grade 7 | Apprentice Lineman I              | Annual       | \$ 30,203.66 | \$ 30,505.69 | \$ 30,810.75 | \$ 31,118.86 | \$ 31,430.05 | \$ 31,744.35 | \$ 32,061.79 | \$ 32,382.41 | \$ 32,706.23 | \$ 33,033.30 | \$ 33,363.63 | \$ 33,697.27 | \$ 34,034.24 | \$ 34,374.58 | \$ 34,718.33 | \$ 35,065.51 | \$ 35,416.16 | \$ 35,770.33 | \$ 36,128.03 | \$ 36,489.31 |
|         | Clerk II                          | Monthly      | \$ 2,516.97  | \$ 2,542.14  | \$ 2,567.56  | \$ 2,593.24  | \$ 2,619.17  | \$ 2,645.36  | \$ 2,671.82  | \$ 2,698.53  | \$ 2,725.52  | \$ 2,752.77  | \$ 2,780.30  | \$ 2,808.11  | \$ 2,836.19  | \$ 2,864.55  | \$ 2,893.19  | \$ 2,922.13  | \$ 2,951.35  | \$ 2,980.86  | \$ 3,010.67  | \$ 3,040.78  |
|         | Dispatcher II                     | Bi-weekly    | \$ 1,161.68  | \$ 1,173.30  | \$ 1,185.03  | \$ 1,196.88  | \$ 1,208.85  | \$ 1,220.94  | \$ 1,233.15  | \$ 1,245.48  | \$ 1,257.93  | \$ 1,270.51  | \$ 1,283.22  | \$ 1,296.05  | \$ 1,309.01  | \$ 1,322.10  | \$ 1,335.32  | \$ 1,348.67  | \$ 1,362.16  | \$ 1,375.78  | \$ 1,389.54  | \$ 1,403.43  |
|         | Equipment Operator II             | Hourly       | \$ 14.521    | \$ 14.666    | \$ 14.813    | \$ 14.961    | \$ 15.111    | \$ 15.262    | \$ 15.414    | \$ 15.568    | \$ 15.724    | \$ 15.881    | \$ 16.040    | \$ 16.201    | \$ 16.363    | \$ 16.526    | \$ 16.692    | \$ 16.858    | \$ 17.027    | \$ 17.197    | \$ 17.369    | \$ 17.543    |
|         | Equipment Technician II           | Overtime     | \$ 21.781    | \$ 21.99     | \$ 22.219    | \$ 22.441    | \$ 22.666    | \$ 22.893    | \$ 23.121    | \$ 23.353    | \$ 23.586    | \$ 23.822    | \$ 24.060    | \$ 24.301    | \$ 24.544    | \$ 24.789    | \$ 25.037    | \$ 25.288    | \$ 25.541    | \$ 25.796    | \$ 26.054    | \$ 26.314    |
|         | Maintenance/Operations Worker V   |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Grade 8 | Apprentice Lineman II             | Annual       | \$ 33,224.02 | \$ 33,556.26 | \$ 33,891.83 | \$ 34,230.75 | \$ 34,573.05 | \$ 34,918.78 | \$ 35,267.97 | \$ 35,620.65 | \$ 35,976.86 | \$ 36,336.63 | \$ 36,699.99 | \$ 37,066.99 | \$ 37,437.66 | \$ 37,812.04 | \$ 38,190.16 | \$ 38,572.06 | \$ 38,957.78 | \$ 39,347.36 | \$ 39,740.83 | \$ 40,138.24 |
|         | Clerk III                         | Monthly      | \$ 2,768.37  | \$ 2,796.36  | \$ 2,824.32  | \$ 2,852.56  | \$ 2,881.09  | \$ 2,909.90  | \$ 2,939.00  | \$ 2,968.39  | \$ 2,998.05  | \$ 3,028.05  | \$ 3,058.33  | \$ 3,088.92  | \$ 3,119.81  | \$ 3,151.00  | \$ 3,182.51  | \$ 3,214.34  | \$ 3,246.48  | \$ 3,278.95  | \$ 3,311.74  | \$ 3,344.84  |
|         | Equipment Operator III            | Bi-weekly    | \$ 1,        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |

