

Memo

To: Mayor Peggy Dunn and Council Members
Budget and Finance Committee Members

From: Scott Lambers, City Administrator
Dawn Long, Finance Director
Kathy Byard, Budget Manager

Date: May 24, 2019

Re: 2020 Annual Budget Document

Enclosed is the 2020 Annual Budget document. A worksession, to discuss the budget, is scheduled for Monday June 10th, with Tuesday June 11th to be used, if needed. A schedule is included on the inside of the budget document.

If you should have questions or desire further information after reviewing any of the information, please feel to contact any of us.

SCHEDULE 2020 BUDGET REVIEW

Monday, June 10, 2019 6:00 P.M.

- ◆ Mayor Welcome/Introductions 6:00 to 6:05 P.M.
- ◆ General Overview 6:05 to 6:30 P.M.
- ◆ Administration 6:30 to 7:00 P.M.
- ◆ Police 7:00 to 7:30 P.M.
- ◆ Fire 7:30 to 8:00 P.M.
- ◆ Public Works 8:00 to 8:30 P.M.
- ◆ Parks & Recreation 8:30 to 9:00 P.M.
- ◆ Committee Discussion 9:00 to ?? P.M.
- ◆ Adjournment

Tuesday, June 11, 2019 6:00 P.M.

Open -- If Needed



2020 Annual Budget



City of Leawood, Kansas
Growing with Distinction

ANNUAL BUDGET

Fiscal Year 2020, Beginning January 1st

The following individuals are recognized for their significant contributions toward the City's 2020 budget process.

Mayor

Peggy J. Dunn

City Council

Ward 1

Debra Filla
Andrew Osman

Ward 2

Jim Rawlings
Mary Larson

Ward 3

Lisa Harrison
Chuck Sipple

Ward 4

James Azeltine
Julie Cain

Budget and Finance Committee

City Council

Committee as a Whole

Citizen Appointees

Anab Abdulahi
Linda Hanson
Jim Morris

Budget Staff

City Administrator

Scott M. Lambers

Finance Director

Dawn Long

Budget Manager

Kathy Byard

The picture on the cover of the document shows "spring in bloom" at Leawood City Hall, located at 4800 Town Center Drive.

*The cover was designed by City employee, **Marica Putman**.*



Introduction

For ease of use, this budget has been organized into eleven (11) sections. These sections are located behind their respective tabs and include:

1. **Budget Message:** This is an overview of the budget written by the City Administrator to the Governing Body and the citizens of Leawood. It presents highlights of the 2020 budget.
2. **City Overview:** This section contains an organizational chart, Governing Body goals, Ad Valorem/Mill Levy data, economic information, a community profile, and City history.
3. **Financial Overview:** This section includes a description of the City funds, position summary for personnel by department, revenue highlights, expenditure trends, financial summaries showing 2018 actuals, 2019 estimate, and 2020 budgets. It also includes a projection of the reserves, both debt and operating, through 2026.
4. **Administration Program Summary:** Includes budget totals for General Operations, Administration, Finance, Human Resources, Municipal Court, Legal Services, Information Services, Community Development Administration, Planning Services, Neighborhood Services and Code Services.
5. **Police Program Summary:** Includes budget totals for all seven divisions: Administration, Communications (Dispatch), Records, Investigations, Patrol/Traffic, D.A.R.E., and Animal Control.
6. **Fire Program Summary:** Includes budget totals for Administration, Operations, and Prevention/Investigation.
7. **Public Works Program Summary:** Includes budget totals for eight divisions: Administration, Street Maintenance, Street Improvements, Fleet Maintenance, Engineering/Inspection, Engineering/Design, Facilities Maintenance, and Stormwater Management.
8. **Parks & Recreation Program Summary:** Includes budget totals for eleven divisions: Administration, Golf Course, Aquatic Center, Recreation Programming, Park Maintenance, Sports, Special Events, Community Theater, Historic Programs, Cultural Arts, and Outdoor Programming.
9. **Capital and Debt Overview:** Includes lists and descriptions of capital leases, capital equipment purchases, capital projects, pay-as-you-go capital, arterial/collector street rehabilitation program, residential street rehabilitation program, stormwater projects, and street/stormwater projects funded by the 1/8-cent sales tax and debt service information.
10. **Summary of Personnel:** Includes a detailed list of each position in every department for 2018, 2019 and 2020.
11. **Budget & Financial Policies and Glossary of Terms:** Includes the budget and financial policies of the City and provides the reader with a glossary of terms found in the document.



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Leawood
Kansas**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Leawood, Kansas for its annual budget for the fiscal year beginning January 1, 2018. 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. The 2020 budget continues to conform to program requirements and will be submitted for consideration this fall.

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City of Leawood

4800 Town Center Drive • Leawood, Kansas 66211 • (913) 339-6700
(913) 339-6781 Fax

May 24, 2019

Honorable Mayor, Council Members, and the Leawood Community:

Submitted to you is the 2020 Budget for the City of Leawood. The total 2020 Budget equals \$66,622,700 and represents an 11.9% decrease from the 2019 Estimated Budget. It continues to reflect conservative revenue estimates, as in previous years. The 2020 revenues are projected at \$63,064,200, a 3.2% decrease from the 2019 Estimate, and 9.4% lower than the 2018 actuals of \$69,597,816.

Based upon a solid set of financial measures and benchmarks, the 2020 budget is expected to deliver the same quality and exceptional services, which have been the standard for the City of Leawood for over 70 years. The primary purpose of a budget document and the budget process is to develop, adopt and implement a plan for accomplishing goals for the upcoming year within given constraints. The 2020 Budget has been designed with the long-term goals of the City and the continuation of Leawood's tradition of maintaining a responsive government, a stable financial position and high service levels.

The sound financial condition of a City depends on its ability to balance the demands for service with available financial resources. Monitoring financial condition allows managers to identify existing and emerging financial problems and develop solutions in a timely manner. Leawood has used a financial forecasting and planning model to monitor financial progress. The City began using this tool almost two decades ago. Every year it has been improved and it is monitored throughout the year to ensure that fund balances remain within policy standards, especially when revenue sources and expenditure demands change. Additionally, Leawood continues to have a diversified revenue base. The largest category, 40%, comes from property taxes; followed by sales taxes of 31%; and lastly other governmental revenue of 29%, which includes franchise fees, licenses, permits, and charges for services. Also contributing to Leawood's stability is the fact that the City continues to offer, attract and promote a high quality of life. Leawood was voted the "2018 FIRST Best Small City in America", with populations of 25,000 to 100,000, in the United States by WalletHub.com. Almost 1,300 cities were evaluated on 40 key metrics on economic vitality, quality of life, education, health and public safety.

For the 2020 budget year, Leawood is again anticipating an increase in assessed valuation for real property. The final assessed valuation numbers will be released by the County Clerk in December. When staff met with the County Appraiser early this year, the appraisal statistics were again very positive. Residential appraisal growth year-over-year was 7.6% as compared to 5.4% last year; and the change in the commercial appraisal value was 4.3% as compared to 2.7% last year. Over the past ten years, the City's property tax base has increased 1.9% per year on average. However, the strongest growth occurred in the years prior to 2010. Assessed values decreased three years in a row, before rebounding in 2014. The growth for the current year is 4.20% as compared to 4.72% for last year. During the last ten years, real commercial property has grown faster than all other

classifications, and today represents 23% of total taxable property. Residential real property continues to comprise the majority of the total, at 68%, while personal property classifications have dropped in importance, once representing 13% of the total base, now only 9% of the total.

The second largest single source of City revenue is sales tax. The 2020 budget projects revenue from the City 1% sales tax to be \$7,814,400 or an increase of 2.95% from the 2019 estimated budget. The five-year average growth for this single revenue source is 2.3% and the three-year average is 1.7%. The budget is comprised of several types of sales tax revenue: city and county general sales tax; city and county compensating use tax; a city 1/8-cent capital sales tax used for stormwater and street repairs; and two different 1/4-cent special county sales and use taxes. One for public safety with no sunset date, and another for the construction of a County Courthouse/Coroner facility, which ends in 2027. Over the last ten years, total sales tax collections were bolstered by the collection of the capital taxes. Included in this classification was the Public Safety sales tax, which was in existence for four years, ending on March 31, 2011. Absent these tax rate changes, growth in the base has kept pace with changes in population and inflation. For both general and use sales tax collections, 60% of the revenue comes from the City's sales tax levies and the remaining 40% from the City's distributed share of the countywide taxes.

The budget process is a year round staff endeavor. The formal process for the 2020 Annual Budget began with discussion at the April 15, 2019 Governing Body work session. Both the 2020-2024 Capital Improvement Program (C.I.P.) and financial assumptions for the 2020 budget were discussed. The financial framework for the development of the 2020 budget was managed around these discussions. Another integral part of the annual operating budget is assessed valuation. The 2020 appraised values were released by the County in early March. All of these aided in the development of the budget directives, which include:

Sustaining financial stability

- ✓ Reserves for all Operating Funds are budgeted at 45% of expenditures, above the 11% minimum.
- ✓ Debt Service reserve levels remain at 35% or above throughout the financial planning period.
- ✓ The 2020 budget includes a mill levy of 24.524. Current projections include a 0.95 mill levy increase in each year of 2022, 2024, and 2026.
- ✓ All long-term forecasting parameters have been met as outlined in the budget document.
- ✓ In 2020, all sales and use tax areas are expected to increase 2.95% from the 2019 Estimate. Leawood has become a major restaurant venue over the years, boasting a multitude of restaurants offering a wide-range of food choices in a variety of dining environments and price ranges. Additionally, there are many shopping choices, including specialty food stores, which offer an array of upscale and unique selections.
- ✓ Capital projects, where practical, are linked to operating costs in order to monitor and maintain long-term financial balance.
- ✓ Carefully monitoring spending with a watchful eye towards inflationary pressure in other commodities, services, as well as capital costs. In multi-year financial planning, capital funds, particularly the City's capital equipment fund and the capital projects fund, all include an inflation factor.
- ✓ Continuation of the City's Aaa Bond Rating.

Sustaining service levels

- ✓ Maintain equitable and competitive employee compensation.
- ✓ Police officers will average 1.7 commissioned officers per 1,000 citizens.
- ✓ Firefighters will average 651 residents per one firefighter.
- ✓ Parks & Recreation will average 563 residents per one FTE.
- ✓ Administrative employees, as a percentage of direct employees, will average 17.4%.
- ✓ Mandates and operating costs of capital are funded.
- ✓ An average PCI rating of 81.4, compared to the Governing Body goal of a street rating of not less than 70.0.

Sustaining efficient delivery of services

- ✓ The City's 2020 Budget continues to provide a high level of service to the citizens by increasing efficiency in service delivery and addressing resource needs in every part of the City. Employees in all departments continually participate in training and obtain certifications to ensure that City services are being delivered by well-trained, knowledgeable individuals. Each department reviews both industry standards and internal goals on a regular basis to determine if services are being delivered efficiently and identify improvements, when needed.
- ✓ Performance measures within each department are linked with the resources needed to meet the expected performance levels during the fiscal year.
- ✓ The City's technology direction continues to grow and expand with fiber connectivity, the deployment of new server clusters and gigabit switches for more powerful and faster systems. All of these have resulted in high computing performance and connectivity, integrated systems with increased communication and capability, virtualization, and higher security.

THE CITY OF LEAWOOD'S VISION

Leawood prides itself on being a safe, attractive community, which values its distinctive character. The citizens of Leawood are civic-minded and are an important component in shaping Leawood's future. As the City of Leawood looks to the future, it will continue to maintain the residential property values, promote neighborhood-oriented commercial developments, offer a variety of high quality residential neighborhoods, sustain environmental sensitivity, retain natural landscapes and provide public, open space. With vision, as articulated in our comprehensive plan, the City of Leawood will continue to grow with distinction.

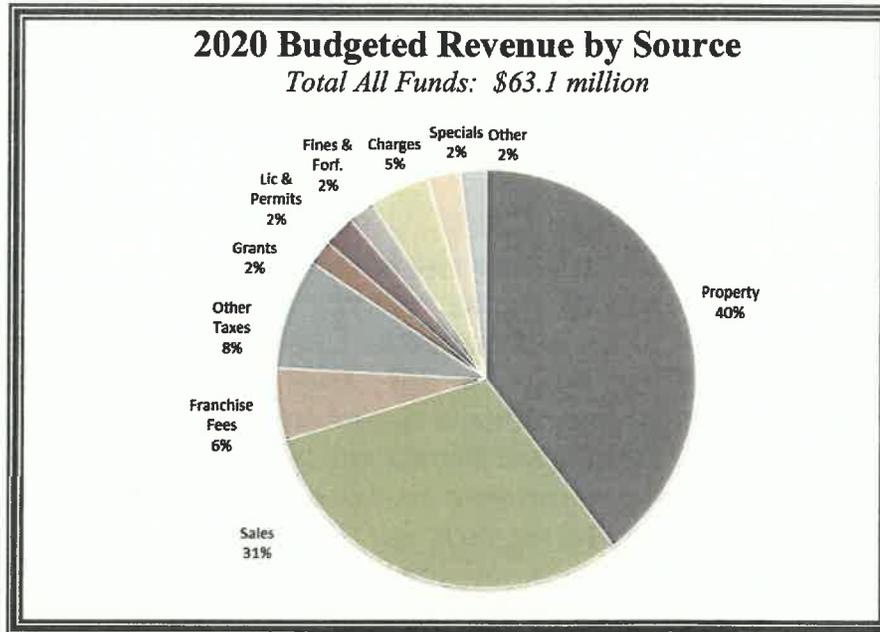
GOVERNING BODY GOALS

Each year the Governing Body reviews, reaffirms and develops strategic goals, which support the City's vision. Goals are categorized in the five main areas that have allowed the City to flourish: Public Safety, Financial Stability, Capital Improvements, Growth Management, and Quality of Life. Short-term goals either are incorporated into the 2019 operations plan or will be addressed in the 2020 budget. Long-term goals cover issues that will strategically guide long-range plans for the community. All of the goals are linked to the Long Term Strategic Financial Planning section.

FINANCIAL HIGHLIGHTS

Revenue Highlights

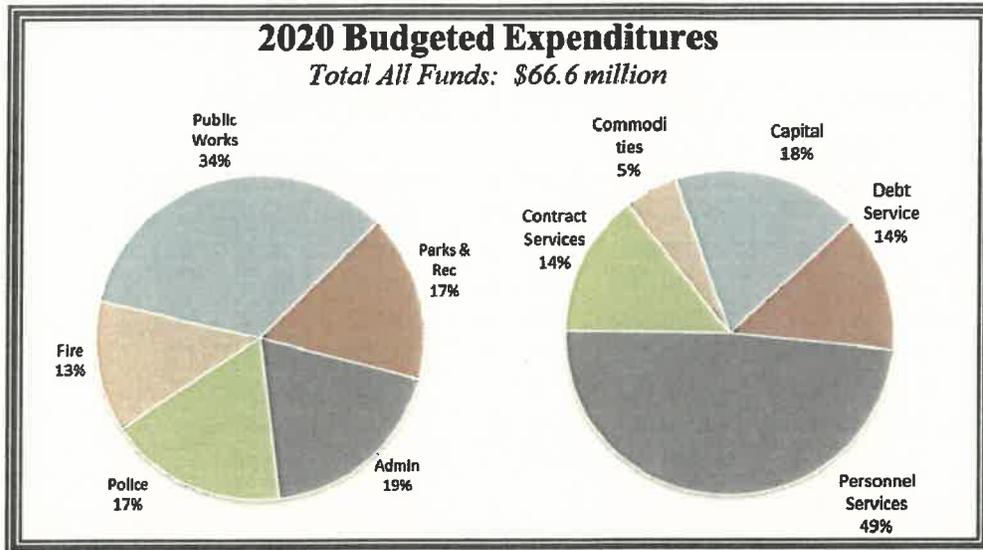
- ❖ Total revenue is expected to decrease in 2020 by 3.2% or \$2,092,444.
- ❖ For 2020, the mill levy is 24.524; no change from last year.



- ❖ Property taxes, of \$25,015,695, represent 40% of the total 2020 budget. Staff is projecting an increase of 5.83% in assessed valuation for 2020; followed by growth of 4.00% for 2021; 3.10% for 2022 and each year thereafter. When converted to assessed valuation, real property increased by 5.83%, as compared to an increase of 4.18% last year. The County Clerk will distribute the final assessed valuation at year-end at which time the financial planning model projections will be updated.
- ❖ Sales and Use Tax comprises 31% of total revenue in 2020 and is expected to rise 2.95%, in total for all categories, from 2019. Included in the 2020 budget is \$19,283,510 and \$18,730,135 in the 2019 estimated budget. Total collections in 2018 were 3.8% higher than 2017 and 0.9% higher than the 2018 estimated budget. The City began receiving a portion of the 0.25% County Courthouse/Coroner Facility sales/use tax in 2017. This tax began on April 1, 2017 and will end after ten years. This revenue is being placed into the Economic Development fund.
- ❖ Other Governmental Revenues total 29% of the budget, or \$18,764,995. Included in this area are: franchise fees; taxes on motor and recreational vehicles; alcohol and gasoline taxes as distributed from the State; special assessment payments on bonded projects; contributions from other entities for major street projects; licenses and permits, fees for recreational activities or classes, and court fines/forfeitures.

Expenditure Highlights

- ❖ Expenditures for 2020 decreased by 11.9% or \$9,029,500.



- ❖ Personnel Services will increase by 3.1% over the 2019 Estimated Budget, totaling \$32,377,600 in 2020. A 3.9% factor has been applied to base wages to cover merits, promotions and career development changes. A market adjustment of 2% to 3% has been included in 2020 for Police Officer I, Police Officer II and Communications I positions. Also in 2020 are increases for health insurance, social security, unemployment payments, group life insurance, state pension plans and long-term disability plans.
- ❖ Operating expenses, which include contractual services and commodities, has decreased by \$1,705,500, or 11.6%, from the 2019 Estimated Budget. A large decrease, offset by new spending, is due to the proposed transfer of \$2,255,300 in Transient Guest Tax receipts to the Economic Development fund in 2019. All types of building, vehicle, and liability insurance are expected to increase by \$41,000, or 10.0%, from 2019. A total of \$39,000 in new spending has been added to the 2020 Budget, including \$4,000 for the commission for professional credentialing and \$20,000 for a safety house and robot to be used for fire public education, both in the Fire Department; and \$15,000 in Public Works for annual tree limb removal to be used as needed.
- ❖ Capital costs are projected to decrease by 39.7%, or \$8,007,600, from 2019. Within 2019 are projected sales tax collections to be transferred to the Economic Development and Public Safety funds (\$2.2m); Park improvement projects (\$2.1m); Arterial and Residential street projects (\$7.0m); completion of the Fiber Technology project (\$0.7m); storm repair projects (\$4.3m); public art (\$.4m); and vehicle/ equipment replacements (\$2.3m). Planned 2020 pay-as-you-go capital purchases/improvements include \$4,890,300 for arterial and residential street repairs; \$2,736,500 in replacement vehicles/equipment; \$2,271,500 for sales tax transfers to the special funds; \$1,662,600 in City building, park, golf course repairs/maintenance; and \$500,000 for stormwater projects.
- ❖ Debt is projected to decrease by 3.2%, or \$299,700 from the 2019 Estimated Budget. No new general obligation debt issuance is planned for 2019 and an issuance is planned for 2020 totaling \$8,295,000, with the first payment beginning in 2021.

The activity for each budgeted fund is reflected in the following table.

EXPENDITURE SUMMARY, All Budgeted Funds				
DEPARTMENT	2018 Actual	2019 Estimate	2020 Budget	% Change
<i>General Government</i>				
General Operations	\$21,564,413	\$7,461,581	\$5,945,981	-20.3%
City Administration	543,644	659,800	623,300	-5.5%
Finance	746,081	837,900	906,100	8.1%
Information Services	1,158,434	2,124,900	1,322,300	-37.8%
Human Resources	583,642	667,900	684,300	2.5%
Legal Services	488,805	579,300	589,500	1.8%
Municipal Court	585,800	728,000	735,400	1.0%
Community Development	1,516,249	1,749,200	1,776,100	1.5%
	\$27,187,068	\$14,808,581	\$12,582,981	-15.0%
<i>Public Safety</i>				
Police	\$9,888,668	\$11,206,500	\$11,644,300	3.9%
Fire	7,906,055	8,595,907	8,771,435	2.0%
	\$17,794,723	\$19,802,407	\$20,415,735	3.1%
<i>Public Works</i>				
	16,515,179	29,741,344	22,472,397	-24.4%
<i>Parks & Recreation</i>				
	10,311,579	11,299,868	11,151,587	-1.3%
TOTAL BUDGETED FUNDS	\$71,808,549	\$75,652,200	\$66,622,700	-11.9%

FUND HIGHLIGHTS

General Fund

The General Fund is the principal fund of the City, accounting for all financial transactions not accounted for in other funds. Anticipated revenue in 2020 is \$49,746,400 with the largest source coming from property tax collections. The General Fund expenditures, of \$53,739,200, comprise 72.3% of expenses planned for all budgeted funds. The majority of the total expenses in the General Fund, or 60%, is for the payment of wages and benefits for the City's employees. Other notable spending planned for 2020 from the General Fund include:

- \$7,000 to add all departments to a citywide training, policy and employee tracking system currently used by Police and Fire.
- \$4,000 within the Fire Department for professional credentialing which aids in personal career progression for fire personnel.
- \$20,000 in Fire to purchase an inflatable fire safety house and fire prevention robot for public education.
- \$24,000 in the Police Department for license plate recognition cameras placed at key intersections within the City.
- \$15,000 in Public Works for annual tree limb removal to be used after major weather events.
- \$190,000 for a Public Works covered brine system and saddle tanks for existing trucks.
- \$30,500 in Park Maintenance for an irrigation booster pump at Gezer Park.

- \$87,000 in Park Maintenance to remove silt from the Ironwoods Park lake.
- \$523,000 to replace Police Administration, Patrol and Investigations vehicles.
- \$61,000 in the Fire Department for replacement of a storm warning siren and an ATV response unit.
- \$376,000 for the lease purchase payment for a Quint replaced in 2019, and a Fire platform truck and two Fire pumpers replaced in 2016 and 2011.
- \$734,000 in Public Works to replace two dump bodies, a case wheel loader, a brush leaf vacuum, a paint striper, two mobile column lifts and the annual lease for two skid steer loaders.
- \$70,000 for culvert cleaning; \$12,000 for Operation Green light; \$29,000 for bi-annual inspection of bridges; and \$14,000 to update the traffic model and GASB streets/storm water.
- \$448,000 for building/facility projects including Justice Center heat pump replacements, overlay of the City Hall & PW Facility parking lots, PW Facility overhead doors, a security system at the Lodge, and kitchen appliances at the Ironhorse Golf facility.
- \$425,000 towards the park improvements as identified in the Park Master plan. The Special Parks/Recreation fund will provide \$600,000 for this purpose.
- \$25,000 for Park Maintenance contractual trail repairs, in addition to the \$75,000 for in-house repairs.
- \$5,000 in 2020 and \$2,500 in 2019 to be used towards fireworks at the annual July 4th celebration.
- \$395,000 in Park Maintenance to replace a swap loader truck, a small SUV and mowing equipment.
- \$418,500 for the replacement of mowing and landscape care equipment for the Golf Course.
- \$105,300 for the final payment of a 3-year lease for golf carts at the Ironhorse Golf Course.

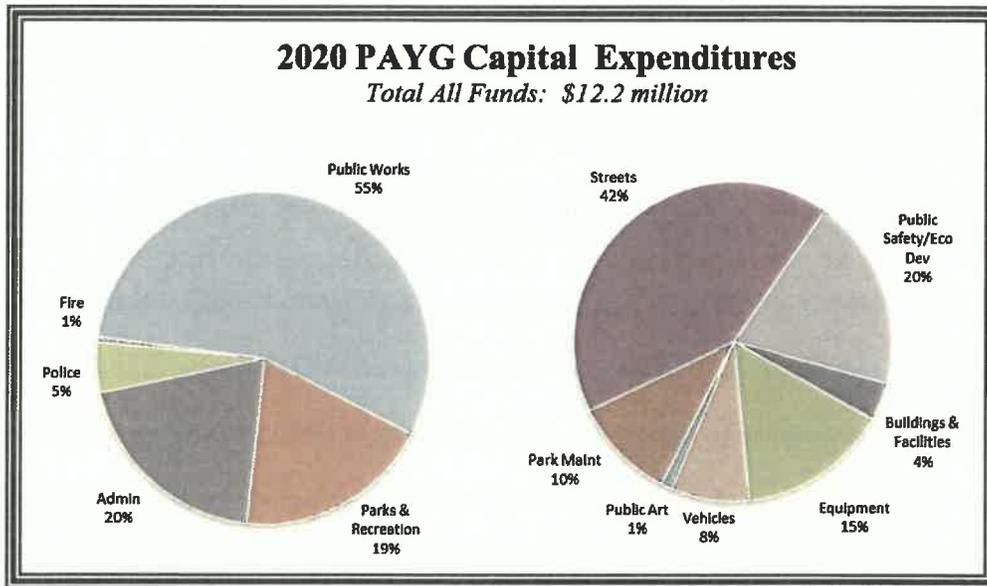
Special Revenue Funds

Leawood has five budgeted Special Revenue Funds: the Special Alcohol Fund, the Special City/County Highway Fund, the Special Parks & Recreation Fund, the Special Law Enforcement Fund, and the Special Transient Guest Tax Fund. Special Revenue Funds are used to account for revenue derived from specific taxes, governmental grants or other revenue sources, which are designed to finance particular functions or activities of the City.

The Alcohol Fund for 2020 includes a transfer of \$257,000 to the General Fund which will help offset the cost of the Leawood D.A.R.E. program; a total of \$350,000 to the Johnson County Drug and Alcohol Awareness Council; \$30,000 for a countywide co-responder for police needs; and \$15,000 for local after-prom and after-graduation events. The Special City County Highway Fund includes \$1,620,300 for mill and overlay repairs. The Special Parks & Recreation Fund will finance close to 59% of the park improvements as identified in the Parks Master plan in 2020. The Special Law Enforcement Fund collects the City's share of forfeiture monies and can be used for police equipment. It is estimated that expenses may be approximately \$27,200 between 2019 and 2020. The Special Transient Guest Tax Fund consists of quarterly hotel tax payments disbursed from the State. The current transient guest tax rate is 8%.

Capital Project Funds

The Governing Body continues its commitment to capital investments. Capital Funds coordinate resources used for the acquisition and/or construction of capital projects or equipment or other fixed assets or infrastructure improvements, not being financed by other funds. The City has eight capital funds, which include: the City Equipment fund; the Street Improvements fund; the Capital Improvements fund; the 1/8-Cent Sales Tax (storm & street repairs) fund; the City Capital Art fund; and three impact fee funds for parks, public art, and the improvements along the 135th Street corridor. In fiscal year 2020, the Capital Improvement Program totals \$12.2 million dollars. These funds are used to replace and to purchase new capital equipment, for improvements and additions to municipal facilities, storm drainage, and street maintenance and repairs. This represents 18.3% of the total budget of \$66,622,700, lower than the 26.7% in 2019.



PERSONNEL HIGHLIGHTS

Personnel costs and benefits represent a 3.1% increase over the 2019 estimate. In the 2019 Estimated budget, several position reclassifications are planned including: a Finance Accountant position to an Accounting Manager; a Police Alarm Coordinator to a Police Officer; a Public Works Fleet/Facilities Manager to a Special Projects Engineer; and the conversion of two regular part-time Park Maintenance Workers to two full-time Park Maintenance Workers. There are no personnel position changes in the 2020 Budget.

Summary of Personnel

Year	2016	2017	2018	2019	2020
Full-time	258	256	258	261	261
FTE's	295.92	294.09	293.56	295.06	295.06

- ◆ The 2020 budget provides funding for wages for current employees at a 3.9% above the 2019 estimated budget. No cost of living increases are budgeted; however, funds are included for performance increases, which can be granted by management using a range of 0.0% to 3.9%. A market adjustment of 2% to 3% has been included in 2020 for Police Officer I, Police Officer II and Communications I positions. The 2020 budget is projected conservatively and assumes full employment. The 2020 total budget for all types of wage payments (full-time, part-time, casual/seasonal, overtime and other) is projected to grow by a total of 2.9%, over the 2019 estimated budget wage base.

- ◆ The City of Leawood Human Resources Department continues to collaborate with Blue Cross to increase awareness and education of healthy lifestyle choices among employees. A 10% growth in health insurance rates is anticipated in 2020; however the actual change from the 2019 Estimate budget to 2020 is 5.2% due to expected staffing changes. A total of \$4,156,751 is budgeted for 2020. All other benefits, including KPERS & KP&F, social security, disability, etc. increase by 2.7% from 2019 to 2020.
- ◆ Contribution rates for both the Kansas Public Employees Retirement System (KPERS) and the Kansas Police and Fire (KP&F) employees are projected to decrease in 2020. The 2020 budget includes the KPERS employer rate changing from 9.89% to 9.61%; and the KP&F rate from 22.60% to 21.93%. The contribution rate for employees in the KPERS system is 6.00% and 7.15% for KP&F employees. For the year ended June 30, 2018, KPERS 25-year investment return average was 8.2 percent, exceeding the 7.75 percent target. The valuation showed the System's funded ratio increased slightly from 67% to 68%, but still below the 80% target which is expected for public pension plans. While the system does not have an immediate crisis, long-term funding requires ongoing, careful oversight. At the close of the 2018 fiscal year, projections show the unfunded actuarial liability will extinguish in 2033 as scheduled. However, to meet this projection, continued funding improvement hinges on meeting the investment return target over time and consistent funding with increasing employer contributions to match actuarial funding requirements.
- ◆ Historically, the City has been a trustee in a workers' compensation trust (Kansas Eastern Region Insurance Trust), which has been effective in helping to manage work-related injuries and illnesses. The trust allows the City to directly benefit when its experience rate decreases. In 2018, the City paid a total premium of \$243,237 for workers compensation to KERIT; and later in the year, received a dividend in the amount of \$32,364 because of a successful safety program and capable claims management for prior claim years. These dividends are not guaranteed. The 2020 Budget includes \$300,000 for the annual KERIT payment, with \$250,000 in 2019.

LONG TERM STRATEGIC FINANCIAL PLANNING

During the work sessions held to date in 2019, the Governing Body has discussed and agreed to certain long-term strategic assumptions. Using the City's financial planning model, these assumptions were linked to operating and capital projections. Modeling helps to assure decisions made today can be funded tomorrow. The assumptions used in the model include:

Demographic/Geographic Assumptions:

- ✓ Population will grow at .5% annually; for 2020, it is estimated at 35,452. The 2010 Census assigned Leawood a population of 31,867.

Revenue Assumptions:

- ✓ Total Levy increases in the financial planning model include a projected 0.95 mill in each year of 2022, 2024, and 2026.
- ✓ Assessed Valuation projections of 5.83% for 2020; 4.00% in 2021; and 3.10% thereafter.
- ✓ All Sales and Use tax categories are projecting revenue growth of 2.95% for 2020 and each year thereafter.
- ✓ All other revenue annual growth of 2.0% to 3.0% each year.

- ✓ Interest Income of 4.0% in 2020; and 4.0% - 5.0% in 2021-2025.

Expenditure Assumptions:

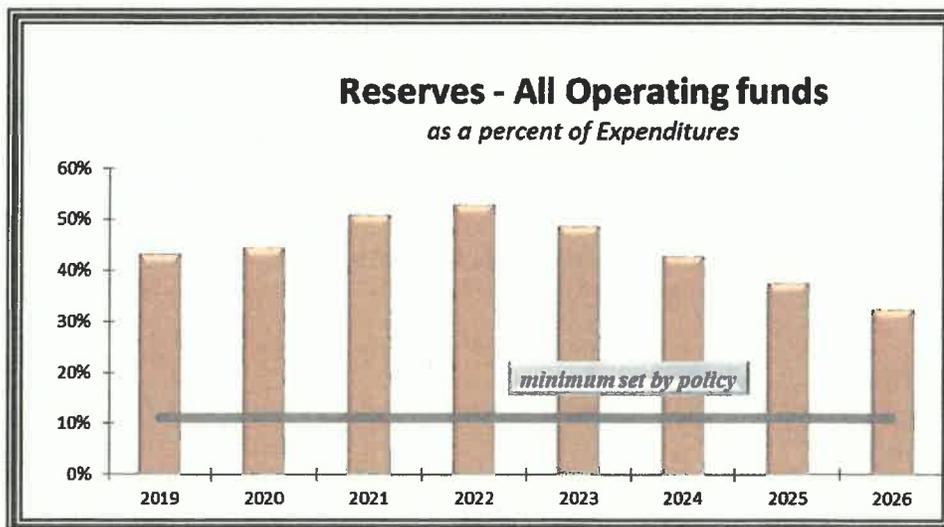
- ✓ The financial planning model reflects the addition of one full-time position every other year, with the next one being added in 2021.
- ✓ The financial planning model reflects annual salary increases, based on performance, at a maximum of 3.9% in each year.
- ✓ Growth in health Insurance rates beginning at 11.75% in 2021 and increasing slightly each year to 12.75% in 2025, in the model.
- ✓ Benefit growth of 5.80% in 2021; increasing each year to 6.00% in 2025, in the model.
- ✓ Contractual Services and Commodities for 2021-2025, growth at 1.5% annually.

Debt-Financed Capital Programs:

- ✓ The 2020-2024 Capital Improvement Program (C.I.P.), will be approved by the Governing Body on June 3, 2019. It includes debt-financed projects totaling \$74.0m with Leawood assuming 95% of the total cost.
- ✓ Phase III of the *Accelerated Street Reconstruction Program* continues every other year with \$3,000,000 in 2019, 2021 and 2023. This program is financed with long-term debt.
- ✓ The debt-financed *Stormwater Improvements Program* began in 2018 with \$3.0 million and continues every other year, with the amount increasing to \$3.5 million in 2022. The replacement program will address over 105,000 linear feet of pipe. This program will continue every other year until all expenditures reach \$35 million.
- ✓ New to the C.I.P. last year was the inclusion of several projects to bury overhead power lines. These debt-financed improvements will be completed in conjunction with planned PAYG arterial street projects.

FINANCIAL POSITION

At the close of 2020, the City’s operating reserves are expected to be at 45% of expenditures, which is above the minimum set by the Governing Body. Reserves are established for three purposes: cash flow, natural emergencies, and large pay-as-you-go capital projects.

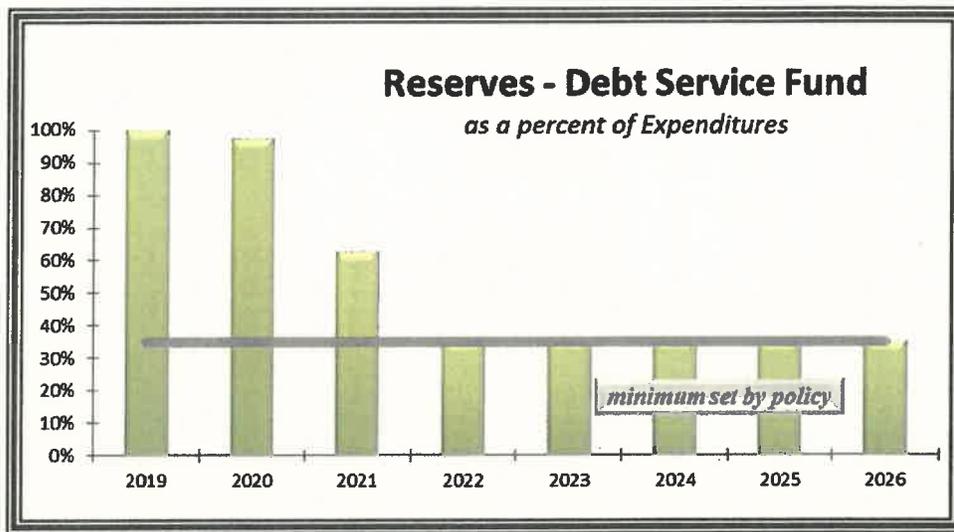


Leawood continues to be in a fortunate position and have good reserves. As major pay-as-you-go capital projects are completed, it is projected that the reserves over the next seven years will

continue to be above the 11% goal. As discussed in the Budget & Financial Policies section of this document, Leawood's minimum policy is to have at least 8.33% on hand at all times.

Debt reserves are maintained to deal with a variety of issues. These total \$8,619,000 in the 2020 Budget or 97% of debt service expenditures. This reserve level provides a financial cushion for the City for any unanticipated change in the economy, lower revenue collections, as well as to add a layer of protection should special benefit tax payments become delinquent. Excellent reserve levels provide financial security for all stakeholders.

Each year the City staff and the City Council carefully review the capital improvements to be debt financed. With this process, there is a clear understanding that the capital obligations made today will be balanced against the cost and the service levels provided in the future.



I would like to take this opportunity to thank Mayor Dunn and the City Council for their consistent and positive approach to sustaining growth in a professional and straightforward manner. The Council goals incorporate continued direction for the future of the City, while being ever mindful of maintaining the financial integrity of the City and its core reserves.

The preparation of the Annual Budget is a team approach that maintains and enhances key services while working within financial constraints. The involvement of the Management Team and their support staff demonstrates commitment to this process. Special acknowledgments to Dawn Long, Finance Director and Kathy Byard, Budget Manager for their efforts in preparing this document.

Respectfully submitted,

Scott Lambers
City Administrator

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"



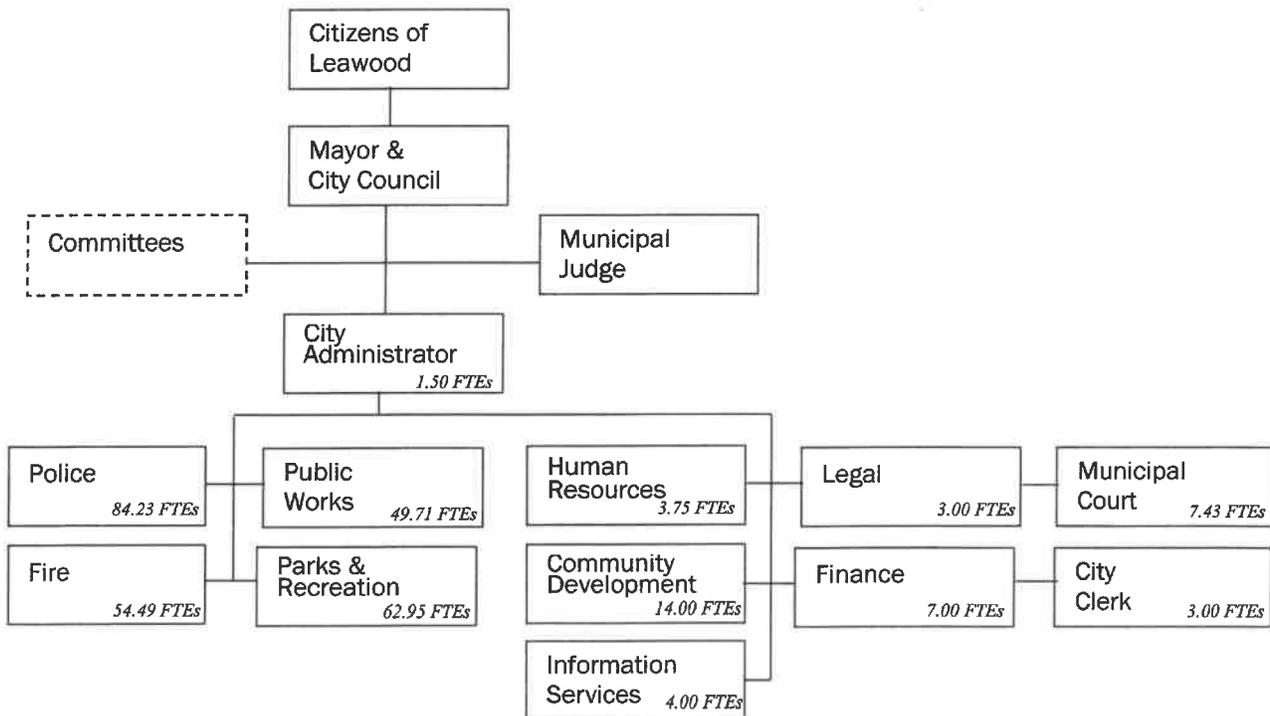
Leawood City Hall

*4800 Town Center Drive
Leawood, KS*



City Officials Directory

<i>City Administrator</i>	Scott Lambers
<i>City Attorney</i>	Patty Bennett
<i>City Clerk</i>	Deb Harper
<i>Community Development Director</i>	Richard Coleman
<i>Finance Director</i>	Dawn Long
<i>Fire Chief</i>	Dave Williams
<i>Human Resources Director</i>	Nic Sanders
<i>Information Services Director</i>	Ross Kurz
<i>Parks/Recreation Director</i>	Chris Claxton
<i>Police Chief</i>	Troy Rettig
<i>Public Works Director</i>	David Ley



Total FTE's (Full-Time Equivalent) is 295.06 in the 2020 Budget.



Government

Leawood was incorporated as a city of the third class on November 30, 1948, with slightly more than 1,000 inhabitants. On December 31, 1998, Leawood became a city of the first class.

The City operates under a Mayor-Council form of government. The Mayor is elected on an at-large, non-partisan basis and serves a four-year term. The eight Council members are elected on a non-partisan basis from four wards and serve a staggered four-year term. Every other year in the odd numbered years, an election for council members is held with one council member from each of the four wards being chosen at each election.



Name	Title/WARD	Term Expires
Peggy Dunn	Mayor	January, 2020
Debra Filla	WARD 1	January, 2022
Andrew Osman	WARD 1	January, 2020
Mary Larson	WARD 2	January, 2022
Jim Rawlings	WARD 2	January, 2020
Lisa Harrison	WARD 3	January, 2020
Chuck Sipple	WARD 3	January, 2022
James Azeltine	WARD 4	January, 2020
Julie Cain	WARD 4	January, 2022



The Governing Body, which develops policy and provides direction for the professional City staff, appoints a City Administrator to perform the day-to-day management of City services. The City Administrator recommends directors for the City departments, which are then formally approved by the City Council. Regular meetings of the Leawood City Council are held the first and third Mondays of each month beginning at 7:30pm.



Governing Body Goals

The City of Leawood recognizes the importance and value of having a deliberate planning process to help guide land use, economic development, and efficient use of public funds. To plan effectively, it is necessary to set goals, review them periodically, and work toward their attainment.

The goals have been grouped by Short-Term, Near-Term and Long-Term classifications.

SHORT-TERM GOALS [1 YEAR]

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Continue the 135th Street Community Plan including: <ol style="list-style-type: none"> a) Updated development assumptions [2016]. b) Best management practices regarding sustainable landscaping into LDO and City property; and [2016] c) Cultural amenities [2016]. 2. Continue evaluation of usage of City-owned property at 96th Street and Lee Boulevard [2013]. 3. Parks Maintenance Facilities relocation Implementation Plan and Construction Plan [2018]. 4. Place maps of bike loops, trail system and art pieces on City webpage [2019]. | <ol style="list-style-type: none"> 5. Add stepping stones to City art pieces [2019]. 6. Receive summaries of EDC Exec and full EDC meetings [2019]. 7. Consider institution of LGBTQ non-discrimination protection [2019]. 8. Promote suicide prevention awareness and resources [2019]. 9. Review and evaluate funding options for stormwater issues [2019]. |
|---|--|

Near-Term Goals [1-2 Years]

- Integrate upgrades and new improvements to City's Trail System from Roe Avenue to Tomahawk Creek Parkway and pedestrian crossing through median [2018].
- Feasibility of installing signage at City entrances, including I-435 Highway east and westbound on city property [2018].
- Review notice requirements for residential building activity via home owners association [HOA] [2017].
- Cure of Ars street and sidewalk improvement [2017].
- Evaluate new home building codes with other Johnson County cities [2017].
- Review fence permit procedures with area cities [2017].
- Complete main routes to schools [2017].
- Study feasibility of south bicycle loop signage [2018].
- Develop strategy for undergrounding of power lines [2018].
- Add pickle ball to City facilities when courts are resurfaced [2018].
- Evaluate pedestrian traffic management at Cure of Ars with Prairie Village and Cure of Ars [2018].

- Inventory and place more pet waste stations in City parks [2019].
- Plan MLK recognition [2019].
- Increase visibility of QR for art and how City's art pieces are acquired [2019].
- Explore possible public use of former Parks Facility before sale of property [2019].

Long-Term Goals [2-5 Years]

- Evaluate land-use options for the remaining undeveloped portion of City-owned property at 117th and Tomahawk Creek Parkway [2013].
- Evaluate feasibility/scope of Activity Center at Town Center Drive and Roe Avenue [2015].
- Evaluate temporary low-impact uses [e.g., community gardens, horseshoes, etc.] for undeveloped land at Ironwoods Park [2015].
- Incentivize private sector for LEED-certified criteria [2019].



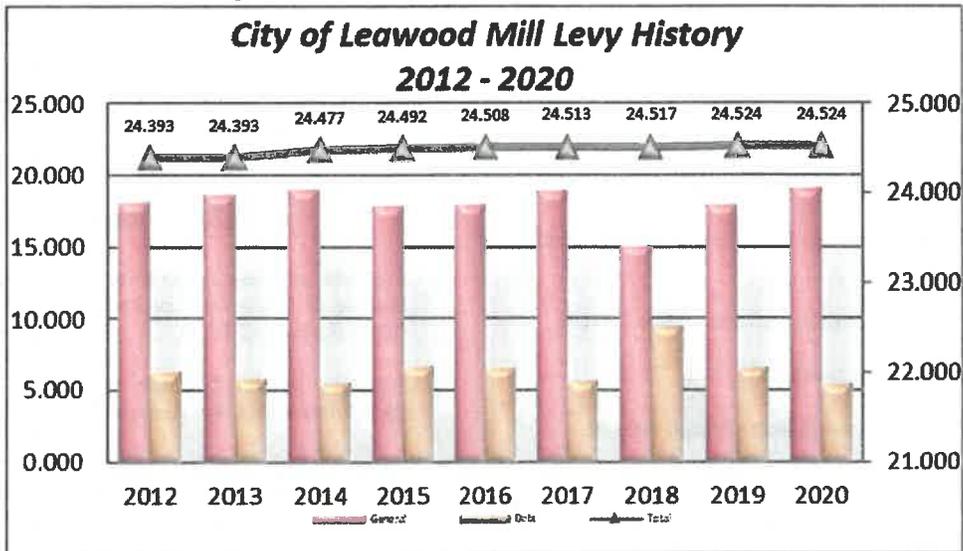
Tax Comparison – Ad Valorem

The City’s mill levy to support the 2020 Budget is 24.524 mills. The City levies a property tax (ad valorem tax) to support general government services and debt service obligations.