## Fiscal Year 2019 Salary Schedule

| Grade    | Position                              | Compensation | Step 1       | Step 2       | Step 3       | Step 4       | Step 5       | Step 6       | Step 7       | Step 8       | Step 9       | Step 10      | Step 11      | Step 12      | Step 13      | Step 14      | Step 15      | Step 16      | Step 17      | Step 18      | Step 19      | Step 20      |
|----------|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Grade 11 | Network Manager II                    | Annual       | \$ 44,221.18 | \$ 44,663.39 | \$ 45,110.02 | \$ 45,561.12 | \$ 46,161.73 | \$ 46,476.90 | \$ 46,941.67 | \$ 47,411.09 | \$ 47,885.20 | \$ 48,364.05 | \$ 48,847.69 | \$ 49,336.17 | \$ 49,829.53 | \$ 50,327.82 | \$ 50,831.10 | \$ 51,339.41 | \$ 51,852.81 | \$ 52,371.33 | \$ 52,895.05 | \$ 53,424.00 |
|          | Operations Specialist I               | Monthly      | \$ 3,685.10  | \$ 3,721.95  | \$ 3,759.17  | \$ 3,796.76  | \$ 3,834.73  | \$ 3,873.08  | \$ 3,911.81  | \$ 3,950.92  | \$ 3,990.43  | \$ 4,030.34  | \$ 4,070.64  | \$ 4,111.35  | \$ 4,152.46  | \$ 4,193.99  | \$ 4,235.93  | \$ 4,278.28  | \$ 4,321.07  | \$ 4,364.28  | \$ 4,407.92  | \$ 4,452.00  |
|          | Planner I                             | Bi-weekly    | \$ 1,700.81  | \$ 1,717.82  | \$ 1,735.00  | \$ 1,752.35  | \$ 1,769.87  | \$ 1,787.57  | \$ 1,805.45  | \$ 1,823.50  | \$ 1,841.74  | \$ 1,860.16  | \$ 1,878.76  | \$ 1,897.54  | \$ 1,916.52  | \$ 1,935.69  | \$ 1,955.04  | \$ 1,974.59  | \$ 1,994.34  | \$ 2,014.28  | \$ 2,034.42  | \$ 2,054.77  |
|          | Police Lieutenant II                  | Hourly       | \$ 21.260    | \$ 21.473    | \$ 21.688    | \$ 21.904    | \$ 22.123    | \$ 22.345    | \$ 22.568    | \$ 22.794    | \$ 23.022    | \$ 23.252    | \$ 23.484    | \$ 23.719    | \$ 23.957    | \$ 24.196    | \$ 24.438    | \$ 24.682    | \$ 24.929    | \$ 25.179    | \$ 25.430    | \$ 25.685    |
|          | Purchasing Agent/Buyer                | Overtime     | \$ 31.890    | \$ 32.209    | \$ 32.531    | \$ 32.857    | \$ 33.185    | \$ 33.517    | \$ 33.852    | \$ 34.191    | \$ 34.533    | \$ 34.878    | \$ 35.227    | \$ 35.579    | \$ 35.935    | \$ 36.294    | \$ 36.657    | \$ 37.024    | \$ 37.394    | \$ 37.768    | \$ 38.145    | \$ 38.527    |
| Grade 12 | Assistant City Administrator          | Annual       | \$ 48,643.29 | \$ 49,129.73 | \$ 49,621.02 | \$ 50,117.23 | \$ 50,618.41 | \$ 51,124.59 | \$ 51,635.84 | \$ 52,152.19 | \$ 52,673.72 | \$ 53,200.45 | \$ 53,732.46 | \$ 54,269.78 | \$ 54,812.48 | \$ 55,360.61 | \$ 55,914.21 | \$ 56,473.35 | \$ 57,038.09 | \$ 57,608.47 | \$ 58,184.55 | \$ 58,766.40 |
|          | Financial Analyst                     | Monthly      | \$ 4,053.61  | \$ 4,094.14  | \$ 4,135.09  | \$ 4,176.44  | \$ 4,218.20  | \$ 4,260.38  | \$ 4,302.99  | \$ 4,346.02  | \$ 4,389.48  | \$ 4,433.37  | \$ 4,477.70  | \$ 4,522.48  | \$ 4,567.71  | \$ 4,613.38  | \$ 4,659.52  | \$ 4,706.11  | \$ 4,753.17  | \$ 4,800.71  | \$ 4,848.71  | \$ 4,897.20  |
|          | Journeyman Lineman I                  | Bi-weekly    | \$ 1,870.90  | \$ 1,889.60  | \$ 1,908.50  | \$ 1,927.59  | \$ 1,946.86  | \$ 1,966.33  | \$ 1,985.99  | \$ 2,005.85  | \$ 2,025.91  | \$ 2,046.17  | \$ 2,066.63  | \$ 2,087.30  | \$ 2,108.17  | \$ 2,129.25  | \$ 2,150.55  | \$ 2,172.05  | \$ 2,193.77  | \$ 2,215.71  | \$ 2,237.87  | \$ 2,260.25  |
|          | Operations Manager I                  | Hourly       | \$ 23.386    | \$ 23.620    | \$ 23.856    | \$ 24.095    | \$ 24.336    | \$ 24.579    | \$ 24.825    | \$ 25.073    | \$ 25.324    | \$ 25.577    | \$ 25.833    | \$ 26.091    | \$ 26.352    | \$ 26.616    | \$ 26.882    | \$ 27.151    | \$ 27.422    | \$ 27.696    | \$ 27.973    | \$ 28.253    |
|          | Operations Specialist II              | Overtime     | \$ 35.079    | \$ 35.430    | \$ 35.784    | \$ 36.142    | \$ 36.504    | \$ 36.869    | \$ 37.237    | \$ 37.610    | \$ 37.986    | \$ 38.366    | \$ 38.749    | \$ 39.137    | \$ 39.528    | \$ 39.924    | \$ 40.323    | \$ 40.726    | \$ 41.133    | \$ 41.545    | \$ 41.960    | \$ 42.380    |
|          | Planner II                            |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
|          | Tourism Director                      |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Grade 13 | Environmental Services Superintendent | Annual       | \$ 53,507.62 | \$ 54,042.70 | \$ 54,583.13 | \$ 55,128.96 | \$ 55,680.25 | \$ 56,237.05 | \$ 56,799.42 | \$ 57,367.41 | \$ 57,941.09 | \$ 58,520.50 | \$ 59,105.70 | \$ 59,696.76 | \$ 60,293.73 | \$ 60,896.67 | \$ 61,505.63 | \$ 62,120.69 | \$ 62,741.90 | \$ 63,369.31 | \$ 64,003.01 | \$ 64,643.04 |
|          | Human Resource Director               | Monthly      | \$ 4,458.97  | \$ 4,503.56  | \$ 4,548.59  | \$ 4,594.08  | \$ 4,640.02  | \$ 4,686.42  | \$ 4,733.28  | \$ 4,780.62  | \$ 4,828.42  | \$ 4,876.71  | \$ 4,925.48  | \$ 4,974.73  | \$ 5,024.48  | \$ 5,074.72  | \$ 5,125.47  | \$ 5,176.72  | \$ 5,228.49  | \$ 5,280.78  | \$ 5,333.58  | \$ 5,386.92  |
|          | IT Director                           | Bi-weekly    | \$ 2,057.99  | \$ 2,078.57  | \$ 2,099.35  | \$ 2,120.34  | \$ 2,141.55  | \$ 2,162.96  | \$ 2,184.59  | \$ 2,206.44  | \$ 2,228.50  | \$ 2,250.79  | \$ 2,273.30  | \$ 2,296.03  | \$ 2,318.99  | \$ 2,342.18  | \$ 2,365.60  | \$ 2,389.26  | \$ 2,413.15  | \$ 2,437.28  | \$ 2,461.65  | \$ 2,486.27  |
|          | Journeyman Lineman II                 | Hourly       | \$ 25.725    | \$ 25.982    | \$ 26.242    | \$ 26.504    | \$ 26.769    | \$ 27.037    | \$ 27.307    | \$ 27.580    | \$ 27.856    | \$ 28.135    | \$ 28.416    | \$ 28.700    | \$ 28.987    | \$ 29.277    | \$ 29.570    | \$ 29.866    | \$ 30.164    | \$ 30.711    | \$ 31.078    |              |
|          | Operations Manager II                 | Overtime     | \$ 38.587    | \$ 38.973    | \$ 39.363    | \$ 39.756    | \$ 40.154    | \$ 40.556    | \$ 40.961    | \$ 41.371    | \$ 41.784    | \$ 42.202    | \$ 42.624    | \$ 43.051    | \$ 43.481    | \$ 43.916    | \$ 44.355    | \$ 44.799    | \$ 45.247    | \$ 45.699    | \$ 46.156    | \$ 46.618    |
|          | Operations Specialist III             |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
|          | Parks Director                        |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
|          | Planner III                           |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
|          | Street Superintendent                 |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Grade 14 | City Clerk                            | Annual       | \$ 58,858.39 | \$ 59,446.97 | \$ 60,041.44 | \$ 60,641.85 | \$ 61,248.27 | \$ 61,860.75 | \$ 62,479.36 | \$ 63,104.16 | \$ 63,735.20 | \$ 64,372.55 | \$ 65,016.27 | \$ 65,666.44 | \$ 66,323.10 | \$ 66,986.33 | \$ 67,656.20 | \$ 68,332.76 | \$ 69,016.09 | \$ 69,706.25 | \$ 70,403.31 | \$ 71,107.34 |
|          | Community Development Director        | Monthly      | \$ 4,904.87  | \$ 4,953.91  | \$ 5,003.45  | \$ 5,053.49  | \$ 5,104.02  | \$ 5,155.06  | \$ 5,206.61  | \$ 5,258.68  | \$ 5,311.27  | \$ 5,364.38  | \$ 5,418.02  | \$ 5,472.20  | \$ 5,526.93  | \$ 5,582.19  | \$ 5,638.02  | \$ 5,694.40  | \$ 5,751.34  | \$ 5,808.85  | \$ 5,866.94  | \$ 5,925.61  |
|          | Director of Finance                   | Bi-weekly    | \$ 2,263.78  | \$ 2,286.42  | \$ 2,309.29  | \$ 2,332.38  | \$ 2,355.70  | \$ 2,379.26  | \$ 2,403.05  | \$ 2,427.08  | \$ 2,451.35  | \$ 2,475.87  | \$ 2,500.63  | \$ 2,525.63  | \$ 2,550.89  | \$ 2,576.40  | \$ 2,602.16  | \$ 2,628.18  | \$ 2,654.46  | \$ 2,681.01  | \$ 2,707.82  | \$ 2,734.90  |
|          | Fire Chief                            | Hourly       | \$ 28.297    | \$ 28.580    | \$ 28.866    | \$ 29.155    | \$ 29.446    | \$ 29.741    | \$ 30.038    | \$ 30.339    | \$ 30.642    | \$ 30.948    | \$ 31.258    | \$ 31.570    | \$ 31.886    | \$ 32.205    | \$ 32.527    | \$ 32.852    | \$ 33.181    | \$ 33.513    | \$ 33.848    | \$ 34.186    |
|          | Operations Director                   | Overtime     | \$ 42.446    | \$ 42.870    | \$ 43.299    | \$ 43.732    | \$ 44.169    | \$ 44.611    | \$ 45.057    | \$ 45.508    | \$ 45.963    | \$ 46.423    | \$ 46.887    | \$ 47.356    | \$ 47.829    | \$ 48.307    | \$ 48.791    | \$ 49.278    | \$ 49.771    | \$ 50.269    | \$ 50.772    | \$ 51.279    |
|          | Police Chief                          |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |
| Grade 15 | Electric Superintendent               | Annual       | \$ 64,744.22 | \$ 65,391.67 | \$ 66,045.58 | \$ 66,706.04 | \$ 67,373.10 | \$ 68,046.83 | \$ 68,727.30 | \$ 69,414.57 | \$ 70,108.72 | \$ 70,809.80 | \$ 71,517.90 | \$ 72,233.08 | \$ 72,955.41 | \$ 73,684.97 | \$ 74,421.82 | \$ 75,166.03 | \$ 75,917.69 | \$ 76,676.87 | \$ 77,443.64 | \$ 78,218.08 |
|          |                                       | Monthly      | \$ 5,395.35  | \$ 5,449.31  | \$ 5,503.80  | \$ 5,558.84  | \$ 5,614.42  | \$ 5,670.57  | \$ 5,727.27  | \$ 5,784.55  | \$ 5,842.39  | \$ 5,900.82  | \$ 5,959.83  | \$ 6,019.42  | \$ 6,079.62  | \$ 6,140.41  | \$ 6,201.82  | \$ 6,263.84  | \$ 6,326.47  | \$ 6,389.74  | \$ 6,453.64  | \$ 6,518.17  |
|          |                                       | Bi-weekly    | \$ 2,490.16  | \$ 2,515.06  | \$ 2,540.21  | \$ 2,565.62  | \$ 2,591.27  | \$ 2,617.19  | \$ 2,643.36  | \$ 2,669.79  | \$ 2,696.49  | \$ 2,723.45  | \$ 2,750.69  | \$ 2,778.20  | \$ 2,805.98  | \$ 2,834.04  | \$ 2,862.38  | \$ 2,891.00  | \$ 2,919.91  | \$ 2,949.11  | \$ 2,978.60  | \$ 3,008.39  |
|          |                                       | Hourly       | \$ 31.127    | \$ 31.438    | \$ 31.753    | \$ 32.070    | \$ 32.391    | \$ 32.715    | \$ 33.042    | \$ 33.372    | \$ 33.706    | \$ 34.043    | \$ 34.384    | \$ 34.727    | \$ 35.075    | \$ 35.425    | \$ 35.780    | \$ 36.138    | \$ 36.499    | \$ 36.864    | \$ 37.233    | \$ 37.605    |
|          |                                       | Overtime     | \$ 46.691    | \$ 47.157    | \$ 47.629    | \$ 48.105    | \$ 48.596    | \$ 49.072    | \$ 49.563    | \$ 50.059    | \$ 51.056    | \$ 51.575    | \$ 52.091    | \$ 52.612    | \$ 53.138    | \$ 53.670    | \$ 54.206    | \$ 54.748    | \$ 55.296    | \$ 55.849    | \$ 56.407    |              |
| Grade 16 | Public Works Director                 | Annual       | \$ 71,218.65 | \$ 71,930.83 | \$ 72,650.14 | \$ 73,376.64 | \$ 74,110.41 | \$ 74,851.51 | \$ 75,600.03 | \$ 76,356.03 | \$ 77,119.59 | \$ 77,890.78 | \$ 78,669.69 | \$ 79,456.39 | \$ 80,250.95 | \$ 81,053.46 | \$ 81,864.00 | \$ 82,682.64 | \$ 83,509.46 | \$ 84,344.56 | \$ 85,188.00 | \$ 86,039.88 |
|          |                                       | Monthly      | \$ 5,934.89  | \$ 5,994.24  | \$ 6,054.18  | \$ 6,114.72  | \$ 6,175.87  | \$ 6,237.63  | \$ 6,300.00  | \$ 6,363.00  | \$ 6,426.63  | \$ 6,490.90  | \$ 6,555.81  | \$ 6,621.37  | \$ 6,687.58  | \$ 6,754.46  | \$ 6,822.00  | \$ 6,890.22  | \$ 6,959.12  | \$ 7,028.71  | \$ 7,099.00  | \$ 7,169.99  |
|          |                                       | Bi-weekly    | \$ 2,739.18  | \$ 2,766.57  | \$ 2,794.24  | \$ 2,822.18  | \$ 2,850.40  | \$ 2,878.90  | \$ 2,907.69  | \$ 2,936.77  | \$ 2,966.49  | \$ 2,995.80  | \$ 3,025.76  | \$ 3,056.01  | \$ 3,086.58  | \$ 3,117.44  | \$ 3,148.62  | \$ 3,210.90  | \$ 3,211.90  | \$ 3,244.02  | \$ 3,276.46  | \$ 3,309.23  |
|          |                                       | Hourly       | \$ 34.240    | \$ 34.582    | \$ 34.928    | \$ 35.277    | \$ 35.630    | \$ 35.986    | \$ 36.346    | \$ 36.710    | \$ 37.077    | \$ 37.447    | \$ 37.822    | \$ 38.200    | \$ 38.582    | \$ 38.968    | \$ 39.358    | \$ 39.751    | \$ 40.149    | \$ 40.550    | \$ 41.365    |              |
|          |                                       | Overtime     | \$ 51.360    | \$ 51.873    | \$ 52.392    | \$ 52.916    | \$ 53.445    | \$ 53.979    | \$ 54.519    | \$ 55.064    | \$ 56.171    | \$ 56.733    | \$ 57.300    | \$ 57.873    | \$ 58.452    | \$ 59.037    | \$ 59.627    | \$ 60.223    | \$ 60.825    | \$ 61.434    | \$ 62.048    |              |
| Grade 17 | City Engineer                         | Annual       | \$ 78,340.51 | \$ 79,123.92 | \$ 79,915.15 | \$ 80,714.31 | \$ 81,521.45 | \$ 82,336.66 | \$ 83,160.03 | \$ 83,991.63 | \$ 84,831.55 | \$ 85,679.86 | \$ 86,536.66 | \$ 87,402.03 | \$ 88,276.05 | \$ 89,158.81 | \$ 90,050.40 | \$ 90,950.90 | \$ 91,860.41 | \$ 92,779.01 | \$ 93,706.80 | \$ 94,643.87 |
|          |                                       | Monthly      | \$ 6,528.38  | \$ 6,593.66  | \$ 6,659.60  | \$ 6,726.19  | \$ 6,793.45  | \$ 6,861.39  | \$ 6,930.00  | \$ 6,999.30  | \$ 7,069.30  | \$ 7,139.99  | \$ 7,211.39  | \$ 7,283.50  | \$ 7,356.34  | \$ 7,429.90  | \$ 7,504.20  | \$ 7,579.24  | \$ 7,655.03  | \$ 7,731.58  | \$ 7,808.90  | \$ 7,886.99  |
|          |                                       | Bi-weekly    | \$ 3,013.10  | \$ 3,043.23  | \$ 3,073.66  | \$ 3,104.40  | \$ 3,135.44  | \$ 3,166.79  | \$ 3,204.45  | \$ 3,262.75  | \$ 3,295.38  | \$ 3,328.33  | \$ 3,361.62  | \$ 3,395.23  | \$ 3,429.18  | \$ 3,463.48  | \$ 3,498.11  | \$ 3,533.09  | \$ 3,568.42  | \$ 3,604.11  | \$ 3,640.15  |              |
|          |                                       | Hourly       | \$ 37.664    | \$ 38.040    | \$ 38.421    | \$ 38.805    | \$ 39.193    | \$ 39.585    | \$ 39.981    | \$ 40.381    | \$ 40.784    | \$ 41.192    | \$ 41.604    | \$ 42.020    | \$ 42.440    | \$ 42.865    | \$ 43.293    | \$ 43.726    | \$ 44.164    | \$ 44.605    | \$ 45.051    | \$ 45.502    |
|          |                                       | Overtime     | \$ 62.145    | \$ 62.677    | \$ 63.394    | \$ 64.028    | \$ 64.668    | \$ 65.315    | \$ 65.968    | \$ 66.628    | \$ 67.294    | \$ 67.967    | \$ 68.647    | \$ 69.333    | \$ 70        |              |              |              |              |              |              |              |

## Fiscal Year 2019 Fire Salary Schedule

| Grade   | Position              | Compensation | Step 1       | Step 2       | Step 3       | Step 4       | Step 5       | Step 6       | Step 7       | Step 8       | Step 9       | Step 10      | Step 11      | Step 12      | Step 13      | Step 14      | Step 15      | Step 16      | Step 17      | Step 18      | Step 19      | Step 20      |
|---------|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Grade 1 | Firefighter/EMT       | Annual       | \$ 33,677.95 | \$ 34,014.73 | \$ 34,354.88 | \$ 34,698.43 | \$ 35,045.41 | \$ 35,395.87 | \$ 35,749.83 | \$ 36,107.32 | \$ 36,468.40 | \$ 36,833.08 | \$ 37,201.41 | \$ 37,573.43 | \$ 37,949.16 | \$ 38,328.65 | \$ 38,711.94 | \$ 39,099.06 | \$ 39,490.05 | \$ 39,884.95 | \$ 40,283.80 | \$ 40,686.64 |
|         | Firefighter/EMT - I   | Monthly      | \$ 2,806.50  | \$ 2,834.56  | \$ 2,862.91  | \$ 2,891.54  | \$ 2,920.45  | \$ 2,949.66  | \$ 2,979.15  | \$ 3,008.94  | \$ 3,039.03  | \$ 3,069.42  | \$ 3,100.12  | \$ 3,131.12  | \$ 3,162.43  | \$ 3,194.05  | \$ 3,225.99  | \$ 3,258.25  | \$ 3,290.84  | \$ 3,323.75  | \$ 3,356.98  | \$ 3,390.55  |
|         |                       | Bi-weekly    | \$ 1,295.31  | \$ 1,308.26  | \$ 1,321.34  | \$ 1,334.55  | \$ 1,347.90  | \$ 1,361.38  | \$ 1,374.99  | \$ 1,388.74  | \$ 1,402.63  | \$ 1,416.66  | \$ 1,430.82  | \$ 1,445.13  | \$ 1,459.58  | \$ 1,474.18  | \$ 1,488.92  | \$ 1,503.81  | \$ 1,518.85  | \$ 1,534.04  | \$ 1,549.38  | \$ 1,564.87  |
|         |                       | Hourly       | \$ 11.174    | \$ 11.286    | \$ 11.398    | \$ 11.512    | \$ 11.628    | \$ 11.744    | \$ 11.861    | \$ 11.980    | \$ 12.100    | \$ 12.221    | \$ 12.343    | \$ 12.466    | \$ 12.591    | \$ 12.717    | \$ 12.844    | \$ 12.972    | \$ 13.102    | \$ 13.233    | \$ 13.366    | \$ 13.499    |
|         |                       | Overtime     | \$ 16.761    | \$ 16.928    | \$ 17.098    | \$ 17.269    | \$ 17.441    | \$ 17.616    | \$ 17.792    | \$ 17.970    | \$ 18.150    | \$ 18.331    | \$ 18.514    | \$ 18.699    | \$ 18.866    | \$ 19.075    | \$ 19.266    | \$ 19.459    | \$ 19.653    | \$ 19.850    | \$ 20.048    | \$ 20.249    |
| Grade 2 | Firefighter/Paramedic | Annual       | \$ 37,045.75 | \$ 37,416.21 | \$ 37,790.37 | \$ 38,168.27 | \$ 38,549.96 | \$ 38,935.45 | \$ 39,324.81 | \$ 39,718.06 | \$ 40,115.24 | \$ 40,516.39 | \$ 40,921.55 | \$ 41,330.77 | \$ 41,744.08 | \$ 42,161.52 | \$ 42,583.13 | \$ 43,008.96 | \$ 43,439.05 | \$ 43,873.44 | \$ 44,312.18 | \$ 44,755.30 |
|         | Lieutenant/EMT        | Monthly      | \$ 3,087.15  | \$ 3,118.02  | \$ 3,149.20  | \$ 3,180.69  | \$ 3,212.50  | \$ 3,244.62  | \$ 3,277.07  | \$ 3,309.84  | \$ 3,342.94  | \$ 3,376.37  | \$ 3,410.13  | \$ 3,444.23  | \$ 3,478.67  | \$ 3,513.46  | \$ 3,548.59  | \$ 3,584.08  | \$ 3,619.92  | \$ 3,656.12  | \$ 3,692.68  | \$ 3,729.61  |
|         | Lieutenant/EMT - I    | Bi-weekly    | \$ 1,424.84  | \$ 1,439.08  | \$ 1,453.48  | \$ 1,468.01  | \$ 1,482.69  | \$ 1,497.52  | \$ 1,512.49  | \$ 1,527.62  | \$ 1,542.89  | \$ 1,558.32  | \$ 1,573.91  | \$ 1,589.64  | \$ 1,605.54  | \$ 1,621.60  | \$ 1,637.81  | \$ 1,654.19  | \$ 1,670.73  | \$ 1,687.44  | \$ 1,704.31  | \$ 1,721.36  |
|         |                       | Hourly       | \$ 12.291    | \$ 12.414    | \$ 12.538    | \$ 12.790    | \$ 12.918    | \$ 13.047    | \$ 13.178    | \$ 13.310    | \$ 13.443    | \$ 13.577    | \$ 13.713    | \$ 13.850    | \$ 13.989    | \$ 14.128    | \$ 14.412    | \$ 14.557    | \$ 14.702    | \$ 14.849    |              |              |
|         |                       | Overtime     | \$ 18.437    | \$ 18.621    | \$ 18.807    | \$ 18.995    | \$ 19.185    | \$ 19.377    | \$ 19.571    | \$ 19.767    | \$ 19.964    | \$ 20.164    | \$ 20.366    | \$ 20.569    | \$ 20.775    | \$ 20.983    | \$ 21.193    | \$ 21.405    | \$ 21.619    | \$ 21.835    | \$ 22.053    | \$ 22.274    |
| Grade 3 | Lieutenant/Paramedic  | Annual       | \$ 40,750.32 | \$ 41,157.83 | \$ 41,569.41 | \$ 41,985.10 | \$ 42,404.95 | \$ 42,829.00 | \$ 43,257.29 | \$ 43,689.86 | \$ 44,126.76 | \$ 44,568.03 | \$ 45,013.71 | \$ 45,463.85 | \$ 45,918.49 | \$ 46,377.67 | \$ 46,841.45 | \$ 47,309.86 | \$ 47,782.96 | \$ 48,260.79 | \$ 48,743.40 | \$ 49,230.83 |
|         | Captain/EMT           | Monthly      | \$ 3,395.86  | \$ 3,429.82  | \$ 3,464.12  | \$ 3,498.76  | \$ 3,533.75  | \$ 3,569.08  | \$ 3,604.77  | \$ 3,640.82  | \$ 3,677.23  | \$ 3,714.00  | \$ 3,751.14  | \$ 3,788.65  | \$ 3,826.54  | \$ 3,864.81  | \$ 3,903.45  | \$ 3,942.49  | \$ 3,981.91  | \$ 4,021.73  | \$ 4,061.95  | \$ 4,102.57  |
|         | Captain/EMT - I       | Bi-weekly    | \$ 1,567.32  | \$ 1,582.99  | \$ 1,598.82  | \$ 1,614.81  | \$ 1,630.96  | \$ 1,647.27  | \$ 1,663.74  | \$ 1,680.38  | \$ 1,697.18  | \$ 1,714.15  | \$ 1,731.30  | \$ 1,748.61  | \$ 1,766.10  | \$ 1,783.76  | \$ 1,801.59  | \$ 1,819.61  | \$ 1,837.81  | \$ 1,856.18  | \$ 1,874.75  | \$ 1,893.49  |
|         |                       | Hourly       | \$ 13.520    | \$ 13.656    | \$ 13.792    | \$ 13.930    | \$ 14.069    | \$ 14.210    | \$ 14.352    | \$ 14.496    | \$ 14.641    | \$ 14.787    | \$ 14.935    | \$ 15.084    | \$ 15.235    | \$ 15.387    | \$ 15.541    | \$ 15.697    | \$ 15.854    | \$ 16.012    | \$ 16.172    | \$ 16.334    |
|         |                       | Overtime     | \$ 20.281    | \$ 20.483    | \$ 20.688    | \$ 20.895    | \$ 21.104    | \$ 21.315    | \$ 21.528    | \$ 21.743    | \$ 21.961    | \$ 22.181    | \$ 22.402    | \$ 22.626    | \$ 22.853    | \$ 23.081    | \$ 23.312    | \$ 23.545    | \$ 23.781    | \$ 24.018    | \$ 24.258    | \$ 24.501    |
| Grade 4 | Captain/Paramedic     | Annual       | \$ 44,825.36 | \$ 45,273.61 | \$ 45,726.35 | \$ 46,183.61 | \$ 46,645.45 | \$ 47,111.90 | \$ 47,583.02 | \$ 48,058.85 | \$ 48,539.44 | \$ 49,024.83 | \$ 49,515.08 | \$ 50,010.23 | \$ 50,510.33 | \$ 51,015.44 | \$ 51,525.59 | \$ 52,040.85 | \$ 52,561.26 | \$ 53,086.87 | \$ 53,617.74 | \$ 54,153.91 |
|         |                       | Monthly      | \$ 3,735.45  | \$ 3,772.80  | \$ 3,810.53  | \$ 3,848.63  | \$ 3,887.12  | \$ 3,925.99  | \$ 3,965.25  | \$ 4,004.90  | \$ 4,044.95  | \$ 4,085.40  | \$ 4,126.26  | \$ 4,167.52  | \$ 4,209.19  | \$ 4,251.29  | \$ 4,293.80  | \$ 4,336.74  | \$ 4,380.10  | \$ 4,423.91  | \$ 4,468.14  | \$ 4,512.83  |
|         |                       | Bi-weekly    | \$ 1,724.05  | \$ 1,741.29  | \$ 1,758.71  | \$ 1,776.29  | \$ 1,794.06  | \$ 1,812.00  | \$ 1,830.12  | \$ 1,848.42  | \$ 1,866.90  | \$ 1,885.57  | \$ 1,904.43  | \$ 1,923.47  | \$ 1,942.71  | \$ 1,962.13  | \$ 1,981.75  | \$ 2,001.57  | \$ 2,021.59  | \$ 2,041.80  | \$ 2,062.22  | \$ 2,082.84  |