Rate Comparison				
2019 Mill Levy	2019 Tax \$		2020 Mill Levy	2020 Tax \$
17.940	\$17,235,700	General Fund	19.110	\$19,428,634
6.584	\$6,325,400	Debt Service Fund	5.414	\$5,504,605
24.524	\$23,561,100	Total	24.524	\$24,933,239

Valuation Comparison		
2019		2020
\$949,689,662	Real Property	\$1,005,672,459
\$2,807,768	Personal Property	\$2,498,914
\$8,215,953	Utilities	\$8,534,505
\$960,713,383	Total Assessed Valuation	\$1,016,705,878

ONE MILL IS EQUAL TO \$1,016,706 IN REVENUE FOR THE CITY



As depicted in the above chart, the Governing Body remains committed to carefully review any increase in Leawood’s mill levy. A Governing Body or voter approved mill levy increase has not occurred in Leawood since 2003. However, each October after property tax appeals have been completed and the assessed valuation is finalized by the County Clerk, adjustments may occur. As a result, minimal increases in Leawood’s total mill levy has occurred each year. These are not by action of the Governing Body, but instead the result of changes in assessed valuation.



AD VALOREM ILLUSTRATION/COMPARISON

Tax Value Illustration

According to the 2019 Johnson County Property Tax Listing, the average home in Leawood has a market value (appraised value) of \$559,380*. The 2018 average market value was \$520,749**.

Taxes are levied on the “assessed” value of such a home. Assessed valuation of a home in Kansas is currently 11.5% of market value. Therefore, the assessed valuation for this resident is \$64,328 (or 11.5% of \$559,380).

The “mill levy”, or tax level, for the City is determined annually. The 2020 mill levy is 24.524. To determine the annual amount of taxes paid to the City, one multiplies the City’s mill levy by the assessed value of the home, and then divides by 1,000.

The **annual** City tax this resident would pay in 2020 would be:
\$1,577.58

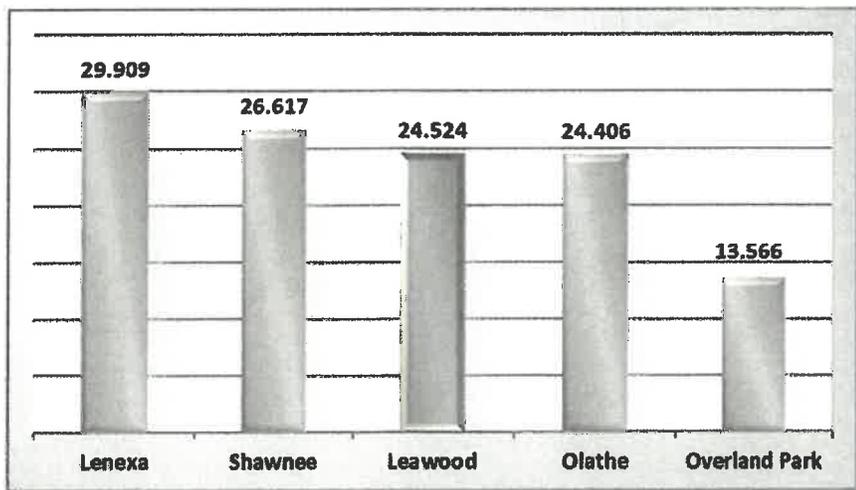
The **monthly** City tax this resident would pay in 2020 would be:
\$131.47

Annual Comparison	2019 Actual	2020 Budget	Difference
Valuation	\$960,713,383	\$1,016,705,878	\$55,992,495
Ad Valorem	\$23,561,100	\$24,933,239	\$1,372,139
Mill Levy	24.524	24.524	0.000
City Annual Tax-Average Home	\$1,475.46**	\$1,577.58*	\$102.12
City Monthly Tax – Average Home	\$122.95	\$131.47	\$8.52

* Represents the 2019 appraised value of a home in Leawood. The taxes on this home value would be paid in 2020 and included in the 2020 Budget.
** Represents the 2018 appraised value of a home in Leawood. The taxes on this home value would be paid in 2019 and included in the 2019 Budget.

Mill Levy Comparison

Below are the **Estimated** 2020 Budget mill levies for selected cities in Johnson County.





WHERE DO YOUR TAX DOLLARS GO?

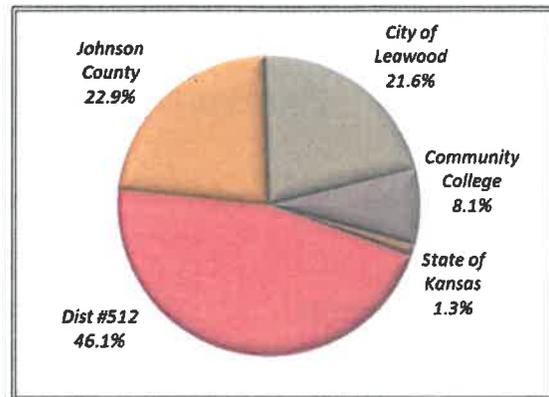
Two public school districts serve the City of Leawood. Therefore, depending on a property address, the total mill levy a resident would pay varies.

Shawnee Mission School District

Estimated 2019 mill levy for 2020 budget

Assume a Leawood resident is living in the Shawnee Mission School District (#512). The property taxes this resident would pay are broken down as follows:

	<u>Mills</u>	
School District (512)	52.427	46.1%
City of Leawood	24.524	21.6%
Johnson County	26.013	22.9%
Community College	9.266	8.1%
State of Kansas	<u>1.500</u>	<u>1.3%</u>
Total	113.730	100.0%

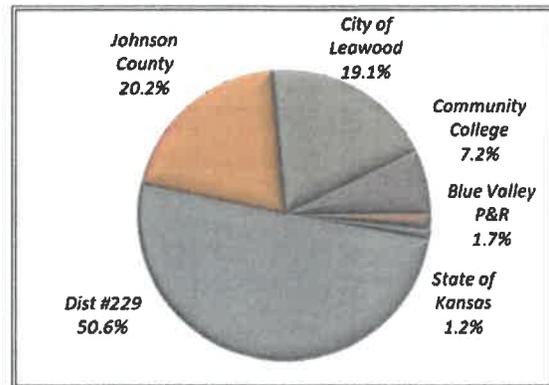


Blue Valley School District

Estimated 2019 mill levy for 2020 budget

Assume a Leawood resident is living in the Blue Valley School District (#229). The property taxes this resident would pay are broken down as follows:

	<u>Mills</u>	
School District (229)	64.999	50.6%
City of Leawood	24.524	19.1%
Johnson County	26.013	20.2%
Community College	9.266	7.2%
Blue Valley Park/Rec	2.199	1.7%
State of Kansas	<u>1.500</u>	<u>1.2%</u>
Total	128.501	100.0%





Location

Leawood, Kansas, a suburban community in the Kansas City Metropolitan area, is located in Johnson County, approximately 10 miles southwest of downtown Kansas City, Mo. It covers 14.7 square miles and resembles an elongated rectangle running north/south. Interstate-435 and the K-150 highway corridor both cross through the City. I-435 is just north and K-150 just south of the center of the community.

The City is bordered on three sides by the cities of Overland Park and Prairie Village, Kansas and on the fourth by Kansas City, Missouri. The City's land area is approximately 75% developed and growth is expected to continue in the future.



Leawood is well connected to the Kansas City metro's extensive system of highways, giving 30 minute or less access to almost every community in the Metro area. Located within 250 miles of the geographic, population and production centers of the United States, Leawood businesses enjoy easy access to major interstate and U.S. highways. Its central time zone location ensures that there are more hours each day to conduct business on both coasts.

History

With 70 years of tradition, Leawood, Kansas, set in northeast Johnson County, is both a premier residential community and a prestigious business address. The City features an inviting mix of elegant established neighborhoods, new high profile developments and distinctive office buildings. Leawood truly combines the best of historic tradition with the momentum of the contemporary.

Native Americans were the first inhabitants of the area eventually established as Leawood and in the early 1700's Daniel Boone explored the land with French and American traders. Among those who made Leawood what it is today was Oscar G. Lee, a retired police officer from Oklahoma. When Lee arrived in 1922, he brought with him a lifetime of dreams about his own future. He sought to make those dreams real on land he purchased between what is now 79th and 103rd Streets and State Line and Belinder Roads. This purchase became the foundation of present-day Leawood. Then in 1948, following the establishment of a housing development by the Kroh brothers, Leawood was incorporated.

After incorporation and until 1953, the City Council met in the Kroh Brothers' barn when the City began renting land and a small, colonial-style City Hall building. The City later purchased this property at 96th & Lee Boulevard where City government operated until 1994. During that year, City operations were moved to the current location at 4800 Town Center Drive.





From the start, the residents of Leawood hoped and planned for a tightly knit community with the convenience of a big city and the peacefulness of a small town. Today, with picturesque parks and streets, highly rated schools and welcoming churches, Leawood is all that the founders had envisioned.

“Growing with Distinction” is a fitting motto for a city whose landscape is now rich with life. Leawood, once a barren canvas, is now a spectacular work of art. Its many artists of the past half century have painted a strong foundation to which future artists will add their own unique perspectives.

Fast Facts

The incorporation of the City of Leawood in 1948 set a standard against which all other Johnson County cities would eventually be judged. Leawood is widely recognized as a desirable place to live and work. Leawood is continuing to design an exciting future city with a prospering business climate as well as a fully preserved and enhanced quality of life.

Date of Incorporation: November 30, 1948

Land Area: 14.7 square miles

Form of Government: Mayor/Council
Separately elected Mayor
8 Council Members
Non-Partisan Basis
4 year, Staggered Terms

Public Safety: 1 Police Station
3 Patrol Districts
62 Sworn Officers
3 Fire Stations
53 Firefighters

Population: 1990 Census = 19,693
2000 Census = 27,656
2010 Census = 31,867

Public Works: Maintenance of;
202.0 Street Miles
4,165 Streetlights

Education: Served by 2 Districts:
Shawnee Mission (#512)
Blue Valley (#229)
4 Elementary Schools
2 Middle Schools
3 Parochial Schools

Recreation: 1 Aquatic Center
6 Tennis Courts
17 Fields
8.25 Trail Miles
6 Parks
1 18-hole Golf Course
486 Parkland Acres

Churches: 8 Protestant
3 Catholic



Major Initiatives – the Past Year

There were several remarkable accomplishments and accolades that occurred in 2018 for the City of Leawood. Some of these include:

- ★ *Retainage of the Aaa rating from Moody's for the 10th consecutive year; first achieved in 2009.*
- ★ *The City's mill levy held relatively steady for the 15th straight year.*
- ★ *Leawood was voted "2018 FIRST Best Small City in America" by WalletHub, from almost 1,300 cities with populations between 25,000 and 100,000 across the nation, on 40 key metrics on economic vitality, quality of life, education, health and public safety.*
- ★ *The website Niche and HomeSnacks ranked Leawood as the "Best Place to Live in Kansas".*
- ★ *Also, Zippia.com rated Leawood as the "Most Successful City in Kansas".*
- ★ *Leawood was rated as the second "Safest City in Kansas" by the National Council for Home Safety and Security in 2018. In addition, Leawood was ranked the third "Safest City in Kansas" by SAFEHOME.*
- ★ *SmartAsset ranked Leawood as the Second "Best Place to Retire in Kansas".*
- ★ *For the 5th consecutive year, Leawood's Police Department received the "AAA Platinum Traffic Safety Award". Additionally, the department was significantly involved in getting the Governor and KS Legislature to approve the "Hot Car/Good Samaritan Bill" to remove civil liability for someone breaking into a car to rescue an at-risk person or pet.*
- ★ *The Fire Department retained their "International Accreditation" from the Commission on Fire Accreditation and the City's "Insurance Services Organization" (ISO) Public Protection Classification rating of "One", making Leawood one of a handful of cities in the nation with both recognitions.*
- ★ *A new art sculpture consisting of two parts was placed just north of City Hall titled "Dancers" by internationally acclaimed sculptor Ewerdt Hilgemann.*

Population

Over the last 20 years, the City has had one of the fastest growing populations in the State of Kansas and is considered one of the top growth areas in the country. The City expects to reach an estimated population close to 40,000 within the next 10+ years, and has a master development plan in place to guide future development. The City assumes population will grow at .5% annually. The 2010 Census showed a total

Year	City Of Leawood	Johnson County
2020 Est.	35,452	611,083
2019 Est.	35,276	604,435
2018	35,101	597,740
2017	34,926	591,178
2010 Census	31,867	545,816
2009	32,548	539,396
2008	31,910	532,175
2007	31,284	523,879
2000 Census	27,656	451,086
1980	13,360	270,269

city population of 31,867. The population in the 1990 U.S. Census was 19,693 and in the 2000 U.S. Census it was 27,656. As shown in the table, the City's population has more than doubled since 1980. The City estimates that population will increase approximately .5% annually. Similarly, the entire area has experienced substantial growth. According to the 2010 Census, the State of Kansas experienced a 6.1% growth in population from the 2000 census; the County realized a 20.6% growth; and Leawood a 15.2% increase. Johnson County makes up 19% of the total population for the State of Kansas.

Socioeconomic Profile

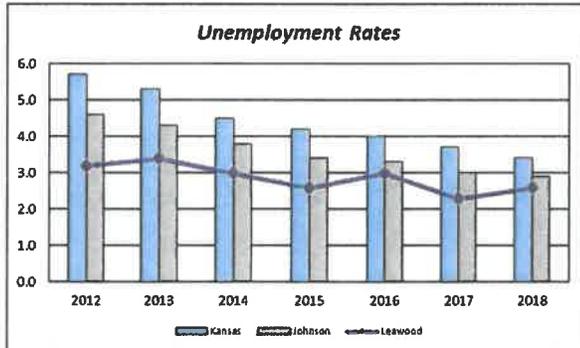
The City of Leawood's socioeconomic profile can be characterized by high levels of population growth, educational attainment, and home values. The City attracts many upper-middle to high-income families moving into the area for the first time or from surrounding cities. The City is home to the State's wealthiest zip code, 66211.



The table is a list of comparative statistical information for the City, based on the 2010 U.S. Census Bureau.

	City of Leawood	Johnson County	State of Kansas	United States
Median Age	43.2	36.4	42.9	36.9
Owner Occupied Housing Units	93.0%	71.0%	68.2%	65.5%
Bachelor Degreed Adults	73.9%	51.6%	30.0%	28.5%
Median Income Household	\$170,449	\$75,139	\$51,273	\$53,046
Families Below Poverty Level	3.0%	6.4%	13.2%	14.9%
Median Home Value	\$391,700	\$211,900	\$127,400	\$181,400

Leawood has been fortunate to consistently remain below the national and state averages for unemployment rates throughout the years. The annual averages are shown in the graph below for Kansas, Johnson County and Leawood.



Economic Development

The City of Leawood continued to have strong development activity through 2018. Over the last year, Leawood issued permits for retail, office, residential and educational uses. As a result, there were a number of new entries into the Leawood business community. Some of the new businesses announced in 2018 included: Ranchmart welcomed Duck Donuts and Mathnasium will debut in March 2019; Camelot Court added Pareto Health, Diamonds Direct and Ika Sushi & Grill opened early in 2019; Camden Woods brought in

Dennis C. Ayers, DDS; Town Center Plaza added Power Life, Artisan 119, Tao Reflexology, Vitality Bowls, Blade & Timber, Brow Studio, the return of Coldwater Creek, OneWealth Partners and Barefoot Beach Bums; Town Center Crossing opened Tuft & Needle; Park Place was augmented with Breakout KC and the Ainsworth restaurant; Parkway Plaza saw openings for SERC Physical Therapy, Clothology; 135 and Tilted Core Pilates KC; Plaza Pointe's additions included Arora Periodontics, Precise Fitness and The Retirement Planning Group; Market Square added B&P Nails, Code Ninjas, WHC Worldwide and Z-Trip; Nall Valley Shops welcomed Burg & Barrel; Leawood Plaza celebrated the announcement of Barstow School's expansion which will open in 2019 as well as the Allstate Insurance, Morrison Agency; Village of Seville brought in The Breakfast Spot; and Ironhorse Center added Woof Gang Bakery & Grooming.

In addition to these numerous newcomers to our community, there was other construction activity as well. Park Place has started on the 50,000-square-foot office building that will be the headquarters for Tortoise Capital Advisors. Directly west, the construction of an 81-unit apartment building that wraps a parking garage is under construction providing 249 parking spaces for the apartment and office building. In Cornerstone at 135th Street and Nall Avenue, erection of the Element Hotel has begun which will have 110 rooms and encompass 73,000 square feet. In Town Center Plaza, the On the Border Mexican Grill & Cantina was razed to make room for two new retail buildings to be completed in 2019, including a much-anticipated Shake Shack restaurant. The construction of the new Tomahawk Creek Wastewater Treatment Plant broke ground in the spring of 2018. The plant consists of 12 buildings and a KCP&L substation. Construction is scheduled to be completed in 2022. The City's Public Works Maintenance Facility at 143rd & Kenneth Road will soon expand with two new bays being added to the building. A major remodeling of the office building at 114th and Tomahawk Creek Parkway consisted of 84,000 square feet of upgrades for the new CROSSfirst Bank headquarters. Two schools, Leawood Elementary and Prairie Star Elementary, both had major mechanical upgrades. The new Brookwood Elementary, located on 103rd Street, is 76,000 square feet and will reopen in the spring of 2019.

On the residential side of construction, Hallbrook East Village is underway consisting of 33 single-family villas on approximately nine acres between Overbrook Road and State Line Road. The Hills of Leawood at 151st and Mission Road broke ground on the first phase, which consists of 40 lots on 25 acres.



Construction also continues on the 16 acres of Village of Leawood near 89th and Lee Boulevard on 24 turnkey, single-family homes.

The total number of construction permits issued in 2018 was 1,969. Total construction value was \$150 million, up from \$148 million in 2017. This included 139 commercial building permits, with a construction valuation of \$86 million, the same as 2017. Residential construction realized 57 new single-family home permits, including 13 re-builds. There was one multi-family permit for 81 units issued in 2018 with a construction value of \$19 million. Total residential construction value was \$64 million, up \$2 million from 2017. According to the Johnson County Clerk, the top ten property tax payers in the City, as of December 31, 2018, are shown in the following table.

<i>Principal Taxpayers - December 31, 2018</i>			
<i>Taxpayer</i>	<i>Location</i>	<i>Assessed Value</i>	<i>% of Total AV</i>
Town Center Plaza	5400 W 119th	\$30,045,750	3.13%
Park Place Village LLC	115xx-116xx Ash St	\$22,139,755	2.30%
119th Street Development, LLC	119th & Roe Ave	\$14,583,502	1.52%
Camelot Court, LLC	11721 Roe Ave	\$9,549,800	0.99%
Hallbrook Office Center	11150 Overbrook	\$7,887,569	0.82%
Villa Milano	13740 Howe Ln	\$6,245,765	0.65%
Academy 1740, Inc.	11400 Tomahawk	\$5,698,001	0.59%
Aloft Hotel	11620 Ash St	\$4,975,250	0.52%
Kansas City Power & Light	N/A	\$4,564,169	0.48%
Dick's Sporting Goods	11801 Nall Ave	\$4,136,750	0.43%

The majority of the growth in Leawood has been historically residential. However, the City has continually pursued a program to expand and diversify its economic base. This is apparent when reviewing the City's tax base. In the last 10 years, real commercial property has grown faster than all other classifications and today represents 23% of the total taxable property. Residential comprises 68% and personal/motor vehicle the remaining 9%.

Recreation & Cultural

The City currently maintains six municipal park facilities encompassing a total of 486 acres. *Leawood City Park* at 10601 Lee Boulevard includes an aquatic center, picnic shelters, soccer and tee-ball/coach pitch fields, tennis and basketball courts, sand volleyball courts, trails and open green space. Several pieces of public art also enhance the park including "Llloopi", "Run Red Run", and "For the Goal". The park also includes an all-inclusive playground.

An off-leash dog park (*Leawoof*), is located at the far east side of Leawood City Park, across the pedestrian bridge. The approximate five-acre park is enclosed by a wooden fence with a bullpen entry area for removal of dog leashes. The area also includes benches with shade structures, water fountains, and pet waste stations. It currently connects to the existing Indian Creek trail with plans for a trail connection from the dog park to College Blvd.

I-Lan Park at 126th & Nall Ave. is a neighborhood park that is dedicated to Leawood's sister city of I-Lan, Taiwan. The 13-acre facility features two shelter houses, a Taiwanese garden, a playground, public art entitled "Cloud Gate", rest rooms, and an open play area. The park also includes a loop trail that connects to the City's trail system east to Tomahawk Park and west to the Overland Park trails.

Leawood offers an excellent environment for businesses. Easy access to the metro highways, well-maintained streets, and low crime are some of the amenities. Leawood and Johnson County have combined to be known as the Kansas City metropolitan area's growth engine and one of the nation's top business locations. With a high quality of life and a successful business environment, the County attracts many new employers. Some of the largest employers in Leawood are:

<i>Major Employers in Leawood, KS</i>		
<i>Taxpayer</i>	<i>Business</i>	<i>Employees</i>
AMC Theatres	Support & Theater	670
ReeceNichols	Residential Real Estate	568
American Academy of Family Physicians	Professional Assn	381
Ascend Learning	On-line professional	367
Unified School District #229 (Blue Valley)	K-12 Education	343
City of Leawood, KS	Local Government	261
Murphy-Hoffman Co.	Trucking	250
CrossFirst Bank	Banking	207
Nueterra Holdings Co.	Healthcare Mgmt	200
Bukaty Companies	Insurance/Benefits	185

** As of May, 2019*



Gezer Park, located at 133rd and Mission Road, is dedicated to the sister city of the Gezer Region of Israel. The unique park design reflects the contours of Israel, replicated by a wadi that represents the river Jordan with the Sea of Galilee on one end and the Dead Sea on the other. Other amenities within the 10-acre site include two shelters, a Havdalah garden, a celebratory fire pit, a playground with a fossil dig site and two pieces of public art: "Stones and Steps" and "Harvest Tablet".

Ironwoods Park, located at 147th and Mission Road, has 115 acres of mixed open space. The facilities include the Prairie Oak Nature Center, the Lodge at Ironwoods, and the Historic Oxford schoolhouse. Also is a challenge course, a climbing wall, a low ropes course, four unique cabins with a restroom/shower facility, a shelter, an outdoor amphitheater, a fishing pond, a playground and two miles of trails.

Tomahawk Park is located on 119th St between Mission Rd & Tomahawk Creek Pkwy. The 8.5 acre park is part of the 148 acre greenway trail system with a baseball field, a shelter, a rain garden and a playground as well as open space, with a loop trail that connects to the City's trail system both east and west bound.

Brook Beatty Park, named after Leawood's first Fire Chief, is located at 87th & Lee Blvd. The .51-acre pocket park includes a small playground, a public art bench entitled "Faith" and the City's first rain garden.

The *Ironhorse Golf Course*, a City-owned facility, is located at the southern edge of the City at 154th and Mission Road. The facility includes an 18-hole championship course, an expanded and updated clubhouse with full service food and beverage banquet facilities, a retail golf shop, a par three First Tee Learning Center and a state of the art practice facility with range, putting and chipping greens. The City contracts with a professional golf management company, Troon Golf, to oversee the daily operations and maintenance of the course. The course has received several awards recognizing it as one of the best courses in the country and is rated 4 stars by Golf Digest.

In 2008, the City began "*The Green Initiative Citizen Task Force*" to raise awareness of recycling to residents and establish the City's responsibilities for recycling and waste. The collaboration later became known as "The Green Team" and now as the Sustainability Advisory Board (SAB). Like the evolution of its name, so has the board's purpose and responsibilities. Involvement now includes many types of recycling, conservation and waste management education programs as well as an annual Sustainability Summit for Homes Associations with the intent of furthering the resources available to Leawood residents. Their mission is to lead, motivate and collaborate with citizens to increase recycling, encourage conservation, and promote 'green' mobility in the City. Under the guidance of the SAB, the City now has a Bike/Walk Pedestrian Plan that enhances opportunities via designated routes and educational programs for walking and biking to support healthy living. In addition, the City has established a Bike/Walk committee to further the endeavors to create healthy modes of transportation for its residents.

The City plans to acquire an additional 6 to 7 acres of parkland at 89th and Sagamore streets. The space will include an interior trail that leads to a connection with State Line Road, along with open space.

City residents enjoy access to many cultural and recreational programs, in and around the greater Kansas City metro area. Sports enthusiasts have access to a number of programs sponsored by the Leawood Parks and Recreation Department and the Blue Valley Recreation Commission including sports leagues, tournaments, instructional, enrichment and educational classes, outdoor recreation education and multiple community special events.

For many years, Leawood has been considered the model for arts programming in the metropolitan area, making Leawood a premier suburban city. The long-standing reputation for arts excellence is a point of pride for the residents of the community. Quality cultural art events are offered to the public, with increases in quantity and participation each year. Leawood has been very active in selecting and displaying art pieces throughout the City; and currently has 22 pieces of three-dimensional art in its collection, including the recent addition of a walking woman, which has been installed on Tomahawk Creek Pkwy, north of 119th St. in the sculpture garden.



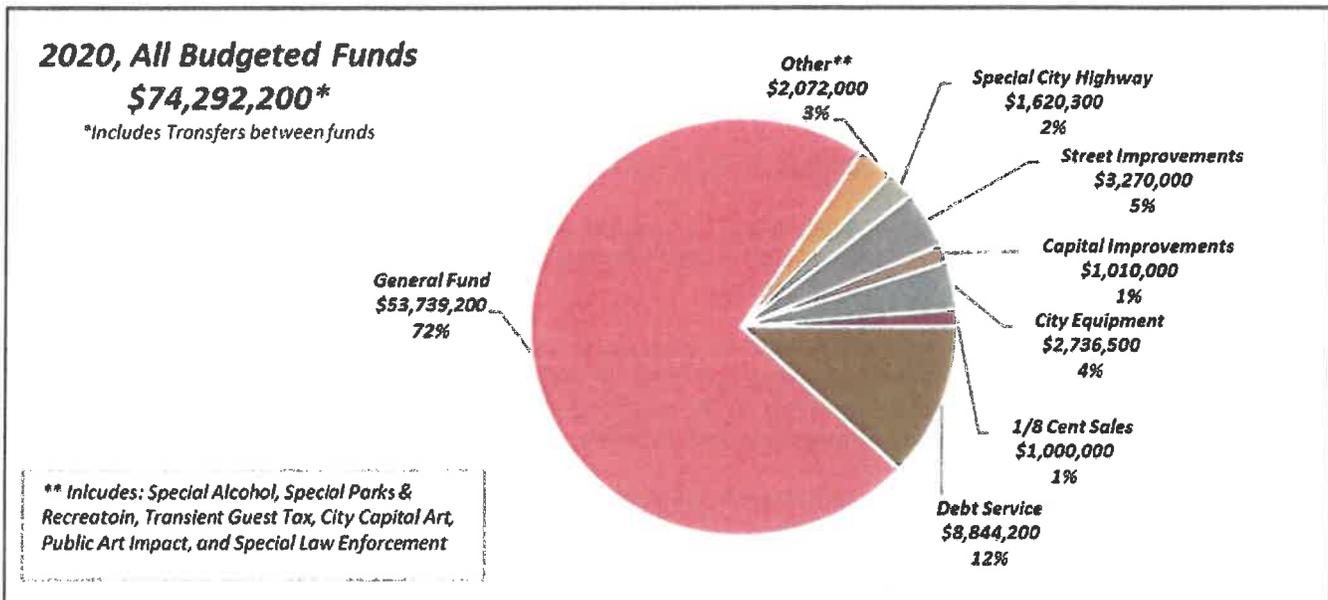
FINANCIAL OVERVIEW

Basis of Accounting: The City budgets all funds on a modified accrual basis of accounting, in which revenues are recognized in the accounting period when they become available and measurable. In the General Fund, sales taxes are considered “measurable” when received by the State Department of Revenue and are recognized as revenue at that time. Other major revenues in the General Fund that are determined to be susceptible of accrual include utility franchise taxes, grants, other governmental revenues and investment income. Major revenues that are determined not to be susceptible of accrual because they are either not available soon enough to pay liabilities of the current period, or are not objectively measurable include property taxes, licenses, permits, and fines and forfeitures.

Expenditures, under the modified accrual basis of accounting, are recognized in the accounting period in which the fund liability is incurred. Exceptions to this rule include: long-term portion of accumulated unpaid vacation and sick pay, which is not accrued; principal and interest on general long-term debt, which is recognized when due; and prepaid expenses, which are not recorded.

Basis of Budgeting and Balanced Budget: This is the same as the basis of accounting. By State law, the budget adopted by the Governing Body must be a balanced budget, where total resources equal total obligations. The City of Leawood considers a balanced budget to consist of adequate revenues from both the current year as well as a portion of the carryover from the previous year to meet current year expenditures. Combined reserves from all operating funds must first be held aside from the carryover before the remainder is added to the current year’s revenues. The total of the reserve funds must fall within the reserve policy standards.

Fund Structure: The City of Leawood formally budgets for fifteen (15) funds. They are grouped by General Purpose, Debt Service, Special Revenue or Capital Project classifications. All of these fund types, with the exception of the Capital Project funds, are required to be budgeted and legally adopted according to Kansas statute. However, the City of Leawood has chosen to budget for a majority of the capital project funds as well.





City of Leawood - BUDGETED FUNDS

GENERAL PURPOSE FUNDS:

General Fund – this fund is the principal operating fund of the City that accounts for all financial transactions not accounted for in other funds. The majority of the current operating expenditures of the City are financed through revenues received by the General Fund.

DEBT SERVICE FUNDS:

Debt Service Fund – this fund is used to account for resources to be used for the payment of general long-term debt principal, interest and related costs.

SPECIAL REVENUE FUNDS account for revenue sources that are restricted to expenditures for specific purposes:

Special Alcohol Fund – established to account for one-third of the Alcohol Tax Funds sent to the City quarterly from the State Treasurer's office, which is computed in compliance with K.S.A. Supp. 79-41A04 *et seq.*, representing tax receipts and adjustments processed by the Department of Revenue. For cities with population over 6,000, this amount is to be credited 1/3 to the General Fund, 1/3 to a Special Parks and Recreation Fund, and 1/3 to a Special Alcohol and Drug Program Fund. These monies are allocated annually for distribution to agencies involved in drug and alcohol prevention and/or treatment programs that are approved by the City Council in specified amounts on an annual basis.

Special City Highway Fund – established to account for monies received from the State for shared gas tax revenues in accordance with K.S.A. Statute 79-3425c(c).

Special Parks and Recreation Fund – established to account for one-third of the Alcohol Tax funds that are sent to the City quarterly by the State Treasurer's office.

Special Law Enforcement Fund – established to provide a depository for monies forfeited to the City of Leawood Police Department pursuant to Kansas Statutes Annotated (K.S.A.) relating to controlled substance investigation forfeitures. Expenditures from this fund shall be made only for authorized law enforcement purposes of the City of Leawood Police Department. Monies in the fund shall *not* be used for normal operating expenses of the City or its Police Department. Any monies forfeited to the City of Leawood Police Department shall be deposited in this fund as well.

Transient Guest Tax Fund – established to account for monies levied by the City and paid by transient guests for lodging or sleeping accommodations in any hotel or motel. The tax monies collected will be used to promote economic development, conventions and tourism and related expenditures and such other purposes as may be determined by the Governing Body.

CAPITAL PROJECT FUNDS account for resources used for the acquisition and/or construction of capital projects not being financed by other funds:

1/8th Cent Sales Tax Fund – established to fund an accelerated residential and thoroughfare street improvement program, and to fund storm water improvement projects which are not otherwise eligible for funding from other governmental sources.

Capital Improvements Fund – established to account for the budgeted transfer of monies from other City funds lawfully available for improvement purposes. Funds may be used to finance, in whole or in part, any public improvement need set forth in the adopted capital improvement plan, including the repair, restoration, and rehabilitation of existing public facilities.

City Capital Art Fund - established to account for funds used by the Arts Council for the selection and placement of public art on City property.

City Equipment Fund – (a.k.a. Municipal Equipment Reserve Fund) created to finance the acquisition of City equipment. Monies may be budgeted and transferred to the fund from any source, which may be



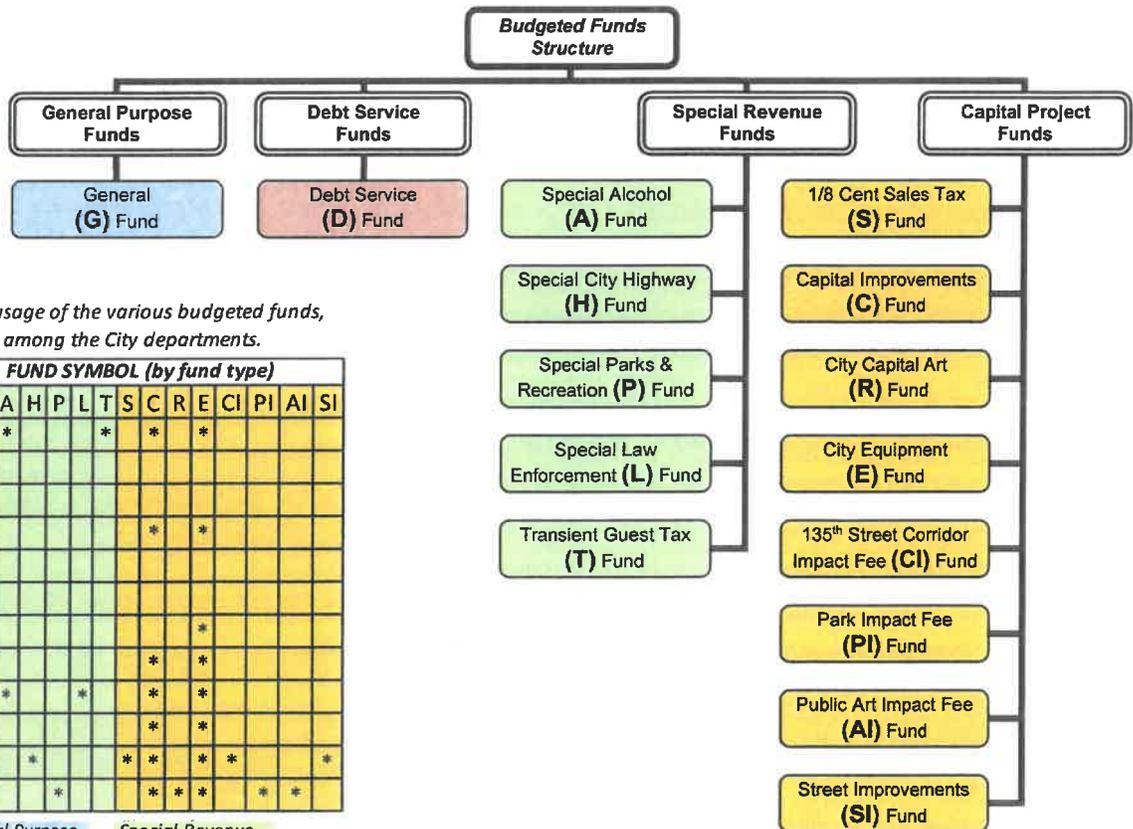
lawfully utilized for such purposes, including equipment use charges on the various departments and agencies of the City.

135th Street Corridor Impact Fee Fund – established to account for impact fees on new development in the 135th street corridor for the purpose of assuring that 135th street transportation improvements are available and provide adequate transportation system capacity to support new development while maintaining levels of transportation service on 135th street deemed adequate by the City. The impact fee is imposed on all new development in the 135th street corridor and all fees collected shall be utilized solely and exclusively for transportation improvements in the 135th street corridor serving such new development. (Formerly known as the K-150 Corridor Impact Fee Fund)

Park Impact Fee Fund – established to account for fees imposed by the City on all new development in South Leawood and all fees collected shall be used solely and exclusively for the purpose of acquisition and development of park land and open space made necessary by and serving such new development.

Public Art Impact Fee Fund – established by the City for the purpose of acquisition, development, construction and maintenance of Public Art. A Public Art impact fee is imposed on all nonresidential development, and all fees collected shall be used solely and exclusively to provide and maintain public art that will enhance the aesthetic appearance of Leawood’s public spaces and designated private areas and increase the public’s enjoyment of community areas and of the arts.

Street Improvements Fund – established to account for the pay-as-you-go (PAYG) portion of the annual mill and overlay, slurry seal and arterial street repairs.



This matrix displays the usage of the various budgeted funds, by fund structure, among the City departments.

DEPARTMENT	FUND SYMBOL (by fund type)														
	G	D	A	H	P	L	T	S	C	R	E	CI	PI	AI	SI
Gen Ops	*	*	*				*	*	*						
City Admin	*														
Finance	*														
Info Svcs	*							*	*						
Human Resources	*														
Legal	*														
Municipal Court	*									*					
Comm Developmnt	*							*	*						
Police	*	*			*			*	*						
Fire	*	*						*	*						
Public Works	*	*	*				*	*	*	*	*	*	*	*	*
Parks/Rec	*	*		*				*	*	*	*	*	*	*	*

General Purpose Special Revenue
Debt Service Capital Project



City of Leawood – NON BUDGETED FUNDS

The City uses several non-budgeted funds, which are *not* required to be budgeted, per State Statute. These are reviewed annually and reported in the City's Comprehensive Annual Finance Report (CAFR).

SPECIAL REVENUE FUNDS account for revenue sources that are restricted to expenditures for specific purposes:

American Revolution Tri-Centennial Fund – established to account for monies donated by the Leawood American Revolution Bi-Centennial Committee. These monies are to be continually reinvested by the City until the year 2076. It is intended that this fund will then be used for the overall benefit for the citizens of the City on a special American Revolution Tri-Centennial event/project, needed community facilities, equipment or programs.

Insurance Proceeds Fund - established to account for insurance proceeds received by the City whenever any privately owned building or other structure is damaged as a result of fire, explosion or windstorm. When the insured party meets requirements to repair the property to the satisfaction of the City, the funds are returned to the insured.

Non-Budgeted SPECIAL REVENUE FUNDS	2018 Ending Fund Balance	2019 and 2020 Projected Revenue & Expenditures
American Revolution Tri-Centennial Fund	\$8,720	Interest income is the only source of revenue. No expenditures are planned for 2019 or 2020.
Insurance Proceeds Fund	\$0	No planned activity.

CAPITAL PROJECT FUNDS account for resources used for the acquisition and/or construction of capital projects not being financed by other funds:

Leawood Transportation Impact Fee Fund – established to account for fees imposed on new development in South Leawood for the purpose of assuring that transportation improvements are available and provides adequate transportation system capacity to support new development while maintaining levels of transportation service deemed adequate by the City. The Impact Fee shall be imposed on all new development in South Leawood, except as may be otherwise provided, and all fees collected shall be utilized solely and exclusively for transportation improvements in South Leawood serving such new development.

Leawood Public Safety Improvement Fund - established to account for resources used to construct public safety improvements including a Justice Center and other necessary related improvements.

Leawood Economic Development Fund – established to provide payment for economic development promotion within the City.

Non-Budgeted CAPITAL PROJECT FUNDS	2018 Ending Fund Balance	2019 and 2020 Projected Revenue & Expenditures
Leawood Transportation Impact Fee Fund	\$280,135	Revenues include impact fees and interest income. A total of \$189,000 will be used in 2019 for the Arterial Street project #72068, 151 st Street-Nall to E City Limit.
Leawood Public Safety Improvement Fund	\$6,690,319	Revenues include the 0.25% County Public Safety Sales Tax II and interest income. Expenses in 2019 of \$267,000 for police equipment; \$190,000 for fire equipment; and \$500,000 for a mobile command vehicle. In 2020, \$110,000 for police equipment.
Leawood Economic Development Fund	\$9,113,326	Revenues include the 0.25% County Courthouse/Coroner Sales Tax, Transient Guest Tax and interest income. No expenses are planned.

AGENCY FUNDS account for assets held by the City as a collection or paying agent for individuals, private organizations, other governmental units, or other funds:

Non-Budgeted AGENCY FUNDS	2018 Ending Fund Balance	2018 and 2019 Projected Revenue & Expenditures
Municipal Court Agency Funds	\$144,684	No planned revenue or expenditure activity.
Employee Giving Fund	\$752	Employee payroll contributions and interest income; expenditures for employee charitable donations.



**City of Leawood
Budget Summary by Fund
For Fiscal Year 2020**

Listed below are the funding sources and expenditures for the 2020 Budgeted Funds, by fund type. Included in Special Revenue Funds are Alcohol, Special City Highway, Special Parks, Special Law Enforcement, and Transient Guest Tax Funds. Included in Capital Funds are City Equipment, Street Improvement, Capital Improvements, 1/8 Cent Sales, Park Impact Fee, City Capital Art, Public Art Impact and the 135th Street Corridor Impact. This presentation does include transfers in/out between funds.

	General Fund	Special Revenue	Capital Funds	Debt Service	Total
Beginning Balance	\$11,102,200	\$ 1,274,700	\$16,326,200	\$ 9,260,500	\$37,963,600
Revenues					
Property Taxes	19,475,034	-	-	5,540,661	25,015,695
Sales & Use Taxes	18,310,700	-	972,810	-	19,283,510
Franchise Fees	3,515,000	-	-	-	3,515,000
Other Taxes	1,935,400	2,616,333	-	848,181	5,399,914
Grants	-	-	1,200,000	-	1,200,000
Licenses & Permits	1,554,500	-	-	-	1,554,500
Fines & Forfeitures	1,300,000	-	-	-	1,300,000
Charges for Service	2,918,800	-	-	-	2,918,800
Special Assessments	-	-	-	1,583,803	1,583,803
All Other	479,966	40,167	542,790	230,055	1,292,978
Transfers In	257,000	650,000	6,762,500	-	7,669,500
Total	\$49,746,400	\$ 3,306,500	\$ 9,478,100	\$ 8,202,700	\$70,733,700
Expenditures, by Department					
Administration	18,019,600	989,500	195,000	291,381	19,495,481
Police	11,036,000	269,800	595,500	-	11,901,300
Fire	8,432,400	-	61,000	278,035	8,771,435
Public Works	8,286,800	1,620,300	5,644,000	7,421,297	22,972,397
Parks & Recreation	7,964,400	685,600	1,648,100	853,487	11,151,587
Total	\$53,739,200	\$ 3,565,200	\$ 8,143,600	\$ 8,844,200	\$74,292,200
Expenditures, by Character					
Personnel Services	32,377,600	-	-	-	32,377,600
Contractual Services	8,280,900	1,002,300	-	200,000	9,483,200
Commodities	3,471,300	-	-	-	3,471,300
Capital	2,238,500	2,305,900	7,643,600	-	12,188,000
Debt Service	458,400	-	-	8,644,200	9,102,600
Transfers Out	6,912,500	257,000	500,000	-	7,669,500
Total	\$53,739,200	\$ 3,565,200	\$ 8,143,600	\$ 8,844,200	\$74,292,200
Revenues Over (Under)					
Expenditures	(3,992,800)	(258,700)	1,334,500	(641,500)	(3,558,500)
Ending Balance	\$ 7,109,400	\$1,016,000	\$17,660,700	\$ 8,619,000	\$34,405,100



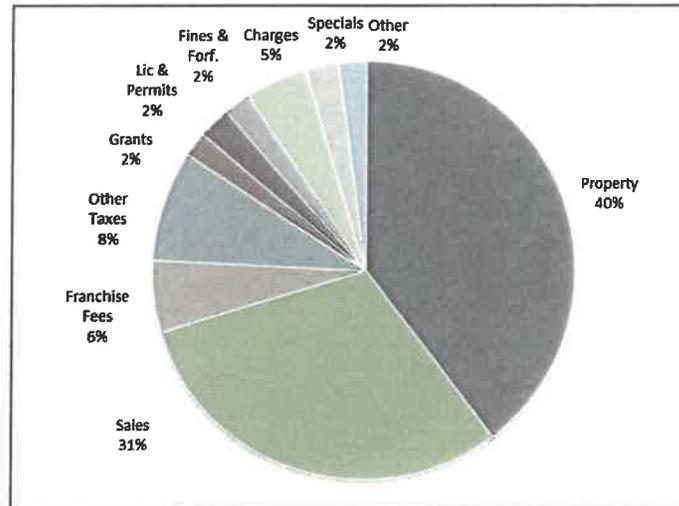
Budget Summary by Year

Listed below are the funding sources and expenditures for the 2020 Budgeted Funds, by fund type. Included in Special Revenue Funds are Alcohol, Special City Highway, Special Parks, Special Law Enforcement, and Transient Guest Tax Funds. Included in Capital Funds are City Equipment, Street Improvement, Capital Improvements, 1/8 Cent Sales, Park Impact Fee, City Capital Art, Public Art Impact and the 135th Street Corridor Impact. This presentation *does not* include transfers in/out between funds.

	2018 Actual	2019 Estimate	2020	
			Budget	% change
Beginning Fund Balance	\$50,649,793	\$48,459,156	\$37,963,600	-21.7%
Revenues				
Property Taxes	22,523,496	23,643,402	25,015,695	5.8%
Sales & Use Taxes	18,403,286	18,730,135	19,283,510	3.0%
Franchise Fees	3,520,426	3,515,000	3,515,000	0.0%
Other Taxes	4,902,904	5,275,117	5,399,914	2.4%
Grants	509,047	5,123,150	1,200,000	-76.6%
Licenses & Permits	2,232,002	1,548,500	1,554,500	0.4%
Fines & Forfeitures	1,281,332	1,500,000	1,300,000	-13.3%
Charges for Service	2,930,516	2,867,400	2,918,800	1.8%
Special Assessments	1,635,144	1,718,531	1,583,803	-7.8%
All Other	11,659,663	1,235,409	1,292,978	4.7%
Total	\$69,597,816	\$65,156,644	\$63,064,200	-3.2%
Expenditures				
<i>by Department</i>				
Administration	27,187,070	14,808,581	12,582,981	-15.0%
Police	9,888,666	11,206,500	11,644,300	3.9%
Fire	7,906,055	8,595,907	8,771,435	2.0%
Public Works	16,515,179	29,741,344	22,472,397	-24.4%
Parks & Recreation	10,311,579	11,299,868	11,151,587	-1.3%
Total	\$71,808,549	\$75,652,200	\$66,622,700	-11.9%
<i>by Character</i>				
Personnel Services	27,732,548	31,394,300	32,377,600	3.1%
Contractual Services	6,345,278	11,200,400	9,483,200	-15.3%
Commodities	2,183,253	3,459,600	3,471,300	0.3%
Capital	15,509,575	20,195,600	12,188,000	-39.7%
Debt Service	20,037,895	9,402,300	9,102,600	-3.2%
Total	\$71,808,549	\$75,652,200	\$66,622,700	-11.9%
Revenues Over (Under)				
Expenditures	(2,210,733)	(10,495,556)	(3,558,500)	
Ending Fund Balance	\$48,459,156	\$37,963,600	\$34,405,100	-9.4%



2020 Budgeted Revenue by Source
Total All Funds \$63.1 million



Revenues for all budgeted funds in the 2020 Budget are projected to decrease by 3.2% from the 2019 Estimated Budget. The three areas projecting decreases are: Grants (76.6%), Fines & Forfeitures (13.3%), and Special Assessments (7.8%). The Grants decrease is due to less County SMAC funded projects and shared costs from other jurisdictions for the Arterial street program. The projection for 2020 fines and forfeitures is lower due to lower actual collections in 2018. The principal debt balance of Special Assessment projects continue to decrease as no new special assessment debt has been assumed for several years. The Property Tax category reflects the largest increase, 5.8%. Some of the larger revenue categories are:

Property Tax, 40%: Total property taxes for 2020 are budgeted at \$25,015,695 and comprises 40% of all City revenues. Staff is projecting a 5.83% increase in assessed valuation for 2020, and growth of 4.00% for 2020 and 3.10% thereafter. In early 2019, the County Appraiser projected that Leawood's market value had increased by 7.20% as compared to 5.01% last year. Using this information, when converted to assessed valuation, real property increased by 5.89%, as compared to 4.18% last year.