|         |                       | Hourly       | \$ 14.872    | \$ 15.021    | \$ 15.171    | \$ 15.323    | \$ 15.476    | \$ 15.631    | \$ 15.787    | \$ 15.945    | \$ 16.105    | \$ 16.266    | \$ 16.428    | \$ 16.593    | \$ 16.759    | \$ 16.926    | \$ 17.095    | \$ 17.266    | \$ 17.439    | \$ 17.613    | \$ 17.790    | \$ 17.967    |
|         |                       | Overtime     | \$ 22.309    | \$ 22.532    | \$ 22.757    | \$ 22.985    | \$ 23.214    | \$ 23.447    | \$ 23.681    | \$ 23.918    | \$ 24.157    | \$ 24.399    | \$ 24.643    | \$ 24.889    | \$ 25.138    | \$ 25.389    | \$ 25.643    | \$ 25.900    | \$ 26.159    | \$ 26.420    | \$ 26.684    | \$ 26.951    |
| Grade 5 |                       | Annual       | \$ 49,307.89 | \$ 49,800.97 | \$ 50,298.98 | \$ 50,801.97 | \$ 51,309.99 | \$ 51,823.09 | \$ 52,341.32 | \$ 52,864.73 | \$ 53,393.38 | \$ 53,927.32 | \$ 54,466.59 | \$ 55,011.25 | \$ 55,561.37 | \$ 56,116.98 | \$ 56,678.15 | \$ 57,244.93 | \$ 57,817.38 | \$ 58,395.56 | \$ 58,979.51 | \$ 59,569.31 |
|         |                       | Monthly      | \$ 4,108.99  | \$ 4,150.08  | \$ 4,191.58  | \$ 4,233.50  | \$ 4,275.83  | \$ 4,318.59  | \$ 4,361.78  | \$ 4,405.39  | \$ 4,449.45  | \$ 4,493.94  | \$ 4,538.88  | \$ 4,584.27  | \$ 4,630.11  | \$ 4,676.42  | \$ 4,723.18  | \$ 4,770.41  | \$ 4,818.12  | \$ 4,866.30  | \$ 4,914.96  | \$ 4,964.11  |
|         |                       | Bi-weekly    | \$ 1,896.46  | \$ 1,915.42  | \$ 1,934.58  | \$ 1,953.92  | \$ 1,973.46  | \$ 1,993.20  | \$ 2,013.13  | \$ 2,033.26  | \$ 2,053.59  | \$ 2,074.13  | \$ 2,094.87  | \$ 2,115.82  | \$ 2,136.98  | \$ 2,158.35  | \$ 2,179.93  | \$ 2,201.73  | \$ 2,223.75  | \$ 2,245.98  | \$ 2,268.44  | \$ 2,291.13  |
|         |                       | Hourly       | \$ 16.360    | \$ 16.523    | \$ 16.688    | \$ 16.855    | \$ 17.024    | \$ 17.194    | \$ 17.366    | \$ 17.540    | \$ 17.715    | \$ 17.892    | \$ 18.071    | \$ 18.252    | \$ 18.434    | \$ 18.619    | \$ 18.805    | \$ 18.993    | \$ 19.183    | \$ 19.375    | \$ 19.569    | \$ 19.764    |
|         |                       | Overtime     | \$ 24.539    | \$ 24.785    | \$ 25.033    | \$ 25.283    | \$ 25.536    | \$ 25.791    | \$ 26.049    | \$ 26.310    | \$ 26.573    | \$ 26.838    | \$ 27.107    | \$ 27.378    | \$ 27.652    | \$ 27.928    | \$ 28.207    | \$ 28.490    | \$ 28.774    | \$ 29.062    | \$ 29.353    | \$ 29.646    |
| Grade 6 |                       | Annual       | \$ 54,238.68 | \$ 54,781.07 | \$ 55,328.88 | \$ 55,882.17 | \$ 56,440.99 | \$ 57,005.40 | \$ 57,575.45 | \$ 58,151.21 | \$ 58,732.72 | \$ 59,320.05 | \$ 59,913.25 | \$ 60,512.38 | \$ 61,117.50 | \$ 61,728.68 | \$ 62,345.97 | \$ 62,969.43 | \$ 63,599.12 | \$ 64,235.11 | \$ 64,877.46 | \$ 65,526.24 |
|         |                       | Monthly      | \$ 4,519.89  | \$ 4,565.09  | \$ 4,610.74  | \$ 4,656.85  | \$ 4,703.42  | \$ 4,750.45  | \$ 4,797.95  | \$ 4,845.93  | \$ 4,894.39  | \$ 4,943.34  | \$ 4,992.77  | \$ 5,042.70  | \$ 5,093.13  | \$ 5,144.06  | \$ 5,195.50  | \$ 5,247.45  | \$ 5,299.93  | \$ 5,352.93  | \$ 5,406.46  | \$ 5,460.52  |
|         |                       | Bi-weekly    | \$ 2,086.10  | \$ 2,106.96  | \$ 2,128.03  | \$ 2,149.31  | \$ 2,170.81  | \$ 2,192.52  | \$ 2,214.44  | \$ 2,236.58  | \$ 2,258.95  | \$ 2,281.54  | \$ 2,304.36  | \$ 2,327.40  | \$ 2,350.67  | \$ 2,374.18  | \$ 2,397.92  | \$ 2,421.90  | \$ 2,446.12  | \$ 2,470.58  | \$ 2,495.29  | \$ 2,520.24  |
|         |                       | Hourly       | \$ 17.996    | \$ 18.176    | \$ 18.357    | \$ 18.541    | \$ 18.726    | \$ 18.914    | \$ 19.103    | \$ 19.294    | \$ 19.487    | \$ 19.682    | \$ 19.878    | \$ 20.077    | \$ 20.278    | \$ 20.481    | \$ 20.882    | \$ 21.101    | \$ 21.312    | \$ 21.525    | \$ 21.741    |              |
|         |                       | Overtime     | \$ 26.993    | \$ 27.263    | \$ 27.536    | \$ 27.811    | \$ 28.089    | \$ 28.370    | \$ 28.654    | \$ 28.941    | \$ 29.230    | \$ 29.522    | \$ 30.116    | \$ 30.417    | \$ 30.721    | \$ 31.028    | \$ 31.338    | \$ 31.652    | \$ 31.968    | \$ 32.288    | \$ 32.611    |              |
| Grade 7 |                       | Annual       | \$ 59,662.55 | \$ 60,259.17 | \$ 60,861.77 | \$ 61,470.38 | \$ 62,085.09 | \$ 62,705.94 | \$ 63,333.00 | \$ 63,966.33 | \$ 64,605.99 | \$ 65,252.05 | \$ 65,904.57 | \$ 66,563.62 | \$ 67,229.25 | \$ 67,901.55 | \$ 68,580.56 | \$ 69,266.37 | \$ 69,959.03 | \$ 70,658.62 | \$ 71,365.21 | \$ 72,078.86 |
|         |                       | Monthly      | \$ 4,971.88  | \$ 5,021.60  | \$ 5,071.81  | \$ 5,122.53  | \$ 5,173.76  | \$ 5,225.49  | \$ 5,277.75  | \$ 5,330.53  | \$ 5,383.83  | \$ 5,437.67  | \$ 5,492.05  | \$ 5,546.97  | \$ 5,602.44  | \$ 5,658.46  | \$ 5,715.05  | \$ 5,772.20  | \$ 5,829.92  | \$ 5,888.22  | \$ 5,947.10  | \$ 6,006.57  |
|         |                       | Bi-weekly    | \$ 2,294.71  | \$ 2,317.66  | \$ 2,340.84  | \$ 2,364.25  | \$ 2,387.89  | \$ 2,411.77  | \$ 2,435.88  | \$ 2,460.24  | \$ 2,484.85  | \$ 2,509.69  | \$ 2,534.79  | \$ 2,560.14  | \$ 2,585.74  | \$ 2,611.60  | \$ 2,637.71  | \$ 2,664.09  | \$ 2,690.73  | \$ 2,717.64  | \$ 2,744.82  | \$ 2,772.26  |
|         |                       | Hourly       | \$ 19.795    | \$ 19.993    | \$ 20.193    | \$ 20.395    | \$ 20.599    | \$ 20.805    | \$ 21.013    | \$ 21.223    | \$ 21.435    | \$ 21.650    | \$ 21.865    | \$ 22.085    | \$ 22.306    | \$ 22.529    | \$ 22.754    | \$ 22.982    | \$ 23.211    | \$ 23.443    | \$ 23.678    | \$ 23.915    |
|         |                       | Overtime     | \$ 29.693    | \$ 29.990    | \$ 30.290    | \$ 30.592    | \$ 30.898    | \$ 31.207    | \$ 31.519    | \$ 31.835    | \$ 32.153    | \$ 32.474    | \$ 32.799    | \$ 33.127    | \$ 33.458    | \$ 33.793    | \$ 34.131    | \$ 34.472    | \$ 34.817    | \$ 35.165    | \$ 35.517    | \$ 35.872    |
| Grade 8 |                       | Annual       | \$ 65,628.80 | \$ 66,285.09 | \$ 66,947.94 | \$ 67,617.42 | \$ 68,293.60 | \$ 68,976.53 | \$ 69,666.30 | \$ 70,362.96 | \$ 71,066.59 | \$ 71,777.26 | \$ 72,495.03 | \$ 73,219.98 | \$ 73,952.18 | \$ 74,691.70 | \$ 75,438.62 | \$ 76,193.00 | \$ 76,954.93 | \$ 77,724.48 | \$ 78,501.73 | \$ 79,286.75 |
|         |                       | Monthly      | \$ 5,469.07  | \$ 5,523.76  | \$ 5,579.00  | \$ 5,634.79  | \$ 5,691.13  | \$ 5,748.04  | \$ 5,805.52  | \$ 5,863.58  | \$ 5,922.22  | \$ 5,981.44  | \$ 6,041.25  | \$ 6,101.66  | \$ 6,162.68  | \$ 6,224.31  | \$ 6,286.55  | \$ 6,349.42  | \$ 6,412.91  | \$ 6,477.04  | \$ 6,541.81  | \$ 6,607.23  |
|         |                       |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |              |