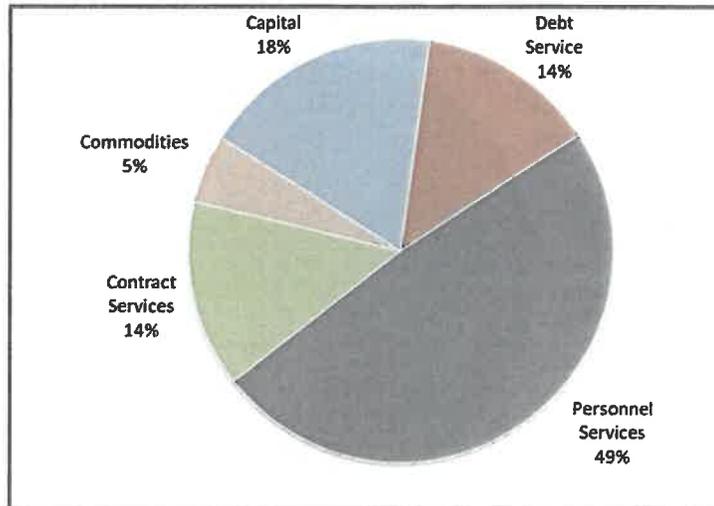
Sales and Use Taxes, 31%: Sales tax revenue represents 31% of total 2020 revenue. This category includes the 1-cent City sales tax, County sales tax, the 1/8-cent sales tax, City & County use taxes, and the .25 special county sales taxes. The 2019 Estimated Budget for both City and County sales and compensating use taxes are expected to increase 2.95% over the 2018 actuals. The 2020 Budget also anticipates that these areas will increase by 2.95% over the 2019 estimate; with 2.95% growth each year thereafter. The combined total for these areas is \$19,283,510 in 2020.

Other Taxes, 8%: This category totals \$5,399,914 in 2020 and comprises 8.0% of City revenues. Included are taxes on Motor Vehicles, the Gasoline Tax, and the Special Alcohol Tax. These revenue sources can be found in the General, Debt Service, Special Alcohol, Special Parks/Recreation and Special Highway Funds.

Franchise Fees, 6%: This category totals \$3,515,000 in 2020, remaining unchanged from the 2019 estimate. Included are electricity, gas, telephone, cable and video franchise payments. This area is affected by several factors, such as weather, changes in rates, usage variances, and changes in technology and user demands.



2020 Budgeted Expenditures by Character
Total All Funds \$66.6 million



Expenditures for all budgeted funds in the 2020 Budget are projected to decrease 11.9% from the 2019 Estimated Budget. Highlights of each of the budget categories are shown below followed by expenditure activity for departments on the next page.

Personnel, 49%: Personnel Services will increase by 3.1% over the 2019 Estimated Budget, totaling \$32,377,600 in 2020. A 3.9% factor has been applied to base wages to cover merits, promotions and career development changes. A market adjustment of 2% to 3% has been included in 2020 for Police Officer I, Police Officer II and Communications I positions. Also in 2020 are increases for health insurance, social security, unemployment payments, group life insurance, state pension plans and long-term disability plans.

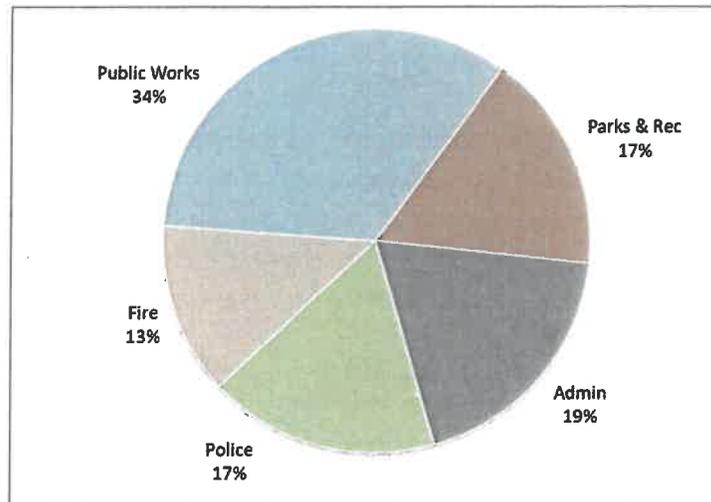
Operating, 19%: Operating expenses, which include contractual services and commodities, has decreased by \$1,705,500, or 11.6%, from the 2019 Estimated Budget. A large decrease, offset by new spending, is due to the proposed transfer of \$2,255,300 in Transient Guest Tax receipts to the Economic Development fund in 2019. All types of building, vehicle, and liability insurance are expected to increase by \$41,000, or 10.0%, from 2019. A total of \$39,000 in new spending has been added to the 2020 Budget, including \$4,000 for the commission for professional credentialing and \$20,000 for a safety house and robot to be used for fire public education, both in the Fire Department; and \$15,000 in Public Works for annual tree limb removal to be used as needed.

Capital, 18%: Capital costs are projected to decrease by 39.7%, or \$8,007,600, from 2019. Within 2019 are projected sales tax collections to be transferred to the Economic Development and Public Safety funds (\$2.2m); Park improvement projects (\$2.1m); Arterial and Residential street projects (\$7.0m); completion of the Fiber Technology project (\$0.7m); storm repair projects (\$4.3m); public art (\$.4m); and vehicle/equipment replacements (\$2.3m). Planned 2020 pay-as-you-go capital purchases/improvements include \$4,890,300 for arterial and residential street repairs; \$2,736,500 in replacement vehicles/equipment; \$2,271,500 for sales tax transfers to the special funds; \$1,662,600 in City building, park, golf course repairs/maintenance; and \$500,000 for stormwater projects.

Debt Service, 14%: Debt is projected to decrease by 3.2%, or \$299,700 from the 2019 Estimated Budget. No new general obligation debt issuance is planned for 2019 and an issuance is planned for 2020 totaling \$8,295,000, with the first payment beginning in 2021.



2020 Budgeted Expenditures by Program
Total All Funds \$66.6 million



Administration & General Operations, 19%: Expenditures in these two areas are projected to be 15.0% lower or \$2,225,600 less than 2019. The decrease is due to the anticipated transfer of the balance in the Transient Guest Tax fund to the Economic Development fund; and the completion of the fiber connectivity project. These decreases are offset by increases for building and liability insurance and anticipated wage and benefit increases.

Police, 17%: The Police Department projected expenditures will increase by \$437,800, or 3.9%, from the 2019 estimate. This increase is due to wage and benefit changes, market adjustments for the Police Officer I and II and Communications I positions; the purchase of 4 new license plate readers; an increase in the boarding of prisoners; and higher vehicle replacement cost in 2020. These increases are offset by a reduction in the cost to board stray animals. Other planned expenditures include contractual and shared contracts; communication systems with other metropolitan agencies; utilities and operating costs for the Justice Center; gasoline and vehicle repairs; expendable equipment replacements; and officer training.

Fire, 13%: The Fire Department budget is \$175,528 higher, or 2.0%, in 2020 over the 2019 estimate. Increases include \$231,100 for planned wage and benefit changes; \$4,000 for professional credentialing; and \$20,000 for a public education safety house and a robot. These are offset by a planned decrease in expendable equipment replacements.

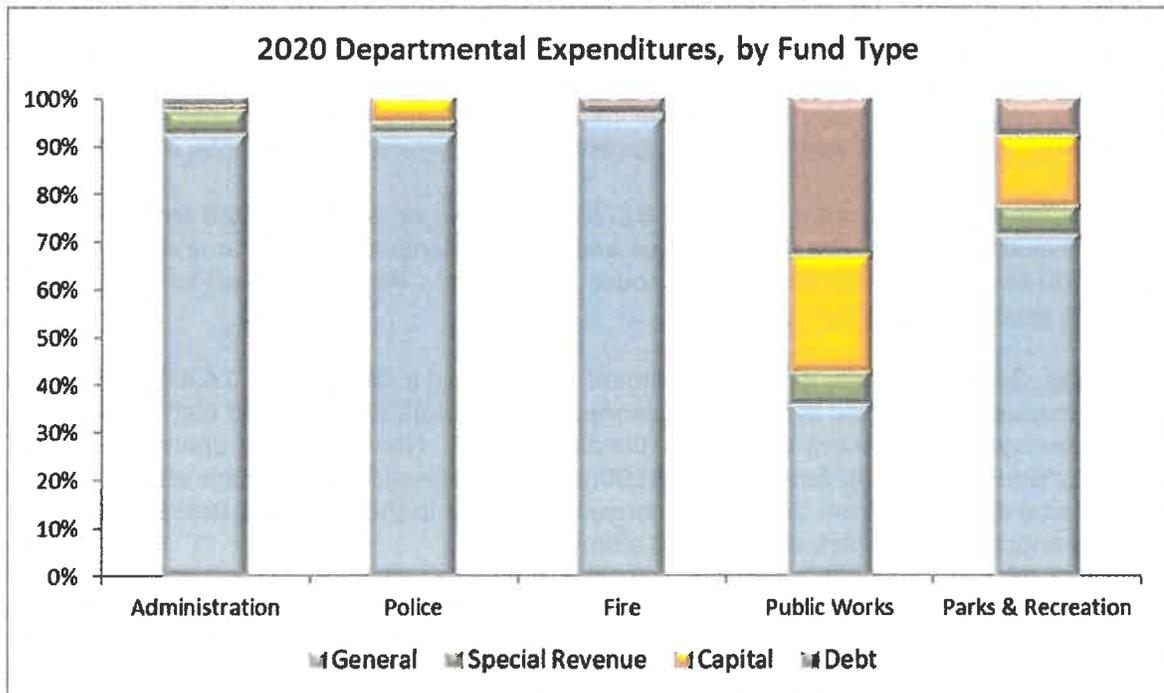
Public Works, 34%: The Public Works department is projecting a decrease of 24.4%, or \$7,268,947, from 2019. Increases are included in 2020 for planned wage/benefit changes and higher operating expenses, such as expendable equipment and minor building repairs. New operating spending in 2020 includes \$15,000 for annual tree limb removal and \$190,000 for a covered brine system with saddle tanks for the trucks. Capital decreases from 2019 as expenses are higher in the Arterial & Residential Street programs and for the anticipated completion of several storm projects.

Parks & Recreation, 17%: A decrease of 1.3%, or \$148,281, is reflected in Parks and Recreation from 2019. The largest decrease occurs in the Capital category for the completion of 2018 and 2019 citywide park improvements. This is offset by increases for planned wage & benefit changes; \$87,000 to remove silt from Ironwoods Lake and \$30,500 for an irrigation booster pump for Gezer Park.



City of Leawood
Budget Request by Department and Fund
For Fiscal Year 2020

	Administration	Police	Fire	Public Works	Parks	Total
General	\$18,019,600	\$11,036,000	\$ 8,432,400	\$ 8,286,800	\$ 7,964,400	\$53,739,200
Special Alcohol	395,000	257,000	-	-	-	652,000
Special City Highway Fund	-	-	-	1,620,300	-	1,620,300
Special Parks & Rec Fund	-	-	-	-	685,600	685,600
Special Law Enforcement Fund	-	12,800	-	-	-	12,800
Special Transient Guest Tax Fund	594,500	-	-	-	-	594,500
City Equipment Fund	195,000	562,500	61,000	1,074,000	844,000	2,736,500
Street Improvement Fund	-	-	-	3,270,000	-	3,270,000
Capital Improvements Fund	-	33,000	-	300,000	677,000	1,010,000
1/8 Cent Sales Tax Fund	-	-	-	1,000,000	-	1,000,000
City Capital Art	-	-	-	-	123,000	123,000
Park Impact Fee	-	-	-	-	4,100	4,100
Public Art Impact Fee	-	-	-	-	-	-
135 th St Corridor Impact Fee Fund	-	-	-	-	-	-
Debt Service Fund	291,381	-	278,035	7,421,297	853,487	8,844,200
TOTAL	\$19,495,481	\$11,901,300	\$ 8,771,435	\$22,972,397	\$11,151,587	\$74,292,200



*Presentation does include transfers in/out between funds.



MAJOR REVENUE HIGHLIGHTS

The 2020 budget is based on projected receipts of taxes, fees and other revenues with a total of \$63,064,200. Major categories of City revenue, the projection assumptions and methodology are as follows:

Ad Valorem Property Tax

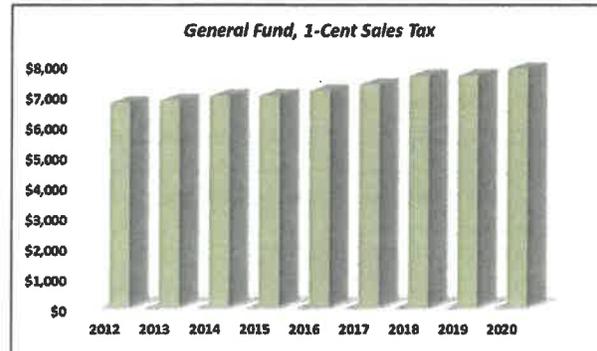
Comprising 40% of City revenue, fiscal year 2020 ad valorem property tax receipts are estimated at \$25,015,695. Property taxes are collected on the assessed valuation of taxable real and tangible personal property. The Office of the Johnson County Clerk provides the estimated assessed valuation used in budget preparation. The assessed valuation for the 2020 budget is projected to be \$1,016,705,878 for Leawood, 5.83% higher than the 2019 certification of \$960,713,383. Estimated projections are received from the County Clerk on June 15th and certified by year-end. The chart below graphically shows Leawood's assessed valuation.



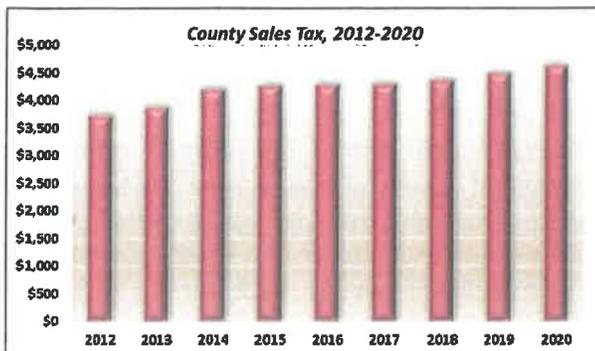
This revenue projection reflects property taxes for both the General and Debt Service funds. Based upon the projected assessed valuation, the mill levy is then calculated to provide the needed property tax revenue for each of these funds. In 2020, the General Fund portion is budgeted to increase from 17.940 mills to 19.110 mills, and conversely, the Debt Service Fund is budgeted to decrease from 6.584 mills to 5.414. The total mill levy for Leawood's 2020 budget is 24.524.

City Sales Tax

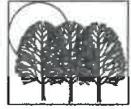
Comprising 16.0% of the General Fund revenues and being the second largest source of General Fund revenue, City sales tax receipts for 2020 are projected to be \$7,814,400, an increase of 2.95% over the 2019 Estimated Budget. The original 2019 budget for the 1% City sales tax was \$7,729,800. City sales tax collections for 2018 were \$7,581,789, higher than projections by 1.0% and 4.0% more than the previous year collections.



County Retail Sales Tax



County retail tax collections are projected at \$4,612,700 for 2020 or a 2.95% increase over the 2019 Estimated Budget of \$4,480,500. Collections for 2018 were \$4,352,255 or 1.9% higher than the 2017 receipts of \$4,271,271.



1/8-Cent Sales Tax

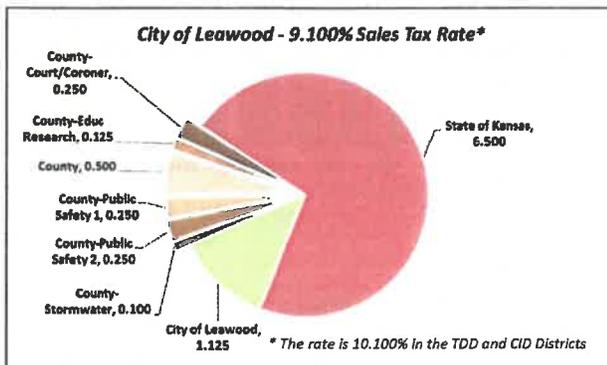
In July 2000, the City began collecting a 1/8-cent sales tax, which was to be used to accelerate repairs to residential streets and City stormwater projects. Initially this tax was effective for five years; voters approved an extension for five more years in August 2004 until 2010; and again in August 2008 for an additional five years until 2015. Another extension was approved in November 2014 extending it until 2021. In 2020, staff recommends \$500,000 for accelerated street repairs and \$500,000 for a portion of the SMAC storm project North of I-435, Mission Farms. The 2019 Estimated Budget includes five storm projects including completion of the Waterford storm and Patrician Woods storm projects; engineering of the N of I-435/Mission Farms project; 12600 Roe RCB improvements; and a joint storm project with Prairie Village, KS. In some cases, a carryover is reserved until the next year to ensure that funding is available for the total cost of a project, thus causing fluctuations year to year for these repairs.

Total Sales & Local Use Taxes

The total sales tax paid in Leawood is 9.100%. The City receives 1.125%. One percent to provide for City services and 0.125% for City street and stormwater repairs (1/8-Cent Sales Tax). In the Park Place TDD development district and the Camelot Court CID area, the total sales tax is 1% higher, or 10.100%. The additional sales tax is used to pay for transportation-related or infrastructure improvements in these TDD (Transportation Development District) or CID (Community Improvement District) designated areas.

The State of Kansas receives 6.500% of the total sales tax paid and Johnson County receives 1.475%. Of this, 0.85% provides for county services, stormwater, and public safety. Another 0.125% provides funds for the Johnson County Education Research Triangle. This partnership supports bioscience research and education at existing and planned University of Kansas and Kansas State University facilities in Johnson County, KS. There is no end date for this tax.

Another part is the 0.25% county Public Safety II sales tax, which originally began as an economic development sales tax in January 2003 and was renewed in September 2005 for three years. In August 2008, this sales tax was again approved by voters with no sunset provision. The last part of County sales tax is a 0.25% county Court-house/Coroner Facility sales tax, which began on April 1, 2017. The revenue from this tax will construct those two facilities for the County and will end on March 31, 2027. As with any County sales tax, cities receive a calculated portion. When received, the 0.25% Public Safety sales tax will be placed into the Public Safety fund; and the 0.25% county Courthouse/Coroner Facility sales tax will be placed into the Economic Development fund.

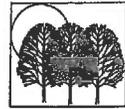


Included in the 2020 Budget is \$19,283,510 for total sales taxes and \$18,730,135 in the 2019 Estimated Budget. It is anticipated that all sales tax areas will increase by 2.95% from 2019 to 2020. The 2018 collections, of \$18,403,286, were 5% higher than the 2017 collections.

Special Assessments

Special assessment revenue is the result of a compulsory levy made against certain properties to defray part of, or all of, the cost of a specific improvement deemed to primarily benefit those properties. Typically, the amount assessed each year to the property owners is

the amount of the annual principal and interest debt due in that year. Once the assessment has been paid and received by the City, the debt payments can be made. Currently, the City has thirteen special assessment general obligation debt projects. The 2020-2024 Capital Improvement Program does not anticipate any future special assessment projects. The 2018 Budget includes \$1,573,803 in special assessment revenue.



Gasoline Tax

This revenue represents a distribution from the State. Currently, a 24-cent/gallon tax is charged on motor vehicle fuel and a 26-cent/gallon tax on special fuel. The collections are then divided among the County Equalization/Adjustment fund, the State Freeway fund, and the Special City and County Highway fund. From the amount allocated to the Special City and County Highway fund, 57% is allocated to Johnson County and the remaining 43% is distributed to the cities within the county, based on per capita. These funds are to be used specifically for street related expenditures and must be placed in a special revenue fund. The 2020 Budget has projected \$960,648 for this revenue source, and \$937,110 in 2019.

Alcohol Tax

The State levies a 10% surtax on the sale of all alcoholic beverages sold by any club, caterer or drinking establishment. Of the taxes paid within City limits, 70% are returned to the respective cities and must be allocated 1/3 each to each of the following funds: General, Special Park & Recreation and Special Alcohol. The amount in the Special Park & Recreation fund must be used for the purchase, establishment, maintenance or expansion of services, programs and facilities, all park related. The Special Alcohol portion can be used only for the purchase, establishment, maintenance or expansion of services, education, and programs on alcoholism and drug prevention. The 2020 Budget has projected a total of \$1,605,000 for this revenue source, or \$535,000 for each of the three funds. The projections are received from the League of Kansas Municipalities annually.

Franchise Fees

Franchise fees represent a tax levied on utility companies that service Leawood. The tax is based on the

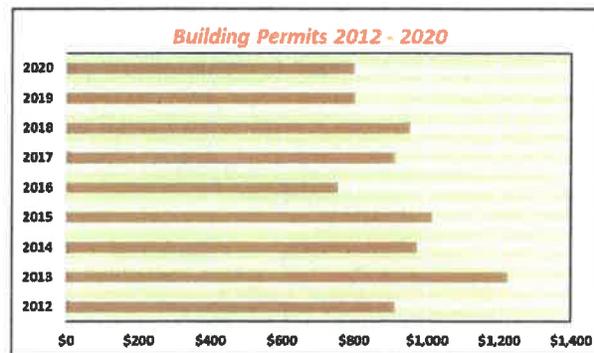


utility company's gross receipts and is typically passed onto the consumer. Currently the franchise fee levied on utility companies (telephone, electric, gas, cable, video franchise) is 5%. Comprising 5.6% of total revenues, this category totals \$3,515,000 in both the 2020 and 2019 estimated budgets.

There is some uncertainty involved with these projections as they are based on a combination of rate increases, usage and weather conditions. Collections in 2018 were \$3,520,426 and 3.5% lower than the 2017 receipts of \$3,649,475.

Licenses and Permits

Licenses and Permits include a variety of building, occupation, and animal fees. The 2020 budget for this category is projected at \$1,554,500 or 2.5% of total revenues. The 2019 estimated budget includes \$1,548,500. The 2018 collections of \$2,232,002 were 26% higher than the previous year collections of \$1,777,601 primarily due to growth in both new commercial and multi-family total construction permits.



As the City's available land space continues to decrease, so will this revenue source. Collections for new construction, as realized over the last couple of years, will eventually diminish in future years. Revenue will then consist primarily of permits issued on remodels, reconstruction and maintenance-related repairs.

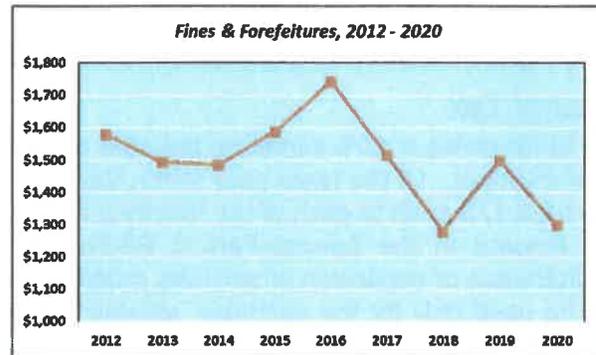


Charges for Services

This category reflects fees for park and recreation programs, including the Ironhorse Golf Club. The 2020 budget is \$2,918,800, 1.8% higher than the 2019 estimate of \$2,867,400 and slightly lower, 0.4%, less than the 2018 collections of \$2,930,516. Collections in 2018 were 5.8% higher than 2017. Increases were realized in pool-related fees, nature center, sports, classes, Oxford School activities and golf, including rental revenue from the newly opened Ironhorse Golf Vista 154 event space.

Fines and Forfeitures

The 2020 Budget includes \$1,300,000 for traffic and court-related fines, and \$1,500,000 in 2019. A total of \$1,281,332 was collected in 2018, 15.5% lower than the 2017 collections of \$1,516,598.



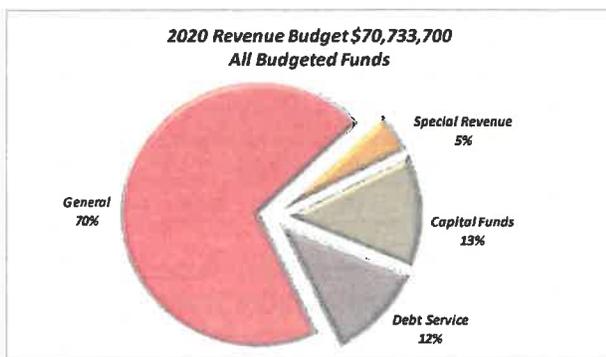
All Funds Revenue

General Fund revenue is projected to increase by 5.8% in 2020 primarily within property tax revenue due to the shift of more of the mill levy dedicated back to the General Fund. The Debt Service Fund projects

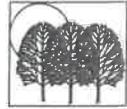
a decrease of 10.2% due to less property tax and special assessment revenue. No change is expected in Special Revenue funds. The total of all Capital funds is expected to decrease by 4.8% in 2020 due to less County and/or other shared reimbursements for Arterial street projects. The graph below provides a visual view of the budgeted funds in the 2020 budget.

Revenues for all budgeted funds in the 2020 Budget are projected to decrease by 3.2% from the 2019 Estimated Budget. Three areas are projecting decreases: Grants (76.6%); Fines & Forfeitures (13.3%); and Special Assessments (7.8%). The Grants decrease is due to less County SMAC funded projects and shared costs from other jurisdictions for the Arterial street program. The projection for 2020 fines and forfeitures is lower due to lower actual collections in 2018. The principal debt balance of Special Assessment projects continue to decrease as no new special assessment debt has been assumed for several years. The Property category reflects the largest increase, 5.8%, due to anticipated growth in assessed valuation.

FUND	2018	2019	2020	%
	Actual	Estimate	Budget	
General Purpose	\$43,778,221	\$47,011,018	\$49,746,400	5.8%
<i>Special Revenue Funds</i>				
Special Alcohol	529,843	549,046	540,400	-1.6%
Special City St/Hwy	1,808,465	1,606,243	1,630,700	1.5%
Special Parks/Rec	531,436	550,105	540,400	-1.8%
Special Law Enforce	1,263	439	500	13.9%
Transient Guest Tax	346,588	601,273	594,500	-1.1%
	\$3,217,595	\$3,307,106	\$3,306,500	0.0%
<i>Capital Project Funds</i>				
City Equipment	1,665,905	1,349,098	2,859,000	111.9%
Street Improvements	1,033,551	3,614,008	2,955,000	-18.2%
Capital Improvements	1,118,590	1,120,922	2,625,000	134.2%
1/8 Cent Sales Tax	961,157	3,807,079	990,900	-74.0%
City Capital Art	71,474	52,883	42,500	-19.6%
Park Impact	20,290	3,030	100	-96.7%
Public Art Impact	20,870	2,775	2,800	0.9%
135th St Corridor Impact	142,471	2,737	2,800	2.3%
	\$5,034,308	\$9,952,532	\$9,478,100	-4.8%
Debt Service	\$21,480,523	\$9,133,388	\$8,202,700	-10.2%



The City continues to have a diversified revenue base. The largest category, 40%, comes from property taxes; followed by sales taxes of 31%; and lastly other governmental revenue of 29%, which includes franchise fees, licenses, permits and charges for services.



SALES TAX HISTORY

SALES TAX RATE - LEAWOOD, KS

(Excludes Special Districts)

State of Kansas.....	6.500%
Leawood, KS.....	1.000%
1/8 Cent Sales Tax.....	0.125%
Johnson County.....	0.500%
Stormwater.....	0.100%
Public Safety.....	0.250%
Public Safety II.....	0.250%
Education Research Triangle....	0.125%
County Court/Coroner Facility...	0.250%
	9.100%

The City levies a 1.125-cent local option sales and use tax on all applicable goods and services purchased or provided within the City. The total sales tax paid in Leawood, excluding the special districts, is 9.100%. Besides the City's 1.125-cent tax, the State levies a 6.500-cent tax, Johnson County levies a 1.350-cent tax, and the Johnson County Education Research Triangle levies a 0.125-cent tax. The City has two special districts: one Transportation Development District (TDD); and one Community Improvement District (CID) each of which levies an additional 1.00% sales tax.

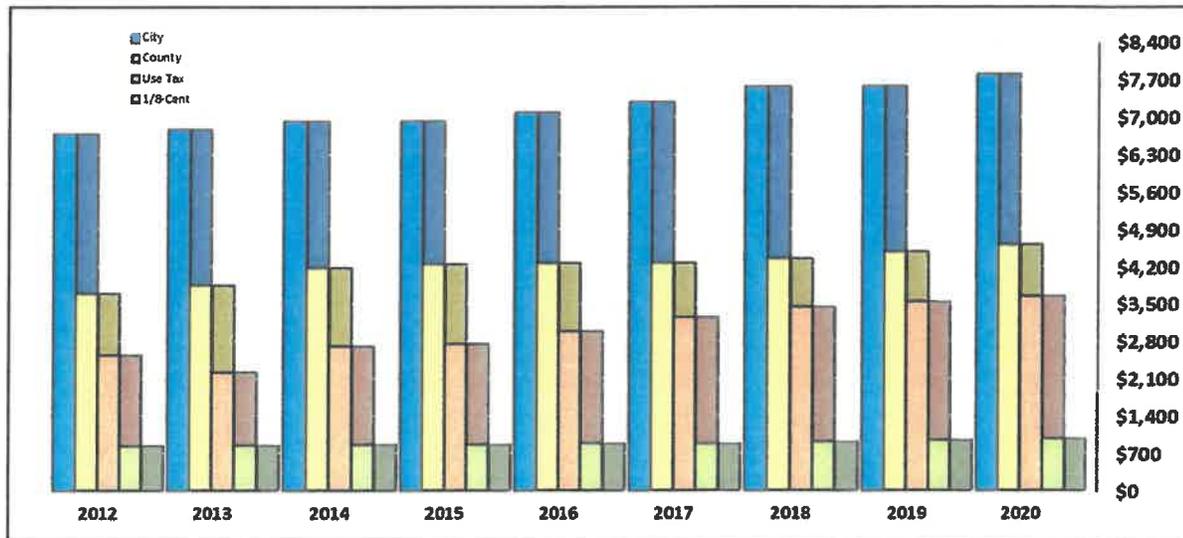
The City currently has 2 designated Special Districts:

Park Place TDD.....	10.100%
Camelot Court CID.....	10.100%

Year	City Retail Sales Tax 1%	County Retail Sales Tax	1/8-Cent Sales Tax	City Compensating Use Tax	County Compensating Use Tax	County Public Safety II .25% Tax**	County/Coroner .25% Tax**	TOTAL *
2012	\$6,698,189	\$3,696,437	\$836,321	\$1,872,628	\$667,008	\$872,691	\$0	\$14,643,274
2013	\$6,778,035	\$3,851,224	\$845,979	\$1,529,316	\$687,942	\$907,835	\$0	\$14,600,331
2014	\$6,926,500	\$4,177,979	\$863,059	\$1,908,175	\$795,244	\$994,049	\$0	\$15,662,006
2015	\$6,932,102	\$4,244,596	\$863,362	\$1,928,293	\$820,996	\$1,013,173	\$0	\$15,802,522
2016	\$7,092,955	\$4,267,284	\$884,323	\$2,108,032	\$874,574	\$1,028,374	\$0	\$16,255,542
2017	\$7,293,234	\$4,271,271	\$878,052	\$2,344,737	\$903,983	\$1,035,053	\$790,542	\$17,516,872
2018	\$7,581,789	\$4,352,255	\$917,858	\$2,510,728	\$928,397	\$1,056,133	\$1,056,127	\$18,403,287
2019 Est	\$7,589,900	\$4,480,500	\$944,900	\$2,584,800	\$955,600	\$1,087,200	\$1,087,200	\$18,730,100
2020 Bud	\$7,814,400	\$4,612,700	\$972,800	\$2,661,000	\$984,000	\$1,119,300	\$1,119,300	\$19,283,500

* Not included in the total are the 1-cent sales tax projections for the City's two Special Districts.

** These funds are placed into non-budgeted capital funds and reserved for public safety expenditures and/or economic development.



City sales and City compensating use taxes are a major source of revenue for the City. Without it, the City mill levy would have to increase 10.30 mills in 2020 to compensate for lost revenues or City-provided services would need to be reduced.

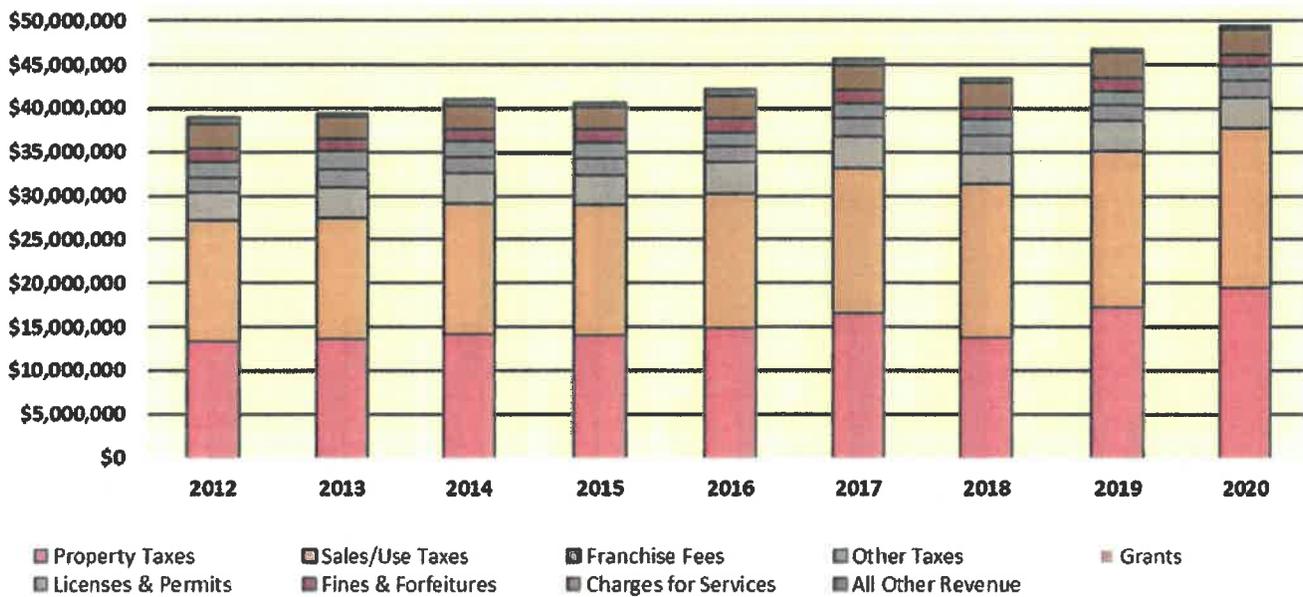


GENERAL FUND REVENUES

The General Fund revenues are projected to increase 5.8% from the 2019 estimate to a total of \$49,746,400 in 2020. The only category showing a decrease is Fines & Forfeitures. The largest increase is reflected in the All Other category primarily for anticipated growth in interest income. Other increases are planned in interest income and sales/use taxes. The General Fund revenues are as follows:

Category	2018 Actual	2019 Estimate	2020 Budget	% Change
Property Taxes	\$ 13,806,911	\$ 17,282,118	\$ 19,475,034	12.7%
Sales/Use Taxes	17,485,428	17,785,200	18,310,700	3.0%
Franchise Fees	3,520,426	3,515,000	3,515,000	0.0%
Other Taxes	2,107,423	1,854,766	1,935,400	4.3%
Grants	4,851	0	0	0.0%
Licenses & Permits	1,805,153	1,548,500	1,554,500	0.4%
Fines & Forfeitures	1,280,402	1,500,000	1,300,000	-13.3%
Charges for Services	2,930,516	2,867,400	2,918,800	1.8%
All Other	590,111	406,034	479,996	18.2%
Transfers In	247,000	252,000	257,000	2.0%
Total	\$ 43,778,221	\$ 47,011,018	\$ 49,746,400	5.8%

General Fund Revenue Trends

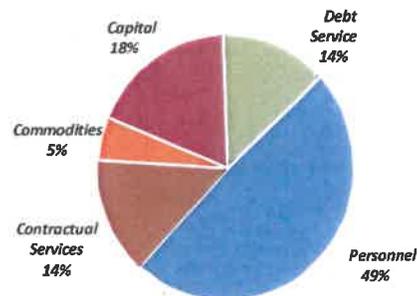




EXPENDITURE HIGHLIGHTS

Total expenditures, for all funds, are expected to be \$66,622,700 in 2020. Total governmental expenditures for 2020 are budgeted as follows:

EXPENDITURE SUMMARY, All Budgeted Funds				
DEPARTMENT	2018 Actual	2019 Estimate	2020 Budget	% Change
<i>General Government</i>				
General Operations	\$21,564,413	\$7,461,581	\$5,945,981	-20.3%
City Administration	543,644	659,800	623,300	-5.5%
Finance	746,081	837,900	906,100	8.1%
Information Services	1,158,434	2,124,900	1,322,300	-37.8%
Human Resources	583,642	667,900	684,300	2.5%
Legal Services	488,805	579,300	589,500	1.8%
Municipal Court	585,800	728,000	735,400	1.0%
Community Development	1,516,249	1,749,200	1,776,100	1.5%
	<u>\$27,187,068</u>	<u>\$14,808,581</u>	<u>\$12,582,981</u>	<u>-15.0%</u>
<i>Public Safety</i>				
Police	\$9,888,668	\$11,206,500	\$11,644,300	3.9%
Fire	7,906,055	8,595,907	8,771,435	2.0%
	<u>\$17,794,723</u>	<u>\$19,802,407</u>	<u>\$20,415,735</u>	<u>3.1%</u>
<i>Public Works</i>	<u>16,515,179</u>	<u>29,741,344</u>	<u>22,472,397</u>	<u>-24.4%</u>
<i>Parks & Recreation</i>	<u>10,311,579</u>	<u>11,299,868</u>	<u>11,151,587</u>	<u>-1.3%</u>
TOTAL BUDGETED FUNDS	\$71,808,549	\$75,652,200	\$66,622,700	-11.9%



EXPENDITURE SUMMARY, All Budgeted Funds				
By CHARACTER	2018 Actual	2019 Estimate	2020 Budget	% Change
Personnel	27,732,548	31,394,300	32,377,600	3.1%
Contractual Services	6,345,278	11,200,400	9,483,200	-15.3%
Commodities	2,183,253	3,459,600	3,471,300	0.3%
Capital	15,509,575	20,195,600	12,188,000	-39.7%
Debt Service	20,037,895	9,402,300	9,102,600	-3.2%
TOTAL BUDGETED FUNDS	\$71,808,549	\$75,652,200	\$66,622,700	-11.9%

Expenditures in General Operations and Administration are projected to be 15.0% lower or \$2,225,600 less than 2019. The decrease is due to the anticipated transfer of the balance in the Transient Guest Tax fund to the Economic Development fund; and the completion of the fiber connectivity project. These decreases are offset by increases for building and liability insurance and anticipated wages and benefits.

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City of Leawood
Projection of Financial Condition
Operating Funds

	2019 Estimate	2020 Budget	2020 Estimated*	2021 Projected	2022 Projected	2023 Projected
Beginning Balance	\$39,083,744	\$28,703,100	\$28,703,100	\$27,790,826	\$30,047,266	\$31,616,334
Revenues						
Property Taxes	17,282,118	19,475,034	19,381,813	22,798,920	22,959,371	20,860,002
Sales & Use Taxes	18,730,135	19,283,510	19,476,234	20,050,783	20,642,281	21,251,228
All Other Revenue	20,011,003	16,102,956	17,004,184	18,276,108	17,675,586	18,663,657
Total	\$56,023,256	\$54,861,500	55,862,231	\$61,125,812	\$61,277,237	\$60,774,887
Expenditures						
Personnel Services	31,394,300	32,377,600	31,730,048	33,492,678	35,260,809	37,276,744
Contractual Services	11,000,400	9,283,200	9,117,582	9,213,053	9,351,545	9,492,340
Commodities	3,459,600	3,471,300	3,401,874	3,451,541	3,501,934	3,553,062
Capital	20,195,600	12,188,000	12,028,300	12,043,234	10,966,720	11,037,516
Debt Service	354,000	458,400	496,701	668,865	627,162	754,162
Total	\$66,403,900	\$57,778,500	\$56,774,505	\$58,869,372	\$59,708,169	\$62,113,824
Ending Fund Balance	\$28,703,100	\$25,786,100	\$27,790,826	\$30,047,266	\$31,616,334	\$30,277,397
percent of exp's	43%	45%	49%	51%	53%	49%

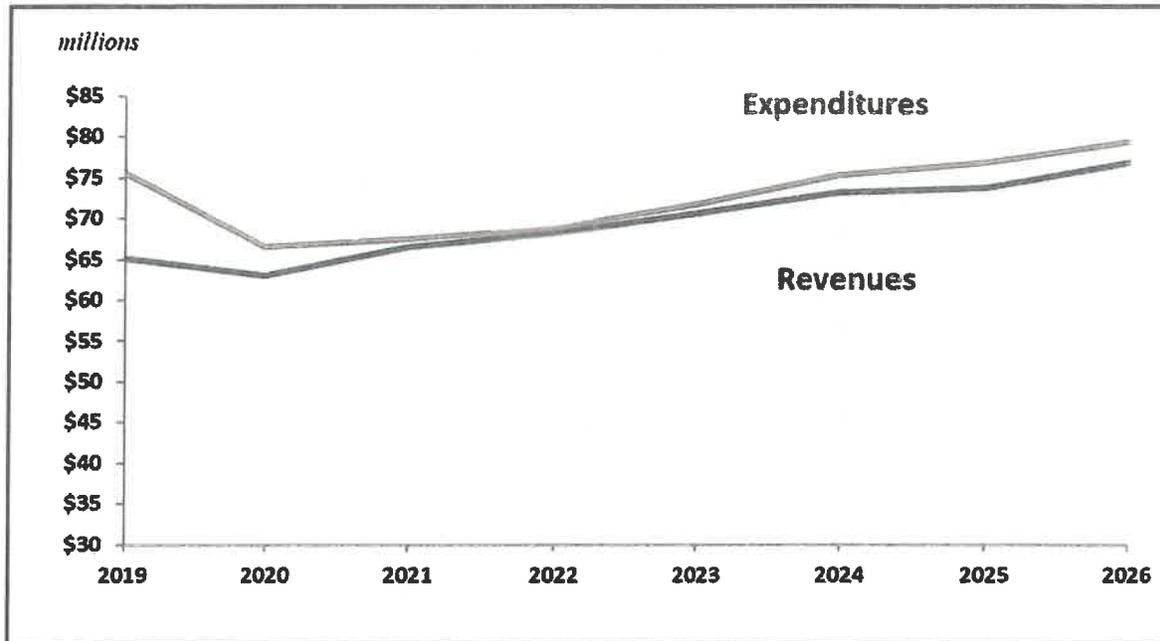
* assumes a 2.0% budget variance for expenditures and 1.0% for revenues.

The operating funds include the General Fund, the Capital Improvement Fund, and the City Equipment Fund. As reflected in the 2020 Estimated column, a 1.0% variance is included in the financial planning model for revenues and a 2.0% variance for expenditures. Basically, this assumes that the 2020 actual revenues will be 1.0% higher than budgeted and the actual expenditures will be 2.0% lower. *Historically, however, since 2000 the revenues have exceeded projections each year by an average of 4.3%. Since the same time, expenditures have been lower than projections by 13.3% each year on average.* If this trend continues, the operating fund reserves, as shown in the budget document, represent a very conservative view.

Leawood continues to be in a fortunate position and have good reserves. At year-end 2019, the balance in the Operating Funds is expected to be \$28.7 million, or 43% of expenditures. The Governing Body has set a goal of 11% minimum for operating fund reserves. The City strives to follow financially sound fiscal policies. One such policy that enhances a city to maintain a well-balanced financial structure is a fund balance policy, or commonly called an operating reserves policy. In government, the standard is usually one month of expenditures (8.33% to 15% of expenditures). Establishing a formal policy assures the citizenry that funds will be available for the following reasons: a) provide sufficient working capital to meet daily cash needs; b) provides reserves to absorb emergency expenditures; c) cover any unanticipated deficit resulting from a shortfall in actual revenues in a given budget year.



**PROJECTED REVENUES and EXPENDITURES
All Operating Funds**



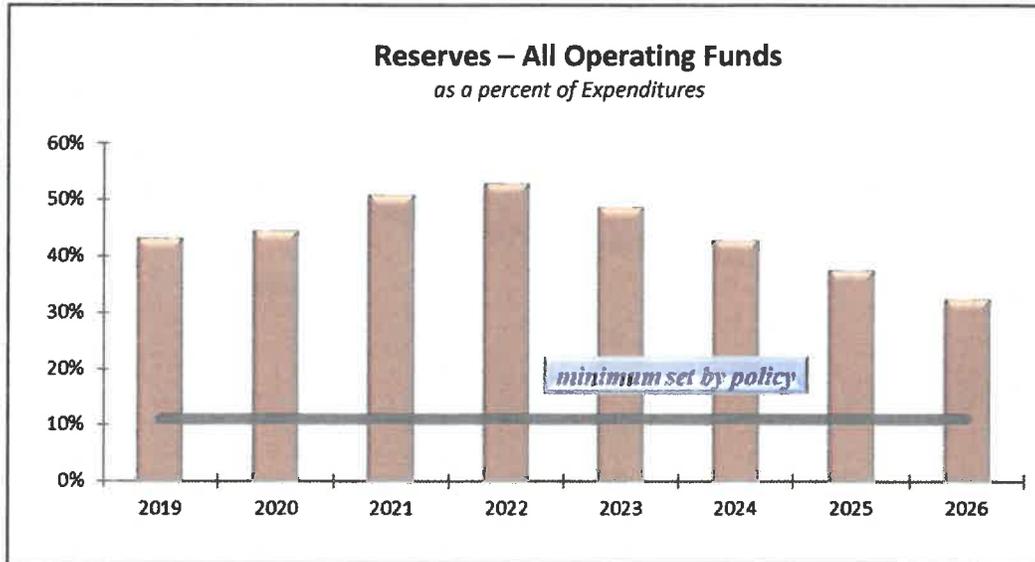
This chart depicts the structural balance of all operating funds by comparing projected revenues and expenditures. Managing for structural balance guarantees services promised today can be funded tomorrow. A decreasing gap of revenues greater than expenditures, or an increasing gap of expenditures greater than revenues is a warning trend. A significant and continued gap of revenues greater than expenditures may indicate a tax burden inconsistent with service levels and is a warning trend. This chart includes all funds: General, Special Revenue, Debt Service and pay-as-you-go Capital Funds.

Expenditures are estimated higher than revenues in both 2019 and 2020. Capital expenses are higher in 2019; and Personnel costs increase by \$983,300 in 2020 for planned wage and benefit changes. These increases will need to be recovered either through revenue receipts, over and above the 2019 Estimated and 2020 Budgets, or through fund balance reserves.