| Capital Improvement Program 2020-2024 |   |             |           |           |          |          |             |
|---------------------------------------|---|-------------|-----------|-----------|----------|----------|-------------|
| Project Number                        | Project Name  | 2020        | 2021      | 2022      | 2023     | 2024     | Total       |
| 73-APT-001-20                         | Mill and Overlay Construction                             | \$1,686,000 |           |           |          |          | \$1,686,000 |
| 73-APT-002-20                         | Hangar Remodel  | \$30,000    |           |           |          |          | \$30,000    |
| 73-APT-003-20                         | Reconstruction of St. Clair T-Hangars                     | \$250,000   |           |           |          |          | \$250,000   |
| 73-APT-001-21                         | Airport Master Plan                                       |             | \$300,000 |           |          |          | \$300,000   |
| 73-APT-002-21                         | Aviation Fuel Truck                                       |             | \$95,000  |           |          |          | \$95,000    |
| 73-APT-003-21                         | Ramp and Parking Lot Repair                               |             | \$25,000  |           |          |          | \$25,000    |
| 73-APT-001-22                         | Airport Tractor   |             |           | \$52,000  |          |          | \$52,000    |
| 73-APT-002-22                         | Rotary Cutter   |             |           | \$12,800  |          |          | \$12,800    |
| 73-APT-001-23                         | Taxiway Rehabilitation                                    |             |           |           | 683,500  |          | \$683,500   |
| 73-APT-001-24                         | Utility Vehicle   |             |           |           |          | \$7,000  | \$7,000     |
| 73-APT-001-20                         | Replace Existing Computer Systems                         |             |           |           |          | \$5,000  | \$5,000     |
| 01-CAO-002-14                         | Insulated File Cabinets                                   |             | \$2,500   |           |          |          | \$2,500     |
| 01-CAO-002-19                         | Administrative Vehicles                                   | \$25,000    |           |           |          |          | \$25,000    |
| 01-CCC-001-19                         | Replace Existing Computer Systems                         | \$4,000     |           |           |          |          | \$4,000     |
| 01-CCC-001-21                         | Exhibition Hall Chairs                                    |             | \$5,000   |           | \$6,000  |          | \$11,000    |
| 01-CCC-002-22                         | Replacement of CCC Office Furniture                       |             |           | \$60,000  |          |          | \$60,000    |
| 01-CCC-003-22                         | Replace 2005 Boom Lift                                    |             |           | \$150,000 |          |          | \$150,000   |
| 01-CCC-004-23                         | On-Line Booking   |             |           |           | \$30,000 |          | \$30,000    |
| 01-CCC-001-24                         | Half Ton Pickup   |             |           |           |          | \$30,000 | \$30,000    |
| 22-CCC-006-14                         | Replacement of HVAC Units                                 |             | \$50,000  |           |          |          | \$50,000    |
| 22-CCC-002-15                         | Mill, Overlay, and Restripe: CCC Parking Lot              | \$80,000    | \$100,000 | \$35,000  |          |          | \$215,000   |
| 22-CCC-002-17                         | Comprehensive Repair Plan for CCC Roof                    | \$150,000   | \$80,000  |           |          |          | \$230,000   |
| 22-CCC-005-17                         | Upgrade Theater Stage Lights                              | \$20,000    |           |           |          |          | \$20,000    |
| 22-CCC-001-20                         | Addition of Dressing Rooms & Concession Area for Ex. Hall | \$1,750,000 |           |           |          |          | \$1,750,000 |
| 22-CCC-001-21                         | Repair Gym Floor  |             | \$20,000  |           |          |          | \$20,000    |
| 22-CCC-001-21                         | Replace Multi-Purpose Flooring                            |             | \$100,000 |           |          |          | \$100,000   |
| 22-CCC-001-22                         | Replacement of Gas Fired Pool Heater                      |             |           | \$30,000  |          |          | \$30,000    |
| 22-CCC-002-22                         | Upgrade of UV System for CCC Pool                         |             |           | \$15,000  |          |          | \$15,000    |
| 22-CCC-003-22                         | Rebuild Paddock Water Filter for CCC Pool                 |             |           | \$40,000  |          |          | \$40,000    |
| 22-CCC-004-22                         | Rider Floor Sweeper                                       |             |           | \$17,000  |          |          | \$17,000    |
| 22-CDC-001-18                         | Replacement of Staff Vehicles                             | \$20,000    |           | \$20,000  |          |          | \$40,000    |

| Capital Improvement Program 2020-2024 |  |             |             |             |             |             |              |
|---------------------------------------|--|-------------|-------------|-------------|-------------|-------------|--------------|
| Project Number                        | Project Name                                       | 2020        | 2021        | 2022        | 2023        | 2024        | Total        |
| 22-CDC-001-19                         | Replacement of Network Systems                     |             |             |             | \$5,000     |             | \$5,000      |
| 75-DBD-001-18                         | Streetscape Improvements/Signage Updates           | \$20,000    | \$12,000    | \$20,000    | \$12,000    | \$16,000    | \$80,000     |
| 99-DBD-002-18                         | Lebanon Farmers Market Pavilion                    | \$120,000   |             |             |             |             | \$120,000    |
| 80-ELF-007-14                         | 161 Substations and Transmission                   | \$4,166,666 | \$4,166,666 | \$4,166,666 |             |             | \$12,499,998 |
| 80-ELF-008-14                         | Line Reconductor/Extensions                        | \$600,000   | \$600,000   | \$600,000   | \$600,000   | \$600,000   | \$3,000,000  |
| 80-ELF-009-14                         | Overhead/Underground Projects                      | \$100,000   |             |             |             |             | \$100,000    |
| 80-ELF-003-15                         | LED Streetlight Conversion                         | \$60,000    | \$60,000    | \$60,000    | \$60,000    | \$60,000    | \$300,000    |
| 80-ELF-004-15                         | Distribution Pole Changes                          | \$250,000   | \$250,000   | \$50,000    | \$50,000    | \$50,000    | \$650,000    |
| 80-ELF-006-15                         | Construction Truck                                 |             |             | \$225,000   |             |             | \$225,000    |
| 80-ELF-003-17                         | Department Pickups                                 |             |             | \$40,000    | \$40,000    |             | \$80,000     |
| 80-ELF-001-20                         | Replace Existing Computer Systems                  | \$9,000     |             |             |             |             | \$9,000      |
| 80-ELF-002-20                         | Battery Backup for Substation Reclosers            | \$30,000    |             |             |             |             | \$30,000     |
| 80-ELF-003-20                         | Overhead/Underground- Montrose/Parkway             | \$120,000   |             |             |             |             | \$120,000    |
| 80-ELF-004-20                         | Distribution Switches                              | \$50,000    |             |             |             |             | \$50,000     |
| 80-ELF-001-21                         | 69k High Voltage Tie Line – Substations #6 and #8  |             | \$1,000,000 |             |             |             | \$1,000,000  |
| 80-ELF-002-21                         | Line Reconductor/Extensions- Michigan              |             | \$600,000   |             |             |             | \$600,000    |
| 80-ELF-001-22                         | Substation #2 Transformer                          |             |             | \$800,000   |             |             | \$800,000    |
| 80-ELF-002-22                         | Overhead/Underground Project- Woodhill             |             |             | \$350,000   |             |             | \$350,000    |
| 80-ELF-003-22                         | Overhead/Underground Project- South Lawn Subd.     |             |             | \$150,000   |             |             | \$150,000    |
| 80-ELF-001-23                         | Overhead/Underground Project- Osage and Highland   |             |             |             | \$350,000   |             | \$350,000    |
| 80-ELF-002-23                         | Line Reconductor/Extensions – South                |             |             |             | \$1,000,000 |             | \$1,000,000  |
| 80-ELF-001-24                         | Overhead/Underground Project- Subs. #7 and #8      |             |             |             |             | \$1,500,000 | \$1,500,000  |
| 01-ENV-004-14                         | Assessment and Restoration of Detention Facilities | \$5,000     | \$5,000     | \$5,000     |             |             | \$15,000     |
| 01-ENV-003-18                         | Stormwater: Waterman Drive and Windsor Drive       |             | \$25,000    |             |             |             | \$25,000     |
| 01-ENV-001-19                         | Stormwater: Mountrose Beacon Branch                |             | \$30,000    | \$50,000    |             |             | \$80,000     |
| 01-ENV-002-19                         | Stormwater: Springfield and Jackson                |             |             | \$25,000    |             |             | \$25,000     |
| 01-ENV-004-19                         | Stormwater: Radio Tower Branch Improvements        | \$50,000    |             |             |             |             | \$50,000     |
| 01-ENV-006-19                         | Stormwater: Hydraulic Engineering Study            | \$50,000    | \$50,000    | \$50,000    | \$50,000    |             | \$200,000    |
| 01-ENV-001-20                         | Stormwater: Washington and North Park Manor        |             |             |             | \$50,000    |             | \$50,000     |
| 01-ENV-002-20                         | Stormwater: Kansas Avenue Stormwater Crossing      | \$225,000   |             |             |             |             | \$225,000    |
| 01-ENV-003-20                         | Stormwater: Beck and Kansas Improvements           | \$15,000    |             |             |             |             | \$15,000     |