The graph reflects the revenue and expenditure assumptions included in the financial planning model, along with the proposed 0.95 mill levy increases in 2022, 2024 and 2026. As shown above, the gap between revenues and expenditures remains fairly close from 2021 through 2024 and widens in 2025 before it narrows again in 2026. By continuing to follow good financial practices, sustainability of financial targets, workforce, service levels, technology efficiencies, and capital equipment/project outlay is certainly possible.



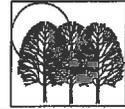
RESERVES – ALL OPERATING FUNDS As a Percent of Expenditures



Reserves are established for three purposes: the first is cash flow, the second for emergencies and the third for large pay-as-you-go capital projects. At the close of 2020, the City's operating reserves across all funds, not including Debt Service, are expected to be at 45.0% of expenditures. The Governing Body has established a minimum goal of 11% as the limit for operating reserves. The City strives to follow financially sound fiscal policies. One of these is the fund balance policy, often called operating reserves policy. Fund Balance is defined as the excess of a fund's assets over the liabilities and is therefore also known as surplus or reserve funds.

The financial health of the City is partly determined by the level of fund balances available to cushion revenue shortfalls caused by economic downturns, emergencies or uneven cash flows. A declining fund balance is a warning trend and may indicate that the City's financial health is declining. An insufficient level of balance is also a warning trend. There are several factors, which should be measured to determine the appropriate level of reserves. These include an analysis of the elasticity of the revenue base; the level of insurance the government maintains; the reliance upon intergovernmental revenues; the likelihood and magnitude of natural disasters; and the government's liquidity and ability to borrow.

Due to the steady and often fast growth in the area over the last decade, Leawood has been fortunate to maintain comfortable reserves. Presently, Leawood continues to preserve its financial future.



City of Leawood
Projection of Financial Condition
Debt Service Fund

	2019 Estimate	2020 Budget	2020 Estimated*	2021 Projected	2022 Projected	2023 Projected
Beginning Balance	\$9,375,412	\$9,260,500	\$9,260,500	\$8,635,088	\$5,398,269	\$3,208,898
Revenues						
Property Taxes	6,361,284	5,540,661	5,623,882	3,204,122	4,883,180	7,843,435
Sales & Use Taxes	-	-	-	-	-	-
All Other	2,772,104	2,662,039	2,419,858	2,183,881	2,074,973	1,966,602
Total	\$9,133,388	\$8,202,700	\$8,043,741	\$5,388,004	\$6,958,153	\$9,810,037
Expenditures						
Personnel Services	-	-	-	-	-	-
Contractual Services	200,000	200,000	50,000	50,000	50,000	50,000
Commodities	-	-	-	-	-	-
Capital	-	-	-	-	-	-
Debt Service	9,048,300	8,644,200	8,619,153	8,574,823	9,097,524	9,575,485
Total	\$9,248,300	\$8,844,200	8,669,153	\$8,624,823	\$9,147,524	\$9,625,485
Ending Fund Balance	\$9,260,500	\$8,619,000	\$8,635,088	\$5,398,269	\$3,208,898	\$3,393,449
percent of exp's	100%	97%	100%	63%	35%	35%

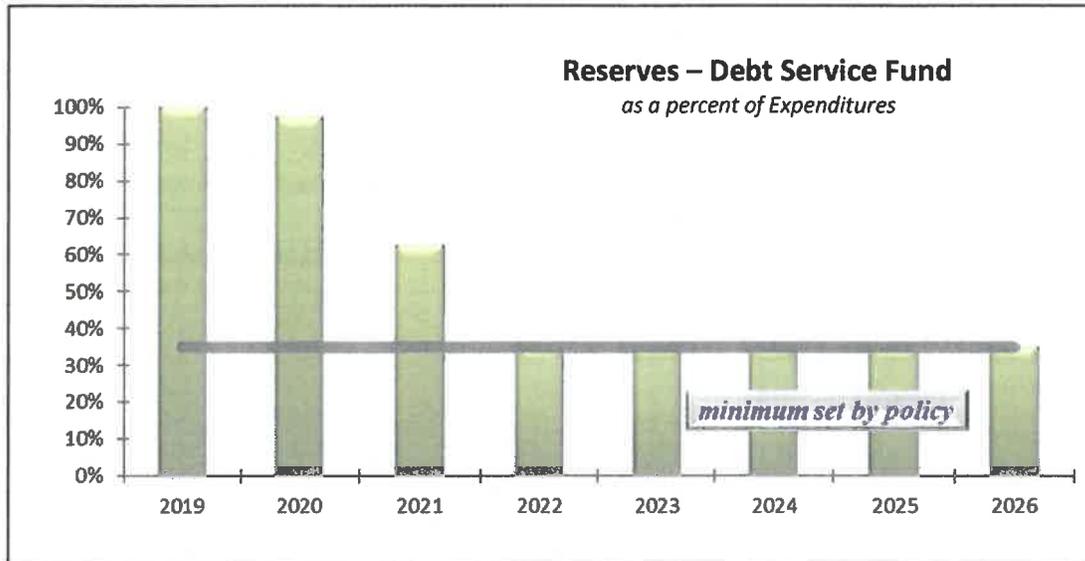
* assumes a 2.0% budget variance for expenditures and 1.0% for revenues.

Debt Service reserves are projected at \$8,619,000 at the end of 2020, or 97% of debt service expenditures. This reserve level provides a financial cushion for the City for financial circumstances, which could include a decline in property tax collection rates; delayed payments from special benefit debt; or any change in planned debt expenditures. Excellent reserve levels provide financial security for all stakeholders.

Each year the City staff and Council carefully review the capital improvements to be debt financed. With this process, there is a clear understanding that the capital obligations made today will be balanced against the cost and the service levels provided in the future.



RESERVES – DEBT SERVICE FUND



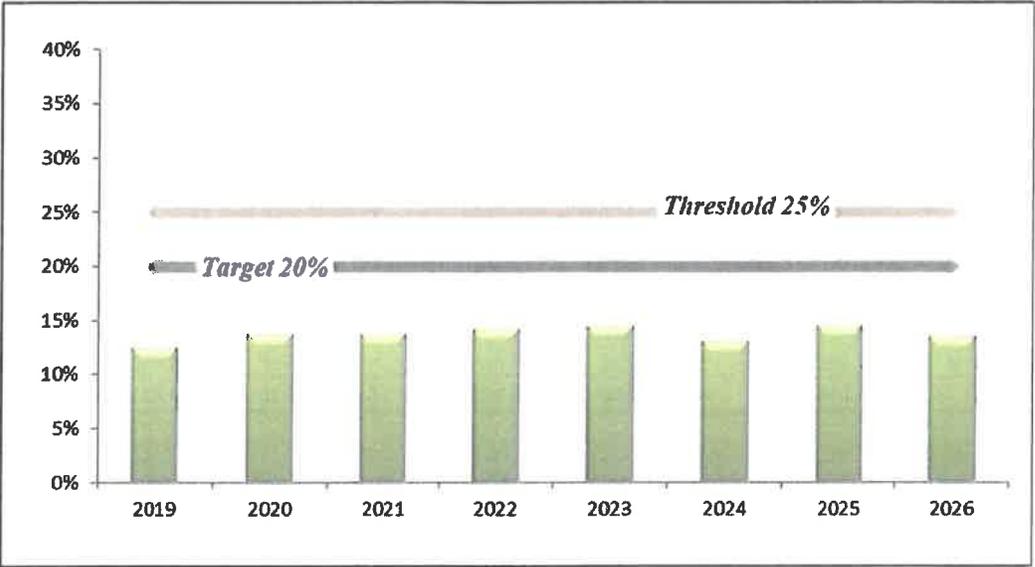
Debt reserves are maintained to deal with a variety of issues, but mainly to protect bondholders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of the underlying bonds. State law allows the City to maintain a reserve equal to one year of debt service payments. The City of Leawood strives to maintain a total reserved fund balance equal to 35% of budgeted Debt Service expenditures.

Debt reserves are projected at 97% of expenditures in 2020. This reserve level provides a financial cushion for the City in the event of an unanticipated loss in revenue, a negative change in the economy or for any delay in the payment of special benefit debt from the bondholders.

The need for a higher balance is directly related to the amount of debt the City has accumulated. A higher fund balance should help increase the financial security for all stakeholders.



DEBT SERVICE
As a Percent of Total Expenditures



Each year the City will review whether it is willing and able to assume new debt beyond what will be retired. The State of Kansas debt limitations are more liberal than what Leawood has chosen to manage its' debt thresholds. The target is 20% and the threshold is 25% of debt to total expenditures. As shown above, neither of these thresholds is exceeded during the planning period.

The debt limitation status information is as follows:

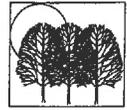
<i>Estimated Assessed value, real and Personnel property</i>	\$1,016,705,878
<i>Plus Estimated assessed value, motor/recreation vehicles</i>	\$82,058,958
<i>Total assessed value</i>	\$1,098,764,839
<i>New debt limitation percentage</i>	30%
<i>2019 debt limitation</i>	\$329,629,450
<i>Total general obligation debt outstanding at 12/31/19</i>	\$46,830,000

The legal general obligation debt limit for Leawood returned to the pre-1989 limit of 30% of equalized valuation, per K.S.A. 79-5037.



City of Leawood
Projection of Financial Condition
All Funds

	2019 Estimate	2020 Budget	2020 Estimated	2021 Projected	2022 Projected	2023 Projected
Beginning Balance	\$48,459,156	\$37,963,600	\$37,963,599	\$36,425,914	\$35,445,535	\$34,825,232
Revenues						
Property Taxes	23,643,402	25,015,695	25,005,695	26,003,043	27,842,550	28,703,437
Sales & Use Taxes	18,730,135	19,283,510	19,476,234	20,050,783	20,642,281	21,251,228
All Other Revenue	22,783,107	18,764,995	19,424,043	20,459,990	19,750,559	20,630,258
Total	\$65,156,644	63,064,200	\$63,905,972	\$66,513,815	\$68,235,390	\$70,584,924
Expenditures						
Personnel Services	31,394,300	32,377,600	31,730,048	33,492,678	35,260,809	37,276,744
Contractual Services	11,200,400	9,483,200	9,167,582	9,263,053	9,401,545	9,542,340
Commodities	3,459,600	3,471,300	3,401,874	3,451,541	3,501,934	3,553,062
Capital	20,195,600	12,188,000	12,028,300	12,043,234	10,966,720	11,037,516
Debt Service	9,402,300	9,102,600	9,115,854	9,243,687	9,724,686	10,329,646
Total	\$75,652,200	\$66,622,700	\$65,443,658	\$67,494,194	\$68,855,693	\$71,739,309
Ending Fund Balance	\$37,963,600	\$34,405,100	\$36,425,913	\$35,445,535	\$34,825,232	\$33,670,847
<i>percent of exp's</i>	50%	52%	56%	53%	51%	47%

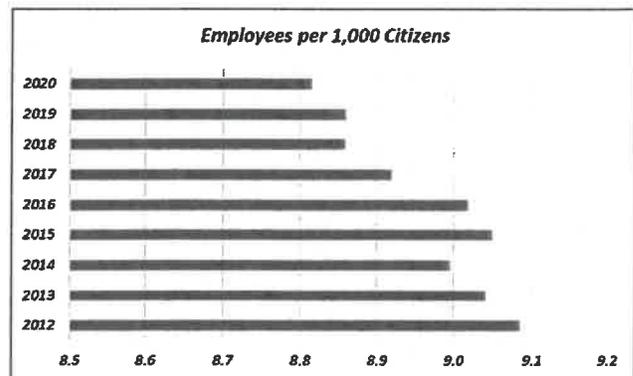


POSITION COMPARISON

Full-Time Equivalent	2016	2017	2018	2019	2020
Admin	4.50	4.50	4.50	4.50	4.50
Finance	8.00	7.00	7.00	7.00	7.00
Human Resources	3.75	3.75	3.75	3.75	3.75
Municipal Court	8.43	7.43	7.43	7.43	7.43
Legal Services	3.00	3.00	3.00	3.00	3.00
Information Services	4.00	4.00	4.00	4.00	4.00
Community Develop	14.00	14.00	14.00	14.00	14.00
Police	84.00	84.00	84.23	84.23	84.23
Fire	53.44	53.49	53.49	54.49	54.49
Public Works	49.71	49.71	49.71	49.71	49.71
Parks & Rec	63.09	63.21	62.45	62.95	62.95
TOTAL	295.92	294.09	293.56	295.06	295.06
Ratio/1000 Population	9.02	8.92	8.86	8.86	8.82

In the 2019 estimated budget, several position reclassifications are planned including: a Finance Accountant position to an Accounting Manager; a Police Alarm Coordinator to a Police Officer; a Public Works Fleet/Facilities Manager to a Special Projects Engineer; and the conversion of two regular part-time Park Maintenance Workers to two full-time Park Maintenance Workers. There are no personnel position changes in the 2020 Budget.

The City's financial planning model reflects the addition of one full-time position every other year, with one being added in 2021.



The graph depicts the number of City employees for each 1,000 citizens. As displayed, the ratio number of employees decreased every year since 2012, and then increased in 2015 when 3.20 FTE's were added. City services have never been negatively impacted by any previous personnel changes. In fact, Leawood has been very fortunate to be able to continue to expand and broaden citizen services, amenities, and quality of life activities and opportunities, while not "growing" City government.

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"

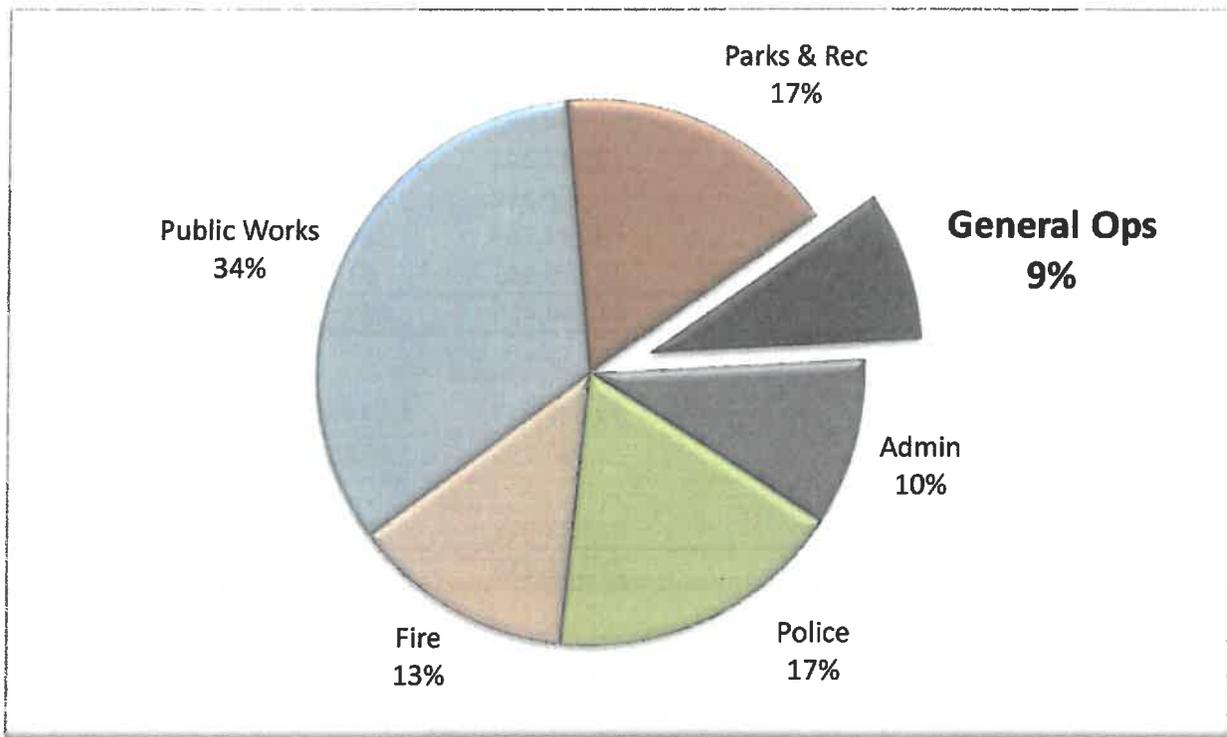


Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

General Operations

Budget: \$5.9M Elected Officials: 9



General Operations establishes policies, goals, and objectives to direct the staff in the provision of quality services to the public. Provides leadership, represents the City's best interests and encourages effective and timely action to achieve stated objectives. Seeks ways to encourage and expand citizen participation in local government. Accounts for citywide expenditures associated with multiple programs or departments.

Council Priorities

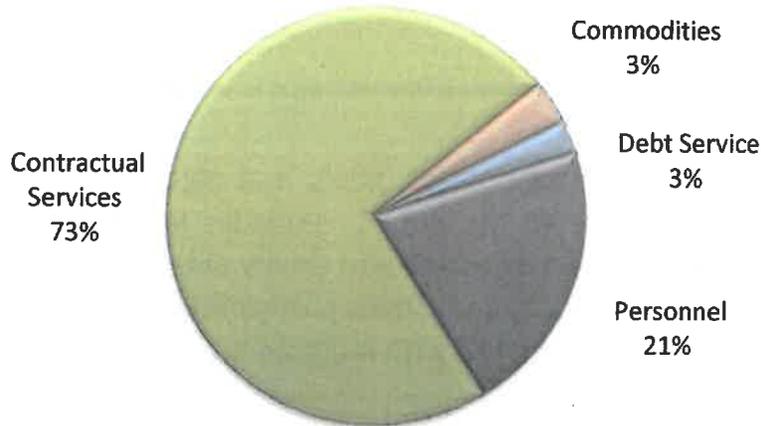
- *To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.*
- *To promote development that sustains rather than depletes the community, that is fiscally sound, that contributes to a high quality of life, and that nourishes the community.*
- *To protect Leawood residents, visitors and businesses by providing quality police and homeland security services. To preserve life and property through excellence in training, community risk management, emergency preparedness and rapid emergency services response.*
- *To maintain the current infrastructure and to provide the highest quality new improvements where economic benefits clearly justify new investment.*
- *To promote a community that offers family-oriented activities and recreational and cultural opportunities that encourages and enhances the quality of life for citizens.*

Administration

General Operations

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	580,079	749,000	726,200	785,000
Contractual Services	1,341,843	2,701,200	4,344,400	2,706,200
Commodities	50,252	123,400	123,400	124,900
Capital	9,112,260	2,193,800	2,174,400	2,238,500
Debt Service	10,479,981	93,181	93,181	91,381
Grand Total	21,564,415	5,860,581	7,461,581	5,945,981

Expenditures by Fund Type				
General	10,663,247	4,544,500	4,518,100	4,665,100
Special Revenue	367,250	1,022,900	2,650,300	989,500
Capital	-	-	-	-
Debt	10,533,918	293,181	293,181	291,381
Grand Total	21,564,415	5,860,581	7,461,581	5,945,981

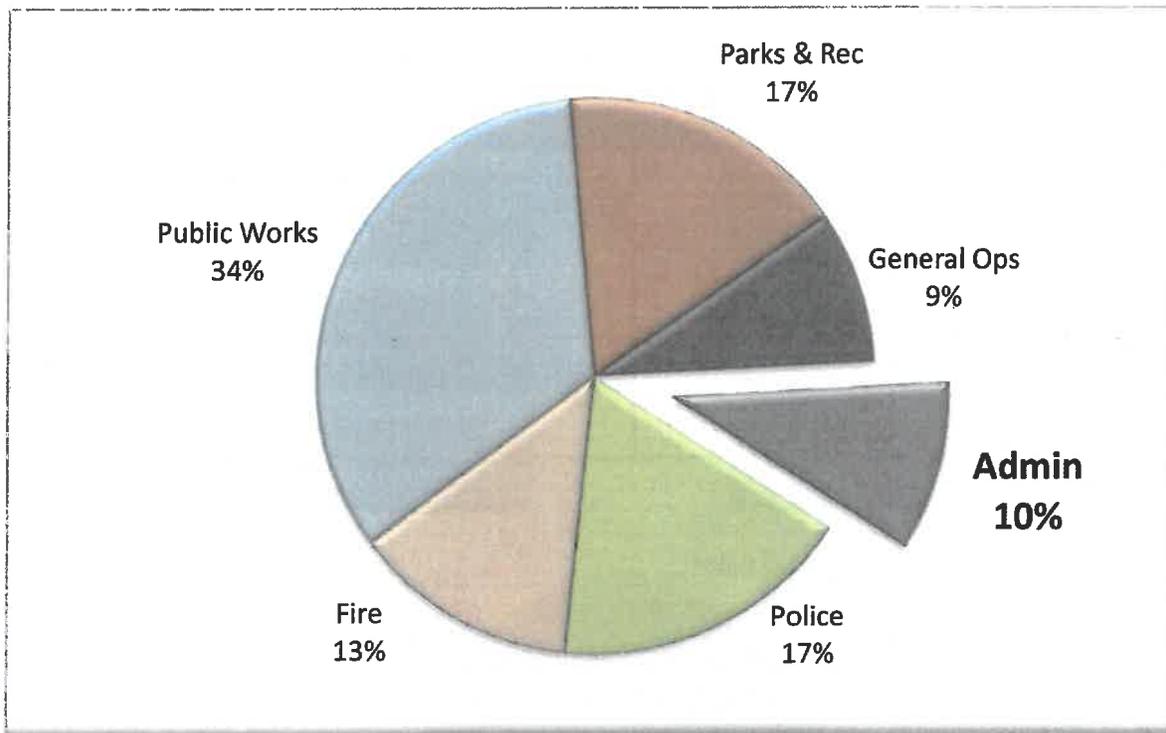


2020 Budget Summary

Personnel Services includes payments for citywide expenses, such as workers' compensation (\$300,000), supplemental retirement (\$160,000), and long term disability payments (\$67,900). The Contractual Services category includes citywide expenses such as: auto/property/liability insurance coverage premiums, grants, donations, city memberships, sustainability activities; sister city expenses; communication charges; copy machine rentals for all City departments, election expense, scanning services, bond issuance expense and professional services as needed. Included in this area are expenses within Special Revenue funds: of \$585,600 in Transient Guest Tax collections; and \$395,000 in the Special Alcohol fund disbursed for drug/alcohol agencies and related awareness activities. Commodities reflects funds for office supplies, meeting expense and all City postage needs. Capital represents the transfer of the .25% special county sales tax receipts from the General Fund to the Public Safety fund and the Economic Development fund. Included in Debt Service is the payment due on the 2012 City Hall improvements, along with expenses associated with the 2018 debt refunding undertaken by the City. The 2018 expenses are offset by revenue in the same year.

ADMINISTRATION

Budget: \$6.6M Positions: 43.68



Council Priorities

To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

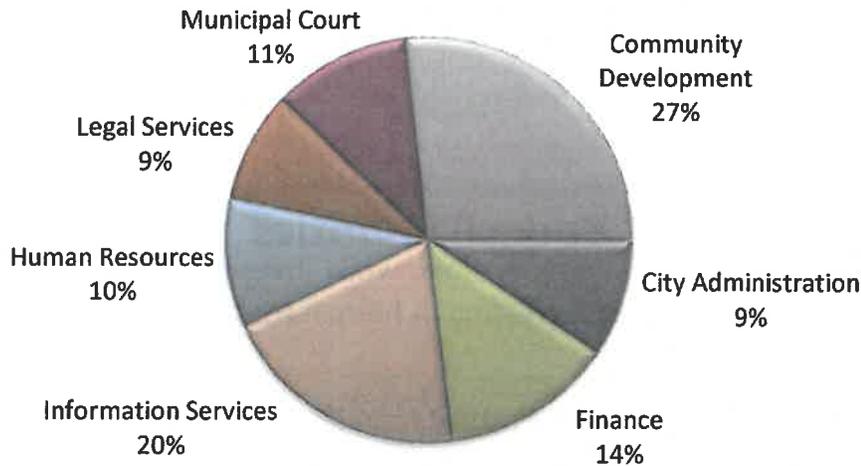
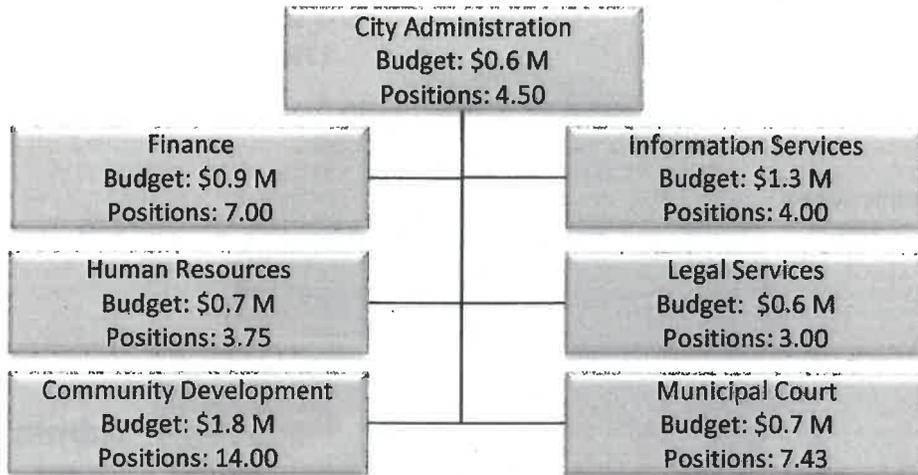
To promote development that sustains rather than depletes the community, that is fiscally sound, that contributes to a high quality of life, and that nourishes the community.

Governing Body Goals For 2021-2025

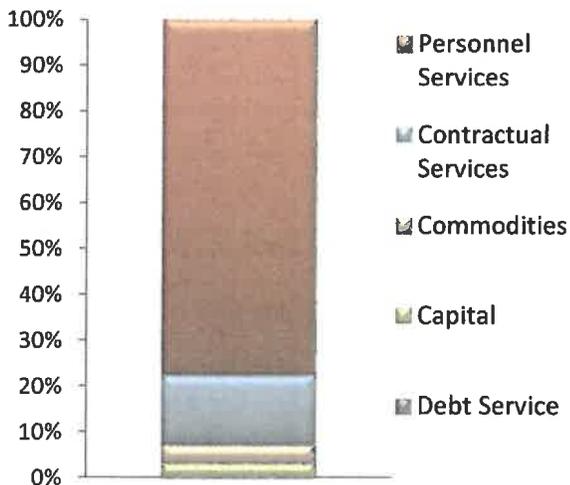
- Review notice requirements for residential building activity via home owners associations; HOA [2017].
- Evaluate new home building codes with other Johnson County cities [2017].
- Review fence permit procedures with area cities [2017].
- Plan Martin Luther King (MLK) recognition [2019].
- Explore possible public use of former Parks Facility before sale of property [2019].
- Evaluate land-use options for remaining undeveloped portion of City-owned property at 117th and Tomahawk Creek Parkway [2013].
- Evaluate feasibility/scope of Activity Center at Town Center Drive and Roe Avenue [2015].

ADMINISTRATION

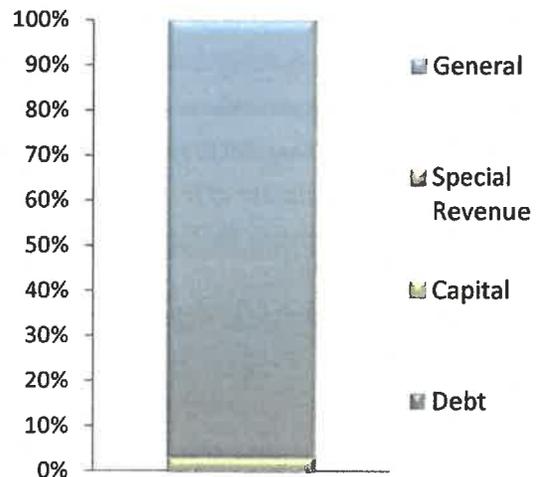
Budget: \$6.6M Positions: 43.68



By Character



By Fund Type



ADMINISTRATION

Budget: \$6.6M Positions: 43.68

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
<i>Expenditures by Department</i>				
City Administration	543,644	655,200	659,800	623,300
Finance	746,081	841,100	837,900	906,100
Information Services	1,158,434	1,339,400	2,124,900	1,322,300
Human Resources	583,642	670,000	667,900	684,300
Legal Services	488,805	565,100	579,300	589,500
Municipal Court	585,800	700,100	728,000	735,400
Community Development	1,516,249	1,688,700	1,749,200	1,776,100
Total	\$5,622,655	\$6,459,600	\$7,347,000	\$6,637,000

<i>Expenditures by Character</i>				
Personnel Services	4,379,484	4,952,200	5,003,600	5,161,400
Contractual Services	803,407	980,400	993,700	1,009,200
Commodities	240,429	332,000	332,400	271,400
Capital	199,335	195,000	1,017,300	195,000
Debt Service	-	-	-	-
Total	\$5,622,655	\$6,459,600	\$7,347,000	\$6,637,000

<i>Expenditures by Fund Type</i>				
General	5,423,320	6,264,600	6,329,700	6,442,000
Special Revenue	-	-	-	-
Capital	199,335	195,000	1,017,300	195,000
Debt	-	-	-	-
Total	\$5,622,655	\$6,459,600	\$7,347,000	\$6,637,000

Full-Time Equivalents	43.68	43.68	43.68	43.68
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<i>Exhibit: Revenue by Program</i>				
City Clerk (<i>Liquor Licenses</i>)	15,375	15,500	15,500	15,500
Finance (<i>Occupational & Animal</i>)	307,894	310,000	310,000	310,000
Municipal Court (<i>Fines</i>)	1,280,402	1,500,000	1,500,000	1,300,000
Planning (<i>Zoning</i>)	22,650	19,000	19,000	20,000
Codes (<i>Bldg Permits/Fees/Review</i>)	1,182,070	886,000	986,000	991,000
Total	\$2,808,391	\$2,730,500	\$2,830,500	\$2,636,500

Administration

Department: City Administration

Responsible for the overall operation of City programs, strategic planning and special projects with citywide impact. Manages the financial and operational aspects of the City and analyze existing procedures to improve effectiveness. Provides strong leadership to achieve adopted goals and objectives and encourage citizen participation. Ensures efficient access to City documents.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service to the citizens of Leawood: <i>Ratio of Admin. Employees to Direct Service employees</i>	17.5%	17.4%	17.4%	17.4%
✓ Information statistics on maintaining City documents: <i>No. of City Council minutes and agendas for Regular Meetings</i>	46	40	40	40
<i>for Work sessions/Exec Sessions</i>	30	40	40	40
<i>No. of public records requests</i>	8	10	10	10
<i>Liquor license revenue</i>	\$15,375	\$15,500	\$15,500	\$15,500
✓ Ensure quality service by maintaining adequate administration staffing levels: <i>Overtime as a % of regular salaries</i>	0.4%	0.9%	0.9%	0.9%
Full-Time Equivalent Positions	4.50	4.50	4.50	4.50
City Administrator	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00
Management Intern <i>(Seasonal/Casual)</i>	0.50	0.50	0.50	0.50

Major Program Accomplishments

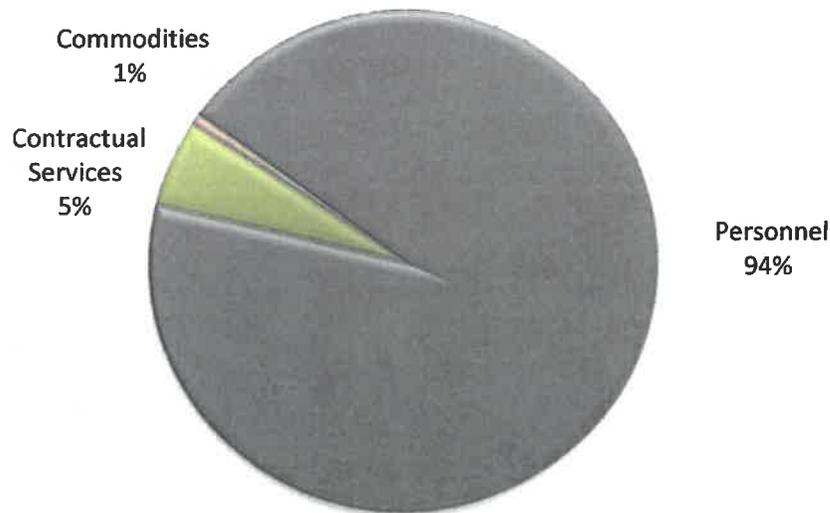
- Administered and implemented the policies set forth by the Governing Body.
- Presented the 2019 Operating Budget and the 2019-2023 Capital Improvements Program.
- Coordinated and managed City-wide government operations.
- Provided an accurate record of City Council and City Committee meetings.

Administration

Department: City Administration

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	529,099	615,600	620,200	584,200
Contractual Services	13,349	34,500	34,500	34,500
Commodities	1,196	5,100	5,100	4,600
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	543,644	655,200	659,800	623,300

Expenditures by Fund Type				
General	543,644	655,200	659,800	623,300
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	543,644	655,200	659,800	623,300



2020 Budget Summary

Planned expenses in this program are directly related to the City Administration and City Clerk functions of the City. The expenses in this program remain fairly consistent from year to year. A total of \$18,800 is included for staff training; \$4,700 for memberships and subscriptions; \$7,000 for outside professional services, if needed; \$2,500 for cellular and internet usage; and \$5,100 for office and computer supplies, small office equipment replacements and meeting expense.

Administration

Department: Finance

Administers all City financial services including financial planning, budgeting, cash management, accounting, payroll, the City audit, business licensing, capital asset management, investments, and debt management to the highest professional standards to provide departments, citizens and policymakers with timely and accurate financial information.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Produce financial documents in accordance with standards set by the Government Finance Officers Assn. <i>GFOA Certificate of Excellence in Financial Reporting</i>	Yes	Yes	Yes	Yes
<i>GFOA Distinguished Budget Award</i>	Yes	Yes	Yes	Yes
✓ Informational statistics:				
<i>No. of AP invoices processed</i>	13,280	14,000	14,000	14,000
<i>No. of payroll checks issued</i>	8,422	8,700	8,700	8,700
<i>License revenue</i>	\$307,894	\$310,000	\$310,000	\$310,000
Full-Time Equivalent Positions				
Finance Director	7.00	7.00	7.00	7.00
Budget Manager	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Senior Accountant	0.00	0.00	1.00	1.00
Accountant (I, II)	1.00	1.00	1.00	1.00
	4.00	4.00	3.00	3.00

Major Program Accomplishments

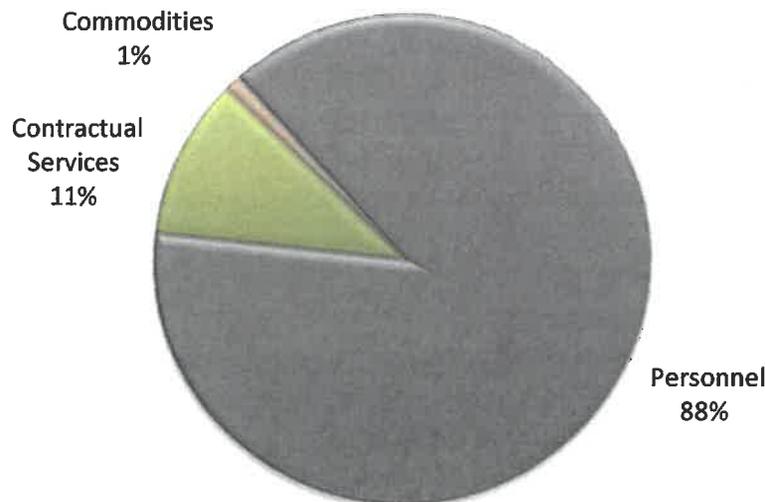
- Implementation of GASB 75 accounting and reporting for post-employment benefits.
- Implementation of ADP timekeeping software.
- GFOA CAFR Award – 2017.
- GFOA Budget Achievement Award – 2019.

Administration

Department: Finance

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	673,455	737,300	734,100	801,200
Contractual Services	67,232	94,400	94,400	95,500
Commodities	5,394	9,400	9,400	9,400
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	746,081	841,100	837,900	906,100

Expenditures by Fund Type				
General	746,081	841,100	837,900	906,100
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	746,081	841,100	837,900	906,100



2020 Budget Summary

The 2019 Estimated Budget reflects the reclassification of one of the Accountant positions to an Accounting Manager position. Major expenses include the payment to an outside firm to audit the City and provide assistance with the preparation of the CAFR (\$36,800); banking/investment consulting services (\$12,000); other banking fees/services (\$25,000); staff training/travel (\$11,400); monthly cell phone and other communication charges (\$1,400); finance membership association dues (\$2,600); and office/checks/computer supplies (\$7,200).

Administration

Department: Information Services

Provides stable, secure systems and technology that allow our workforce to be productive and fluid to the business of the day, and to allow our Citizens access to information and opportunities at their convenience. Manages the City's technology - installs, configures, programs, plans, secures, and maintains all City information systems, including: local area networks, wide area networks, telephone and data, hardware and software, internet services, radio systems and video and sound systems.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Minimize computer downtime due to software or hardware problems:				
<i>Network server and PBX uptime</i>	99.9%	99.9%	99.9%	99.9%
<i>Number of PC's (on-line)</i>	317	330	330	330
<i>Number of Physical Servers</i>	33	30	28	28
<i>Number of Phone Systems</i>	2	2	2	2
✓ Maintain the City's website to provide the most accurate information:				
<i>Average monthly website visits</i>	137,284	138,000	134,000	138,000
Full-Time Equivalent Positions				
Information Services Director	4.00	4.00	4.00	4.00
Information Services Specialist	1.00	1.00	1.00	1.00
Information Services Specialist	2.00	2.00	1.00	1.00
Network Administrator/Webmaster	1.00	1.00	2.00	2.00

Major Program Accomplishments

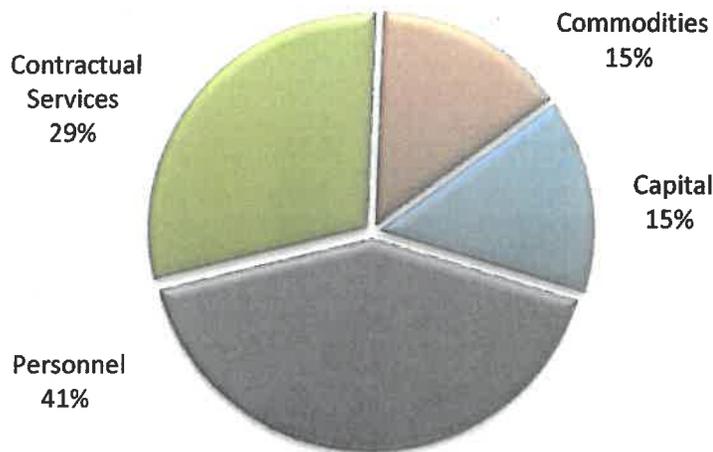
- *Server Cluster:* Information Services has deployed a new server cluster using solid state disk arrays. The new server cluster is significantly more powerful and faster operating than the previous server cluster. It also has an additional layer of redundancy.
- *RDP deployment for new PD Laptops:* To continue building on the success of the new Terminal server deployment, all new Police Department Panasonic laptops and new deployed terminals are connected to the new Justice Center terminal servers. This new system will allow officers to seamlessly move from working in the police car to working in the office without having to close documents and interrupt open applications.
- *10 Gigabit Networking:* New 10 Gigabit switches have been deployed at the Justice Center, and shortly to City Hall, to facilitate a new high-speed network, which will provide 10X the regular network speeds to engineering, planning, and additional high-end class workstations.

Administration

Department: Information Services

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	442,387	546,700	529,000	547,400
Contractual Services	363,927	367,900	374,900	388,500
Commodities	200,859	254,800	253,700	191,400
Capital	151,261	170,000	967,300	195,000
Debt Service	-	-	-	-
Grand Total	1,158,434	1,339,400	2,124,900	1,322,300

Expenditures by Fund Type				
General	1,007,173	1,169,400	1,157,600	1,127,300
Special Revenue	-	-	-	-
Capital	151,261	170,000	967,300	195,000
Debt	-	-	-	-
Grand Total	1,158,434	1,339,400	2,124,900	1,322,300



2020 Budget Summary

New are funds to purchase a city-wide training, policy, and employee tracking system managed by Human Resources and the Police & Fire departments. Contractual Services includes \$388,500 for license renewals and annual maintenance agreements for computer and telecommunications equipment, staff telephones, training/travel and association memberships. Within Commodities is: \$160,000 for replacement expendable equipment such as computers, servers, printers and telephone equipment for all City departments; \$25,000 for printer toner and computer components/supplies; \$5,000 for equipment maintenance supplies; and \$1,400 for gasoline and vehicle parts for the vehicle assigned to this program. Planned capital expenses includes: \$626,000 in 2019 for the final phase of fiber connectivity in the south area of the City; and \$170,000 annually for City-wide software, hardware and phone upgrades.

Administration

Department: Human Resources

Attract, develop and retain a diverse, qualified workforce in support of the City's goals and challenges. Promote a positive work environment and provide efficient, cost-effective, customer-focused human resources. Recruit and hire quality work force. Administer the benefits and retirement programs, safety and workers' compensation programs, employee development, employee relations, compensation, regulatory compliance for HR programs and HRIS database management.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Informational statistics:				
<i>Employment applications processed and reviewed</i>				
	934	1,600	1,600	1,500
<i>Worker's Comp Cases Managed</i>				
	40	30	30	30
<i>Full-Time Jobs Posted</i>				
	20	25	25	30
<i>Seasonal Jobs Posted</i>				
	160	160	160	160
<i>No. of New Full-Time Hires</i>				
	27	25	25	30
<i>No. of Seasonal Hires</i>				
	133	175	175	175
<i>Personnel Actions Processed</i>				
	661	750	750	850
Full-Time Equivalent Positions				
	3.75	3.75	3.75	3.75
Human Resources Director				
	1.00	1.00	1.00	1.00
Human Resources Generalist				
	2.00	2.00	2.00	2.00
HR Assistant (<i>Regular PT</i>)				
	0.75	0.75	0.75	0.75

Major Program Accomplishments

- Launch of city-wide physical demands analysis for all City positions.
- Recipient of Breastfeeding Employees Support Award - Silver from the KS Breastfeeding Coalition.
- Training and implementation of new timekeeping solution throughout the City for employees.
- Review and update 80 position descriptions throughout the City.
- Internal safety inspection on all City facilities.
- Continued management of City Safety Committee and program related activities. Maintained workers compensation (WC) rating of 41% below industry average receiving maximum KERIT discount towards workers compensation premium.
- Successfully managed 60+ Family Medical Leave Act cases.
- Continued coordination & oversight of employee activities, including but not limited to: employee newsletter, Employee Appreciation Luncheon/Recognition Program, Citywide United Way campaign, & Employee Activity Committee.

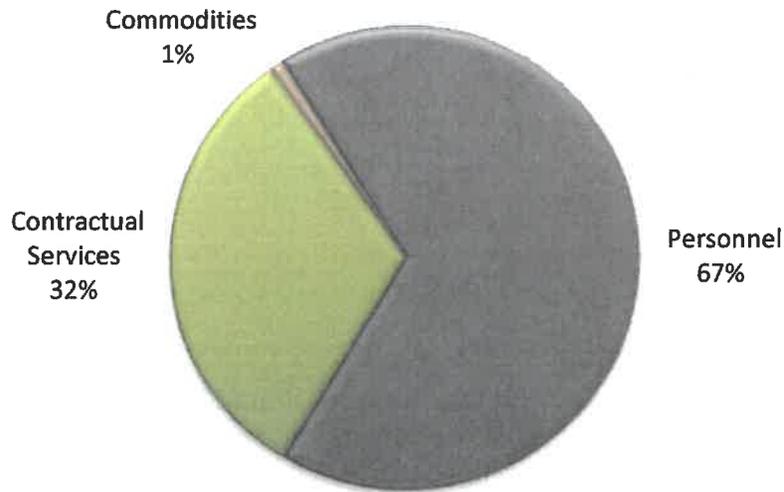
Administration

Department: Human Resources

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	386,906	447,700	445,100	461,700
Contractual Services	193,559	216,200	216,200	216,200
Commodities	3,177	6,100	6,600	6,400
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	583,642	670,000	667,900	684,300

Expenditures by Fund Type

General	583,642	670,000	667,900	684,300
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	583,642	670,000	667,900	684,300



2020 Budget Summary

The majority of this program's budget provides for Personnel expenses, followed by Contractual Services. Included in this category is: \$90,800 for hiring expenses such as advertising, pre-employment physicals/testing and background checks, annual Fire Dept physicals/testing and Police Dept testing/evaluations; \$31,300 for current employee programs/events; \$10,000 for temporary employment expense for all City departments, when needed; \$20,000 for employee tuition reimbursement; \$10,000 for special City-wide training programs; and \$21,000 for 125 plan administration, review of retirement plans, personnel matters and other professional services. Included in Commodities is \$2,500 for office supplies and meeting expenses; and \$2,400 for award supplies.

Administration

Department: Legal Services

Provides legal support to the Governing Body, the City Administrator, City departments and City boards and commissions. Staff attends all Governing Body meetings and meetings of various boards and commissions; issues legal and ethical opinions; provides litigation services; reviews and drafts resolutions, ordinances and contracts; and manages the City's insurance and risk management programs. The department also provides management and oversight of the Municipal Court department and prosecutes municipal court matters, including jury trial appeals to District Court.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Informational statistics:				
<i>No. of ordinances/resolutions prepared or reviewed</i>	282	230	230	230
<i>Clearance % Rate - Municipal Court Charges (no. of cases closed as a % of total no. of cases filed)</i>	100.0%	95.0%	95.0%	95.0%
Full-Time Equivalent Positions				
	3.00	3.00	3.00	3.00
City Attorney	1.00	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00

Major Program Accomplishments

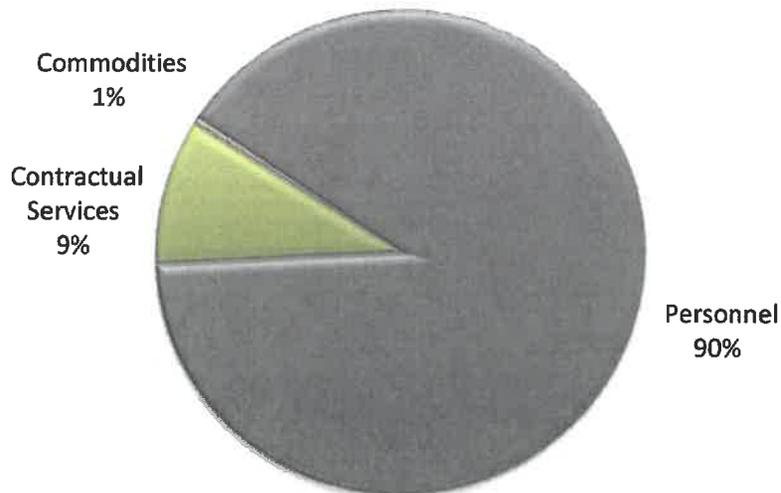
- Assisted in the purchase of property for the future construction of a Park Maintenance Facility.
- Continued work with wireless carriers to develop policies for attachment of facilities to street lights.
- Assisted in the defense of pending litigation.
- Provided prompt legal opinion services to the Governing Body and City staff.
- Effectively prosecuted Municipal Court cases.

Administration

Department: Legal Services

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	455,396	508,600	520,100	529,500
Contractual Services	32,411	53,700	56,400	57,200
Commodities	998	2,800	2,800	2,800
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	488,805	565,100	579,300	589,500

Expenditures by Fund Type				
General	488,805	565,100	579,300	589,500
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	488,805	565,100	579,300	589,500



2020 Budget Summary

No major changes are planned for this area in 2020. Included in Contractual Services is \$12,100 for staff training and travel, \$9,500 for Westlaw access charges, \$7,100 for professional association memberships and subscriptions. Other expenses include \$1,700 for office supplies/materials, \$600 for meeting supplies, and \$500 for the replacement of small office equipment.

Administration

Department: Municipal Court

Provides accurate, timely and efficient handling of all court papers and receipts. Provides court information to the public in a prompt and courteous manner. Hears complaints alleging violations of municipal ordinances including: traffic violations, theft, possession of controlled substances, battery and property code violations.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service to the public:				
<i>Net receipts processed</i>	\$1,280,402	\$1,500,000	\$1,500,000	\$1,300,000
<i>Average Ticket Processed</i>	\$126	\$107	\$130	\$101
✓ Informational statistics:				
<i>Number of cases filed</i>	10,161	14,000	11,500	12,900

Full-Time Equivalent Positions	7.43	7.43	7.43	7.43
Judge (<i>Part Time</i>)	0.68	0.68	0.68	0.68
Court Administrator	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00
Legal/Court Assistant (<i>Regular Part Time</i>)	0.75	0.75	0.75	0.75
Court Clerk (I, II, III)	4.00	4.00	4.00	4.00

Major Program Accomplishments

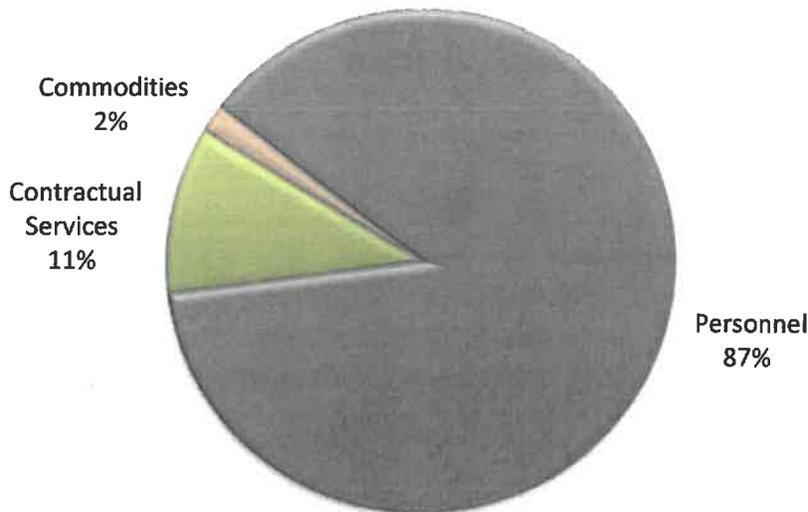
- Coordinated with the Police Department to create a new Property Disposition form and implement a new procedure processing over 2,200 forms to date.
- Finalized Court's first Warrant Purge process.
- Updated and revised the Attorney list in the Full Court system, verifying bar numbers, and other details of attorneys practicing in Leawood's municipal court.

Administration

Department: Municipal Court

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	537,953	609,600	611,300	642,700
Contractual Services	43,862	78,100	79,300	79,300
Commodities	3,985	12,400	12,400	13,400
Capital	-	-	25,000	-
Debt Service	-	-	-	-
Grand Total	585,800	700,100	728,000	735,400

Expenditures by Fund Type				
General	585,800	700,100	703,000	735,400
Special Revenue	-	-	-	-
Capital	-	-	25,000	-
Debt	-	-	-	-
Grand Total	585,800	700,100	728,000	735,400



2020 Budget Summary

The majority of spending in this program is for personnel expenses. Included in Contractual Services is \$28,200 to provide a public defender; \$16,800 for monthly REJIS system user charges and credit card fees; \$5,000 for the printing of forms; \$12,600 for staff training and travel; \$10,000 for court interpreters; and \$1,200 for telephone expense. A total of \$11,300 is planned for office supplies/materials, \$1,600 for meeting materials and replacement of small expendable equipment. Capital in 2019 will replace the Automated Fingerprint Imaging system used in Municipal Court.

Department: Community Development

Programs: Administration and Planning

Guides Leawood's growth and protects community assets by planning for sustainability through various phases of growth. Ensures building safety and development compliance. Evaluates all residential and commercial zoning, special use, site plan and plat applications. Other responsibilities include annual review of the comprehensive plan, monitoring compliance with adopted ordinances and writing of new ordinances.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Informational statistics:				
<i>Board of Zoning Appeals Cases</i>	61	35	50	50
<i>Planning Commission meetings</i>	18	20	20	20
<i>No. of development applications</i>	78	75	75	75
Full-Time Equivalent Positions	5.00	5.00	5.00	5.00
Community Development Director	1.00	1.00	1.00	1.00
Planning Official	1.00	1.00	1.00	1.00
Planner (I, II)	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00

Major Program Accomplishments

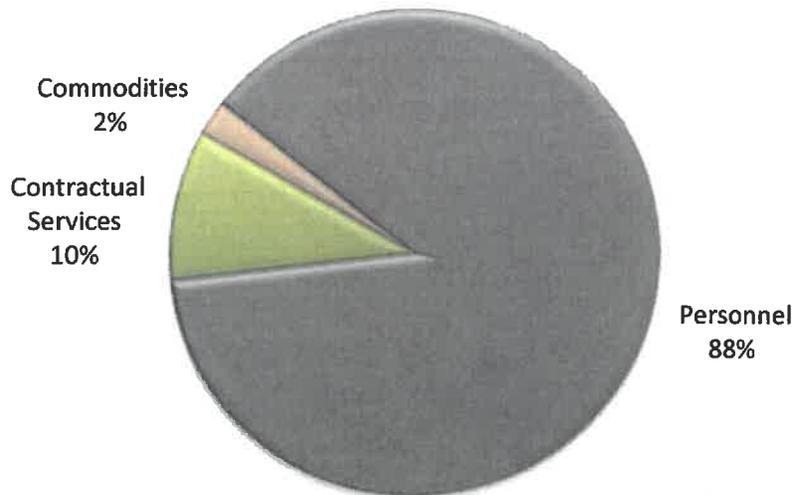
- Updated the City's Comprehensive Plan with a new format and graphics.
- Created a new Access database to internally track projects.
- Development of a spreadsheet to track bulk regulations within developments.
- Added "Sketch-Up" software to help illustrate developments (mixed-use).

Department: Community Development

Programs: Administration and Planning

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	520,382	595,600	623,700	631,600
Contractual Services	30,952	69,800	72,200	72,200
Commodities	10,283	16,600	16,600	16,600
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	561,617	682,000	712,500	720,400

Expenditures by Fund Type				
General	561,617	682,000	712,500	720,400
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	561,617	682,000	712,500	720,400



2020 Budget Summary

This presentation includes the programs of Community Development Administration and Planning. Planned expenditures in Contractual Services are \$31,000 for outside professional services to be used as needed; \$22,800 for staff and Planning Commission training/travel and professional memberships; \$17,000 for contractual services such as transcribing, outside scanning of documents and monthly fees associated with credit card payments for fees. Within Commodities is \$9,000 for Planning Commission and BZA meeting expenses; and \$7,600 for office supplies.

Department: Community Development

Programs: Codes and Neighborhood Services

Ensures building safety and development compliance. Protects residential and commercial infrastructure through inspections, enforcement of building codes, and enforcement of the property maintenance code.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Ensure building safety and development compliance:				
<i>Neighborhood inspections per employee</i>	1,195	2,000	2,000	1,667
<i>Code inspections performed</i>	10,712	8,500	8,500	10,000
<i>% inspections on time</i>	100%	100%	100%	100%
✓ Informational statistics:				
<i>No. of Certificates of Occupancy</i>	128	125	125	125
<i>Number of Massage Licenses</i>	71	70	70	70
<i>Licensed single-family rentals</i>	141	140	140	140
<i>Licensed apartment rentals (Units)</i>	916	1,200	1,200	1,000
<i>Court cases initiated</i>	53	80	80	70
<i>No. of One & Two Family Permits</i>	57	20	20	50
<i>No. of Other Permits</i>	139	150	150	150
<i>Construction Valuation Cost</i>	\$150,327,397	\$125,000,000	\$125,000,000	\$125,000,000
Full-Time Equivalent Positions	9.00	9.00	9.00	9.00
Code Enforcement Officer (I, II, III)	3.00	3.00	3.00	3.00
Building Official	1.00	1.00	1.00	1.00
Building Inspector, Senior	1.00	1.00	1.00	1.00
Building Inspector (I, II)	2.00	2.00	2.00	2.00
Permit Technician II	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	1.00

Major Program Accomplishments

- Staff held position of Treasurer in Kansas City Metro Permit Technicians Association.
- Staff on Board of Directors of the Kansas City Metro ICC Chapter.
- Staff members maintain ICC certifications in Residential Electrical, Commercial Mechanical, Disaster Assessment and Erosion Control.

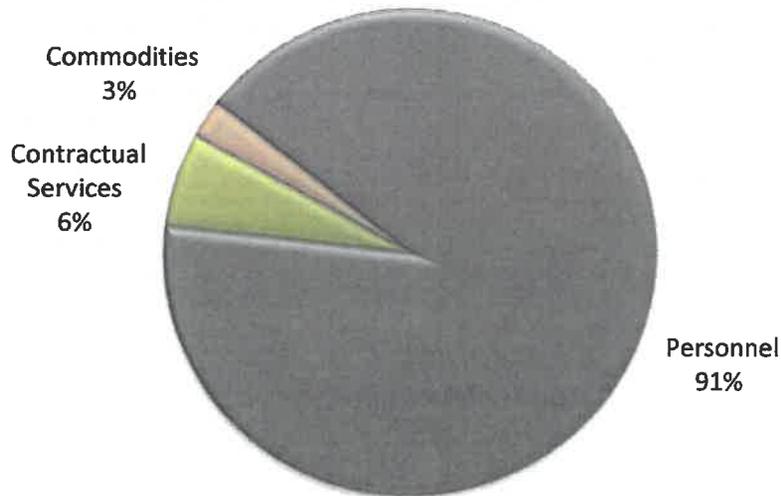
Department: Community Development

Programs: Codes and Neighborhood Services

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	833,906	891,100	920,100	963,100
Contractual Services	58,115	65,800	65,800	65,800
Commodities	14,537	24,800	25,800	26,800
Capital	48,074	25,000	25,000	-
Debt Service	-	-	-	-
Grand Total	954,632	1,006,700	1,036,700	1,055,700

Expenditures by Fund Type

General	906,558	981,700	1,011,700	1,055,700
Special Revenue	-	-	-	-
Capital	48,074	25,000	25,000	-
Debt	-	-	-	-
Grand Total	954,632	1,006,700	1,036,700	1,055,700



2020 Budget Summary

This presentation combines the Neighborhood Services and Code Enforcement programs. Included within Contractual Services is \$20,000 to contract the mowing of vacant/abandoned properties and nuisance removal expense; \$15,000 for scanning of permits/plans; \$10,900 for staff training/travel/professional memberships; \$8,000 for monthly credit card fees; and \$5,900 for communication expenses. Commodities reflects budget for gasoline and vehicle maintenance for City assigned vehicles of \$17,000; materials and supplies of \$5,000; and employee uniforms of \$2,300. Capital will replace one SUV in 2019.

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"

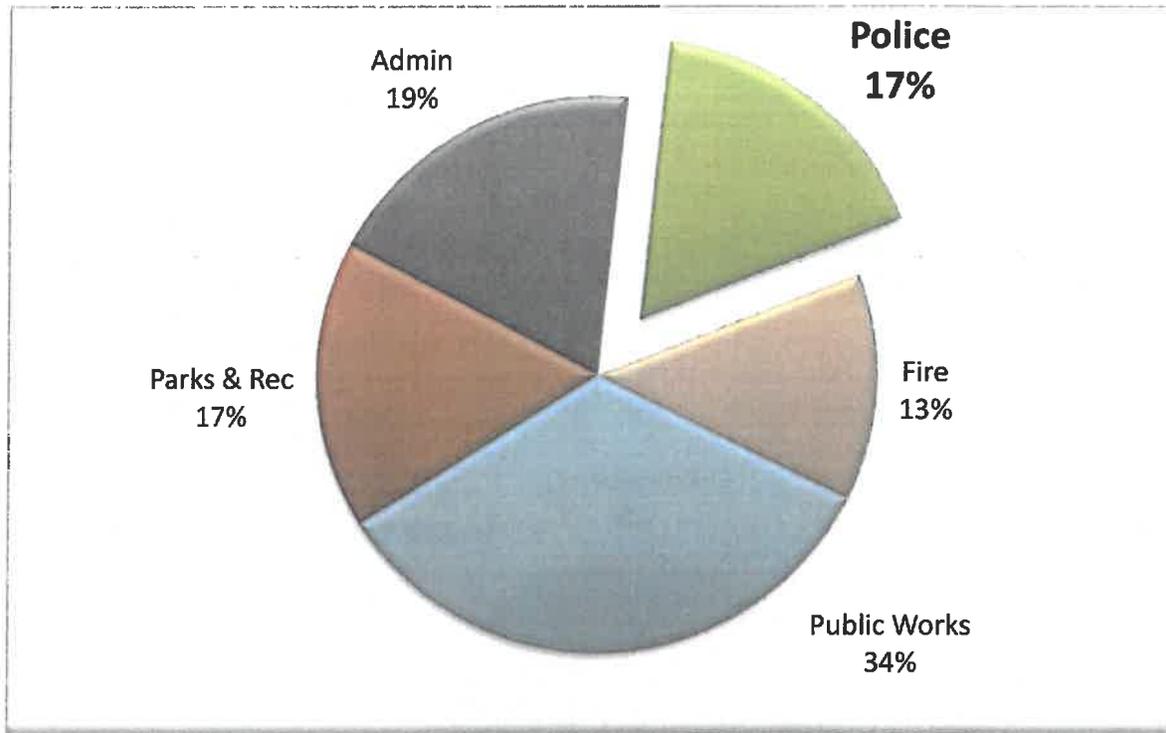


Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

POLICE

Budget: \$11.6M Positions: 84.23



Council Priorities

To protect Leawood residents, visitors and businesses by providing quality police and homeland security services.

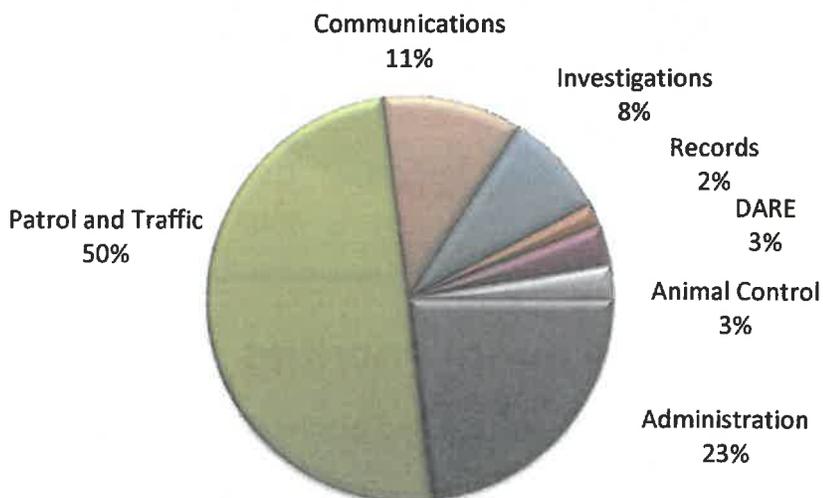
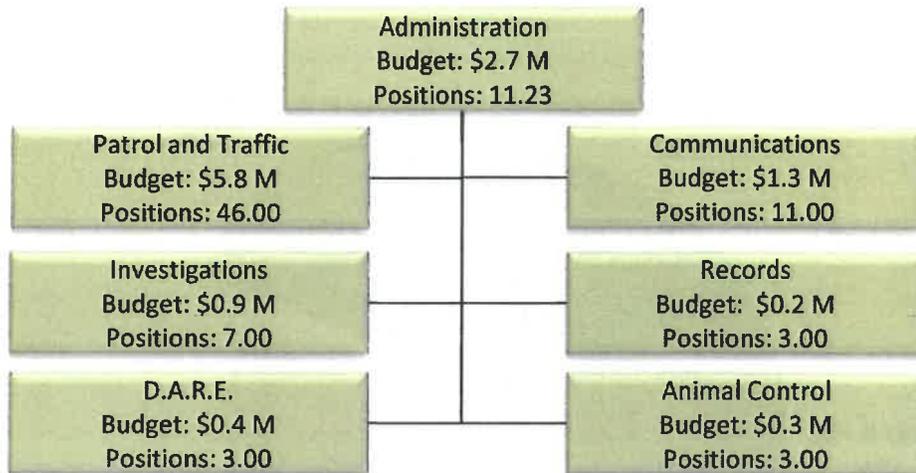
To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

Governing Body Goals For 2021-2025

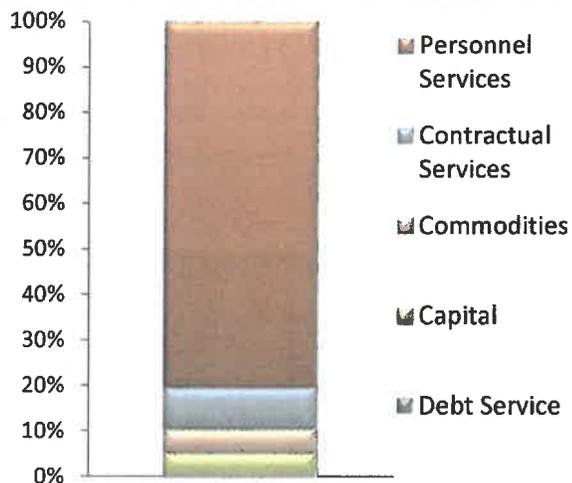
- *Evaluate pedestrian traffic management at Cure of Ars with Prairie Village and Cure of Ars [2018].*
- *Complete main routes to schools [2017].*
- *Continue to protect Leawood residents, visitors and businesses by providing quality police and homeland security services.*

POLICE

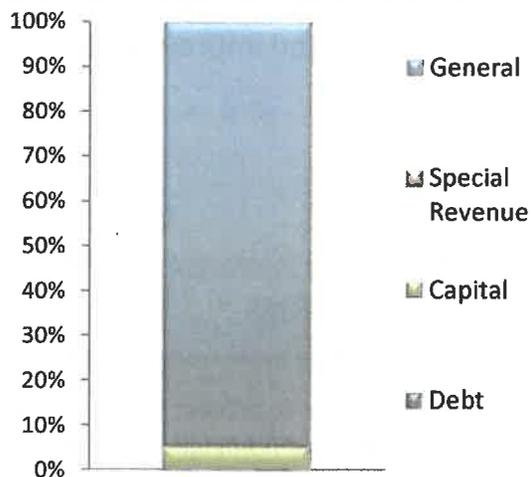
Budget: \$11.6M Positions: 84.23



By Character



By Fund Type



POLICE

Budget: \$11.6M Positions: 84.23

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Expenditures by Program				
Administration	2,413,710	2,636,400	2,735,200	2,690,500
Patrol and Traffic	4,583,351	5,612,700	5,431,700	5,798,600
Communications	1,123,816	1,270,200	1,256,800	1,287,400
Investigations	943,333	964,000	885,300	971,800
Records	164,815	194,900	192,900	206,900
DARE	376,376	358,600	377,800	379,500
Animal Control	283,265	332,800	326,800	309,600
Total	\$9,888,666	\$11,369,600	\$11,206,500	\$11,644,300

Expenditures by Character				
Personnel Services	8,197,524	9,377,300	9,099,600	9,377,200
Contractual Services	721,770	1,052,400	1,061,500	1,057,200
Commodities	404,781	577,400	610,400	614,400
Capital	564,591	362,500	435,000	595,500
Debt Service	-	-	-	-
Total	\$9,888,666	\$11,369,600	\$11,206,500	\$11,644,300

Expenditures by Fund Type				
General	9,323,450	11,000,200	10,756,500	11,036,000
Special Revenue	625	6,900	15,000	12,800
Capital	564,591	362,500	435,000	595,500
Debt	-	-	-	-
Total	\$9,888,666	\$11,369,600	\$11,206,500	\$11,644,300

Full-Time Equivalents	84.23	84.23	84.23	84.23
<i>Commissioned Officers</i>	<i>61.00</i>	<i>61.00</i>	<i>62.00</i>	<i>62.00</i>

Exhibit: Revenue by Program				
Alarm Fees	68,202	25,000	6,000	6,000
Animal Control/Shelter Fees	1,565	2,700	1,500	1,500
Dare/SRO Reimbursement	247,000	252,000	252,000	257,000
School Resource Fees	61,065	30,000	50,000	50,000
Total	\$377,832	\$309,700	\$309,500	\$314,500

Department: Police

Program: Administration

Develops and implements departmental policy, provides management controls over departmental functions, and is the focal point for interaction with other departments, schools, and community.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service to citizens:				
<i>Budgeted cost per citizen</i>	\$282	\$322	\$318	\$328
<i>Citizens per Commissioned Officer</i>	575	578	569	572
<i>Alarm fee revenue</i>	\$68,202	\$25,000	\$6,000	\$6,000
✓ Effectively manage the increasing calls for service impacting the organization:				
<i>Overtime as a % of regular salaries</i>	9%	9%	10%	10%
<i>Response time emergency calls</i>	3:15 min	3:45 min	3:45 min	3:45 min
✓ Establish a strong community presence and rapport with residents:				
<i>% respondents satisfied</i>	76.0%	80.0%	80.0%	80.0%
✓ Develop executive staff by promoting a team environment, collaboration, and open communication:				
<i>% employees receiving training or professional development</i>	100.0%	100.0%	100.0%	100.0%
<i>Employee turnover</i>	11	3	6	2
Full-Time Equivalent Positions	12.23	12.23	11.23	11.23
Commissioned Officers	7.00	7.00	7.00	7.00
<i>Chief of Police</i>	1.00	1.00	1.00	1.00
<i>Deputy Chief of Police (Major)</i>	1.00	1.00	0.00	0.00
<i>Police Captain</i>	2.00	2.00	3.00	3.00
<i>Police Corporal</i>	0.00	0.00	1.00	1.00
<i>Professional Standards Officer (Sergeant)</i>	1.00	1.00	1.00	1.00
<i>Police Officer</i>	2.00	2.00	1.00	1.00
Police Services Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Public Service Officer	2.00	2.00	2.00	2.00
Alarm Coordinator	1.00	1.00	0.00	0.00
Police Interns <i>(Casual/Seasonal)</i>	0.23	0.23	0.23	0.23

Major Program Accomplishments

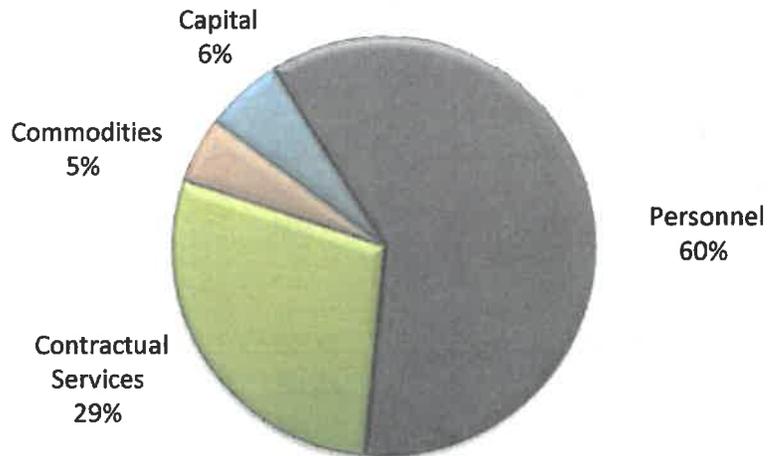
- Phased out body cam and car camera systems and transitioned to new HD quality integrated systems.
- 20% reduction in reported violent crimes.
- Further streamlined officer hiring process; reducing processing by 2 weeks. Hired 10 officers in 2018.
- Hosted 2 Citizen Academies in the same year for the first time in over 10 years.
- Average emergency response times were less than 3:30 minutes.

Department: Police

Program: Administration

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
<i>Expenditures by Character</i>				
Personnel	1,425,100	1,689,900	1,691,700	1,623,100
Contractual Services	535,869	748,000	749,000	772,400
Commodities	112,128	105,500	141,500	136,500
Capital	340,613	93,000	153,000	158,500
Debt Service	-	-	-	-
Grand Total	2,413,710	2,636,400	2,735,200	2,690,500

<i>Expenditures by Fund Type</i>				
General	2,073,097	2,543,400	2,582,200	2,532,000
Special Revenue	-	-	-	-
Capital	340,613	93,000	153,000	158,500
Debt	-	-	-	-
Grand Total	2,413,710	2,636,400	2,735,200	2,690,500



2020 Budget Summary

The 2019 Estimated Budget reflects the reclassification of the Alarm Coordinator position to a Police Officer, moved to Patrol. New in 2020 is the addition of \$24,000 to purchase additional license plate recognition cameras. Operating expenses includes \$330,000 for projected utilities and building expenses for the Justice Center; \$65,000 for school crossing guards; \$166,600 for contractual agreements and shared expenses; \$22,800 for staff training; \$75,000 for housing of prisoners at the county facility, an increase of \$25,000 from 2019; \$40,400 for law enforcement liability insurance; office supplies of \$21,800; and gasoline/vehicle maintenance of \$23,000. Capital will replace 3 Administration vehicles, UPS batteries for equipment and funds annually to replace heat pumps at the Justice Center, as needed in 2020.

Department: Police

Program: Patrol and Traffic

Provide aggressive patrol and enforcement, employ proactive policing techniques and technologies, and work in partnership with the community to reduce the potential for harm. Prevents, detects, enforces, and investigates traffic law, criminal law and city ordinance violations. Other responsibilities include field training, school programming, firearms training and maintenance, and drug investigations.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Effectively manage the increasing calls for service impacting the organization:				
<i>Total calls for service</i>	11,731	13,200	13,200	13,000
<i>Response time emergency calls</i>	3:15 min	3:45 min	3:45 min	3:45 min
<i>Total traffic citations</i>	11,122	12,900	11,500	12,900
✓ Monitor and analyze the crime rate for changing threats to the community:				
<i>Crime rate (per 1,000 citizens)</i>	29.6	24.8	26.4	26.2
<i>Part I</i>	16.8	12.8	13.6	13.5
<i>Part II</i>	12.7	12.0	12.8	12.7
✓ Promote the public's sense of security:				
<i>% of residents who feel safe in their neighborhood during the day/night</i>	83.0%	95.0%	95.0%	95.0%
✓ Reduce traffic incidents:				
<i># of traffic crashes with injuries</i>	104	110	110	100
Full-Time Equivalent Positions	45.00	45.00	46.00	46.00
Commissioned Officers	45.00	45.00	46.00	46.00
<i>Sergeant</i>	4.00	4.00	4.00	4.00
<i>Corporal</i>	4.00	4.00	3.00	3.00
<i>Police Officer (I, II, III, IV)</i>	37.00	37.00	39.00	39.00

Major Program Accomplishments

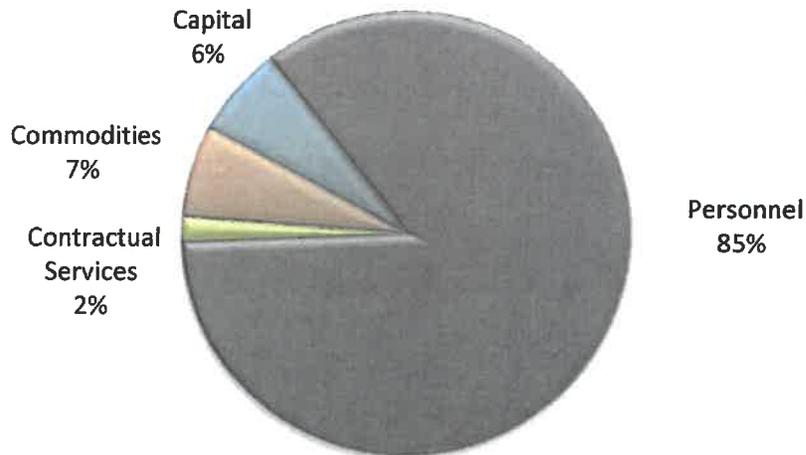
- AAA Platinum Traffic Safety Award for the fifth consecutive year.
- Number of crashes and injury crashes both declined.
- Four lifesaving events occurred in which officers received Lifesaving ribbon.
- Joined the International Association of Chiefs of Police's One-Mind campaign to further develop the department's ability to respond and assist in a mental health emergency.
- A significant reduction (-22%) in reported violent crimes.
- Training officers spent 3,912 hours in on-the-job training with new officers.

Department: Police

Program: Patrol and Traffic

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	4,066,198	4,909,300	4,660,300	4,927,600
Contractual Services	69,356	107,600	107,600	106,500
Commodities	252,829	388,300	381,800	389,500
Capital	194,968	207,500	282,000	375,000
Debt Service	-	-	-	-
Grand Total	4,583,351	5,612,700	5,431,700	5,798,600

Expenditures by Fund Type				
General	4,388,383	5,405,200	5,149,700	5,423,600
Special Revenue	-	-	-	-
Capital	194,968	207,500	282,000	375,000
Debt	-	-	-	-
Grand Total	4,583,351	5,612,700	5,431,700	5,798,600



2020 Budget Summary

The 2020 Budget includes a market adjustment of 2% to 3% for Police Officer I and II positions. Included in this presentation are both the Patrol and Traffic functions of the department. The three groups of officers in the Patrol division are on duty 24 hours a day, 7 days a week. In addition to patrol duties, members also have individual specialties. The Traffic Division consists of a select group of officers. The main goal is to insure that the streets of Leawood are safe for residents and non-residents alike. Operating expenses include \$171,000 for vehicle repairs, gasoline and supplies; \$40,600 for uniforms; \$43,800 for officer training; \$29,500 for communication devices; \$25,000 for ammunition supplies; and \$128,100 for expendable equipment. Within Capital is \$375,000 for the replacement purchase of patrol vehicles, and a motorcycle.

Department: Police

Program: Communications

Handles telecommunications for department operations including: telephone, radio, computer communications, 911 emergency service and dispatch. Relay clear, concise, and accurate instructions and information to police officers and citizens as quickly as possible.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Monitor workload to ensure adequate staffing levels:				
<i>Total calls dispatched</i>	29,680	28,000	28,000	30,000
<i>% of total calls received</i>	41.3%	34.6%	34.6%	37.0%
<i>911 calls dispatched</i>	3,813	4,000	4,000	4,000
<i>% of total calls received</i>	40.2%	36.4%	36.4%	36.4%
✓ Dispatch information within target time of 30 seconds:				
<i>Response time from time of call to dispatch (emergency calls)</i>	25.11 seconds	30.00 seconds	30.00 seconds	30.00 seconds
✓ Promote departmental teamwork to ensure efficient communication				
<i>% rating dispatch services as good or better on in-department survey</i>	80.0%	90.0%	90.0%	90.0%
Full-Time Equivalent Positions				
<i>Commissioned Officers</i>	11.00	11.00	11.00	11.00
<i>Communications Supervisor</i>	0.00	0.00	0.00	0.00
<i>Communications Officer (I, II, III)</i>	0.00	0.00	1.00	1.00
	11.00	11.00	10.00	10.00

Major Program Accomplishments

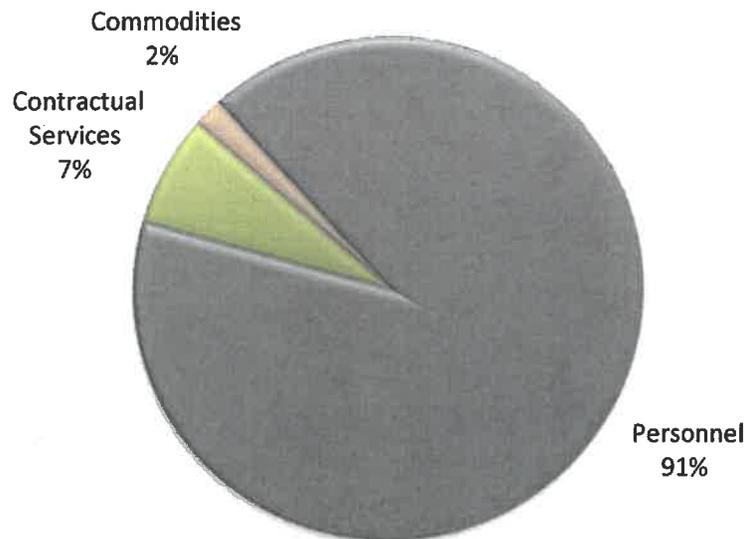
- Hired a new dispatcher.
- Increased the number of cameras/License plate readers monitored.

Department: Police

Program: Communications

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	1,063,870	1,159,000	1,145,600	1,171,700
Contractual Services	54,851	87,600	87,600	91,900
Commodities	5,095	23,600	23,600	23,800
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	1,123,816	1,270,200	1,256,800	1,287,400

Expenditures by Fund Type				
General	1,123,816	1,270,200	1,256,800	1,287,400
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	1,123,816	1,270,200	1,256,800	1,287,400



2020 Budget Summary

The 2020 Budget includes a 3% market adjustment for the Communication Officer I position. The largest proposed expenses are for personnel to perform the 9-1-1 function. Within Contractual Services is \$65,500 for the payment of interlocal and Intergraph agreements; \$2,000 for communication expense; and \$14,400 for staff training and professional memberships. Office materials and supplies of \$9,100, the purchase of staff uniforms of \$7,200, and equipment maintenance expenses of \$7,500 are shown in Commodities.

Department: Police

Program: Investigations

Investigates all reported crimes. Duties include: processing of crime scenes, collecting and preserving evidence, interviewing suspects and witnesses, conducting line-ups, securing and executing search and arrest warrants, and assisting with local, state and federal investigations. The primary goal is to maintain a high case clearance rate and to conduct impartial investigations that ensure the rights of all individuals.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Effectively manage caseloads to facilitate a high crime clearance rate:				
# of cases investigated	1,038	900	900	900
Part I	591	450	450	450
Part II	447	450	450	450
# of cases per officer	173	150	150	150
Part I	99	75	75	75
Part II	75	75	75	75
Active cases cleared	173	240	240	240
Number of Cases put in Case Mgmt	471	450	450	450

Full-Time Equivalent Positions	7.00	7.00	7.00	7.00
Commissioned Officers	6.00	6.00	6.00	6.00
Investigations Sergeant	1.00	1.00	1.00	1.00
Police Officer (Detective)	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00

Major Program Accomplishments

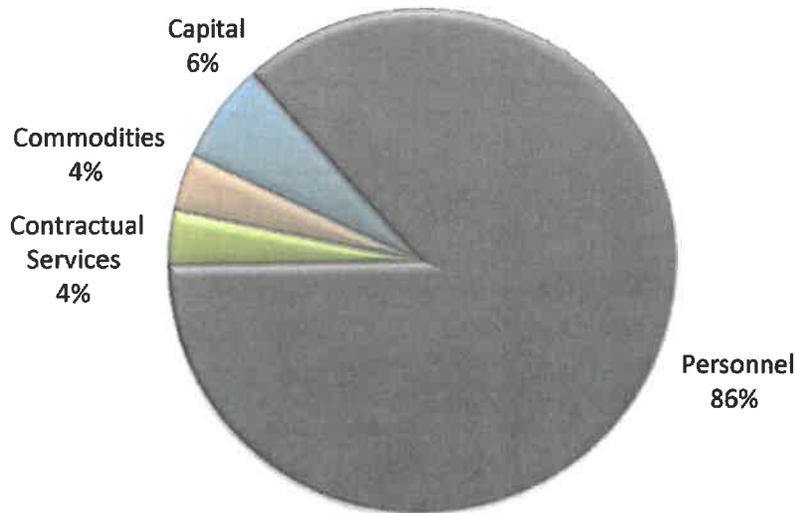
- Investigated and resolved shooting incident at the Church of the Resurrection.
- Completed 27 pre-employment background investigations.
- Two Detectives became certified for the Metro Squad.
- The unit assisted in all of the County's officer involved shooting incidents.
- One Detective earned Force Science certification.
- Suspects involved with the South American Theft Group (SATG) were apprehended/prosecuted.

Department: Police

Program: Investigations

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	878,657	839,000	810,700	839,700
Contractual Services	13,669	29,200	37,300	34,300
Commodities	21,997	33,800	37,300	35,800
Capital	29,010	62,000	-	62,000
Debt Service	-	-	-	-
Grand Total	943,333	964,000	885,300	971,800

Expenditures by Fund Type				
General	913,698	895,100	870,300	897,000
Special Revenue	625	6,900	15,000	12,800
Capital	29,010	62,000	-	62,000
Debt	-	-	-	-
Grand Total	943,333	964,000	885,300	971,800



2020 Budget Summary

Within Contractual Services is \$6,500 for communication devices; \$7,100 for staff training; and \$4,500 for outside professional services. Included in Commodities is \$6,500 for the purchase of uniforms, \$7,700 for office supplies/materials, \$2,000 for vehicle repairs and \$18,000 for gasoline. Capital reflects the replacement purchase of 2 vehicles in 2020. Also shown in this program is an estimated \$27,800, combined in 2019 and 2020, within the Special Law Enforcement Trust fund. These represent the City's portion of controlled substance investigation forfeitures which must be used only for law enforcement purposes.

Department: Police

Program: Records

Manages department records pertaining to criminal history information as provided for in State law. Provides accurate, timely, and properly submitted reports to local, state and federal offices.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Ensure timely submission of reports through appropriate workloads:				
<i>Case mgmt entries, total processed:</i>	11,010	10,000	10,000	10,000
<i>Case mgmt entries per employee</i>	3,670	3,333	3,333	3,333
<i>Accident reports processed</i>	724	750	750	750
<i>Arrest reports processed</i>	1,128	1,100	1,100	1,200
Full-Time Equivalent Positions	3.0	3.0	3.0	3.0
<i>Commissioned Officers</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>
Records Specialist	3.0	3.0	3.0	3.0

Major Program Accomplishments

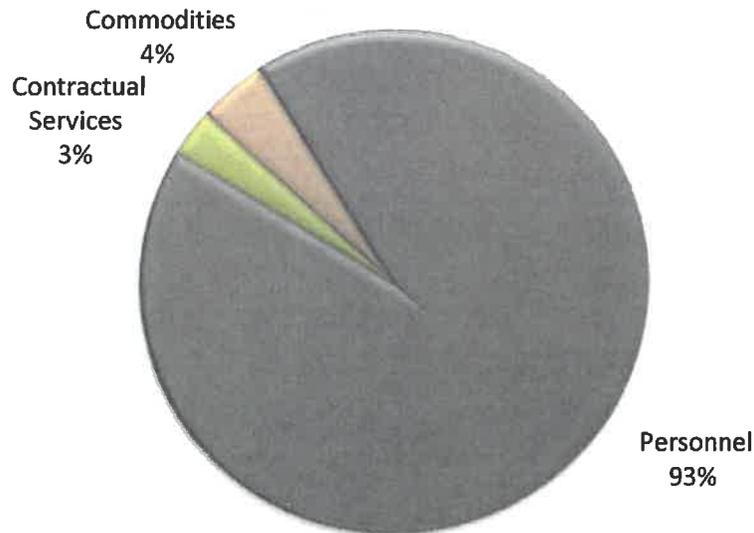
- Prepared for NICHE Records Management System transition.
- Implemented the Tyler Cashiering system.
- Processed over 200 Open Records/Discovery requests.
- Received REJIS/Trustwave/NCIC certification.

Department: Police

Program: Records

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	162,202	180,700	178,700	191,500
Contractual Services	280	4,600	4,600	6,200
Commodities	2,333	9,600	9,600	9,200
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	164,815	194,900	192,900	206,900

Expenditures by Fund Type				
General	164,815	194,900	192,900	206,900
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	164,815	194,900	192,900	206,900



2020 Budget Summary

There are no major changes to this program in 2020. Funds have been budgeted in Contractual Services to provide for leased equipment and owned equipment repairs of \$500, printing of forms of \$2,000, and \$3,200 for staff training/travel and professional memberships. Computer and office supplies of \$7,200, and uniform expense of \$2,000 are included in Commodities.

Department: Police

Program: D.A.R.E.

Presents the DARE program in City elementary and middle schools. Officers make a variety of safety presentations to community groups with emphasis on empowering citizens to reduce crime. Ensures a safe school environment through proactive efforts in education, outreach and enforcement. This program includes grants to local drug prevention and rehabilitation programs.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Promote safety through education and outreach efforts:				
# of children receiving DARE	2,162	2,100	2,100	2,100
# of children completing DARE	301	300	300	300
✓ Promote safety through enforcement efforts:				
Cases initiated during SRO service	48	30	30	30
Hours of SRO Service	2,844	2,700	2,700	2,700
✓ Use of City funds:				
Portion of the sub-program funded by the Alcohol Tax	66%	70%	67%	68%
✓ Provide efficient service:				
Program revenue	\$308,065	\$282,000	\$302,000	\$307,000
Full-Time Equivalent Positions				
Commissioned Officers	3.00	3.00	3.00	3.00
DARE Officer	1.00	1.00	1.00	1.00
School Resource Officer (SRO)	2.00	2.00	2.00	2.00

Major Program Accomplishments

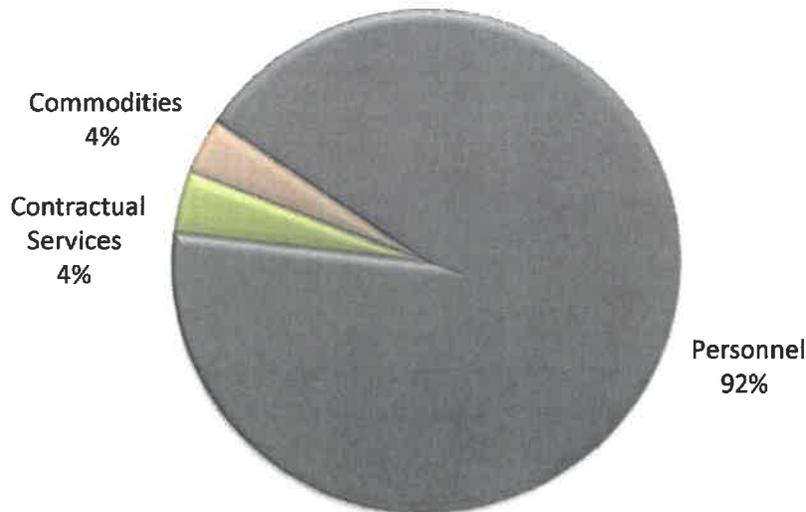
- Seatbelts are for Everyone (SAFE) driver course presented at Leawood Middle School.
- Science, Technology, Engineering, Arts, Mathematics (STEAM) program introduced.
- Peer pressure presentations given in all schools.
- Conflict management information was presented in all schools.

Department: Police

Program: D.A.R.E.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	370,552	334,400	353,600	350,800
Contractual Services	1,499	14,100	14,100	15,100
Commodities	4,325	10,100	10,100	13,600
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	376,376	358,600	377,800	379,500

Expenditures by Fund Type				
General	376,376	358,600	377,800	379,500
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	376,376	358,600	377,800	379,500



2020 Budget Summary

Operating expenses within this program remain fairly constant from year to year and primarily include the purchase of D.A.R.E. supplies and training for the officers. A portion of this program's expense is covered by a transfer from the Special Alcohol Fund. Additionally, a reimbursement is received from the Blue Valley School District for the SRO Officer working in that particular district. Operating expenses include printing of program materials of \$6,000, officer training/travel and professional memberships of \$6,000, DARE materials and supplies of \$8,600, communication of \$2,100 and \$1,500 for uniforms.

Department: Police

Program: Animal Control

Maintain a safe environment for citizens, domestic animals, and wildlife through cost-efficient methods. Enforces the City's animal codes, investigates reported cases of animal cruelty and neglect, relocates wild animals through humane trapping and returns pets to citizens.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service and charge appropriate fees:				
<i>Cost recovery on boarding strays</i>	4%	8%	50%	50%
<i>Animal impound fees</i>	\$1,565	\$3,000	\$1,500	\$1,500
<i>Animal Impound fees, daily</i>	\$35	\$45	\$75	\$75
<i># of animal control calls</i>	1,284	1,200	1,200	1,300
<i># of Loose Animals Captured</i>	217	200	200	225
Full-Time Equivalent Positions				
<i>Commissioned Officers</i>	0.00	0.00	0.00	0.00
Animal Control Officer	3.00	3.00	3.00	3.00

Major Program Accomplishments

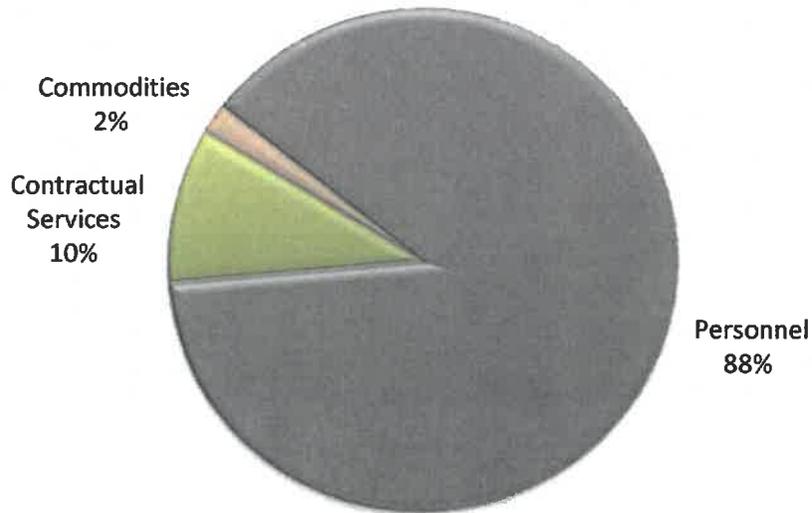
- Implementation of a Career Development program.
- Provided administrative support for Hurricane Florence relief.
- Chemical capture training for Kansas Animal Control Officer conference.
- Participated in community outreach efforts - Boy Scout presentations and Bark in the Park.

Department: Police

Program: Animal Control

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	230,945	265,000	259,000	272,800
Contractual Services	46,246	61,300	61,300	30,800
Commodities	6,074	6,500	6,500	6,000
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	283,265	332,800	326,800	309,600

Expenditures by Fund Type				
General	283,265	332,800	326,800	309,600
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	283,265	332,800	326,800	309,600



2020 Budget Summary

In previous years, \$36,000 was included for the boarding of stray animals. Beginning in 2019, any recovered stray animals will be taken to Great Plains SPCA, where the cost to board the animals is estimated to be \$3,000 annually. Other operating expenses include: \$10,000 annually for wildlife control; \$2,300 for the "Barktober Fest" event; \$3,800 for disposal fees; \$1,000 for rabies testing; \$8,400 for officer training/travel and memberships; \$3,500 for office, medical and veterinary supplies; \$1,500 for uniforms; and \$1,000 for vehicle repairs/parts.