| Capital Improvement Program 2020-2024 |   |           |             |           |           |           |             |
|---------------------------------------|---|-----------|-------------|-----------|-----------|-----------|-------------|
| Project Number                        | Project Name                                      | 2020      | 2021        | 2022      | 2023      | 2024      | Total       |
| 01-ENV-004-20                         | Stormwater: Rolling Hills Road Improvements       | \$30,000  |             |           |           |           | \$30,000    |
| 01-ENV-001-21                         | Stormwater: Brook and Indian Creek Improvements   |           | \$30,000    |           |           |           | \$30,000    |
| 01-ENV-002-21                         | Stormwater: Springfield and Jackson               |           | \$25,000    |           |           |           | \$25,000    |
| 01-ENV-001-22                         | Stormwater: Quail Valley Improvements             |           |             | \$15,000  |           |           | \$15,000    |
| 01-ENV-002-22                         | Stormwater: Highway YY and Raef Road Improvements |           |             | \$10,000  |           |           | \$10,000    |
| 01-ENV-003-22                         | Stormwater: Washington and Park Manor             |           |             | \$60,000  |           |           | \$60,000    |
| 01-ENV-001-23                         | Stormwater: West Fremont Improvements             |           |             |           | \$10,000  |           | \$10,000    |
| 01-ENV-002-23                         | Stormwater: Evergreen Improvements                |           |             |           | \$25,000  |           | \$25,000    |
| 01-ENV-003-23                         | Stormwater: Flatwoods                             |           |             |           | \$25,000  |           | \$25,000    |
| 85-ENV-001-14                         | Collection Improvements- Goodwin Hollow Watershed | \$600,000 | \$650,000   | \$700,000 | \$750,000 | \$750,000 | \$3,450,000 |
| 85-ENV-002-14                         | WWTP Improvements Phase 2                         |           | \$2,000,000 |           |           |           | \$2,000,000 |
| 85-ENV-004-15                         | Sampler   |           |             | \$4,500   |           |           | \$4,500     |
| 85-ENV-007-15                         | Lift Station SCADA                                | \$20,000  | \$20,000    | \$20,000  |           |           | \$60,000    |
| 85-ENV-006-16                         | Mechanical Bar Screen                             | \$650,000 |             |           |           |           | \$650,000   |
| 85-ENV-007-16                         | Pickup Trucks                                     | \$30,000  |             | \$30,000  |           |           | \$60,000    |
| 85-ENV-008-16                         | Portable Trash Pump                               |           |             |           | \$4,000   |           | \$4,000     |
| 85-ENV-001-17                         | Wastewater Treatment Plant Driveway Overlay       | \$35,000  |             |           |           |           | \$35,000    |
| 85-ENV-001-18                         | Backhoe   | \$100,000 |             |           |           |           | \$100,000   |
| 85-ENV-003-18                         | Replace Existing Wastewater Computer Systems      | \$5,000   | \$5,000     | \$5,000   | \$5,000   | \$5,000   | \$25,000    |
| 85-ENV-001-19                         | Lift Station Improvements                         | \$100,000 | \$100,000   | \$100,000 | \$100,000 | \$100,000 | \$500,000   |
| 85-ENV-002-19                         | Benchtop Spectrophotometer                        |           |             |           |           | \$6,500   | \$6,500     |
| 85-ENV-004-19                         | Dump Truck  | \$150,000 |             |           |           |           | \$150,000   |
| 85-ENV-005-19                         | Standby Generator                                 |           | \$80,000    |           |           |           | \$80,000    |
| 85-ENV-004-20                         | Excavator   | \$240,000 |             |           |           |           | \$240,000   |
| 85-ENV-005-20                         | Biosolids Application Truck                       | \$185,000 |             |           |           |           | \$185,000   |
| 85-ENV-006-20                         | Equipment and Material Trailer                    | \$8,000   |             |           |           |           | \$8,000     |
| 85-ENV-007-20                         | Combination Cleaning Unit                         | \$80,000  | \$80,000    | \$80,000  | \$80,000  | \$80,000  | \$400,000   |
| 85-ENV-008-20                         | Emerald Lane Gravity Sewer Main                   | \$100,000 |             |           |           |           | \$100,000   |
| 85-ENV-001-21                         | Sewer Main: Mizer Street                          |           | \$15,000    |           |           |           | \$15,000    |
| 85-ENV-002-21                         | Sewer Main: Barlow Street                         |           | \$12,000    |           |           |           | \$12,000    |
| 85-ENV-003-21                         | Sewer Main: Marvin Avenue                         |           | \$27,000    |           |           |           | \$27,000    |

| Capital Improvement Program 2020-2024 |   |             |           |           |           |          |             |
|---------------------------------------|---|-------------|-----------|-----------|-----------|----------|-------------|
| Project Number                        | Project Name                                | 2020        | 2021      | 2022      | 2023      | 2024     | Total       |
| 85-ENV-004-21                         | Sewer Main: Perry Street                    |             | \$40,000  |           |           |          | \$40,000    |
| 85-ENV-005-21                         | IDEX  |             | \$6,000   |           |           |          | \$6,000     |
| 85-ENV-006-21                         | Mechanical Convection Oven                  |             | \$5,000   |           |           |          | \$5,000     |
| 85-ENV-007-21                         | Analytical Balance                          |             | \$4,000   |           |           |          | \$4,000     |
| 85-ENV-001-22                         | Sewer Main: Hayes Street                    |             |           | \$16,000  |           |          | \$16,000    |
| 85-ENV-002-22                         | Sewer Main: Stave Mill Easement             |             |           | \$25,000  |           |          | \$25,000    |
| 85-ENV-001-23                         | South Highway 5 Lift Station                |             |           |           | \$200,000 |          | \$200,000   |
| 85-ENV-002-23                         | Lab/Portable PH, LBOD Meter                 |             |           |           | \$3,500   |          | \$3,500     |
| 85-ENV-001-24                         | Orion Camera (CCTV)                         |             |           |           |           | \$25,000 | \$25,000    |
| 87-ENV-006-15                         | Tower Modification                          | \$75,000    |           |           |           |          | \$75,000    |
| 87-ENV-007-15                         | Dump Truck                                  |             |           | \$135,000 |           |          | \$135,000   |
| 87-ENV-001-17                         | Rosenthal Woodhill North 5 Water Tie-In     | \$120,000   |           |           |           |          | \$120,000   |
| 87-ENV-002-17                         | Park Manor Water Line Replacement           |             | \$55,000  |           |           |          | \$55,000    |
| 87-ENV-003-17                         | Spiller Tower Renovation                    | \$360,000   |           |           |           |          | \$360,000   |
| 87-ENV-001-18                         | Nathaniel and Steele Water Tie In           | \$55,000    |           |           |           |          | \$55,000    |
| 87-ENV-002-18                         | New Well and Tower                          | \$3,000,000 |           |           |           |          | \$3,000,000 |
| 87-ENV-003-18                         | Pickup Trucks                               |             | \$30,000  |           | \$30,000  |          | \$60,000    |
| 87-ENV-004-18                         | Service Truck                               | \$85,000    |           |           |           |          | \$85,000    |
| 87-ENV-007-18                         | Replace Existing Water Computer Systems     | \$5,000     | \$5,000   | \$5,000   | \$5,000   | \$5,000  | \$25,000    |
| 87-ENV-001-19                         | Water Line: Ostrich Lane                    |             | \$150,000 |           |           |          | \$150,000   |
| 87-ENV-002-19                         | Water Main: West Bland                      |             | \$60,000  |           |           |          | \$60,000    |
| 87-ENV-003-19                         | Bowling Water Tower Top Coat                |             | \$245,000 |           |           |          | \$245,000   |
| 87-ENV-004-19                         | Water Wells: Chlorine Analyzer Replacements | \$4,500     |           |           |           |          | \$4,500     |
| 87-ENV-005-20                         | Water Main: Kansas                          | \$37,000    |           |           |           |          | \$37,000    |
| 87-ENV-006-20                         | Glencastle Tower                            | \$500,000   |           |           |           |          | \$500,000   |
| 87-ENV-007-20                         | Portable Trash Pump                         | \$3,000     |           |           |           |          | \$3,000     |
| 87-ENV-008-20                         | Water Well Critical Parts                   | \$20,000    | \$10,000  | \$10,000  | \$10,000  | \$10,000 | \$60,000    |
| 87-ENV-001-21                         | Water Tie Line: Twin Oaks & Tower           |             | \$16,000  |           |           |          | \$16,000    |
| 87-ENV-002-21                         | Water Main: Mizer                           |             | \$16,000  |           |           |          | \$16,000    |
| 87-ENV-003-21                         | Water Main: Barlow                          |             | \$17,000  |           |           |          | \$17,000    |
| 87-ENV-004-21                         | Water Main: Marvin                          |             | \$32,000  |           |           |          | \$32,000    |

| Capital Improvement Program 2020-2024 |  |          |           |           |           |           |             |
|---------------------------------------|--|----------|-----------|-----------|-----------|-----------|-------------|
| Project Number                        | Project Name                                     | 2020     | 2021      | 2022      | 2023      | 2024      | Total       |
| 87-ENV-005-21                         | Water Main: Albert                               |          | \$13,000  |           |           |           | \$13,000    |
| 87-ENV-006-21                         | Water Main: Dickinson                            |          | \$13,000  |           |           |           | \$13,000    |
| 87-ENV-007-21                         | Water Services: New Buffalo Road                 |          | \$7,500   |           |           |           | \$7,500     |
| 87-ENV-008-21                         | Water Distribution System Improvements           |          | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,000,000 |
| 87-ENV-001-22                         | Water Main: Owens                                |          |           | \$22,000  |           |           | \$22,000    |
| 87-ENV-002-22                         | Water Tie Line: New Buffalo Road to Public Works |          |           | \$140,000 |           |           | \$140,000   |
| 87-ENV-001-23                         | Water Main: Frank                                |          |           |           | \$7,000   |           | \$7,000     |
| 87-ENV-002-23                         | Water Main: Hunters Creek                        |          |           |           | \$20,000  |           | \$20,000    |
| 87-ENV-003-23                         | Water Main: Manors and South Highway 5           |          |           |           | \$21,000  |           | \$21,000    |
| 01-FIN-001-19                         | Replace Existing Computer Systems                |          | \$3,000   |           |           |           | \$3,000     |
| 01-FDE-002-16                         | Replacement of Cardiac Monitors                  | \$20,000 | \$20,000  | \$20,000  |           |           | \$60,000    |
| 01-FDE-005-16                         | Hazardous Materials Identification               |          |           | \$25,000  |           |           | \$25,000    |
| 01-FDE-006-16                         | Storage Addition Station 2                       |          |           | \$15,000  |           |           | \$15,000    |
| 01-FDE-007-16                         | Replace HVAC Units at Fire Stations 1 and 2      |          | \$8,000   |           |           |           | \$8,000     |
| 01-FDE-008-16                         | Refresh Interior of Stations                     |          |           | \$12,000  |           |           | \$12,000    |
| 01-FDE-013-16                         | Traffic Control Signal Light Station 2           |          |           | \$30,000  |           |           | \$30,000    |
| 01-FDE-002-17                         | Fire Safety Trailer                              |          | \$60,000  |           |           |           | \$60,000    |
| 01-FDE-005-17                         | Improvements to Fire Station 1 Roof              | \$30,000 | \$15,000  |           |           |           | \$45,000    |
| 01-FDE-002-18                         | Mobile Tablets                                   |          |           |           | \$9,000   |           | \$9,000     |
| 01-FDE-003-18                         | Insulation in Bay Area Station 1                 | \$10,000 |           |           |           |           | \$10,000    |
| 01-FDE-004-18                         | Install Security Cameras                         |          | \$5,000   |           |           |           | \$5,000     |
| 01-FDE-006-18                         | Training Props                                   | \$2,500  | \$2,500   | \$2,500   | \$2,500   | \$2,500   | \$12,500    |
| 01-FDE-002-19                         | Bay Floors of Fire Station 1                     |          |           |           |           | \$16,000  | \$16,000    |
| 01-FDE-004-19                         | Electronic Control Devices (Taser)               |          | \$7,200   |           |           |           | \$7,200     |
| 01-FDE-001-20                         | Replace Existing Computer Systems                |          | \$5,000   |           |           |           | \$5,000     |
| 01-FDE-002-20                         | Update Station Interior Lighting                 | \$6,000  |           |           |           |           | \$6,000     |
| 01-FDE-001-21                         | Confined Space Rescue System                     |          | \$18,000  |           |           |           | \$18,000    |
| 01-FDE-002-21                         | Repair of Flag Poles & Placement of 9/11 Piece   |          | \$5,000   |           |           |           | \$5,000     |
| 01-FDE-003-21                         | Update Station Alerting System                   |          | \$10,000  |           |           |           | \$10,000    |
| 01-FDE-001-22                         | 5" Large Diameter Hose Roller                    | \$7,500  |           |           |           |           | \$7,500     |
| 01-FDE-002-22                         | LUCAS CPR Device                                 |          |           | \$30,000  |           |           | \$30,000    |

| Capital Improvement Program 2020-2024 |                                      |          |          |           |             |          |             |
|---------------------------------------|--------------------------------------|----------|----------|-----------|-------------|----------|-------------|
| Project Number                        | Project Name                         | 2020     | 2021     | 2022      | 2023        | 2024     | Total       |
| 01-FDE-001-23                         | Seal and Stripe Parking Lots         |          |          |           |             | \$4,000  | \$4,000     |
| 22-FDE-003-14                         | Replacement of Fleet- Staff Vehicles | \$28,000 | \$33,000 |           |             |          | \$61,000    |
| 22-FDE-001-17                         | Bunker Gear                          |          |          |           | \$72,000    |          | \$72,000    |
| 22-FDE-002-17                         | Mobile Traffic Light Controllers     |          | \$18,000 | \$18,000  | \$18,000    | \$18,000 | \$72,000    |
| 22-FDE-003-17                         | Bulletproof Vests                    |          | \$5,000  |           |             |          | \$5,000     |
| 22-FDE-001-18                         | Secondary Dispatch Circuit           | \$20,000 |          |           |             |          | \$20,000    |
| 99-FDE-001-16                         | Fire Station #3                      |          |          |           | \$1,230,000 |          | \$1,230,000 |
| 99-FDE-002-16                         | Training Tower                       |          |          |           | \$1,500,000 | \$5,000  | \$1,505,000 |
| 01-FMS-002-14                         | 60" Zero Turn Mowers                 | \$11,500 |          | \$12,000  | \$12,500    | \$13,000 | \$49,000    |
| 01-FMS-002-16                         | Half Ton Pickups                     | \$30,000 |          | \$24,000  |             | \$30,000 | \$84,000    |
| 01-FMS-001-20                         | Right of Way Mowing Tractor          | \$35,000 |          |           |             |          | \$35,000    |
| 01-FMS-001-23                         | Backhoe                              |          |          |           | \$98,000    |          | \$98,000    |
| 22-FMS-003-18                         | Replace HVAC Units at City Hall      | \$8,000  |          |           |             |          | \$8,000     |
| 22-FMS-001-20                         | Replace HVAC Units at Public Works   | \$6,500  | \$16,500 | \$16,500  |             |          | \$39,500    |
| 22-FMS-002-20                         | Repair Fire Station #1 Parking Lot   | \$10,000 |          |           |             |          | \$10,000    |
| 22-FMS-005-20                         | Elm Street Christmas Decorations     | \$6,000  | \$6,500  | \$7,000   |             |          | \$19,500    |
| 22-FMS-001-21                         | Repair Fire Station #2 Parking Lot   |          | \$15,000 |           |             |          | \$15,000    |
| 60-GFM-001-20                         | Service Truck                        | \$60,000 |          |           |             |          | \$60,000    |
| 60-GFM-002-20                         | Warehouse/Inventory Enclosure        | \$10,000 |          |           |             |          | \$10,000    |
| 60-GFM-001-21                         | Fleet Fuel Dispensers                |          | \$33,800 |           |             |          | \$33,800    |
| 60-GFM-001-22                         | Garage Office                        |          |          | \$6,000   |             |          | \$6,000     |
| 60-GFM-002-22                         | Warehouse Forklift                   |          |          | \$45,000  |             |          | \$45,000    |
| 60-GFM-001-23                         | Refrigerant Management System        |          |          |           | \$7,000     |          | \$7,000     |
| 60-GFM-001-24                         | Heavy Truck Scan Tool                |          |          |           |             | \$5,000  | \$5,000     |
| 01-ITS-001-20                         | Replace Existing Computer Systems    |          |          |           | \$5,000     |          | \$5,000     |
| 22-ITS-005-16                         | Mobile Data Tablets                  | \$7,500  |          | \$3,000   |             | \$3,000  | \$13,500    |
| 99-ITS-001-16                         | Capital Hardware/Software Purchase   | \$70,000 | \$70,000 |           |             |          | \$140,000   |
| 99-ITS-003-20                         | Konica Printer Replacement           | \$28,000 |          |           |             |          | \$28,000    |
| 01-OCK-001-19                         | Replace Existing Computer Systems    | \$5,000  |          |           |             |          | \$5,000     |
| 22-OCK-001-20                         | Folder and Inserter Machine          | \$23,000 |          |           |             |          | \$23,000    |
| 22-PKD-012-14                         | Boswell Aquatic Center               | \$5,000  | \$20,000 | \$250,000 |             |          | \$275,000   |

| Capital Improvement Program 2020-2024 |  |           |           |           |          |          |           |
|---------------------------------------|--|-----------|-----------|-----------|----------|----------|-----------|
| Project Number                        | Project Name                                   | 2020      | 2021      | 2022      | 2023     | 2024     | Total     |
| 22-PKD-001-19                         | Skate Park Improvements                        |           | \$125,000 |           |          |          | \$125,000 |
| 22-PKD-002-19                         | Soccer Fields                                  | \$250,000 |           |           |          |          | \$250,000 |
| 22-PKD-001-20                         | Walking and Bicycle Trail                      | \$250,000 |           | \$250,000 |          |          | \$500,000 |
| 79-PKD-001-14                         | Vehicle and Motor Equipment                    | \$45,000  | \$22,000  | \$45,500  | \$50,500 | \$36,500 | \$199,500 |
| 79-PKD-003-14                         | Playground Fall Protection                     | \$5,000   |           | \$5,000   |          |          | \$10,000  |
| 79-PKD-010-14                         | WT Vernon Park                                 |           | \$100,000 |           |          |          | \$100,000 |
| 79-PKD-001-15                         | Harke Park                                     |           |           | \$172,500 |          |          | \$172,500 |
| 79-PKD-010-16                         | Infield Surface Material                       | \$5,000   | \$5,000   | \$5,000   | \$5,000  | \$5,000  | \$25,000  |
| 79-PKD-002-17                         | Walking Trail Maintenance                      | 14,000    |           |           | \$15,000 |          | \$29,000  |
| 79-PKD-003-17                         | Park Office                                    | \$65,000  |           |           |          |          | \$65,000  |
| 79-PKD-005-17                         | Wallace Park                                   |           | \$65,000  |           |          |          | \$65,000  |
| 79-PKD-001-19                         | Replace Existing Computer Systems              | \$5,000   |           |           |          | \$5,000  | \$10,000  |
| 79-PKD-002-19                         | Sprinkler System at Atchley Park Fields        | \$15,000  |           |           |          |          | \$15,000  |
| 79-PKD-003-19                         | Nelson Park Phase III Parking Lot Improvements | \$200,000 |           |           |          |          | \$200,000 |
| 79-PKD-001-20                         | Park Signs                                     | \$45,000  |           |           |          |          | \$45,000  |
| 83-PKD-001-18                         | Fiber for Parks                                | \$14,220  |           |           |          |          | \$14,220  |
| 99-PKD-003-19                         | Winfrey Property                               |           | \$290,000 |           |          |          | \$290,000 |
| 01-PDA-003-18                         | Replace Existing Computer Systems              |           |           | \$5,000   |          |          | \$5,000   |
| 01-PDA-001-19                         | Field Investigation Hardware and Software      | \$35,000  |           |           |          |          | \$35,000  |
| 01-PDA-002-19                         | 911 Hardware and Software                      | \$62,000  |           |           |          |          | \$62,000  |
| 22-PDA-001-14                         | Bulletproof Vest                               | \$4,000   | \$4,000   | \$4,000   | \$4,000  | \$4,000  | \$20,000  |
| 22-PDA-002-14                         | Electronic Control Devices (Taser)             | \$1,200   | \$1,200   | \$1,200   | \$1,200  | \$1,200  | \$6,000   |
| 22-PDA-004-14                         | Patrol Car (Dash) Camera                       | \$5,000   | \$5,000   | \$5,000   | \$5,000  | \$5,000  | \$25,000  |
| 22-PDA-003-15                         | Patrol Cars                                    | \$90,000  | \$90,000  | \$90,000  | \$90,000 | \$90,000 | \$450,000 |
| 22-PDA-001-17                         | Dispatch Zetron Radio Upgrade                  |           | \$44,000  |           |          |          | \$44,000  |
| 22-PDA-003-17                         | IRIS Upgrade                                   |           |           | \$15,000  |          |          | \$15,000  |
| 22-PDA-004-17                         | ID System and Hardware Upgrade                 |           |           | \$12,000  |          |          | \$12,000  |
| 22-PDA-001-18                         | WAVE Upgrade                                   | \$15,000  |           |           |          |          | \$15,000  |
| 22-PDA-002-18                         | Automatic License Plate Reader (APLR)          |           | \$22,000  |           |          |          | \$22,000  |
| 22-PDA-001-20                         | Portable Radio Solution                        | \$225,000 |           |           |          |          | \$225,000 |
| 08-STR-002-16                         | Millcreek Road Improvements                    |           |           | \$175,000 |          |          | \$175,000 |