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"

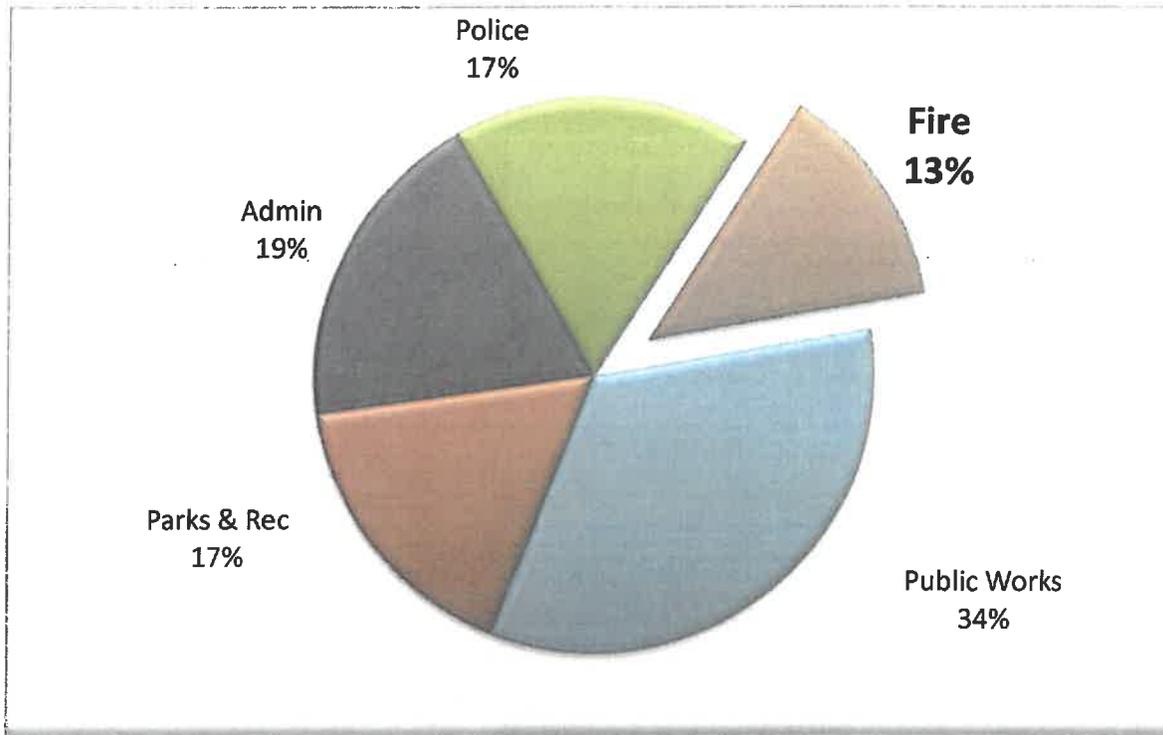


Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

FIRE

Budget: \$8.8M Positions: 54.49



Council Priorities

To protect and preserve life and property through excellence in training, community risk management, emergency preparedness and rapid emergency services response.

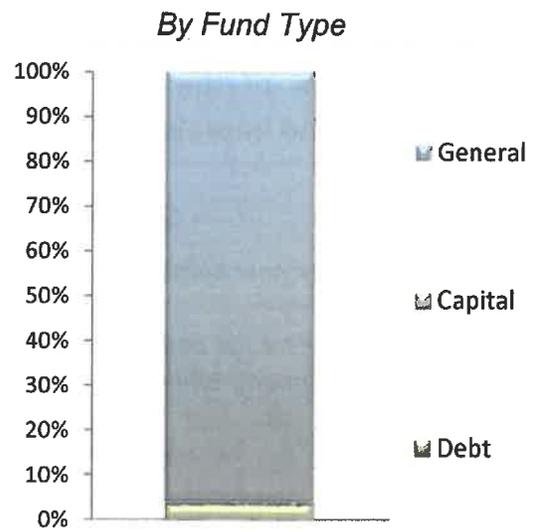
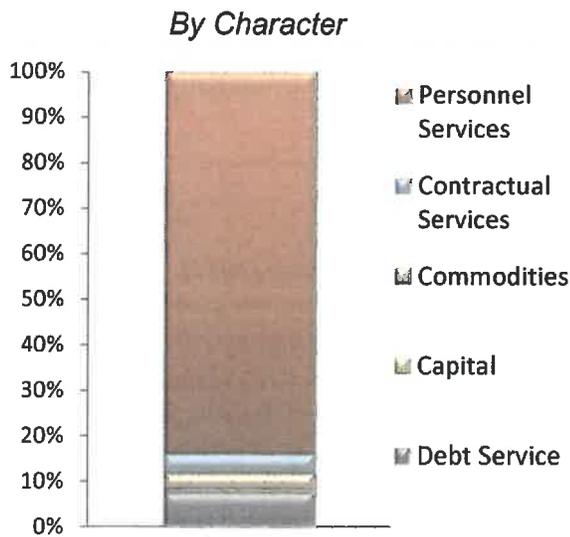
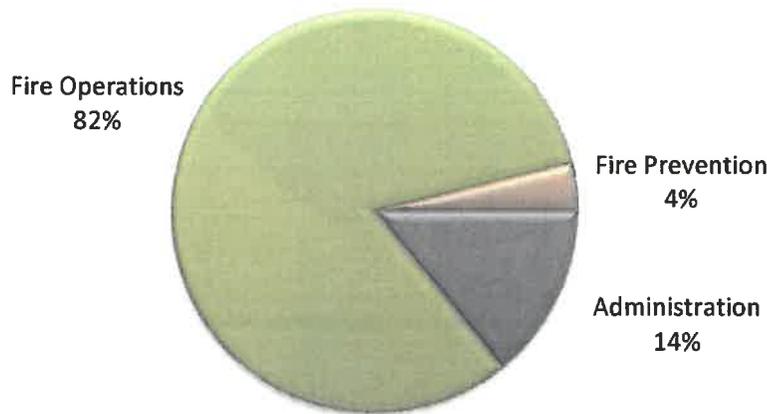
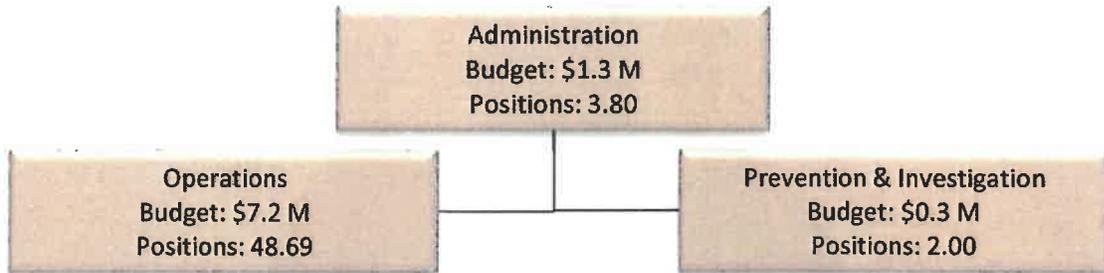
To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

Governing Body Goals For 2021-2025

- Evaluate new home building codes with other Johnson County cities [2017].
- To preserve life and property through excellence in training, community risk management, emergency preparedness and rapid emergency services response.

FIRE

Budget: \$8.8M Positions: 54.49



FIRE

Budget: \$8.8M Positions: 54.49

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Expenditures by Program				
Administration	1,431,525	1,235,107	1,290,207	1,246,435
Fire Operations	6,217,270	6,758,900	7,005,900	7,190,000
Fire Prevention	257,260	303,600	299,800	335,000
Total	\$7,906,055	\$8,297,607	\$8,595,907	\$8,771,435

Expenditures by Character				
Personnel Services	6,479,122	7,016,500	7,148,700	7,379,800
Contractual Services	281,912	353,000	352,800	373,300
Commodities	149,853	311,000	317,000	302,900
Capital	400,570	49,000	209,300	61,000
Debt Service	594,598	568,107	568,107	654,435
Total	\$7,906,055	\$8,297,607	\$8,595,907	\$8,771,435

Expenditures by Fund Type				
General	7,182,752	7,952,500	8,090,500	8,432,400
Special Revenue	-	-	-	-
Capital	400,570	49,000	209,300	61,000
Debt	322,733	296,107	296,107	278,035
Total	\$7,906,055	\$8,297,607	\$8,595,907	\$8,771,435

Full-Time Equivalents	53.49	54.49	54.49	54.49
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Department: Fire

Program: Administration

Oversee the Fire Operations and Fire Prevention programs. Administers training programs to ensure local, State, and Federal standards are met in fire and EMS services; Emergency Preparedness; and hazardous materials response. Maintenance of storm warning sirens; emergency operations plans; and coordination of the training and response necessary for the City of Leawood employees and elected officials to work effectively together and with outside agencies, in a major emergency or disaster.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient fire and EMS service to the citizens of Leawood:				
<i>Budgeted cost per citizen</i>	\$225	\$235	\$244	\$247
<i>Citizens per Firefighter</i>	656	647	647	651
✓ Ensure quality service by maintaining adequate staffing & training levels:				
<i>Training hours per month per Firefighter/EMT</i>	19	23	23	23
<i>Overtime as a % of regular salaries</i>	7%	8%	8%	8%
<i>Employee turnover</i>	0	0	0	0
✓ Maintain emergency preparedness:				
<i>Number of warning sirens</i>	11	11	11	11
<i>Number of siren tests performed</i>	13	12	13	13
<i>% of tested in working condition</i>	100%	100%	100%	100%
Full-Time Equivalent Positions				
Fire Chief	3.80	3.80	3.80	3.80
Deputy Fire Chief - Admin	1.00	1.00	1.00	1.00
Deputy Fire Chief - Operations	1.00	1.00	1.00	1.00
Administrative Assistant	0.80	0.80	0.80	0.80

Major Program Accomplishments

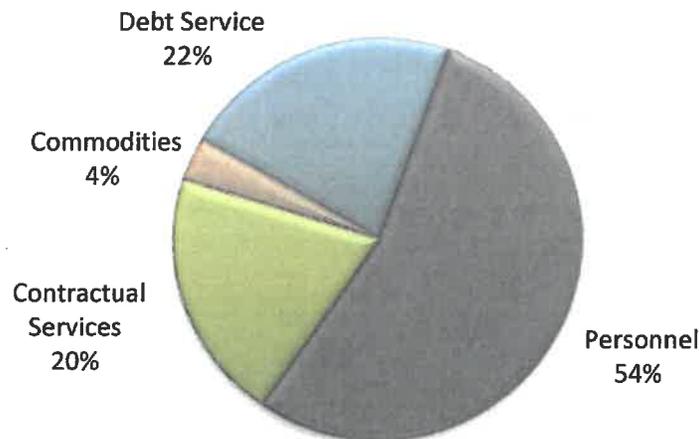
- Completed annual reporting requirement to the Commission on Fire Accreditation International.
- Maintained ISO Class 1 rating from the Insurance Services Office.
- Conducted live burn training at the Southern Platte Fire Protection District training center.
- Hosted 8th annual international French intern from the University of Bordeaux.
- Participated in the annual HOA Sustainability Summit.
- Conducted CPR or CPR/AED/First Aid classes for 628 students; Installed 111 child/infant car seats.
- Completed Fire/Police/Public Works/Park tornado tabletop exercise.
- City-wide participation in Johnson County "Civil Unrest" full-scale exercise.
- Siren replaced by Brookwood Elementary with a solar powered siren.
- Established a department Peer Support Program and sent 5 Peer Support personnel to training.
- Developed a post-fire decontamination policy to help reduce occupational hazards related to cancer.

Department: Fire

Program: Administration

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	587,508	645,400	676,000	675,000
Contractual Services	190,716	237,000	236,800	250,300
Commodities	39,585	56,600	56,600	43,100
Capital	290,983	-	24,700	-
Debt Service	322,733	296,107	296,107	278,035
Grand Total	1,431,525	1,235,107	1,290,207	1,246,435

Expenditures by Fund Type				
General	817,809	939,000	969,400	968,400
Special Revenue	-	-	-	-
Capital	290,983	-	24,700	-
Debt	322,733	296,107	296,107	278,035
Grand Total	1,431,525	1,235,107	1,290,207	1,246,435



2020 Budget Summary

New in 2020 is the addition of \$4,000 annually for professional credentialing which helps with personal career progression for Fire employees. Planned expenses within Contractual Services in 2020 includes: \$81,000 for utility and building operating expense for the fire station buildings; \$30,000 for building/ground repairs; \$37,400 for training and travel for staff and various fire association memberships; \$7,500 for telephone/communication; \$12,000 for the City's share of the countywide Medical Director; \$13,200 for the Re-Accreditation peer team visit and attendance at the IAFC FRI conference in 2020; and \$35,000 for exterior painting of Fire Stations #2 and #3. Shown is \$17,000 to replace furniture and appliances at the fire stations; \$3,000 for sponsored meeting expenses; and \$1,000 for building and ground supplies for the fire stations. No capital purchases are planned in 2020. Debt reflects the annual principal and interest payments due on Fire Stations #2 and #3; paid in full in 2024 and 2021, respectively.

Department: Fire

Program: Fire Service Operations

Provides incident response and mitigation including fire, medical, rescue and hazardous materials emergencies. Ensures readiness through training, planning, inspections, and maintenance. Public services including non-emergency calls for service, public education, child and infant car seat installation, and smoke detector support. Efficiency is now tracked using time response data at the 90th percentile allowing for the inclusion of almost all data except for extreme outliers that skew workable results. This method replaced averages that only look at roughly half the data. Effective Response Force includes all units necessary to mitigate the overall incident.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Respond to emergencies within				
<i>Turnout Times, All Calls (90th %)</i>	1:30	1:30	1:30	1:30
<i>Emergency Calls Lights & Sirens, 1st Unit</i>				
<i>Travel Time (90th %)</i>	5:25	5:40	5:40	5:40
<i>Total Response Time (90th %)</i>	7:13	7:10	7:10	7:10
<i>Effective Response Force Time (90th %)</i>	10:23	10:30	10:30	10:30
✓ Total Number of fire incidents	3,337	3,500	3,600	3,800
<i>Fire Incidents</i>	72	100	100	100
<i>EMS Incidents</i>	2,266	2,500	2,500	2,700
<i>Other Calls/Rescue/Haz-Mat</i>	999	900	1,000	1,000

Full-Time Equivalent Positions	47.69	48.69	48.69	48.69
Battalion Chief	3.00	3.00	3.00	3.00
Captain	9.00	9.00	9.00	9.00
Lieutenant	3.00	3.00	3.00	3.00
Firefighter (I, II, III, Master)	32.00	33.00	33.00	33.00
Part-Time Firefighter (<i>Seasonal/Casual</i>)	0.69	0.69	0.69	0.69

Major Program Accomplishments

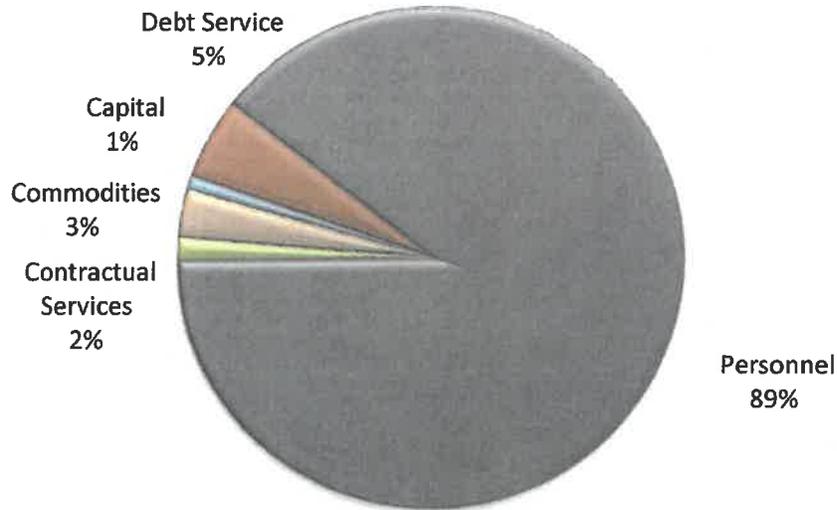
- First cardiac arrest save by a Leawood Paramedic in 2018.
- Two additional firefighters started paramedic training.
- Conducted 289 public events (tours, visits, education, reading program, block parties, etc.).
- Placed specialized decontamination materials on apparatus to facilitate more proactive post-fire fire decon practices towards cancer risk reduction efforts.
- Delivered Fire Safety training to approximately 2,500 students.
- Tested/certified fire hose, ladders and equipment to industry standards.
- Sent 5 personnel for Peer Support Team training.
- Participated in live fire evolutions at South Platte FD Training Tower.

Department: Fire

Program: Fire Service Operations

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	5,652,247	6,097,800	6,203,200	6,422,500
Contractual Services	79,166	98,100	98,100	105,100
Commodities	104,405	242,000	248,000	225,000
Capital	109,587	49,000	184,600	61,000
Debt Service	271,865	272,000	272,000	376,400
Grand Total	6,217,270	6,758,900	7,005,900	7,190,000

Expenditures by Fund Type				
General	6,107,683	6,709,900	6,821,300	7,129,000
Special Revenue	-	-	-	-
Capital	109,587	49,000	184,600	61,000
Debt	-	-	-	-
Grand Total	6,217,270	6,758,900	7,005,900	7,190,000



2020 Budget Summary

Operating expenses include: \$37,100 for firefighter training; \$20,000 for communication; \$43,000 for uniforms; \$113,000 for gasoline, vehicle & equipment maintenance supplies/service; \$108,500 for the replacement of expendable equipment items such as training manuals/books, fire hose, and extrication, rescue, SCBA, CERT and communication equipment. Capital reflects \$21,000 to replace an ATV emergency response/rescue unit, and \$40,000 for the replacement of a storm warning siren. Included in Debt Service is the lease payment for the two fire pumpers purchased in 2011, the platform truck received in 2017, and the Quint replaced in 2019, with the first payment beginning in 2020.

Department: Fire

Program: Prevention and Investigation

Enforce fire prevention codes and fire safety standards by coordinating inspections; reviewing construction plans; hydrant location and fire/EMS apparatus access; conducting fire cause and arson investigations and providing public safety education. Minimize community risk by reducing fire incidents through cost-effective prevention methods.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Reduce fire incidents:				
<i>Total Fire incidents per 1,000 citizens</i>	95	99	102	107
✓ Maintain fire protection standards in city buildings:				
<i>Number of inspections</i>	1,037	1,000	1,100	1,000
<i>% of Apt/Comm Bldgs Inspected</i>	100%	100%	100%	100%
<i>Number of building plans reviewed</i>	192	110	150	150
Full-Time Equivalent Positions				
Fire Marshal	2.00	2.00	2.00	2.00
Fire Prevention Specialist	1.00	1.00	1.00	1.00

Major Program Accomplishments

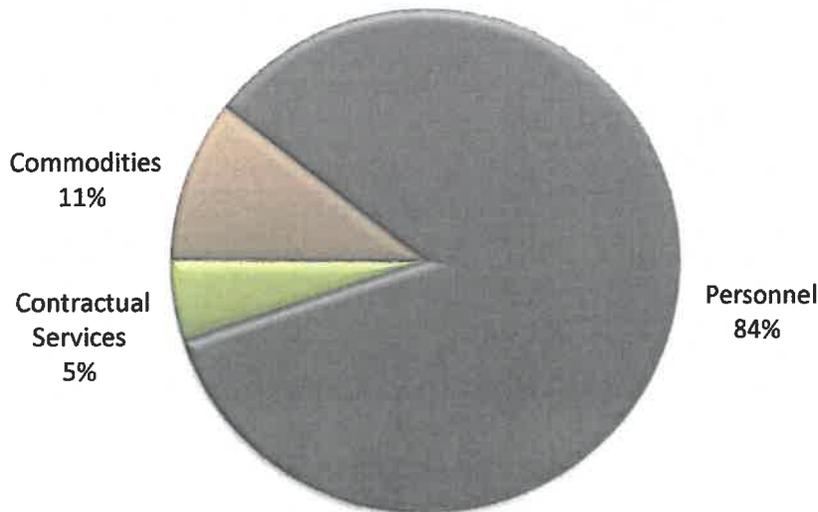
- Assisted with 289 Public Education/Relations Events.
- Performed 1,037 building inspections.
- Reviewed 192 new construction plans.
- Issued 6 special permits.
- Completed 75 residential smoke alarm assists.

Department: Fire

Program: Prevention and Investigation

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	239,367	273,300	269,500	282,300
Contractual Services	12,030	17,900	17,900	17,900
Commodities	5,863	12,400	12,400	34,800
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	257,260	303,600	299,800	335,000

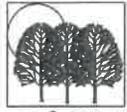
Expenditures by Fund Type				
General	257,260	303,600	299,800	335,000
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	257,260	303,600	299,800	335,000



2020 Budget Summary

New to this program in 2020 is \$20,000 to purchase an inflatable Safety House & a Fire Prevention robot to be used for public education for school age children. Contractual Services includes \$11,700 for staff training and travel, \$4,000 for communication devices, and \$2,000 for dues and memberships to association organizations. A total of \$6,000 is included for the purchase of prevention and arson related books & supplies, \$3,000 for uniforms, and \$4,500 for the replacement purchase of a computer workstation and fire gear/equipment.

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"



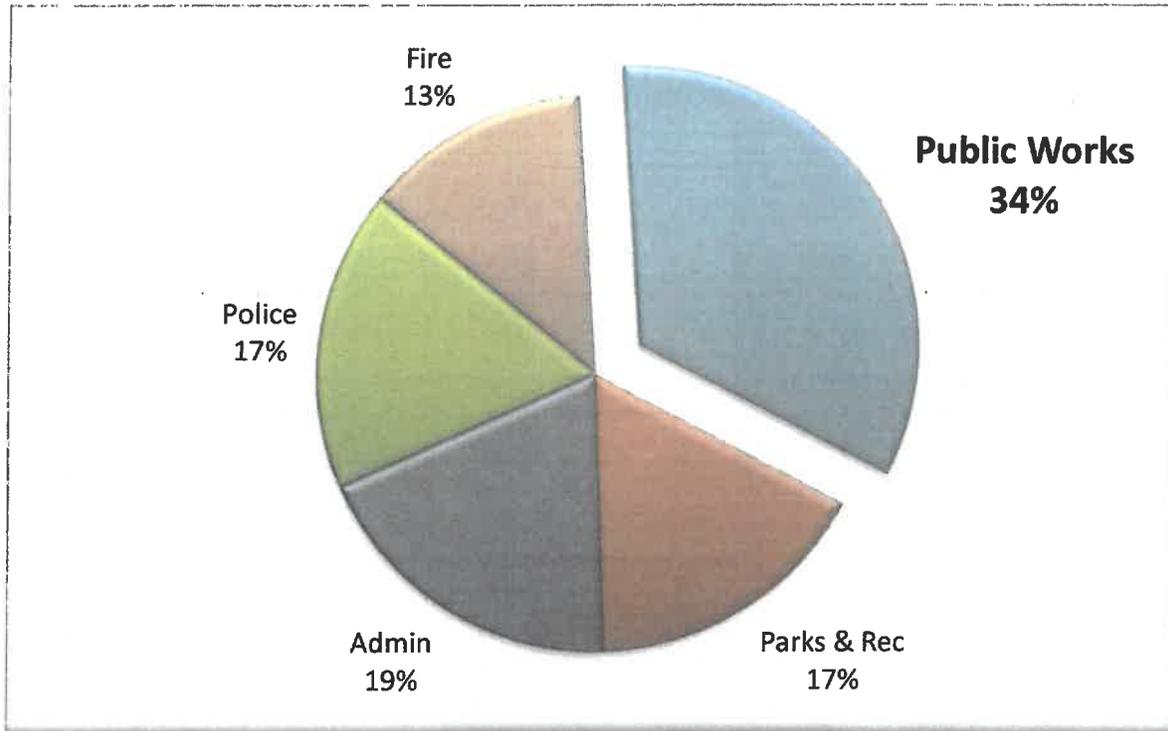
Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

*2020 Annual Budget
City of Leawood, Kansas*

PUBLIC WORKS

Budget: \$22.5M · Positions: 49.71



Council Priorities

To maintain the current infrastructure and to provide the highest quality new improvements where economic benefits clearly justify new investment.

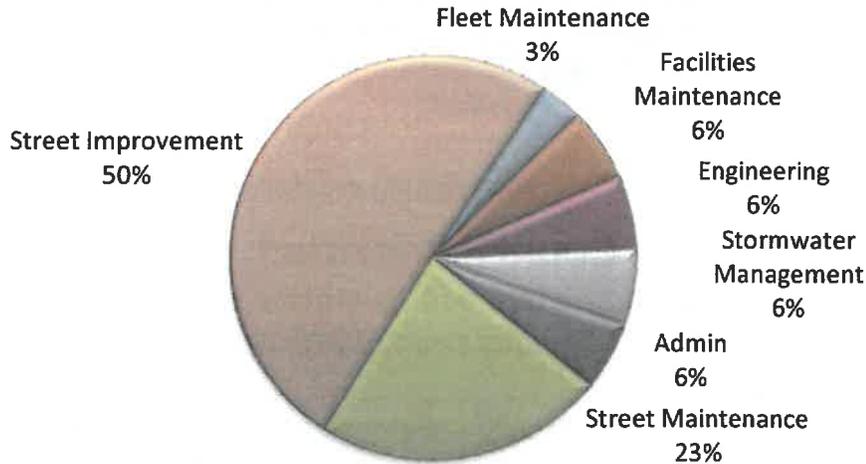
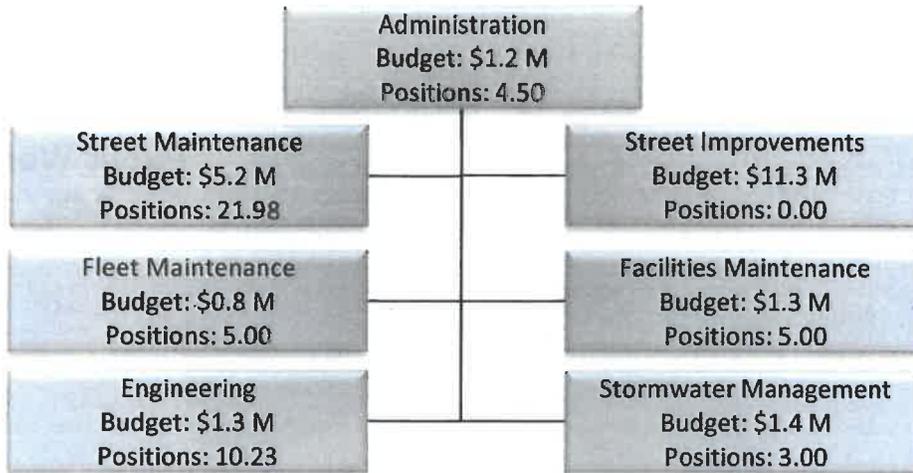
To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

Governing Body Goals For 2021-2025

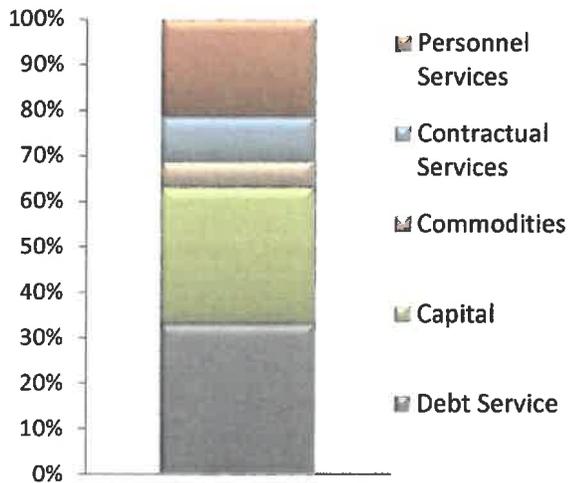
- *Integrate upgrades and new improvements to City's trail system from Roe Ave to Tomahawk Creek Pkwy and pedestrian crossing through median [2018].*
- *Feasibility of installing signage at City entrances, including I-435 Highway east and westbound on City property [2018].*
- *Cure of Ars streets and sidewalk improvement [2017].*
- *Evaluate pedestrian traffic management at Cure of Ars with Prairie Village and Cure of Ars [2018].*
- *Develop strategy for undergrounding of power lines [2018].*
- *Incentivize private sector for LEED-certified criteria [2019].*

PUBLIC WORKS

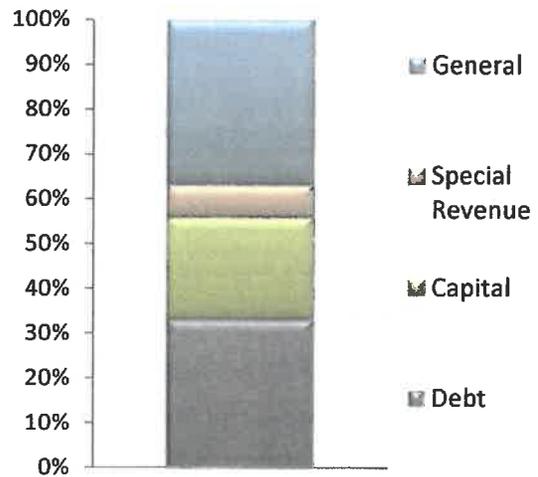
Budget: \$22.5M Positions: 49.71



By Character



By Fund Type



PUBLIC WORKS

Budget: \$22.5M Positions: 49.71

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
<i>Expenditures by Program</i>				
Administration	1,106,198	1,256,900	1,411,564	1,246,350
Street Maintenance	3,058,072	5,226,700	5,167,800	5,190,000
Street Improvement	8,801,559	10,816,628	13,824,464	11,327,834
Fleet Maintenance	586,318	856,900	707,600	750,100
Facilities Maintenance	1,208,881	1,273,100	2,131,700	1,297,000
Engineering	913,525	1,209,600	1,334,200	1,313,400
Stormwater Management	840,626	2,776,416	5,164,016	1,347,713
Total	\$16,515,179	\$23,416,244	\$29,741,344	\$22,472,397

<i>Expenditures by Character</i>				
Personnel Services	4,089,050	4,740,300	4,773,700	4,839,100
Contractual Services	1,429,806	2,144,800	2,366,900	2,169,100
Commodities	692,850	1,266,300	1,283,200	1,278,600
Capital	2,280,229	7,384,000	13,510,500	6,764,300
Debt Service	8,023,244	7,880,844	7,807,044	7,421,297
Total	\$16,515,179	\$23,416,244	\$29,741,344	\$22,472,397

<i>Expenditures by Fund Type</i>				
General	6,211,706	8,151,400	8,423,800	8,286,800
Special Revenue	1,263,438	1,573,000	1,759,800	1,620,300
Capital	1,016,791	5,811,000	11,750,700	5,144,000
Debt	8,023,244	7,880,844	7,807,044	7,421,297
Total	\$16,515,179	\$23,416,244	\$29,741,344	\$22,472,397

Full-Time Equivalents	49.71	49.71	49.71	49.71
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<i>Exhibit: Revenue by Program</i>				
County Participation				
Streets	-	887,500	2,279,000	1,200,000
Stormwater	35,727	1,425,000	2,844,150	-
Engineering (Inspection Fees)	163,046	110,000	110,000	110,000
Special Assessments	1,635,144	1,718,531	1,718,531	1,583,803
Total	1,833,917	4,141,031	6,951,681	2,893,803

Department: Public Works

Program: Administration

Administration provides management controls over departmental functions to meet the infrastructure needs of the community through effective coordination of City and local resources with efficient use of current equipment and technology. Responsibilities include setting policies, administering contracts and inter-local agreements, billing for all divisions and reimbursement from other city, county, and state agencies.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Efficiently respond to infrastructure demands of the City:				
<i>Budgeted cost per citizen</i>	\$471	\$664	\$843	\$634
% of 1/8 sales tax funding:				
<i>streets</i>	54%	54%	53%	51%
<i>stormwater</i>	46%	46%	47%	49%
✓ Effectively manage the increasing calls for service impacting the organization:				
<i>Overtime as a % of regular salaries</i>	1%	3%	3%	3%
<i>Professional service contracts</i>	80	85	85	90
✓ Develop staff by promoting a team environment, collaboration, and open communication:				
% employees maintaining professional certifications	63.0%	63.0%	63.0%	63.0%
Employee turnover	3	5	5	3
Full-Time Equivalent Positions	4.50	4.50	4.50	4.50
Public Works Director	1.00	1.00	1.00	1.00
Manager-Admin Services	1.00	1.00	1.00	1.00
Contract Administrator	1.00	1.00	1.00	1.00
Administrative Assistant (<i>Regular PT</i>)	1.50	1.50	1.50	1.50

Major Program Accomplishments

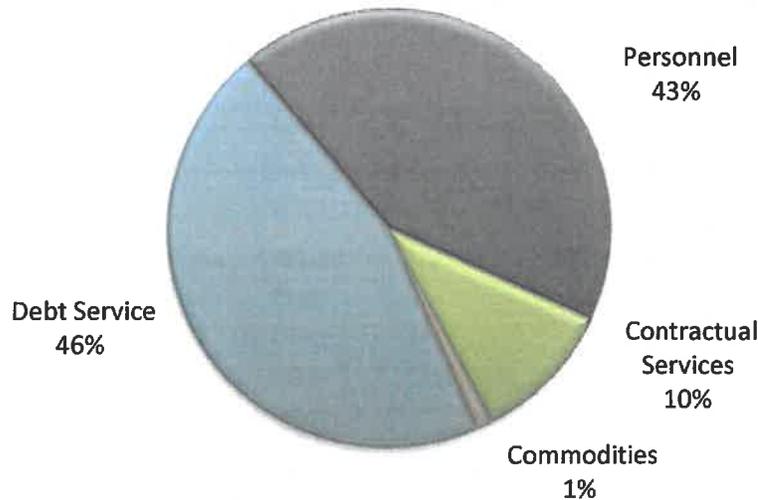
- Completed the design of the 143rd Street, Phase II project.
- Successfully hired a City Engineer.
- Received C.A.R.S. funding from Johnson County for the City's Arterial overlay program.
- Received SMAC funding from Johnson County for the storm repair projects.
- Oversight of over 80 contracts.
- Continued work with the Fire Department on the FEMA Flood of 2017.
- Processed 519 Right-of-Way permits.
- Began construction on the Public Works Maintenance Facility expansion.

Department: Public Works

Program: Administration

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	459,645	515,600	521,100	535,200
Contractual Services	61,289	114,400	294,400	129,400
Commodities	6,878	17,000	17,000	15,000
Capital	-	-	-	-
Debt Service	578,386	609,900	579,064	566,750
Grand Total	1,106,198	1,256,900	1,411,564	1,246,350

Expenditures by Fund Type				
General	527,812	647,000	832,500	679,600
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	578,386	609,900	579,064	566,750
Grand Total	1,106,198	1,256,900	1,411,564	1,246,350



2020 Budget Summary

New to this program, beginning in 2020, is the addition of \$15,000 annually for tree debris clean-up. After the 2019 winter storms, approximately \$180,000 was included for debris clean-up. Contractual Services includes \$29,000 for the bi-annual inspection of City bridges, \$14,000 for scanning services, \$14,500 for professional services to be used as needed, \$12,000 for operation green light, \$14,000 to update the traffic model and GASB streets/stormwater, \$16,600 for staffing training/travel/professional memberships, and \$5,800 for communication services. Planned Commodities expenses are \$9,400 for office and equipment supplies, \$4,400 for meeting expense, and \$400 to replace various office equipment. Debt Service represents the payment due on the Public Works facility building and land, which will be paid in 2023.

Department: Public Works

Program: Street Maintenance

Maintains and repairs all City infrastructure including: streets, curbs, sidewalks, storm drains, signs, pavement markings, and right of ways. Other responsibilities include street sweeping, snow removal, traffic counts, temporary no parking signs and response to action center requests.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide timely maintenance for streets and related infrastructure by applying cost effective treatments:				
<i>Maintenance exp's per lane mile</i>	\$6,751	\$11,538	\$11,408	\$11,457
<i>Cost per foot of sidewalk replacement*</i>	\$102.00	\$44.00	\$44.00	\$102.00
<i>Cost per foot of curb replacement*</i>	\$78.00	\$37.00	\$37.00	\$78.00
<i>Street sweeping exp's per capita</i>	\$3.41	\$1.80	\$1.80	\$3.40
✓ Maintain a safe and functional street system:				
<i>Avg. work days to repair a pothole</i>	1	1	1	1
<i>Cost per pothole repair*</i>	\$18.37	\$11.00	\$11.00	\$18.00
<i>Snow & ice control budget per capita</i>	\$5.90	\$11.25	\$11.25	\$11.25
✓ Maintain attractive streets and reduce pollution:				
<i>Annual avg sweepings per lane mile</i>	6	8	8	12
<i>Cost per curb mile swept**</i>	\$42.44	\$21.25	\$21.25	\$42.00
<i>Debris diverted from watershed (tons)</i>	680	1,600	1,600	2,000

* Calculation now includes equipment cost and crew leader entries; resulting in increased accuracy but higher costs.

** Higher due to increased usage of the sweeper to clean inlets.

Full-Time Equivalent Positions	21.98	21.98	21.98	21.98
Superintendent of Public Works	1.00	1.00	1.00	1.00
Supervisor-PW Operations	1.00	1.00	1.00	1.00
Asset Mgmt Manager	1.00	1.00	1.00	1.00
Crew Leader (I, II)	3.00	3.00	3.00	3.00
PW Specialists (I,II,III,IV)	6.00	6.00	7.00	7.00
PW Maintenance Worker (I, II)	9.00	9.00	8.00	8.00
Administrative Assistant (Regular PT)	0.75	0.75	0.75	0.75
Summer Intern (<i>Seasonal/Casual</i>)	0.23	0.23	0.23	0.23

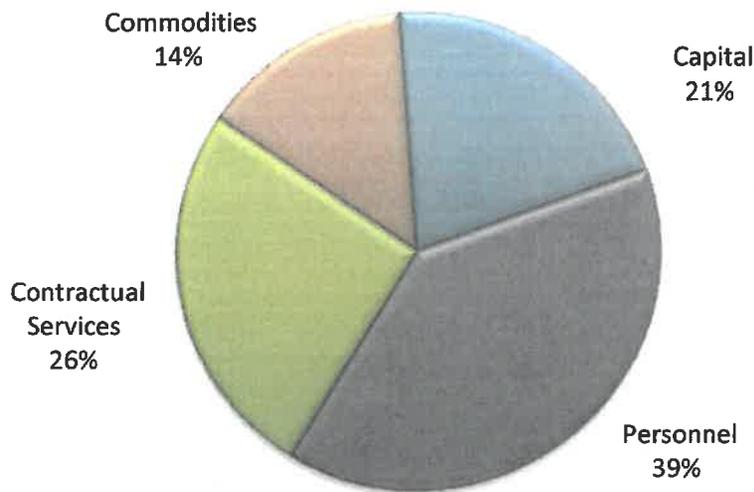
Major Program Accomplishments

- Mill and overlay of several large patches on Mission/135th Street and Overbrook Rd.
- Placed over 1,200 temporary no parking signs.
- Rebuild 3 cul-de-sacs and 1 island.
- Replaced several blocks of sidewalks at 151st Street/Nall Ave.

Department: Public Works
Program: Street Maintenance

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	1,713,061	1,939,800	2,005,900	2,040,700
Contractual Services	897,429	1,329,400	1,329,400	1,330,400
Commodities	327,227	731,500	731,500	744,900
Capital	120,355	1,226,000	1,101,000	1,074,000
Debt Service	-	-	-	-
Grand Total	3,058,072	5,226,700	5,167,800	5,190,000

Expenditures by Fund Type				
General	2,937,717	4,000,700	4,066,800	4,116,000
Special Revenue	-	-	-	-
Capital	120,355	1,226,000	1,101,000	1,074,000
Debt	-	-	-	-
Grand Total	3,058,072	5,226,700	5,167,800	5,190,000



2020 Budget Summary

New in 2020 is \$190,000 for the purchase of a covered brine system and saddle tanks for the trucks. Within Contractual Services, \$660,000 is included for streetlight electricity service, \$413,000 for streetlight maintenance, \$78,400 for construction debris removal, pavement striping, and vehicle monitoring support; \$17,000 for telephone/communication and \$82,000 for utilities. Commodities reflects \$477,000 for street repair materials such as concrete, asphalt, sod, signs and paint, \$233,000 for snow removal supplies; and \$12,100 for planned replacement of expendable equipment. Capital purchases include: the first year of a 3-year program to replace streetlights on State Line from 103rd to N city limits; the replacement of two dump truck bodies, a case wheel loader, a brush leaf vac, a paint striper, a utility trailer, the brine system, and a lease/rental program for skid steer loaders.

Department: Public Works

Program: Street Improvements

Maintains and repairs arterial, collector, and residential streets. Includes the Accelerated Street Reconstruction Program and the Residential Street Program.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Manage a street system which is safe, well-maintained and visually pleasing:				
<i>Overall average PCI all lane miles</i>	81.4	78.0	78.0	78.0
<i>% maintained at minimum 70 PCI:</i>				
<i>residential (122.8 CL)</i>	84.6%	75.0%	75.0%	75.0%
<i>arterial (45.9 CL)</i>	70.0%	63.0%	63.0%	63.0%
<i>collector (32.9 CL)</i>	75.2%	70.0%	70.0%	70.0%
✓ Effectively manage replacement costs:				
<i>Cost per lane mile</i>	\$19,429	\$23,878	\$30,518	\$25,006
<i>County participation (grants)</i>	\$0	\$887,500	\$2,279,000	\$1,200,000
Full-Time Equivalent Positions	0.00	0.00	0.00	0.00
<i>There are no positions in this program</i>				

Major Program Accomplishments

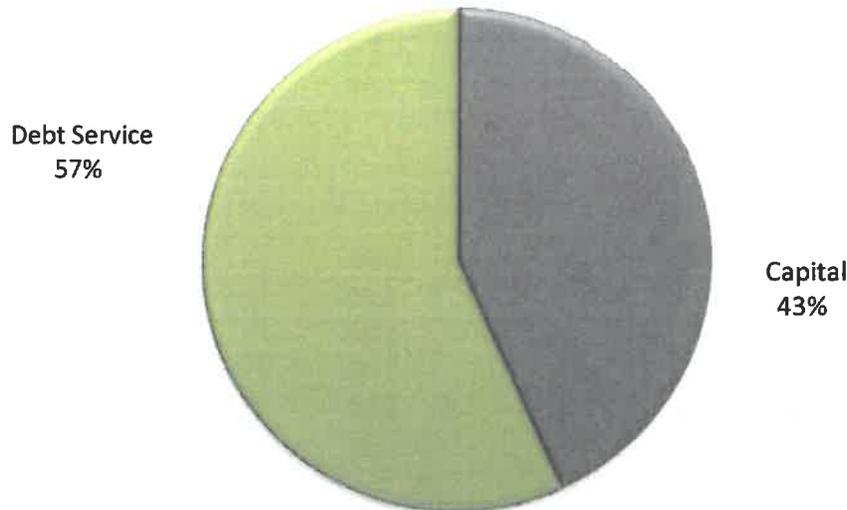
- The City's mill and overlay program completed 16 miles of residential streets within 6 subdivisions with a value of \$1.3 million.
- The Arterial program included repairs to Mission Road, north of 95th Street and sidewalk improvements between 92nd Street to Cure of Ars.

Department: Public Works

Program: Street Improvements

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	-	-	-	-
Contractual Services	-	-	-	-
Commodities	-	-	-	-
Capital	1,798,552	3,973,000	7,023,800	4,890,300
Debt Service	7,003,007	6,843,628	6,800,664	6,437,534
Grand Total	8,801,559	10,816,628	13,824,464	11,327,834

Expenditures by Fund Type				
General	-	-	-	-
Special Revenue	1,263,438	1,573,000	1,759,800	1,620,300
Capital	535,114	2,400,000	5,264,000	3,270,000
Debt	7,003,007	6,843,628	6,800,664	6,437,534
Grand Total	8,801,559	10,816,628	13,824,464	11,327,834



2020 Budget Summary

Capital in 2020 includes \$1,620,300 for the Residential Mill and Overlay program; and \$3,270,000 for the Arterial/Collector program with an estimated reimbursement of \$1,200,000 from the Johnson County C.A.R.S. program. In 2019, \$1,759,800 will provide for the Residential Mill/Overlay program; and \$5,264,000 for the Arterial/Collector program of which \$2,216,500 will be reimbursed from the C.A.R.S. program or surrounding cities. Debt Service represents the principal and interest obligations for street projects.

Department: Public Works

Program: Fleet Maintenance

Maintains and repairs vehicles and equipment for all City departments. Other responsibilities include assistance with bid specifications, vendor selections as well as administration of the vehicle replacement strategy.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Maximize equipment availability and reliability at the lowest possible costs to users				
<i>Maintenance exp. per vehicle</i>	\$4,188	\$5,290	\$4,368	\$4,630
<i>Maint. exp. per vehicle work order</i>	\$176	\$200	\$200	\$150
<i>Heavy equip. exp. per work order</i>	\$453	\$500	\$500	\$500
<i>Repair expense/mile driven, police cars</i>	\$0.13	\$0.10	\$0.10	\$0.10
<i>% repair comebacks within 2 weeks</i>	7%	8%	8%	8%
<i>Avg. fleet operational readiness</i>	83%	90%	90%	90%
<i>% autos preventative maintenance</i>	100%	100%	100%	100%
✓ Effectively manage the increasing calls for service impacting our organization:				
<i>Maint. services performed per worker</i>	431	360	360	360
<i>Average age of vehicles</i>	5.2	5.2	5.2	5.2
<i>No. of vehicles replaced per year</i>	16	17	17	17
Full-Time Equivalent Positions				
Manager - Fleet/Facilities	5.50	5.50	5.00	5.00
Fleet Maintenance Supervisor	0.50	0.50	0.00	0.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00
Fleet Technician (I,II,III)	2.00	2.00	3.00	3.00
Vehicle Electronics Technician	2.00	2.00	1.00	1.00

Major Program Accomplishments

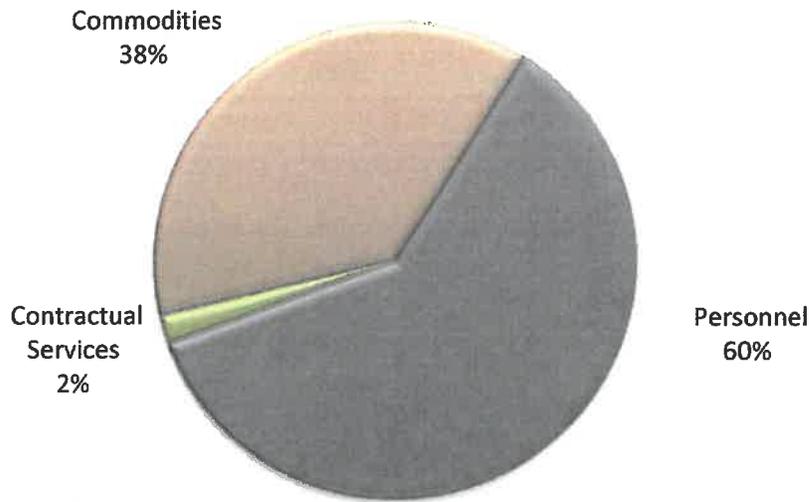
- Placed 16 replacement vehicles into service.
- Completed a total of 2,157 work orders requested for vehicle and equipment repairs.
- Performed a total of 5,179 work hours on vehicle repairs and maintenance.

Department: Public Works

Program: Fleet Maintenance

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	401,618	582,800	415,500	454,100
Contractual Services	5,718	13,800	14,900	14,100
Commodities	178,982	260,300	277,200	281,900
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	586,318	856,900	707,600	750,100

Expenditures by Fund Type				
General	586,318	856,900	707,600	750,100
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	586,318	856,900	707,600	750,100



2020 Budget Summary

The Fleet/Facilities Manager position (previously split between the two programs) will be eliminated and the position transferred to Design Engineering for a Special Projects Engineer. Planned expenses in this program involve costs to maintain the City's vehicles and equipment. Included in Contractual Services is \$4,700 for telephone usage, \$7,300 for staff training and certifications, and \$800 for trade memberships/subscriptions. The largest expense in Commodities is the purchase of unleaded and diesel gasoline for all City fleet. The purchase is made from this program and then allocated to other departments, based on usage. A total of \$143,000 is included for gasoline purchases, \$74,500 for oils, chemicals, & maintenance related materials, \$50,000 for vehicle/equipment repair parts, and \$6,000 for employee uniforms. Planned expendable equipment purchases of \$7,800 will replace a band saw, welder/generator, tire dolly and portable radios.

Department: Public Works

Program: Facilities Maintenance

Maintains and repairs all City facilities. Areas include construction, plumbing, electrical, structural, environmental and related systems. Responsibilities include general repairs, preventative maintenance, identification of deficiencies, consultation of construction projects and monitoring of outside contractors.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide facility maintenance and repair services in a timely manner at the lowest possible cost to users:				
<i>Custodial expenditures per sq.ft.</i>	\$0.14	\$0.17	\$0.17	\$0.17
<i>Utility cost* per square foot</i>	\$0.38	\$0.48	\$0.45	\$0.45
<i>Response time (in days)</i>	2.00	1.50	1.50	1.50
✓ Effectively manage the calls for service impacting our organization:				
<i>Bldg Sq. Ft. per Facility Worker</i>	57,700	57,700	57,700	57,700
<i>Request for Svc per Facility Worker</i>	553	625	625	625
<i>Average age of facilities</i>	18.00	19.00	19.00	20.00
<i>% of buildings inspected annually</i>	100%	100%	100%	100%

* Utility costs includes: electricity, natural gas, communication, trash disposal, wastewater and water.

Full-Time Equivalent Positions	5.50	5.50	5.00	5.00
Manager - Fleet/Facilities	0.50	0.50	0.00	0.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Facility Technician (I, II)	4.00	4.00	4.00	4.00

Major Program Accomplishments

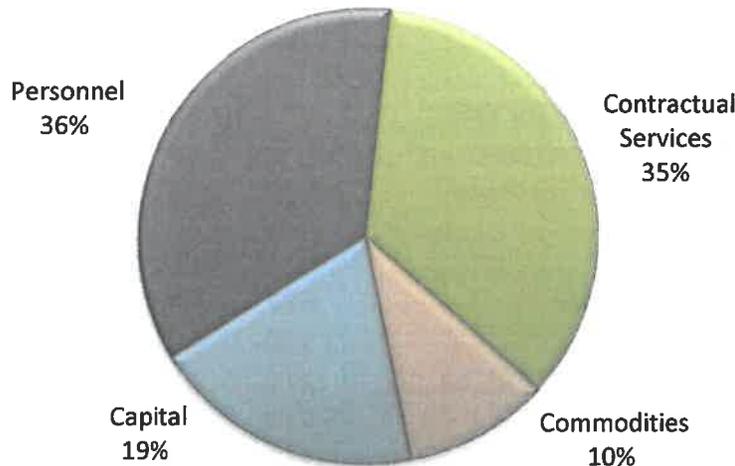
- Closed the Park Maintenance Facility at 104th Street, after the 2017 flood, for operations.
- Facilitated the replacement of the HVAC systems at Fire Stations #2 and #3.
- Facilitated shower surround replacements at Fire Station #2.
- Coordinated the completion of the caulking and repairs of the Justice Center Parking deck.
- Coordinated Ironwoods Lodge painting, PW Facility garage door painting & Planning office painting .
- Facilitated the replacement of the car wash heaters at the PW Facility.

Department: Public Works

Program: Facilities Maintenance

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	460,304	440,900	445,000	460,600
Contractual Services	346,241	448,000	489,000	456,000
Commodities	108,134	149,200	149,200	130,400
Capital	294,202	235,000	1,048,500	250,000
Debt Service	-	-	-	-
Grand Total	1,208,881	1,273,100	2,131,700	1,297,000

Expenditures by Fund Type				
General	914,679	1,038,100	1,083,200	1,047,000
Special Revenue	-	-	-	-
Capital	294,202	235,000	1,048,500	250,000
Debt	-	-	-	-
Grand Total	1,208,881	1,273,100	2,131,700	1,297,000



2020 Budget Summary

The Fleet/Facilities Manager position (previously split between the two programs) will be eliminated and the position transferred to Design Engineering for a Special Projects Engineer. Contractual Services includes \$185,500 for the payment of utilities and custodial services for City Hall and the Public Works facility. Additionally, \$107,000 is included for building maintenance services, such as pest control, HVAC/generator repairs, etc. for the City Hall and the Justice Center buildings. Within Commodities are funds for materials and equipment maintenance supplies, uniform expense and the replacement of small expendable equipment. Capital in 2019 will provide funds for the completion of the Public Works facility bay expansion, radiant shop heaters, City Hall heating boiler replacement and minor interior renovations. In 2020 Capital of \$250,000 will replace the PW Facility overhead garage doors and overlay of the parking lots at City Hall and the PW Facility.

Department: Public Works

Program: Engineering

Survey, design, inspect and schedule construction plans for streets and storm sewers. Review plats and site development plans for compliance with City criteria and industry quality standards. Provide GIS support, maintain traffic counts, coordinate street light and traffic signal updates.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Work closely with planners and contractors, utilizing best engineering practices for long-term infrastructure performance:				
% streets inspected every 2-3 years	0%	100%	100%	0%
% bridges inspected bi-annually	100%	0%	0%	100%
ROW permits issued/inspected	536	550	550	550
Public improvements by developers	\$1,000,000	\$1,500,000	\$1,500,000	\$1,000,000
✓ Provide cost effective in-house design & inspection:				
Roadway construction feet	86,000	110,000	110,000	85,000
Projects Surveyed and Designed	\$2,500,000	\$5,200,000	\$5,200,000	\$1,800,000
8% total construction/Design FTE	\$200,000	\$416,000	\$416,000	\$144,000
6% total construction/Inspect FTE	\$150,000	\$312,000	\$312,000	\$108,000
Inspection fee revenue	\$163,046	\$110,000	\$110,000	\$110,000
✓ Maintain traffic system elements for safe movement of vehicles and pedestrians:				
streetlight outages w/48 hr response	98.0%	98.0%	98.0%	98.0%
City-owned traffic signals	31	32	32	33
Full-Time Equivalent Positions	9.23	9.23	10.23	10.23
City Engineer	1.00	1.00	1.00	1.00
Engineer - Special Projects	2.00	2.00	3.00	3.00
Construction Inspector (I,II,III)	3.00	3.00	3.00	3.00
Right of Way Technician (I,II,III)	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00
Intern (Seasonal/Casual)	0.23	0.23	0.23	0.23

Major Program Accomplishments

- Completed mill/overlay of 16 miles of residential streets within 6 subdivisions, at \$1.3m.
- Began the \$3.0m Stormwater Improvement program to replace 7,900 of corrugated metal pipe.
- Began construction of the \$1.0m Public Works Facility bay expansion project.
- Completed street & sidewalk improvements along Mission Rd, N of 95th and 92nd St to Cure of Ars.
- Completed the College Blvd retaining wall replacement project at a cost of \$920,000.
- Designed and installed signage along the 10 mile North Bike Loop route.
- Worked with Bike/Walk Leawood Committee to develop the 12 mile South Bike Loop route.
- Installed 100 LED streetlight fixtures on 3 miles of arterial streets.

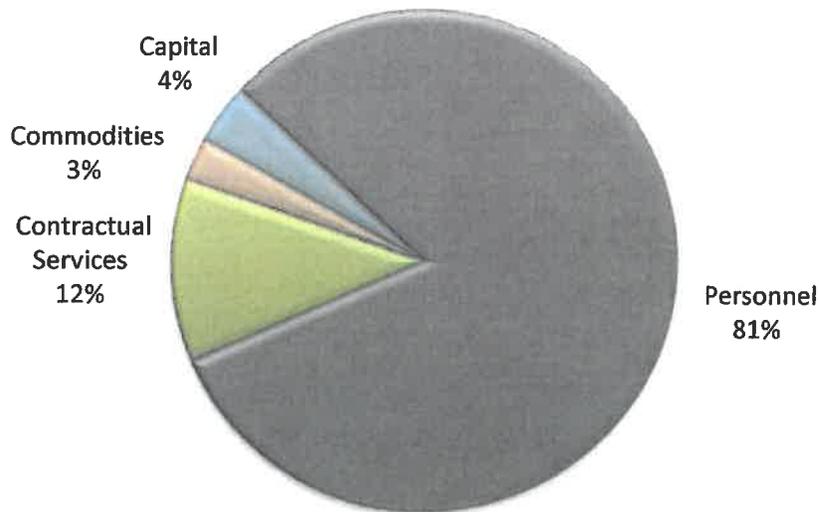
Department: Public Works

Program: Engineering

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	816,813	966,900	1,091,500	1,071,100
Contractual Services	66,851	156,000	156,000	156,000
Commodities	29,861	36,700	36,700	36,300
Capital	-	50,000	50,000	50,000
Debt Service	-	-	-	-
Grand Total	913,525	1,209,600	1,334,200	1,313,400

Expenditures by Fund Type

General	913,525	1,159,600	1,284,200	1,263,400
Special Revenue	-	-	-	-
Capital	-	50,000	50,000	50,000
Debt	-	-	-	-
Grand Total	913,525	1,209,600	1,334,200	1,313,400



2020 Budget Summary

Reflected in this presentation are both the Inspection Engineering and Design Engineering programs. New in 2019 is the transfer of a position from Fleet/Facilities to Design for a Special Projects Engineer. Contractual Services includes \$50,000 for inspection services, as needed; \$40,000 for a land survey for the Accelerated Street program; \$25,000 for outside engineering services; \$21,100 for staff training, travel and professional memberships/subscriptions; and \$9,400 for telephone usage. Commodities provides engineering supplies, computer upgrades, meeting supplies and the replacement of survey and inspection equipment. Capital includes funds to be used, as needed, for outside engineering services on large capital projects.

Department: Public Works

Program: Stormwater Management

Maintains and repairs the existing stormwater system including: pipe systems, inlets, box culverts, and designated open channels. Performs snow removal and action center duties as required.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service with maximum leverage of non-operating monies:				
<i>Total operating exp's per lineal feet</i>	\$7.06	\$8.98	\$8.99	\$8.61
<i>Stormwater grant revenue</i>	\$35,727	\$1,425,000	\$2,844,150	\$0
✓ Inspect & repair for adequate conveyance, to minimize flooding and reduce pollutant levels in stormwater runoff:				
<i>Storm sewer televising (lineal feet)</i>	46,947	50,000	50,000	50,000
<i>Total storm sewer lineal feet</i>	723,555	714,071	714,071	716,000
<i>Inspections:</i>				
<i>Structures</i>	590	600	600	600
<i>Pipe Segments</i>	432	300	300	300
<i>Out Falls</i>	200	250	250	250
<i>Maintenance:</i>				
<i>Structures</i>	28	30	30	30
<i>Pipe Segments</i>	33	20	20	20
<i>Illicit Discharges Reported</i>	2	3	3	3
Full-Time Equivalent Positions	3.00	3.00	3.00	3.00
Crewleader	1.00	1.00	1.00	1.00
PW Specialists (I,II,III,IV)	2.00	2.00	2.00	2.00

Major Program Accomplishments

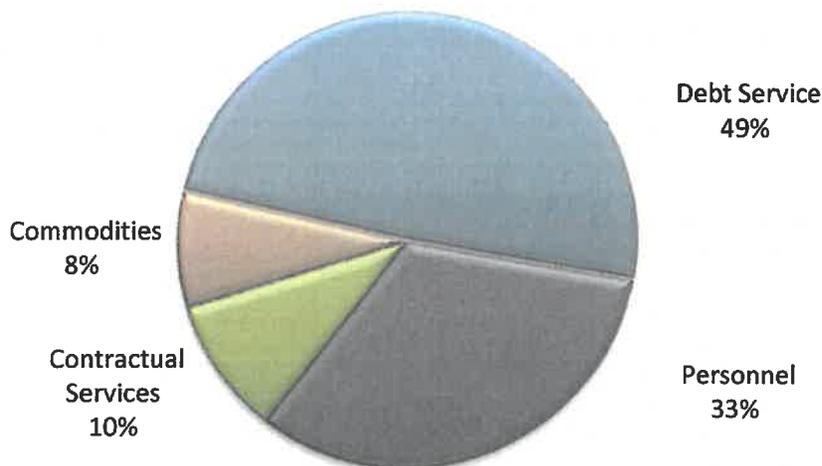
- Responded to two illicit discharge reports; one involved food waste and the site was cleaned; the other was a deer/vehicle crash involving spilled engine fluids.
- Televised 46,947 feet of storm sewer.
- Performed a total of 1,222 inspections.

Department: Public Works

Program: Stormwater Management

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	237,609	294,300	294,700	277,400
Contractual Services	52,278	83,200	83,200	83,200
Commodities	41,768	71,600	71,600	70,100
Capital	67,120	1,900,000	4,287,200	500,000
Debt Service	441,851	427,316	427,316	417,013
Grand Total	840,626	2,776,416	5,164,016	1,347,713

Expenditures by Fund Type				
General	331,655	449,100	449,500	430,700
Special Revenue	-	-	-	-
Capital	67,120	1,900,000	4,287,200	500,000
Debt	441,851	427,316	427,316	417,013
Grand Total	840,626	2,776,416	5,164,016	1,347,713



2020 Budget Summary

Contractual Services includes \$70,000 for culvert cleaning along with \$6,900 for staff training, travel and professional memberships, \$2,000 for water for the jet/vac truck and \$1,400 for staff telephones. Reflected in Commodities is \$61,000 to purchase building materials (concrete, pipe, rock, sand), camera parts/supplies, safety equipment, and \$2,700 for uniforms. PAYG Capital expense in 2020 will provide for a portion of repairs in the N of I-435/Mission Farms area, some of which may be reimbursed. In 2019, five storm projects are planned including completion of the Waterford storm and Patrician Woods storm projects, 75% reimbursed with SMAC funds; engineering of the N of I-435/Mission Farms project; 12600 Roe RCB improvements; and a joint stormwater project with Prairie Village, KS. Annual payments due on completed debt-financed stormwater projects is shown in Debt.

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"

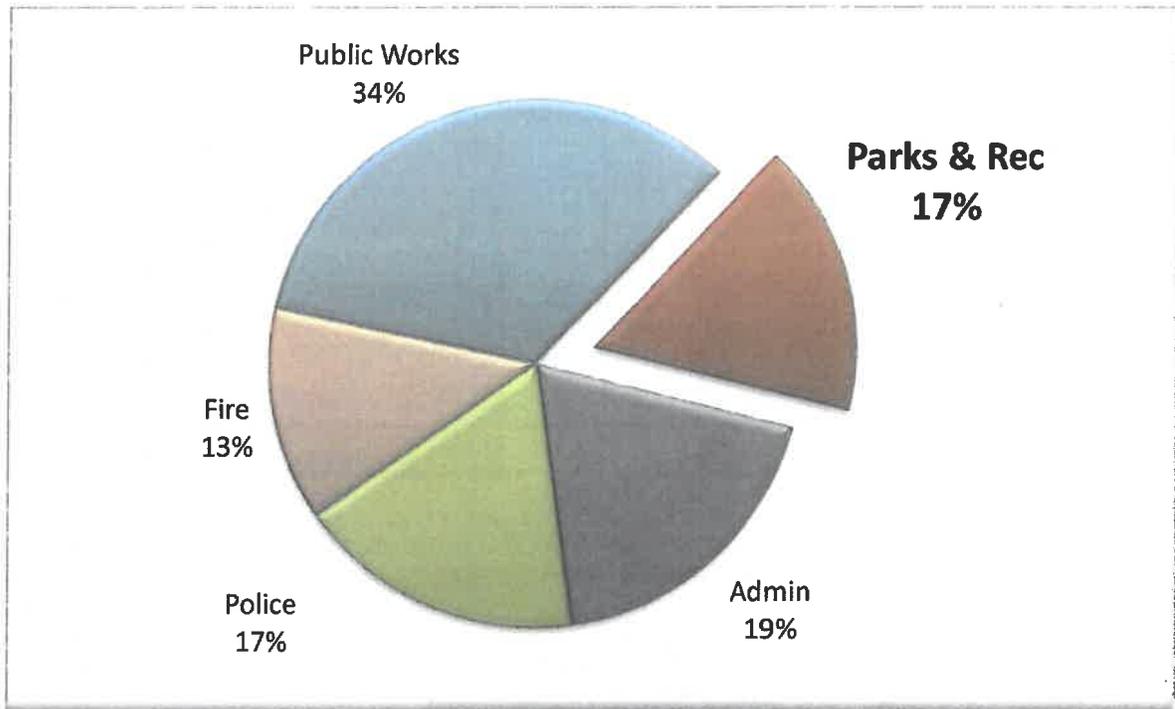


Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

PARKS AND RECREATION

Budget: \$11.2M Positions: 62.95



Council Priorities

To promote a community that provides family-oriented activities, as well as recreational and cultural opportunities, to encourage and enhance the quality of life for all citizens.

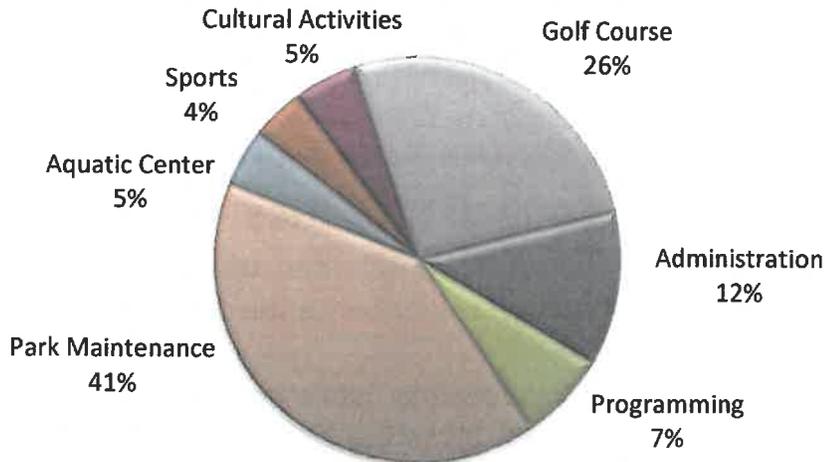
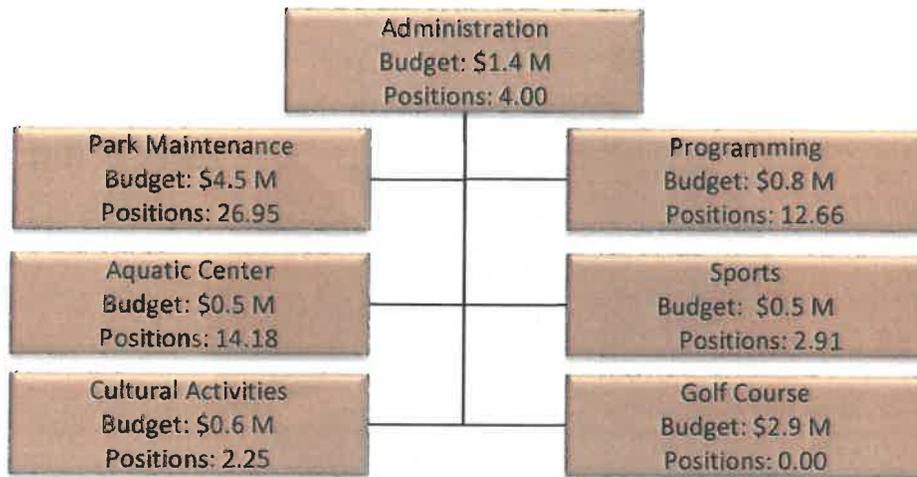
To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

Governing Body Goals For 2021-2025

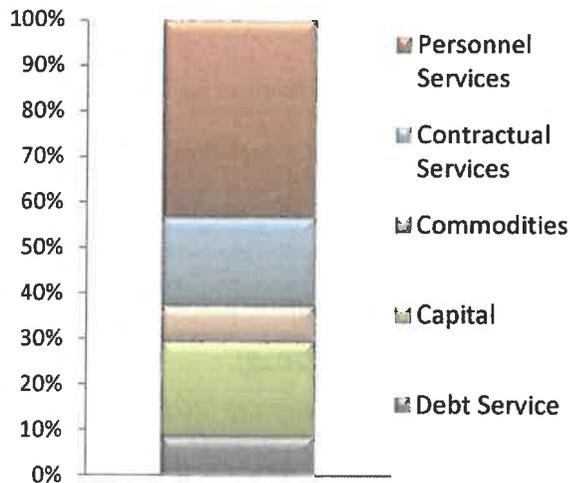
- Integrate upgrades and new improvements to City's Trail System from Roe Avenue to Tomahawk Creek Parkway and pedestrian crossing through median [2018].
- Study feasibility of south bicycle loop signage [2018].
- Add pickle ball to City facilities when courts are resurfaced [2018].
- Inventory and place more pet waste stations in City parks [2019].
- Increase visibility of QR for art and how City's art pieces are acquired [2019].
- Explore possible public use of former Parks Facility before sale of property [2019].
- Evaluate feasibility/scope of Activity Center at Town Center Drive and Roe Avenue [2015].
- Evaluate temporary low-impact uses [e.g., community gardens, horseshoes, etc.] for undeveloped land at Ironwoods Park [2015].

PARKS AND RECREATION

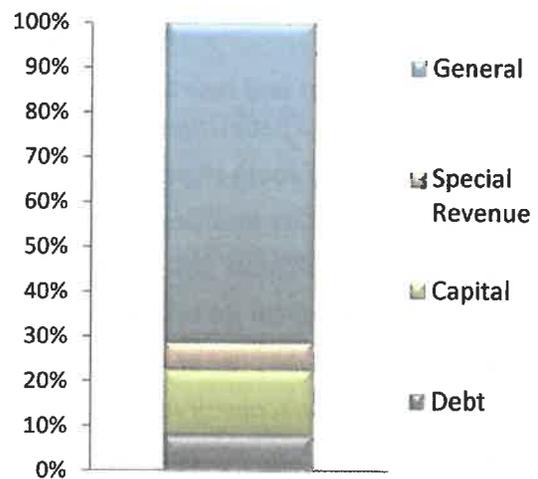
Budget: \$11.2M Positions: 62.95



By Character



By Fund Type



PARKS AND RECREATION

Budget: \$11.2M Positions: 62.95

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
<i>Expenditures by Program</i>				
Administration	1,320,035	1,366,268	1,365,268	1,375,187
Programming	575,178	795,200	750,600	780,900
Park Maintenance	4,742,987	4,323,000	4,691,500	4,525,900
Aquatic Center	401,296	494,400	486,900	508,700
Sports	330,702	448,400	465,400	466,800
Cultural Activities	662,565	660,100	890,800	562,300
Golf Course	2,278,816	2,463,400	2,649,400	2,931,800
Total	\$10,311,579	\$10,550,768	\$11,299,868	\$11,151,587

<i>Expenditures by Character</i>				
Personnel Services	4,007,289	4,736,700	4,642,500	4,835,100
Contractual Services	1,766,540	2,054,200	2,081,100	2,168,200
Commodities	645,088	822,700	793,200	879,100
Capital	2,952,590	2,003,200	2,849,100	2,333,700
Debt Service	940,072	933,968	933,968	935,487
Total	\$10,311,579	\$10,550,768	\$11,299,868	\$11,151,587

<i>Expenditures by Fund Type</i>				
General	6,500,752	7,695,600	7,598,800	7,964,400
Special Revenue	391,444	628,300	851,800	685,600
Capital	2,561,146	1,374,900	1,997,300	1,648,100
Debt	858,237	851,968	851,968	853,487
Total	\$10,311,579	\$10,550,768	\$11,299,868	\$11,151,587

Full-Time Equivalents	62.45	62.45	62.95	62.95
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<i>Exhibit: Revenue by Program</i>				
Administration	4,479	6,000	6,000	6,000
Aquatic Center	340,932	325,400	331,000	334,000
Programming	384,844	408,500	403,000	400,500
Sports	332,619	305,800	323,600	326,600
Cultural Activities	14,756	17,000	14,500	17,400
Golf Course	1,761,231	1,705,500	1,779,000	1,825,000
Total	\$2,838,861	\$2,768,200	\$2,857,100	\$2,909,500

Department: Parks and Recreation

Program: Administration

Provides management control over departmental functions to promote a strong sense of community by providing a wide variety of recreational, cultural, and civic activities. Connects Leawood residents to their environment by planning and maintaining adequate green space and parkland and supporting green initiatives. Manages the financial and operational aspects of the department and analyzes existing procedures to improve department-wide efficiencies.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service to Leawood citizens:				
<i>Budgeted cost per citizen</i>	\$294	\$299	\$320	\$315
<i>Citizens per employee</i>	562	565	560	563
<i>Sponsorships</i>	\$3,302	\$6,000	\$6,000	\$6,000
<i>Number of volunteer hours</i>	30,193	31,000	31,000	31,000
<i>Value of volunteer time</i>	\$634,053	\$660,300	\$660,300	\$660,300
✓ Ensure quality service by maintaining adequate staffing levels:				
<i>Overtime as a % of regular salaries</i>	2%	2%	3%	2%
✓ Develop and retain staff by promoting a team environment, collaboration, and open communication:				
<i>% employees maintaining certification</i>	85.0%	85.0%	87.0%	87.0%
<i>Employee turnover</i>	1	0	0	0
Full-Time Equivalent Positions	4.00	4.00	4.00	4.00
Parks & Recreation Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Recreation Technician	1.00	1.00	1.00	1.00
Admin Graphics Technician	1.00	1.00	1.00	1.00

Major Program Accomplishments

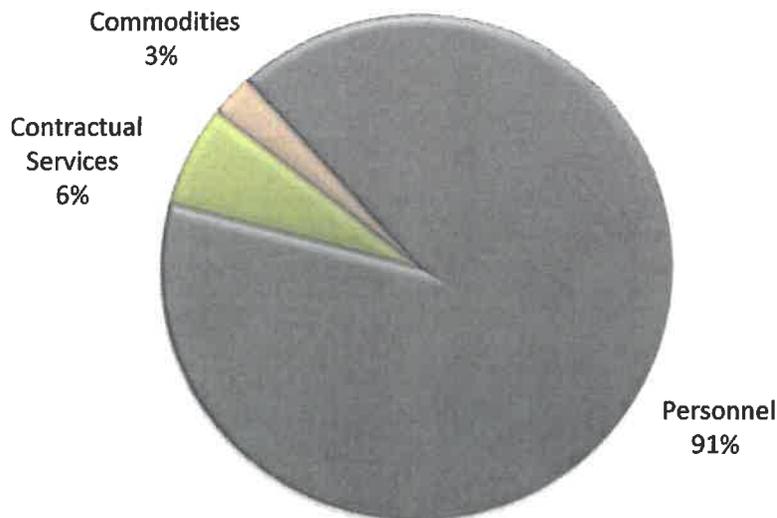
- Partnered with JoCo Health Dept for Stride N' Ride information & to begin exploration of employee wellness program for 2019.
- Intallation of "Dancer" art piece and site work for future "Woman" art piece.
- Participated on selection committee for new City banners.
- Cooperation with JoCo Wastewater on construction by City Park/Tomahawk/Indian Creek trails.
- Oversight/collaboratoin with HR on Park Maintenance career development.
- Worked with Troon to optimize golf shop inventory procedures.
- Provided overview on development of new subdivision as it relates to possible effects on Ironwoods Pk.
- Worked on intial plans for connection of trail from City Hall to Tomahawk Creek.
- Organized/implemented Volunteer Appreciation Picnic prior to July 4th celebration.
- Worked with PW Director to analyze possible future use of current FS #1.
- Worked with Leawood Foundation Chair on design/purchase of plaque for large donors at Gezer Park.

Department: Parks and Recreation

Program: Administration

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	405,915	468,600	457,400	473,800
Contractual Services	37,092	32,900	41,100	33,800
Commodities	18,791	12,800	14,800	14,100
Capital	-	-	-	-
Debt Service	858,237	851,968	851,968	853,487
Grand Total	1,320,035	1,366,268	1,365,268	1,375,187

Expenditures by Fund Type				
General	461,798	514,300	513,300	521,700
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	858,237	851,968	851,968	853,487
Grand Total	1,320,035	1,366,268	1,365,268	1,375,187



2020 Budget Summary

Contractual Services includes \$16,000 for staff training/travel and professional memberships/subscriptions, \$10,000 for outside professional services, used on an as-needed basis, and \$3,300 in advertising expense. A total of \$6,800 is shown for office supplies and materials, and \$4,700 for meeting expenses including the Park & Recreation Advisory Board and the Golf Committee. Debt Service represents principal and interest due on various park improvements.

Department: Parks and Recreation

Program: Aquatic Center

To create a fun and safe aquatic experience by providing a quality facility, highly trained staff and a variety of activities for people of all ages, while operating in a cost-effective manner. Responsibilities include daily operations, concessions, procurement of equipment and supplies, chemicals, swim and dive teams, instructional swim program, special events and rentals.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service and charge appropriate pool fees:				
<i>Costs recovered through pool fees</i>	85%	66%	68%	66%
✓ Ensure customer satisfaction:				
<i>Customer satisfaction rating</i>	98%	98%	98%	98%
<i>% days closed-inclement weather/events</i>	2%	5%	5%	5%
✓ Maintain a safe pool environment:				
<i>% lifeguard audits above 85%/5star</i>	NA	100.0%	100.0%	100.0%
<i>Swim lesson participants</i>	582	650	650	600
<i>No. of in-service staff trainings</i>	20	20	20	20
Full-Time Equivalent Positions	14.18	14.18	14.18	14.18
Seasonal/Casual Employees	14.18	14.18	14.18	14.18

Major Program Accomplishments

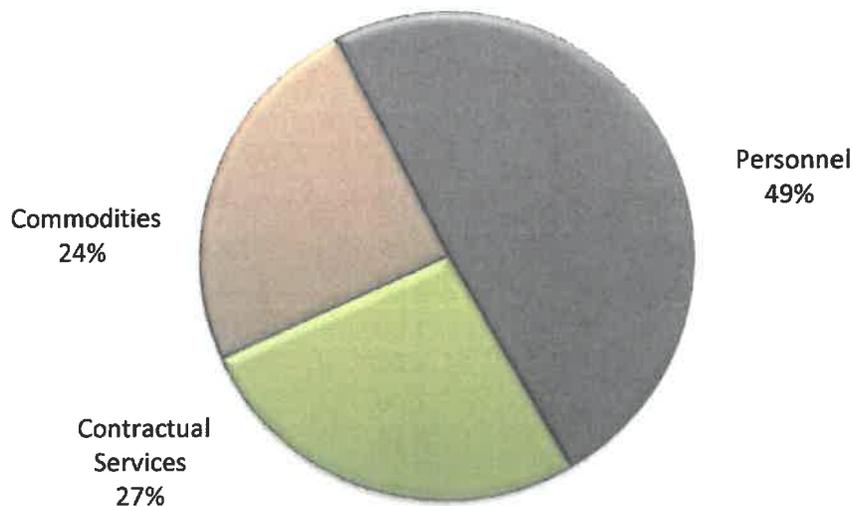
- Hosted the 14th annual Doggie Dunk.
- Hosted the Johnson County Swim & Dive League Dive Team championships.
- Increased Dive Team participation by 10 divers over 2017.
- The Aquatic Center revenue increase by 7% over the 2017 collections.
- Changed the format of the Parent-Tot classes from two-week sessions to one-week sessions; this resulted in fewer class cancellations due to low enrollment.
- Implemented on-line pool pass renewal and new pass sales.
- Increased the SuperPass revenue by 3% over 2017.

Department: Parks and Recreation

Program: Aquatic Center

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	216,564	249,900	249,900	249,900
Contractual Services	102,593	139,100	131,600	135,100
Commodities	82,139	97,400	97,400	123,700
Capital	-	8,000	8,000	-
Debt Service	-	-	-	-
Grand Total	401,296	494,400	486,900	508,700

Expenditures by Fund Type				
General	401,296	486,400	478,900	508,700
Special Revenue	-	-	-	-
Capital	-	8,000	8,000	-
Debt	-	-	-	-
Grand Total	401,296	494,400	486,900	508,700



2020 Budget Summary

Contractual Services in 2020 includes: utilities of \$55,000; pool repair parts/service of \$25,000; restoration of the waterslide of \$20,000; swim and dive sanctioning and league fees; professional memberships of \$2,200; staff training of \$8,400; and a share of the printing of the program guide of \$3,600. Within Commodities is \$46,500 for materials and supplies to operate the facility, \$28,500 to purchase food and beverage items for resale in concessions and \$37,600 for replacement of expendable equipment. Capital in 2019 will replace the exterior doors at the Aquatic Center, if needed.

Department: Parks and Recreation

Program: Recreation and Outdoor Programming

Develops and implements recreation and nature programs, and instructional classes. Operates the Community Center in City Hall and the Lodge and other facilities in Ironwoods Park. Offers a variety of recreational classes, activities and facilities that meet the needs and interests of the community, managed in a cost-effective manner.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service and charge appropriate class fees:				
<i>Costs recovered through fees*</i>	67%	51%	54%	51%
<i>Facility utilization:</i>				
<i>Community Center</i>	60%	60%	60%	60%
<i>The Lodge at Ironwoods</i>	43%	35%	35%	40%
<i>Cabins at Ironwoods</i>	33%	35%	35%	35%
<i>Shelters</i>	85%	84%	84%	85%
✓ Ensure customer satisfaction with:				
Recreation classes:				
<i>Number of participants</i>	1,255	1,500	1,500	1,500
<i>Customer satisfaction rating</i>	98%	98%	98%	98%
<i>Meets participation requirement</i>	85%	85%	85%	85%
✓ Nature Center classes:				
<i>Number of participants</i>	1,445	1,500	1,500	1,500
<i>Customer satisfaction rating</i>	98%	98%	98%	98%
<i>Meets participation requirement</i>	85%	80%	80%	85%
Full-Time Equivalent Positions	12.66	12.66	12.66	12.66
Superintendent of Recreation Services	1.00	1.00	1.00	1.00
Program/Facilities Supervisor	1.00	1.00	1.00	1.00
Outdoor Recreation Supervisor	1.00	1.00	1.00	1.00
Outdoor Recreation Specialist	1.00	1.00	1.00	1.00
Seasonal/Casual Employees	8.66	8.66	8.66	8.66

Major Program Accomplishments

- Doubled the enrollment of the Nature Camp over the 2017 attendees.
- Provided teambuilding activities for a non-profit organization serving homeless youth.
- Hosted the Girl Scouts twilight camp for the 2nd year.
- The Ironwoods Lodge usage revenue increased by 6% from 2017.
- Updated the Audio-Visual system in the Oak Room and the Ironwoods Lodge.
- The Half-Day camp enrollment increased by 25% over 2017.

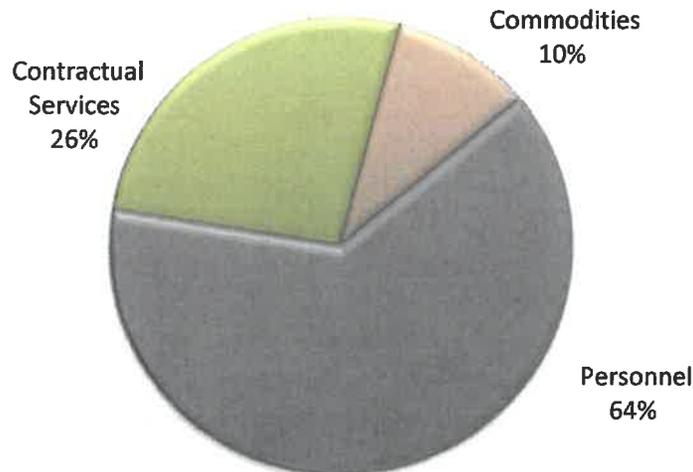
* Represents ALL costs for these programs, not just the costs associated with the revenue-producing functions.

Department: Parks and Recreation

Program: Recreation and Outdoor Programming

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	387,993	485,400	481,800	497,200
Contractual Services	154,715	222,800	223,400	206,600
Commodities	32,470	87,000	45,400	77,100
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	575,178	795,200	750,600	780,900

Expenditures by Fund Type				
General	575,178	795,200	750,600	780,900
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	575,178	795,200	750,600	780,900



2020 Budget Summary

Included in this presentation are both Recreation Programming, which primarily handles recreation classes, the Lodge and Community Center rentals; and Outdoor Programming, which focuses on the Nature Center, the Challenge Course, the Cabins and other Ironwoods Park activities. Included in Contractual Services is \$77,400 for instructor fees, monthly credit card fees and registration management software maintenance, \$70,300 for utilities and custodial services at the buildings, \$9,100 for a pro-rata share of the program guide printing, and \$9,400 for staff training/travel and field trip transportation and admission fees. Commodities will provide for office, camp, animal supplies of \$28,000; and \$43,500 for replacement expendable equipment items such as various table carts, chairs, animal caging, aquarium/outdoor equipment, and challenge course ropes, etc. No Capital purchases are planned for 2020.

Department: Parks and Recreation

Program: Sports

Develops and implements all sport leagues, tournaments, clinics, sportsmanship programs, and partnerships to offer safe, fun and affordable recreation or athletic activities for youth and adults.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service and charge appropriate league fees:				
<i>Costs recovered through fees</i>	101%	68%	70%	70%
✓ Ensure customer satisfaction:				
<i>No. of participants</i>	4,584	4,500	4,500	4,500
<i>Program attendance rates</i>	98%	95%	95%	98%
<i>Customer Satisfaction</i>	95%	95%	95%	95%
Full-Time Equivalent Positions				
	2.91	2.91	2.91	2.91
Sports Supervisor	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Seasonal/Casual Employees	0.91	0.91	0.91	0.91

Major Program Accomplishments

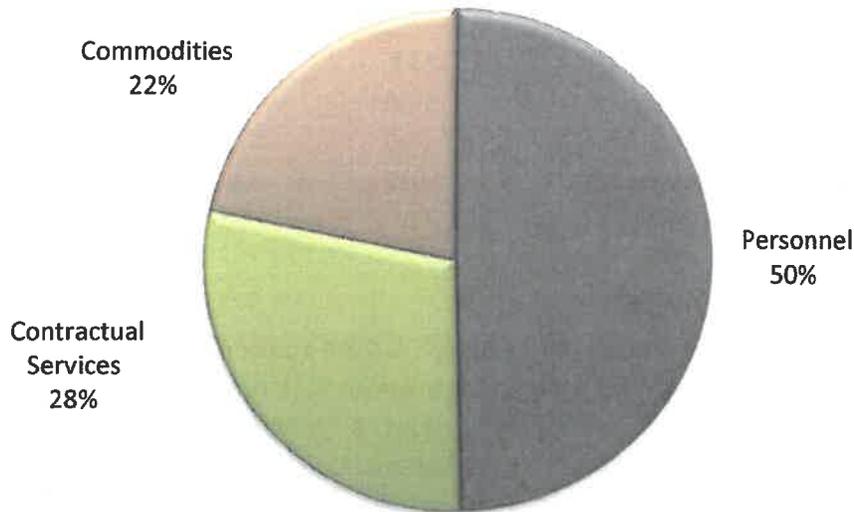
- Partnered with Genesis Health Club to provide tennis lessons for youth and adults; increasing by 15% over 2017.
- The recreational soccer league experienced a 15% increase in participation over 2017 with over 3,600 children.
- Partnered with the First Tee of Greater Kansas City and provided golf instruction to 238.
- Partnered with Challenger Sports to provide a week long soccer camp during the summer.
- Purchased and placed a portable backstop at the Tomahawk Park baseball field to expand the opportunity for practice times by accommodating 2 teams at once.

Department: Parks and Recreation

Program: Sports

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
<i>Expenditures by Character</i>				
Personnel	186,186	220,500	237,500	231,600
Contractual Services	77,279	129,800	129,800	133,500
Commodities	67,237	98,100	98,100	101,700
Capital	-	-	-	-
Debt Service	-	-	-	-
Grand Total	330,702	448,400	465,400	466,800

<i>Expenditures by Fund Type</i>				
General	330,702	448,400	465,400	466,800
Special Revenue	-	-	-	-
Capital	-	-	-	-
Debt	-	-	-	-
Grand Total	330,702	448,400	465,400	466,800



2020 Budget Summary

Contractual Services include \$76,000 for the payment of officials, instructors, sports camps, and monthly credit card fees; \$35,100 for the maintenance of fields and courts; \$13,000 for electricity and telephone usage; \$6,600 for staff training, travel and professional memberships; and \$2,600 for a share of the printing cost of the program guide. Within Commodities is \$51,500 to purchase league uniforms, \$27,500 for awards, \$11,700 for sport supplies and \$10,800 for the replacement of expendable equipment.

Department: Parks and Recreation

Program: Cultural Activities/Special City-Wide Events

Offers cultural activities and amenities including public art commissions, theater productions through the Leawood Stage Company, educational programs at the Oxford School, and citywide special events, including the July 4th celebration. To promote community spirit and inspire citizens through live theater, public art and family-oriented public events. Connect citizens to their heritage through educational programs, and activities at the Oxford School.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Offer a variety of theater, arts and special events:				
<i>Audience Event count</i>	27,000	30,000	30,000	30,000
<i>No. of Main Stage productions</i>	4	3	4	3
<i>No. of Arts events</i>	45	40	40	40
<i>No. of Public Art Commissions</i>	2	1	1	2
<i>No. of Special Events</i>	8	7	7	8
✓ Ensure customer satisfaction with:				
<i>Special Events</i>	98%	98%	98%	98%
<i>Oxford School House programs</i>	99%	98%	98%	98%
Full-Time Equivalent Positions				
Special Project & Events Supervisor	2.25	2.25	2.25	2.25
Coordinator Cultural Arts	1.00	1.00	1.00	1.00
Oxford School House Staff <i>(Seasonal/Casual)</i>	0.25	0.25	0.25	0.25

Major Program Accomplishments

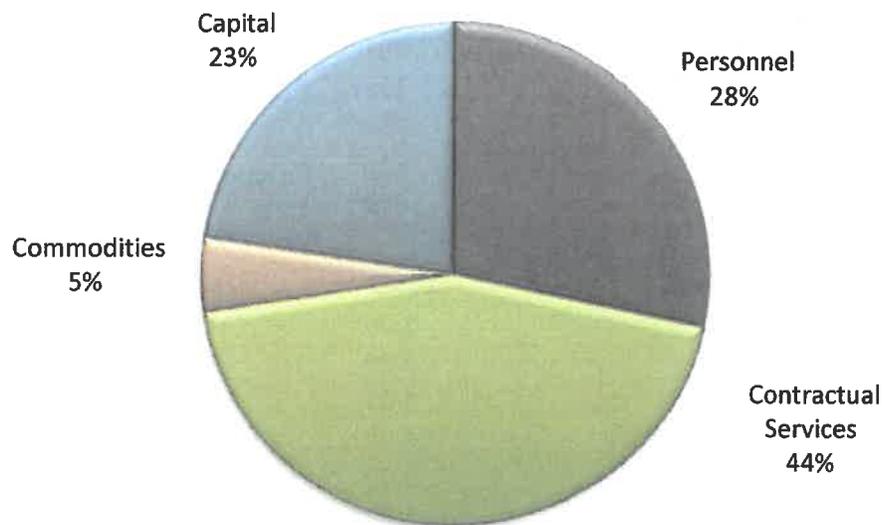
- LSC produced 2 shows of "An Enchanted Evening"; & 20th anniversary musical at Burns & McDonnell.
- LSC produced 6 nights of "West Side Story" in Ironwoods Park Amphitheater in July.
- LSC hosted Annual Tea w/Shakespeare with 3 groups; & "A Wilder Afternoon" by Senior Barn Players.
- LSC presented 4 nights of "Mame" and hosted National Dance Day with Vida Dance Company.
- LSC produced 3 shows of the KC premier of "BARK" the musical; and assisted with the Bark in the Park.
- LAC, LSC & Leawood Foundation hosted 7th Annual Arti Gras Art show and opening night reception.
- LAC hosted JoCo Developmental Supports Artist exhibit; & partnered w/Gallery V for Art Show/Reception.
- LAC presented 4 Grinnin'/Groovin' events for kids in June; and 4 Sunday evening concerts.
- LAC & LSC presented entertainers at Into the Night Fall Festival.
- Hosted 100+ at Daddy Daughter Date Night; the 23rd Eggstravaganza; & the July 4th celebration.
- Hosted the 4th Truckin' It in the Park Food Festival; the 14th Doggie Dunk; & the 1st Stride & Ride event.
- Oxford School held 7 Old Time Stories & Fun events; & 6 other events.
- Oxford School participated in KC Passport to Adventure & Kickoff at Bass Pro in Olathe with ISC.
- APPI held the dedication of "Dancers" by Ewerdt Hilgemann.

Department: Parks and Recreation

Program: Cultural Activities/Special City-Wide Events

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	150,006	167,000	182,100	159,700
Contractual Services	197,405	234,000	236,500	248,500
Commodities	17,109	27,700	26,700	27,000
Capital	298,045	231,400	445,500	127,100
Debt Service	-	-	-	-
Grand Total	662,565	660,100	890,800	562,300

Expenditures by Fund Type				
General	364,520	428,700	445,300	435,200
Special Revenue	-	-	-	-
Capital	298,045	231,400	445,500	127,100
Debt	-	-	-	-
Grand Total	662,565	660,100	890,800	562,300



2020 Budget Summary

New in 2019 is an additional \$2,500 to be used towards fireworks for the July 4th celebration, and an increase of \$5,000 in 2020. Included in this presentation are the annual costs for Special Events, Community Theater, Cultural Arts and Historic Programs. Reflected in Contractual Services and Commodities are funds to provide City-sponsored events such as the Eggstravanza, the 4th of July celebration, the Fall Festival, the Father/Daughter dance, the Stride 'N Ride, the Holiday Lighting ceremony, the annual musical/theater production, concerts, art shows, and educational outreach programs at the Oxford School. Included in Capital, are funds for potential art purchases, to be determined by two selection panels, from the City Capital Art fund and the Public Art Impact Fee fund.