| Capital Improvement Program 2020-2024 |   |           |           |           |           |           |           |
|---------------------------------------|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Project Number                        | Project Name                                    | 2020      | 2021      | 2022      | 2023      | 2024      | Total     |
| 08-STR-005-16                         | Three-Quarter Ton 4x4 Pickup Truck Replacements | \$35,000  | \$35,000  |           |           |           | \$70,000  |
| 08-STR-006-16                         | Three-Quarter Ton Pickup Truck Replacements     | \$35,000  |           |           |           |           | \$35,000  |
| 08-STR-008-16                         | Truck Mounted Striping Machine                  |           |           |           | \$35,000  |           | \$35,000  |
| 08-STR-008-17                         | Tandem Axle Dump Truck                          |           |           |           | \$155,000 |           | \$155,000 |
| 08-STR-017-17                         | Single Axle Dump Truck                          | \$120,000 |           |           |           |           | \$120,000 |
| 08-STR-018-17                         | Mowing Tractor                                  |           |           |           | \$35,000  |           | \$35,000  |
| 08-STR-020-17                         | Track Loader                                    |           |           | \$250,000 |           |           | \$250,000 |
| 08-STR-007-18                         | Crack Sealer Machine                            |           |           |           | \$50,000  |           | \$50,000  |
| 08-STR-008-18                         | Backhoe   | \$95,000  |           |           |           |           | \$95,000  |
| 08-STR-012-18                         | West Hayes Street Improvements                  |           |           | \$21,000  |           |           | \$21,000  |
| 08-STR-002-19                         | Ostrich Drive Improvements                      | \$245,000 |           |           |           |           | \$245,000 |
| 08-STR-003-19                         | Hoover Avenue                                   |           | \$32,500  |           |           |           | \$32,500  |
| 08-STR-007-19                         | Snow Plow Attachment                            |           | \$7,500   |           |           |           | \$7,500   |
| 08-STR-008-19                         | Drop Hammer Attachment                          |           | \$5,500   |           |           |           | \$5,500   |
| 08-STR-009-19                         | Road Grader                                     |           | \$220,000 |           |           |           | \$220,000 |
| 08-STR-001-20                         | Madison Avenue Overlay                          | \$192,800 |           |           |           |           | \$192,800 |
| 08-STR-002-20                         | Utah Street                                     | \$68,000  |           |           |           |           | \$68,000  |
| 08-STR-003-20                         | Kansas Avenue Improvements                      | \$85,000  |           |           |           |           | \$85,000  |
| 08-STR-005-20                         | Half Ton 4X4 Pickup Trucks                      |           | \$50,000  | \$25,000  |           |           | \$75,000  |
| 08-STR-008-20                         | Roller Compactor                                |           |           | \$40,000  |           |           | \$40,000  |
| 08-STR-009-20                         | Semi Tractor                                    |           |           |           |           | \$120,000 | \$120,000 |
| 08-STR-010-20                         | Excavator                                       |           |           |           |           | \$225,000 | \$225,000 |
| 08-STR-011-20                         | Skid Steer Loader                               |           | \$55,000  |           |           |           | \$55,000  |
| 08-STR-012-20                         | Walk Behind Striping Machine                    |           | \$3,000   |           |           |           | \$3,000   |
| 08-STR-013-20                         | Ohio Street Improvements                        | \$33,000  |           |           |           |           | \$33,000  |
| 08-STR-014-20                         | Texas Street Improvements                       | \$28,500  |           |           |           |           | \$28,500  |
| 08-STR-015-20                         | Iowa Street Improvements                        | \$11,000  |           |           |           |           | \$11,000  |
| 08-STR-016-20                         | Crisp Road Improvements                         | \$11,000  |           |           |           |           | \$11,000  |
| 08-STR-017-20                         | Second Street Surface Treatment                 | \$25,000  |           |           |           |           | \$25,000  |
| 08-STR-001-21                         | Mountrose Street Improvements                   |           | \$210,500 |           |           |           | \$210,500 |
| 08-STR-002-21                         | Harwood Avenue Surface Treatment                |           |           | \$10,400  |           |           | \$10,400  |

|                |   | Capital Improvement Program 2020-2024 |           |           |           |           |           |
|----------------|---|---------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Project Number | Project Name  | 2020                                  | 2021      | 2022      | 2023      | 2024      | Total     |
| 08-STR-003-21  | Tower Road Surface Treatment                          |                                       | \$17,000  |           |           |           | \$17,000  |
| 08-STR-004-21  | Raef Road Surface Treatment                           |                                       | \$12,250  |           |           |           | \$12,250  |
| 08-STR-005-21  | East Fremont Road Improvements                        |                                       | \$426,000 |           |           |           | \$426,000 |
| 08-STR-006-21  | Adams Avenue Improvements                             |                                       | \$35,800  |           |           |           | \$35,800  |
| 08-STR-008-21  | Harris Lane Surface Treatment                         |                                       |           | \$17,000  |           |           | \$17,000  |
| 08-STR-009-21  | Rolling Hills Road Surface Treatment                  |                                       |           | \$27,700  |           |           | \$27,700  |
| 08-STR-010-21  | Herndon Road Surface Treatment                        |                                       | \$13,200  |           |           |           | \$13,200  |
| 08-STR-011-21  | Jackson Avenue Surface Treatment                      |                                       | \$10,500  |           |           |           | \$10,500  |
| 08-STR-013-21  | Bethel Road Asphalt Overlay                           |                                       |           | \$43,500  |           |           | \$43,500  |
| 08-STR-014-21  | Howard Drive Surface Treatment                        |                                       |           | \$13,500  |           |           | \$13,500  |
| 08-STR-015-21  | Traffic Signal Installation at Tower Road and Hwy. 32 |                                       |           |           |           | \$150,000 | \$150,000 |
| 08-STR-016-21  | Traffic Control Imp at Hwy MM, Cowan Dr, Millcreek    |                                       |           |           | \$150,000 |           | \$150,000 |
| 08-STR-017-21  | East Bland Road Surface Treatments                    |                                       |           | \$21,000  |           |           | \$21,000  |
| 08-STR-018-21  | McGinnis Street Asphalt Overlay                       |                                       | \$19,060  |           |           |           | \$19,060  |
| 08-STR-019-21  | Allen Street Asphalt Overlay                          |                                       | \$12,780  |           |           |           | \$12,780  |
| 08-STR-020-21  | Fowler Drive  |                                       | \$48,960  |           |           |           | \$48,960  |
| 08-STR-001-22  | Elm Street Surface Treatments                         |                                       |           | \$220,000 |           |           | \$220,000 |
| 08-STR-002-22  | Roller Compactor                                      |                                       |           |           | \$85,000  |           | \$85,000  |
| 08-STR-003-22  | Asphalt Milling Attachment                            | \$20,000                              |           |           |           |           | \$20,000  |
| 08-STR-004-22  | Hydro Seeder  |                                       |           |           | \$10,000  |           | \$10,000  |
| 08-STR-005-22  | Walk Behind Asphalt Saw                               |                                       |           |           | \$5,000   |           | \$5,000   |
| 08-STR-006-22  | Plate Compactor                                       |                                       |           |           | \$1,500   |           | \$1,500   |
| 08-STR-011-22  | North Park Manor Boulevard                            |                                       |           | \$24,985  |           |           | \$24,985  |
| 08-STR-012-22  | East Park Manor Boulevard                             |                                       |           | \$28,875  |           |           | \$28,875  |
| 08-STR-013-22  | South Park Manor Boulevard                            |                                       |           | \$18,450  |           |           | \$18,450  |
| 08-STR-014-22  | West Park Manor Boulevard                             |                                       |           | \$18,450  |           |           | \$18,450  |
| 08-STR-015-22  | Monroe Avenue   |                                       |           | \$50,600  |           |           | \$50,600  |
| 08-STR-016-22  | Jefferson Avenue Sidewalk Improvements                |                                       |           | \$310,000 |           |           | \$310,000 |
| 08-STR-001-23  | Elm Street Surface Treatment                          |                                       |           |           | \$136,350 |           | \$136,350 |
| 08-STR-005-23  | West Bland Asphalt Overlay                            |                                       |           |           | \$71,950  |           | \$71,950  |
| 08-STR-006-23  | Hospital Drive Asphalt Overlay                        |                                       |           |           | \$118,400 |           | \$118,400 |

|                                      |  | Capital Improvement Program 2020-2024 |                     |                     |                    |                    |                     |
|--------------------------------------|--|---------------------------------------|---------------------|---------------------|--------------------|--------------------|---------------------|
| Project Number                       | Project Name                           | 2020                                  | 2021                | 2022                | 2023               | 2024               | Total               |
| 08-STR-007-23                        | Albert Street Improvements             |                                       |                     |                     | \$22,500           |                    | \$22,500            |
| 08-STR-008-23                        | Marvin Avenue Improvements             |                                       |                     |                     | \$47,900           |                    | \$47,900            |
| 08-STR-009-23                        | Mizer Street Improvements              |                                       |                     |                     | \$31,600           |                    | \$31,600            |
| 08-STR-010-23                        | Barlow Street Improvements             |                                       |                     |                     | \$31,600           |                    | \$31,600            |
| 08-STR-011-23                        | Dickinson Avenue Improvements          |                                       |                     |                     | \$52,200           |                    | \$52,200            |
| 08-STR-001-24                        | Beck Lane                              |                                       |                     |                     |                    | \$68,200           | \$68,200            |
| 08-STR-002-24                        | Lake Drive                             |                                       |                     |                     |                    | \$42,650           | \$42,650            |
| 08-STR-003-24                        | Sherman Avenue                         |                                       |                     |                     |                    | \$74,175           | \$74,175            |
| 08-STR-004-24                        | Jefferson Avenue Sidewalk Improvements |                                       |                     |                     |                    | \$330,000          | \$330,000           |
| 08-STR-005-24                        | Green Street                           |                                       |                     |                     |                    | \$17,950           | \$17,950            |
| 08-STR-006-24                        | Lincoln Avenue                         |                                       |                     |                     |                    | \$91,900           | \$91,900            |
| 08-STR-007-24                        | Bland Avenue                           |                                       |                     |                     |                    | \$110,110          | \$110,110           |
| 40-TRM-001-22                        | New Tourism Website                    |                                       |                     | \$70,000            |                    |                    | \$70,000            |
| <b>Total Requested By Year</b>       |  | <b>\$21,297,386</b>                   | <b>\$12,208,916</b> | <b>\$11,412,626</b> | <b>\$8,895,700</b> | <b>\$5,222,685</b> | <b>\$59,017,313</b> |
| <b>Proposed FY 2020 – 2024 Total</b> |  | <b>\$59,017,313</b>                   |                     |                     |                    |                    |                     |

# Glossary



## Glossary of Frequently Used Terms

### A

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

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

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

### B

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

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

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

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

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

### C

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

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

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

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

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

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

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

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

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

## D

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

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

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

## E

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

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

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

## F

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

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

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

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

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

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

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

## G

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

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

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

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

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

## I

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

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

## L

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

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

## M

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

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

## O

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

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

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

## P

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

## Q

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

## R

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

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

## S

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

## T

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