Department: Parks and Recreation

Program: Park Maintenance

Maintains all public parks, trails, green space, roadsides, and grounds of City-owned buildings/property. Other duties include snow removal, athletic field preparation, public art installations and maintenance of equipment at the Aquatic Center. Maintains the City's park system as attractive and safe places for recreational activities and public enjoyment, as well as landscapes at all other public facilities. Encourages responsible public stewardship of natural resources.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service to citizens:				
<i>Percent of total acres by type of maintenance</i>				
<i>Modes 1-2 Acres Maintained</i>	56%	56%	56%	55%
<i>Modes 3-4 Acres Maintained</i>	31%	31%	31%	31%
<i>Modes 5-6 Acres Maintained</i>	13%	13%	13%	13%
<i>Developed park acre per employee</i>	18.6	18.6	18.3	18.4
✓ Maintain attractive green spaces:				
<i>No. of days between park mowings</i>	7-14	7-14	7-14	7-14
<i>No. median mowings each season</i>	30	30	30	30
✓ Informational statistics:				
<i>No. of acres maintained</i>	493	493	493	497
<i>No. of trees pruned</i>	238	300	300	300
<i>No. of trees removed</i>	484	400	400	400
<i>No. of trees planted</i>	226	200	200	200
<i>Miles of trail</i>	8.3	8.3	8.3	8.3
Full-Time Equivalent Positions	26.45	26.45	26.95	26.95
Park Superintendent	1.00	1.00	1.00	1.00
Park Supervisors	3.00	3.00	3.00	3.00
Parks Specialist	1.00	1.00	1.00	1.00
Park Maintenance Worker (I,II,III,Sr)	16.00	16.00	18.00	18.00
Building Custodian	1.00	1.00	1.00	1.00
Park Attendant (<i>Regular PT</i>)	1.50	1.50	1.50	1.50
Park Maintenance Worker (<i>Regular PT</i>)	1.50	1.50	0.00	0.00
Seasonal/Casual Employees	1.45	1.45	1.45	1.45

Major Program Accomplishments

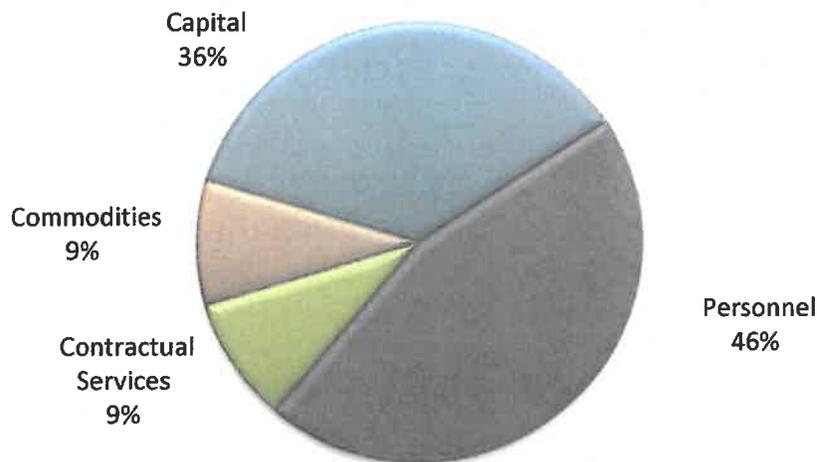
- Received the Tree City USA award for the 23rd year; and the Tree City USA Growth award.
- Developed a GIS based Tree Inventory Program available to Home Associations.
- Oversight of the South Loop Recreational Bike Route.
- Assisted Public Works with the city-wide storm debris removal project.
- Provided staff support to the new Tree Committee.
- Staff support provided to the Sustainability, Park and Bike/Walk Advisory Boards.
- Staff support provided for the Community Gardens Program.

Department: Parks and Recreation

Program: Park Maintenance

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Expenditures by Character				
Personnel	1,628,924	2,003,100	1,899,200	2,052,900
Contractual Services	330,232	385,500	379,800	418,600
Commodities	315,655	385,100	394,200	416,300
Capital	2,468,176	1,549,300	2,018,300	1,638,100
Debt Service	-	-	-	-
Grand Total	4,742,987	4,323,000	4,691,500	4,525,900

Expenditures by Fund Type				
General	2,274,811	2,773,700	2,673,200	2,887,800
Special Revenue	391,444	628,300	851,800	685,600
Capital	2,076,732	921,000	1,166,500	952,500
Debt	-	-	-	-
Grand Total	4,742,987	4,323,000	4,691,500	4,525,900



2020 Budget Summary

In the 2019 Estimated budget, 2 part-time Park Maintenance Workers (0.75 FTE, ea.) positions were converted to 2 full-time Park Maintenance Workers. New in 2020 is \$30,500 for an irrigation booster pump for Gezer Park; and \$87,000 to remove the silt from the lake at Ironwoods Park; an additional \$25,000 for contractual trail repairs in addition to the \$75,000 included for repairs performed by employees. Contractual Services includes \$196,600 for utilities at the various parks in the City and the Park Maintenance buildings; \$75,000 for contractual mowing services (medians/ROW); \$45,100 for building/grounds maintenance and repairs; and \$15,000 for portable toilet rentals. Reflected in Commodities is \$85,300 for materials and supplies to maintain the City parks, structures and amenities; \$90,700 for chemicals to control weeds, pesticides, fertilizer at all of the City parks/greenways, and management of the emerald ash borer program; and \$53,000 for unleaded and diesel gasoline. Capital in 2020 includes: \$1,025,000 for citywide park improvements and \$425,000 for replacement vehicles/ equipment. In 2019, \$1,380,000 will provide for completion of the 2018 and 2019 citywide improvements; \$339,000 to replace HVAC systems at several parks facilities; \$72,000 for bicycle route signage; and \$58,500 for equipment replacements.

Department: Parks and Recreation

Sub-Program: Golf Course

Maintains the Ironhorse Golf Course. Operates at full potential for effective cost recovery through an agreement with an outside management company-Troon Golf.

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Performance Measures				
✓ Provide efficient service and charge appropriate fees:				
<i>Costs recovered through golf revenue</i>				
<i>Total costs (includes debt & capital)</i>	84%	69%	67%	62%
<i>Operating costs (NO capital & debt)</i>	88%	79%	81%	80%
<i>Total revenue</i>	\$1,761,231	\$1,705,500	\$1,779,000	\$1,825,000
<i>Total revenue per paid round</i>	\$66.14	\$66.23	\$69.09	\$68.87
✓ Ensure customer satisfaction:				
<i>Customer satisfaction rating</i>	98%	98%	98%	98%
<i>Utilization ratio</i>	47.0%	45.3%	45.3%	46.0%
✓ Informational statistics:				
<i>Number of paid rounds</i>	26,630	25,750	25,750	26,500
<i>Tournament Event rounds</i>	3,246	2,995	2,995	3,200

Full-Time Equivalent Positions	0.00	0.00	0.00	0.00
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No City Employees - Course is operated by a Golf Management Company with 31 employees

Major Program Accomplishments

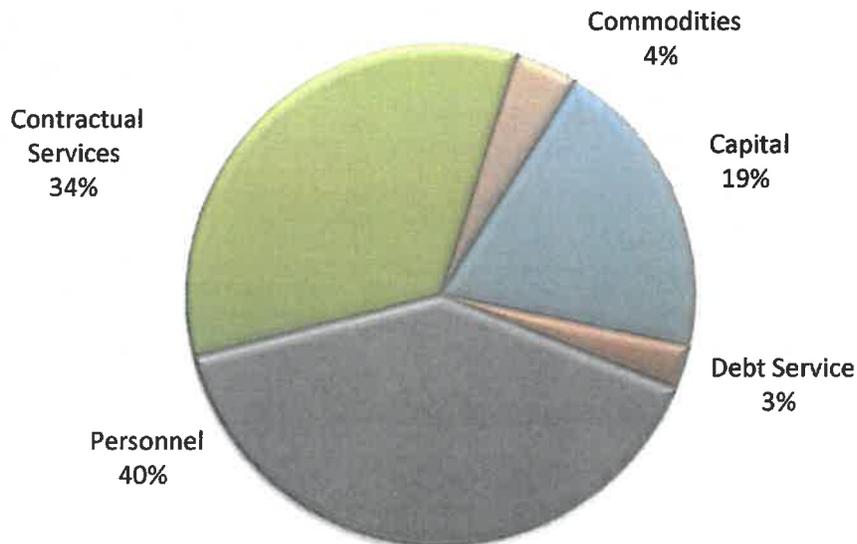
- Operating (*no debt or capital*) Cost Recovery of 88% for 2018 was very positive for the facility.
- Total gross revenue of \$1.76 million in 2018 was an increase of 5.5% from 2017.
- The number of paid rounds was the highest at the facility since 2010.
- The 2018 course conditions were rated 5 points ahead, via a random survey, of Troon's benchmark; and through the same survey, the overall assessment finished 2 points ahead.
- The overall revenue for the Vista 154 facility, for non-golf related usage, exceeded \$100,000 in 2018.
- The golf outing rounds increased by 8.5% over the previous year.
- Operating expenses, including payroll, were lower than the previous year.

Department: Parks and Recreation

Sub-Program: Golf Course

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
<i>Expenditures by Character</i>				
Personnel	1,031,701	1,142,200	1,134,600	1,170,000
Contractual Services	867,224	910,100	938,900	992,100
Commodities	111,687	114,600	116,600	119,200
Capital	186,369	214,500	377,300	568,500
Debt Service	81,835	82,000	82,000	82,000
Grand Total	2,278,816	2,463,400	2,649,400	2,931,800

<i>Expenditures by Fund Type</i>				
General	2,092,447	2,248,900	2,272,100	2,363,300
Special Revenue	-	-	-	-
Capital	186,369	214,500	377,300	568,500
Debt	-	-	-	-
Grand Total	2,278,816	2,463,400	2,649,400	2,931,800



2020 Budget Summary

Contractual Services provide for advertising, management company fees, utilities, building/ground maintenance, cost of goods sold and insurance. The purchase of materials/supplies and expendable equipment are included in Commodities. Capital improvements in 2020 includes \$150,000 for the replacement of the original kitchen appliances and \$418,500 for the replacement of several pieces of mowing and landscape care equipment. Besides the replacement of equipment in 2019, funds are included for the replacement of the Clubhouse HVAC and pump station repairs. Debt Service reflects the annual golf cart lease payment.

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"



Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

*2020 Annual Budget
City of Leawood, Kansas*



Capital Improvement Program (C.I.P.) 2020 – 2024

What is a Capital Improvement Program (C.I.P.)?

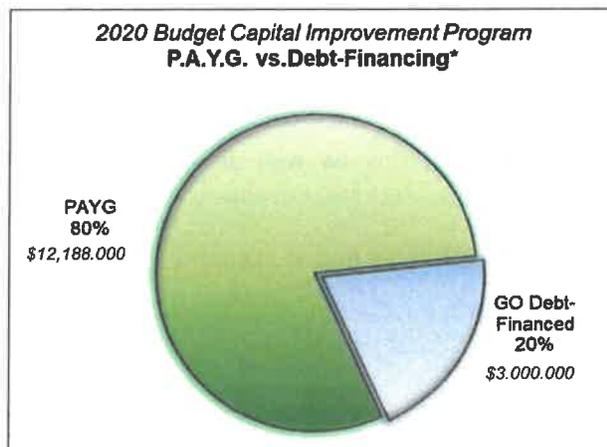
This is a plan, which is the result of a systematic evaluation of Leawood's capital needs. It serves as a roadmap for the acquisition and/or improvement of City infrastructure and public facilities over a five-year period. Formulation of the plan includes the prioritization of public improvements and cost projections, which allows the City to take full advantage of federal, state and county funds. The intent of a Capital Improvement program is to schedule major physical improvements, which are formulated by City departments.

Who Develops and Reviews the C.I.P.?

Each fall, staff begins work on the C.I.P. by asking for capital requests, which are anticipated over a five-year period. Once a complete list has been created and included in the C.I.P. document, it is submitted to the Governing Body. They are responsible for recommending and prioritizing projects from a budgetary and affordability perspective as well as examining the need and priority of the projects themselves. Also receiving the capital plan is the Planning Commission who is responsible for reviewing and recommending project priority from a professional planning perspective.

How is the C.I.P. Financed? Because most capital improvements involve the outlay of substantial funds, local governments can seldom pay for these facilities through appropriations in the annual operating budget. Therefore, numerous techniques have evolved to enable local governments to pay for capital improvements over time rather than in a single year. Most techniques involve the issuance of bonds, debt-financing, in which a government borrows money from investors and pays the principal and interest over a number of years. Long-term debt is issued by the City of Leawood in accordance with Resolution No. 1518.

The CIP includes both Pay-As-You-Go (PAYG) and Debt-Financed projects. PAYG represents capital projects and equipment purchases that will be funded with cash, not debt-financed. The 2020 Budget includes \$12,188,000 for PAYG expenses. Planned expenses are \$4,890,300 for arterial & residential street improvements; \$2,736,500 for the replacement of vehicles/equipment; \$500,000 for stormwater projects; \$1,662,600 in City building and park repairs/maintenance; and \$127,100 for public art.



The graph shows the funding components of capital expenses planned for 2020. The PAYG expenses will be cash-funded using several City budgeted funds. The debt-financed projects will be initially supported with temporary note financing to provide for the construction. General Obligation bonds are issued when the projects are complete.

What is a capital expenditure? It is an expense, which results in the acquisition of or the addition to a capital asset. Capital spending, for equipment and/or capital improvement projects, could potentially impact the operating budget with future revenue generation as well as increased expenditures.

The scheduling of projects over a five-year period is based on an evaluation of Leawood's development policies, plans for future growth and the ability of the City to acquire and afford the debt. The capital improvement programming process is repeated each year to allow re-evaluation of previous requests and to consider new requests based on changing community needs and conditions.



Capital Planning Objectives

The objectives of the CIP include the following:

1. To forecast the public facilities and improvements that will be needed in the near future.
2. To forecast the public financing needs in order to maximize available federal, state and county funds.
3. To promote sound financial planning in order to enhance and protect the bond rating of the City of Leawood, in accordance with the Debt Policy.
4. To avoid, through sound financial planning, dramatic fluctuations of the tax rate.
5. To focus attention on, and assist in, the implementation of established community goals as outlined in the long-term goals of the City Council.
6. To serve as a guide for local officials in making budgetary decisions.
7. To balance the needs of developing south Leawood with the needs of the already developed northern and middle portion of Leawood.
8. To promote and enhance the economic development of the City of Leawood in a timely manner.
9. To arrive at a balance between needed public improvements and the present financial capability of the City to provide for these improvements.
10. To provide an opportunity for citizens and interest groups to voice their requests for community improvement projects.
11. To provide for improvements in a timely and systematic manner.
12. To encourage responsible land use development within the City as well as adherence to the Leawood Master Development Plan.
13. To enable the Governing Body to consider long-term responsibilities and to respond appropriately.



Impact of Capital Spending on the Operating Budget

Capital purchases may or may not affect the operating costs of the City. The development of new roadway, storm sewers, facilities, and other infrastructure could result in increased maintenance, insurance, utility or personnel costs. Capital projects are linked to operating costs in order to maintain long-term financial balance and key service levels. Generally, the projects included in the C.I.P. will impact the operating budget through increased staff time to review, design, administer contracts, and provide for right of way acquisitions; however, these expenses are generally included in the total project cost. Conversely, improvements made to an infrastructure are possibly only assumed to provide for an economic improvement to the City. For example, street and storm sewer improvements financed by the City could result in additional sales tax, property tax or other revenue if they are primarily being undertaken for a revenue-producing improvement, such as a shopping center or a development area. Or a major repair and improvement could decrease future operating costs, i.e. an energy efficient roof replacement could result in lower utility costs.

The City's capital spending includes a combination of pay-as-you-go financed projects and debt financing for larger, more costly improvements and additions. The below tables show the planned capital spending for 2020 and the estimated impact on the City's operating budget, 2021 and forward.

PAY-AS-YOU-GO Financed Improvements:

PROJECT	C.I.P. #	Budget Page #	2020 City Cost	Recurring/ Non-Recurring	Operating Budget Impact
<i>Arterial Street Improvements</i> Kenneth Rd, 135 th to 143 rd Streets Lee Blvd, 83 rd to 95 th (Phase II) State Line Road, Phase II	72034 72054 72085	P. 142	\$400,000 \$2,470,000 \$400,000	NR NR NR	No impact. These projects represent repairs to prolong the roadway life.
<i>2020 Residential Street Program</i> Residential Mill & Overlay	70028	P. 144	\$1,620,300	R	No impact. The completion of these projects will alleviate future repairs.
<i>1/8 Cent Sales Tax Projects</i> Stormwater Improvements, N of I-435, Mission Farms to Lee Blvd	73004	P. 145	\$500,000	NR	No impact. This is the first year of major repairs to this area. It is anticipated that the County will reimburse a portion of the total cost.
<i>Other Projects</i> Ironwoods Clubhse, Kitchen Appliances Ironwoods Lodge, Security System City Hall, Restroom Repairs PW Facility, Overhead Garage Doors City Hall/PW Fac, Parking Lot Overlay	49136 74006 74013 74067 74087/88	P. 146	\$150,000 \$15,000 \$10,000 \$40,000 \$200,000	NR NR NR NR NR	It is anticipated that the majority of these repairs, replacements and/or enhancements will reduce future maintenance costs.
<i>Park Improvement Projects</i> 2020 Park Improvements, Year 5	71029	P. 147	\$1,025,000	NR	These funds will provide for Pool House equipment renovations and connection of City Hall to the Greenway Trail & Roe Tunnel repair.
<i>Art Projects</i> Selection of an Art Piece (20-1A) Ironhorse Golf Art (interior)	79017 79026	P. 148	\$50,000 \$13,000	NR NR	The payment of \$50,000 in 2020 represents a down payment on an art piece. The Ironhorse Golf art will be placed inside the facility.

Debt-Financed Improvements:

PROJECT	C.I.P. #	Budget Page #	2020 City Cost	Recurring/ Non-Recurring	Operating Budget Impact
2020 Stormwater Improvements, Yr 2 (General Obligation Bonded Project)	80256	P.153	\$3,000,000	R	These repairs are part of the multi-year \$35.0m project to replace over 105,000 linear feet of metal pipe.



City of Leawood
Pay-As-You-Go Capital Improvement Program Summary

Listed below are the resources and expenditures for all pay-as-you-go capital expenditures for the City of Leawood. Included are the General, Special Revenue and Capital funds. This presentation does not include transfers between capital funds.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Beginning Capital Reserves	\$22,491,393	\$15,553,400	\$22,283,268	\$16,326,200
Revenues				
Sales Tax	917,858	930,600	944,935	972,810
Gasoline Tax	941,812	937,110	937,110	960,648
Alcohol Tax	526,802	544,125	544,125	535,000
Grants	504,196	2,312,500	5,123,150	1,200,000
All Other	632,691	985,365	1,519,412	1,203,042
General Fund	12,278,091	5,689,200	5,669,800	9,151,000
Total	\$15,801,450	\$11,398,900	\$14,738,532	\$14,022,500
Expenditures				
<i>by Department</i>				
Administration	9,311,595	2,388,800	3,191,700	2,433,500
Police	564,591	362,500	435,000	595,500
Fire	400,570	49,000	209,300	61,000
Public Works	2,280,229	7,384,000	13,510,500	6,764,300
Parks & Recreation	2,952,590	2,003,200	2,849,100	2,333,700
Total	\$15,509,575	\$12,187,500	\$20,195,600	\$12,188,000
<i>by Project</i>				
Arterial Streets	535,114	2,400,000	5,264,000	3,270,000
Residential Streets	1,336,338	1,573,000	1,759,800	1,620,300
Stormwater	67,120	1,900,000	4,287,200	500,000
Park Maintenance	1,340,086	1,466,300	2,094,800	1,212,600
Buildings and Facilities	585,185	293,000	1,131,200	450,000
Public Safety/Eco Devo	9,136,546	2,213,800	2,204,400	2,271,500
Equipment	784,510	778,500	1,984,700	1,801,500
Vehicles	1,426,631	1,331,500	1,024,000	935,000
Public Art	298,045	231,400	445,500	127,100
Total	\$15,509,575	\$12,187,500	\$20,195,600	\$12,188,000
Revenues Over (Under)				
Expenditures	291,875	(788,600)	(5,457,068)	1,834,500
Transfers	(500,000)	(500,000)	(500,000)	(500,000)
Ending Capital Reserves	\$22,283,268	\$14,264,800	\$16,326,200	\$17,660,700



**Pay-As-You-Go Capital Program
2020 – 2024
Capital Improvement Summary by Fund**

Special Highway Fund

	2020	2021	2022	2023	2024
Projected Expenditures	\$1,670,300	\$1,660,900	\$1,702,500	\$1,745,100	\$1,788,700

The purpose of this special revenue fund is to provide for Pay-As-You-Go residential street improvement repairs, totaling \$1,670,300 in 2020. A 2.5% inflation factor has been included in the forecast for each year to cover the rising cost of materials. The main revenue source for this fund is the Gasoline Tax along with \$500,000 to \$550,000 annually from the 1/8-Cent Sales Tax fund and \$150,000 from the General Fund.

Special Parks and Recreation Fund

	2020	2021	2022	2023	2024
Projected Expenditures	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000

The Special Parks and Recreation fund collects one-third of the Alcohol Tax funds received by the State. State law requires that all monies received by this fund be expended for the purchase, establishment, maintenance or expansion of services, programs and facilities. Several park improvements/repairs were identified in the comprehensive park plan study that was performed in 2013. The first year monies were included for repairs was 2016. In 2020, year 5 of the Park Master Plan, the Pool House equipment will be renovated along with a connection from City Hall to the Greenway trail & Roe Ave trail tunnel. The intention of the Park Master Plan program is to allocate \$1.0m annually with funding provided by the Special Parks & Recreation fund, the Capital Improvements fund and from the Park Impact Fee fund, if available, for park improvements.

Street Improvements Fund

	2020	2021	2022	2023	2024
Projected Expenditures	\$3,270,000	\$3,450,000	\$1,920,000	\$2,312,500	\$3,550,000

This fund provides for pay-as-you-go street improvements for the Arterial program and other street/signal repairs. In 2020, this fund will provide for \$2,070,000 of the \$3,270,000 total improvements after the projects are complete. All but of one of the planned projects for 2020 will be administered by the City. The City assumes 100% of the funding requirements until the projects are complete. After completion, the cooperating entities (surrounding city or county funds) are billed and reimbursement funds received. In 2020, \$1,235,000 for the planned projects will be paid with C.A.R.S. (County Assistance Road System) reimbursements.

1/8-cent Sales Tax Fund

	2020	2021	2022	2023	2024
Projected Expenditures	\$1,000,000	\$1,000,000	\$1,000,000	\$1,025,000	\$1,150,000

The collection of this revenue began in July 2000 with a purpose of completing residential street repairs and stormwater repairs. Only one project is included in the 2020 Budget: \$500,000 for part of the stormwater improvements north of I-435, Mission Farms to Lee, a portion of which will be reimbursed by Johnson County. As mentioned previously, \$500,000 will be transferred to the Special Highway fund for residential street projects each year, through 2022, increasing to \$525,000 in 2023, and to \$550,000 in 2024.



**Pay-As-You-Go Capital Program
2020 - 2024
Capital Improvement Summary by Fund**

City Equipment Fund

	2020	2021	2022	2023	2024
Projected Expenditures	\$2,706,000	\$2,554,500	\$2,504,800	\$1,940,000	\$2,089,800

A total of \$2,706,000 is planned for purchase from the City Equipment Fund in 2020. The details of these vehicles and equipment can be found on the following pages.

Capital Improvements Fund

	2020	2021	2022	2023	2024
Projected Expenditures	\$1,010,000	\$1,198,300	\$1,016,900	\$1,367,400	\$1,619,300

The purpose of this fund is to provide for repairs and rehabilitation of existing City facilities. Each year \$50,000 is included for engineering/design expenses, to be used if needed. Pay-as-you-go expenses for 2020 total \$1,010,000:

City Hall Restroom Renovations – <i>Citywide</i>	\$10,000
City Hall Parking Lot Overlay - <i>Citywide</i>	100,000
Heat Pump Replacement – <i>Justice Center</i>	33,000
Public Works Facility Parking Lot Overlay – <i>Public Works</i>	100,000
Public Works Facility Overhead Garage Doors – <i>Public Works</i>	40,000
Citywide Park Improvements – <i>Parks/Recreation</i>	425,000
Ironwoods Lake Silt Removal – <i>Parks/Recreation</i>	87,000
Ironwoods Lodge Security System – <i>Parks/Recreation</i>	15,000
Ironhorse Clubhouse Kitchen Appliances – <i>Ironhorse Golf</i>	150,000

City Capital Art

	2020	2021	2022	2023	2024
Projected Expenditures	\$63,000	\$105,00	\$100,000	\$130,000	\$55,000

Annually, the City allocates funding for cultural arts and the acquisition of art pieces. The 2020 art allocation is \$167,300 and is distributed as follows: Cultural Arts in the amount of \$53,500; Community Theater in the amount of \$76,300; and the remainder of \$37,500 for capital art purchases. If the Capital Art budget is not used in the current year, it may be carried over to the next budget year. Art purchases are carefully selected and often times due to the price of a selection, a year or two may pass before a specific piece of art may be acquired. In 2020, \$13,000 is included to acquire an art piece for the interior of the Ironhorse Golf facility and \$50,000 for a down payment of another piece of art with the location yet to be determined. This fund also includes a reserve for annual art maintenance repairs, of \$60,000, in 2020.

Public Art Impact Fee

	2020	2021	2022	2023	2024
Projected Expenditures	\$0	\$70,000	\$0	\$0	\$0

This fund collects fees from developers to be used for the purchase of public art. No purchases are planned for 2020. In 2021, a total of \$70,000 is planned to acquire a piece of art at the former City Hall site. When impact fee revenue is collected, the funds are placed in this fund for art purchases. Similar to the City Capital Art fund, money in this fund may also be carried over to the next budget year if not spent.



**Pay-As-You-Go Capital Program
2020 - 2024**

The next few pages detail the planned capital equipment and vehicle purchases for 2020 through 2024. The City follows a vehicle and equipment replacement policy which uses the following criteria:

<u>Type of Vehicle/Equipment</u>	<u>Suggested Replacement</u>
Automobiles (Full-Size & Mini Vans)	7 - 10 years / 100,000 miles
Police Patrol Units	3 years / 85,000 miles
Police/Fire Special Service Vehicles	4 - 7 years / 65,000 miles
Police Motorcycles	2 years (special lease agreement with the vendor)
Sport Utility Vehicles	7 - 10 years / 100,000 miles
Light and Medium Duty Pickups/Flat Beds	6 - 9 years / 80,000 miles
Heavy Duty Truck Chassis, Specialty Units	8 - 15 years / 200,000 miles
Fire Trucks	10 - 15 years
Fire, Heavy Duty Specialty Units	10 years
Street Sweepers	4 - 5 years / 4,000 hours
Construction Equipment	7 - 10 years / 7,000 hours

Capital Leases

The City attempts to use cash to purchase a majority of the routine capital replacements, but in order to maintain cash flow, and to purchase costly items, lease/purchase agreements are sometimes utilized. Current leases are:

	<u>2020 Payment</u>	<u>Lease Expires</u>
GENERAL FUND - Capital Lease/Purchase Payments:		
Golf Course (11110.44610.871100/872100)		
Golf Carts	\$81,900	2020
Fire (11110.22530.871100/872100)		
Fire Pumpers (2)	\$146,700	2021
Fire Platform Truck	\$125,200	2026
Fire Quint (reflects estimated payment)	\$104,300	2029
Total Capital Lease/Purchase Payments:	\$458,100	

Capital Equipment/Vehicles

Impact of Capital Equipment Purchases on the Operating Budget

While difficult to quantify, the City has identified the impact on the operating budget using the following scale:

- 1 = Annual Operating Impact of less than \$500 per year.**
- 2 = Annual Operating Impact between \$500 and \$1,000 per year.**
- 3 = Annual Operating Impact greater than \$1,000 per year.**

Contingency funds are available in all of the capital funds to address emergency or non-routine expenses that may arise during the budget year and therefore not impact service levels.

CITY EQUIPMENT FUND - Planned Capital Purchases:

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Operating Impact</u>
MUNICIPAL COURT						
(13010.11310.810000) Equipment						
Automated Fingerprint Imaging System	\$0	\$0	\$0	\$25,000	\$0	2
Postage Machine	\$0	\$0	\$0	\$10,000	\$0	1
	\$0	\$0	\$0	\$35,000	\$0	
INFORMATION SERVICES						
(13010.11610.814000) Computerization						
Software Upgrades	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	1
Hardware & General Technologies	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	1
Phone System Upgrades	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	1
Microsoft Select 6.0 Licensing	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	1
Upgrade Financial System	\$25,000	\$25,000	\$0	\$0	\$0	3
	\$195,000	\$195,000	\$170,000	\$170,000	\$170,000	



**Pay-As-You-Go Capital Program
2020 - 2024
CITY EQUIPMENT FUND - Planned Capital Purchases:**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Operating Impact</u>
COMMUNITY DEVELOPMENT						
(13010.11830.812000) Vehicles						
1 Large Service Utility Vehicle (#505)	\$0	\$0	\$0	\$35,000	\$0	2
	\$0	\$0	\$0	\$35,000	\$0	
POLICE DEPARTMENT						
(13010.22110.811000) Equipment						
Automated Fingerprint Imaging System	\$0	\$0	\$0	\$53,000	\$0	2
Exercise Equipment	\$0	\$7,000	\$0	\$7,000	\$0	0
Mobile License Plate Reader	\$0	\$0	\$0	\$0	\$28,000	1
Firearms Simulator	\$0	\$0	\$0	\$35,000	\$0	1
Pan/Tilt Cameras-Justice Center	\$0	\$17,000	\$0	\$0	\$0	0
Electronic Ticketing	\$0	\$0	\$0	\$105,000	\$0	2
UPS Batteries	\$15,500	\$0	\$0	\$15,500	\$0	0
X-Ray Machine/Metal Detector	\$0	\$0	\$32,500	\$0	\$0	1
	\$15,500	\$24,000	\$32,500	\$215,500	\$28,000	
(13010.221xx.812000) Vehicles						
2 Admin Vehicles (#100,101)	\$58,000	\$0	\$0	\$0	\$60,000	3
1 Admin Vehicle (#102)	\$0	\$32,000	\$0	\$0	\$0	2
Admin Van (#104)	\$28,000	\$0	\$0	\$0	\$0	3
1 Admin Vehicle (#110)	\$0	\$0	\$0	\$29,000	\$0	2
Patrol Vehicles	\$360,000	\$182,000	\$276,000	\$279,000	\$329,000	3
Harley Motorcycle Trade-Ins	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	1
2 Investigation Vehicles (#163,165)	\$0	\$63,000	\$0	\$0	\$0	2
1 Investigation Vehicle (#161)	\$0	\$0	\$32,000	\$0	\$0	2
2 Investigation Vehicles (#160,164)	\$62,000	\$0	\$0	\$0	\$0	2
1 Investigation Vehicle (#162)	\$0	\$0	\$0	\$32,500	\$0	2
1 Animal Control Truck (#195)	\$0	\$0	\$0	\$0	\$65,000	3
	\$523,000	\$292,000	\$323,000	\$355,500	\$469,000	
(13010.22110.814000) Computerization						
Cry Wolf Software	\$0	\$0	\$0	\$0	\$36,000	0
	\$0	\$0	\$0	\$0	\$36,000	
FIRE DEPARTMENT						
(13010.22530.811000) Equipment						
ATV Emerg Response/Rescue Unit	\$21,000	\$0	\$0	\$0	\$0	1
Storm Warning Siren Replacements	\$40,000	\$40,000	\$0	\$40,000	\$0	0
Mobile Data Terminals	\$0	\$0	\$70,000	\$0	\$0	1
Exercise Equipment	\$0	\$12,000	\$0	\$0	\$12,000	0
Thermal Imaging Cameras	\$0	\$0	\$50,000	\$0	\$0	2
Rescue Boat/Trailer	\$0	\$0	\$0	\$10,000	\$0	1
Hydraulic Rescue Trailer	\$0	\$0	\$0	\$0	\$0	0
Commercial Washer/Extractor	\$0	\$0	\$0	\$10,000	\$0	1
Opticom Systems	\$0	\$0	\$0	\$0	\$30,000	1
	\$61,000	\$52,000	\$120,000	\$60,000	\$42,000	

KEY: 1 = Annual Operating Impact of less than \$500 per year.
2 = Annual Operating Impact between \$500 and \$1,000 per year.
3 = Annual Operating Impact greater than \$1,000 per year.



**Pay-As-You-Go Capital Program
2020 - 2024**

CITY EQUIPMENT FUND - Planned Capital Purchases:

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Operating Impact</u>
FIRE DEPARTMENT - continued:						
(13010.22530.812000) Vehicles						
F250Truck (#310)	\$0	\$50,000	\$0	\$0	\$0	2
F250Truck (#312)	\$0	\$0	\$51,000	\$0	\$0	2
SUV (#320)	\$0	\$0	\$0	\$0	\$31,000	2
	\$0	\$50,000	\$51,000	\$0	\$31,000	
PUBLIC WORKS DEPARTMENT						
(13010.33200.811000) Equipment						
National Signal Arrowboard	\$0	\$15,000	\$0	\$0	\$0	1
Changeable Message Boards	\$0	\$0	\$30,000	\$0	\$0	1
Paver (#467)	\$0	\$0	\$55,000	\$0	\$0	1
Case Wheel Loader (#472)	\$200,000	\$0	\$0	\$0	\$0	1
Skid Steer Loader (Lease Program)	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	0
Backhoe (#474)	\$0	\$0	\$0	\$0	\$152,000	1
Paint Striper (#497)	\$30,000	\$0	\$0	\$0	\$0	1
Asphalt Planer Attachment (#481)	\$0	\$0	\$18,000	\$0	\$0	1
EZ Melter (#488)	\$0	\$43,000	\$0	\$0	\$0	1
Compressors (#486,487)	\$0	\$0	\$15,500	\$0	\$0	1
Brush Leaf Vac (#494)	\$50,000	\$0	\$0	\$0	\$0	1
Utility Trailer (#499,492)	\$7,000	\$0	\$0	\$0	\$6,500	1
Mobile Column Lifts	\$80,000	\$0	\$0	\$0	\$0	1
Tire Changer	\$0	\$0	\$8,000	\$0	\$0	1
Redi-Haul Lift Trailers	\$0	\$0	\$15,000	\$0	\$0	0
Tenant 5400 Floor Scrubber	\$0	\$0	\$10,000	\$0	\$0	1
Cutter Plotter/Scanner (Color & B/W)	\$0	\$20,000	\$0	\$0	\$0	1
Surveying System	\$0	\$0	\$0	\$25,000	\$0	1
Fuel Tracking System	\$0	\$0	\$0	\$0	\$42,000	1
Brine System & Tanks	\$190,000	\$0	\$0	\$0	\$0	2
Two-Way Radios	\$0	\$95,000	\$0	\$0	\$0	1
	\$577,000	\$193,000	\$171,500	\$45,000	\$220,500	
(13010.33200.812000) Vehicles						
1 Service Utility Vehicle (#407)	\$0	\$0	\$0	\$32,000	\$0	2
1 Pickup Truck (#408)	\$0	\$0	\$0	\$38,000	\$0	2
3 Pickup Trucks (#429,432,433)	\$0	\$0	\$0	\$0	\$176,000	2
1 Van (#412)	\$0	\$0	\$33,000	\$0	\$0	2
1 Service Utility Vehicle (#413)	\$0	\$0	\$0	\$39,000	\$0	2
1 Pickup Truck (#419)	\$0	\$0	\$35,000	\$0	\$0	2
2 Pickup Trucks (#424,425)	\$0	\$0	\$0	\$58,000	\$0	3
1 Pickup Truck (#436)	\$0	\$0	\$0	\$65,000	\$0	2
2 Pickup Trucks (#438, 439)	\$0	\$110,000	\$0	\$0	\$0	2
Pick-up Truck/TV Inspect Equip (#442)	\$0	\$130,000	\$0	\$0	\$0	3
Dump Bodys (#450,448,455,456,459)	\$37,000	\$0	\$0	\$160,000	\$0	1
Dump Body (Unit #450)	\$40,000	\$0	\$0	\$0	\$0	1
Dump Truck (Unit #451,458)	\$0	\$0	\$250,000	\$0	\$250,000	3
1 Jet/Vac Combo Unit (#460)	\$0	\$0	\$500,000	\$0	\$0	3
Street Sweeper (#470, NEW)	\$0	\$200,000	\$0	\$0	\$205,000	3
	\$77,000	\$440,000	\$818,000	\$392,000	\$631,000	

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**Pay-As-You-Go Capital Program
2020 - 2024**

CITY EQUIPMENT FUND - Planned Capital Purchases:

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<i>Operating</i>
PARKS & RECREATION DEPARTMENT						
(13010.44500.811000) Equipment						
Mowers (various)	\$0	\$0	\$17,000	\$0	\$44,500	1
Gator Turf (Units #640, 677,678,679)	\$0	\$0	\$8,000	\$24,000	\$8,800	1
Groundsmaster 4000D	\$0	\$0	\$0	\$0	\$40,000	1
Bunker/Field Rake (Unit #641)	\$0	\$15,000	\$0	\$0	\$0	1
Tractor (Unit #643)	\$0	\$0	\$0	\$25,000	\$0	1
Pro Gater (Unit #650)	\$0	\$0	\$15,000	\$0	\$0	1
Club Car Turf II (Various)	\$0	\$0	\$0	\$0	\$20,000	1
Trailers (various)	\$0	\$6,000	\$0	\$6,500	\$0	0
John Deere 1600 Wam (Unit #669)	\$60,000	\$0	\$0	\$0	\$0	1
Bark Blower (Unit #680)	\$0	\$62,000	\$0	\$0	\$0	1
Vermeer Chipper (Unit #681)	\$0	\$40,000	\$0	\$0	\$0	1
Vermeer Loader	\$0	\$0	\$0	\$0	\$30,000	1
Drop Spreader	\$0	\$0	\$0	\$15,000	\$0	1
Paint Stripper	\$0	\$0	\$0	\$6,000	\$0	1
Autoscrubber	\$0	\$0	\$0	\$0	\$11,000	1
Snow Blower	\$0	\$0	\$0	\$0	\$7,000	1
Portable Bars-Ironwoods Lodge	\$0	\$0	\$0	\$7,000	\$7,000	0
Chlorine System	\$0	\$0	\$0	\$18,000	\$0	1
Aquatic Center Pumps	\$0	\$24,000	\$0	\$0	\$0	1
Tree Resistigraph	\$0	\$9,000	\$0	\$0	\$0	0
Chemtroller	\$0	\$0	\$12,000	\$0	\$0	1
Tire Changer	\$0	\$0	\$5,500	\$0	\$0	0
Pool Portable Lift & Cover	\$0	\$0	\$6,500	\$0	\$0	0
Two Way Radios	\$0	\$20,000	\$0	\$0	\$0	0
Tree Management Software	\$0	\$0	\$0	\$7,000	\$0	0
Irrigation Booster Pump	\$30,500	\$0	\$0	\$0	\$0	0
	\$90,500	\$176,000	\$64,000	\$108,500	\$168,300	
(13010.44500.812000) Vehicles						
Service Utility Vehicle (Unit #609)	\$0	\$0	\$0	\$63,000	\$0	2
Swaploader Truck (Unit #615, NEW)	\$300,000	\$300,000	\$0	\$0	\$0	3
Extended Cab PickupTruck (Unit #632)	\$0	\$40,000	\$0	\$0	\$0	2
Service Utility Vehicle (Unit #636)	\$35,000	\$0	\$0	\$0	\$0	2
	\$335,000	\$340,000	\$0	\$63,000	\$0	
Golf Course (13010.44610.811000) Equipment						
Aerway Greens Express	\$0	\$0	\$0	\$6,000	\$0	1
Irrigation Pumps	\$0	\$0	\$28,000	\$0	\$0	1
John Deere Backhoe	\$50,000	\$0	\$0	\$0	\$0	1
Core Aerifier	\$44,000	\$0	\$0	\$0	\$0	1
Foley Grinders	\$0	\$0	\$0	\$65,000	\$0	1
Trucksters	\$0	\$0	\$0	\$45,000	\$50,000	1
Fairway Aerator	\$0	\$28,000	\$0	\$0	\$0	1
Tractor	\$0	\$32,000	\$0	\$0	\$0	1
Garden Fairway Verticut	\$0	\$0	\$15,000	\$0	\$0	1
Sub-Surface VIB Rollers	\$0	\$9,500	\$0	\$0	\$21,000	1
Dakota Material Handler	\$0	\$0	\$32,000	\$0	\$0	1
Overseeder	\$15,500	\$0	\$0	\$0	\$0	1

KEY: 1 = Annual Operating Impact of less than \$500 per year.
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**Pay-As-You-Go Capital Program
2020 - 2024
CITY EQUIPMENT FUND - Planned Capital Purchases:**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Operating Impact</u>
Golf Course (13010.44610.811000) Equipment - continued:						
Greensmaster Tri-plex	\$0	\$32,000	\$0	\$35,000	\$0	1
Subsurface Blower	\$0	\$10,500	\$0	\$0	\$0	1
ProForce Blower	\$0	\$7,500	\$0	\$0	\$0	1
John Deere Tractor	\$0	\$0	\$32,000	\$0	\$0	1
Core Processor (2)	\$0	\$36,000	\$36,000	\$0	\$0	1
Various Mowers	\$70,000	\$0	\$7,800	\$0	\$0	1
Sand Pro	\$22,000	\$0	\$0	\$0	\$0	1
Slope Mower	\$32,000	\$0	\$0	\$0	\$0	1
JD Gator	\$36,000	\$0	\$0	\$0	\$0	1
Ventrac 4500	\$0	\$30,000	\$0	\$0	\$0	1
Triflex Hybrid	\$0	\$0	\$0	\$0	\$72,000	1
Toro MultiPro 1750	\$0	\$0	\$0	\$0	\$37,000	1
Toro Workman HDX	\$0	\$25,000	\$25,000	\$0	\$0	1
Club Car	\$0	\$30,000	\$0	\$0	\$0	1
Toro Greensmaster	\$0	\$0	\$28,000	\$0	\$0	1
Workman Gas Mower	\$0	\$0	\$21,000	\$0	\$0	1
Workman Kubota w/sprayer	\$0	\$45,000	\$0	\$0	\$0	1
Toro Reelmaster	\$54,000	\$0	\$0	\$0	\$0	1
Rough Mower	\$0	\$0	\$63,000	\$0	\$0	1
Sand Pro Tooth Rake	\$0	\$0	\$11,000	\$0	\$0	1
Versa-Vac	\$0	\$0	\$0	\$21,000	\$0	1
Core Harvester	\$0	\$0	\$0	\$0	\$12,000	1
Drag Brush	\$0	\$0	\$0	\$0	\$7,000	1
Turf Sprayer	\$0	\$0	\$0	\$15,000	\$0	1
Range Ball Dispenser	\$0	\$10,000	\$0	\$0	\$0	1
Irrigation Controllers	\$0	\$9,000	\$9,000	\$9,000	\$0	0
Driving Range Netting	\$0	\$0	\$20,000	\$0	\$0	0
Security Cameras - Clubhouse	\$0	\$22,000	\$0	\$0	\$0	0
Irrigation Control System	\$80,000	\$0	\$0	\$0	\$0	1
Course Fans	\$15,000	\$0	\$0	\$0	\$15,000	0
Cooktop/Oven	\$0	\$0	\$7,000	\$0	\$0	0
Fountains/Aerifiers	\$0	\$23,000	\$0	\$0	\$0	1
	\$418,500	\$349,500	\$334,800	\$196,000	\$214,000	
(13010.44610.812000) Vehicles						
Service Utility Vehicle (Unit #901)	\$0	\$23,000	\$0	\$0	\$0	2
	\$0	\$23,000	\$0	\$0	\$0	

TOTAL - CITY EQUIPMENT FUND:	\$2,292,500	\$2,134,500	\$2,084,800	\$1,675,500	\$2,009,800
<i>Estimated Annual Operating Impact:</i>	<i>\$21,750</i>	<i>\$25,500</i>	<i>\$22,250</i>	<i>\$22,500</i>	<i>\$23,750</i>
<i>(Resulting from City Equipment Fund Purchases)</i>	<i>These increases will occur in Contractual Services & Commodities; not in Personnel</i>				

<p>KEY: 1 = Annual Operating Impact of less than \$500 per year. 2 = Annual Operating Impact between \$500 and \$1,000 per year. 3 = Annual Operating Impact greater than \$1,000 per year.</p>
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**Pay-As-You-Go Capital Program
2020 - 2024**

SPECIAL PARKS & RECREATION FUND - Planned Capital Expenditures:

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Operating Impact</u>
PARKS/RECREATION DEPARTMENT						
Capital Projects						
#71029, 2020 Park Improvements	\$600,000	\$0	\$0	\$0	\$0	3
#71030, 2021 Park Improvements	\$0	\$600,000	\$0	\$0	\$0	3
#71031, 2022 Park Improvements	\$0	\$0	\$600,000	\$0	\$0	3
#71032, 2023 Park Improvements	\$0	\$0	\$0	\$600,000	\$0	3
#71033, 2024 Park Improvements	\$0	\$0	\$0	\$0	\$600,000	3
	<u>\$600,000</u>	<u>\$600,000</u>	<u>\$600,000</u>	<u>\$600,000</u>	<u>\$600,000</u>	
TOTAL - SPECIAL PKS/REC FUND:	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	
<i>Estimated Annual Operating Impact:</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	
<i>(Resulting from Special Parks/Rec Fund Purchases)</i>	<i>These increases will occur in Contractual Services & Commodities; not in Personnel</i>					

PUBLIC SAFETY FUND - Planned Capital Expenditures:

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Operating Impact</u>
POLICE DEPARTMENT						
(13220.22110.811000) Equipment						
POLICE Radio Consoles	\$0	\$0	\$250,000	\$0	\$0	3
POLICE Radio Replacement	\$42,000	\$13,000	\$0	\$350,000	\$42,000	1
POLICE CAD System Upgrade	\$68,000	\$0	\$0	\$71,000	\$0	1
POLICE In-Car Camera System	\$0	\$0	\$0	\$200,000	\$0	1
POLICE Records Mgmt System	\$0	\$0	\$0	\$228,000	\$0	2
	<u>\$110,000</u>	<u>\$13,000</u>	<u>\$250,000</u>	<u>\$849,000</u>	<u>\$42,000</u>	
(13220.22110.800500) Building Improvements						
POLICE Justice Center Parking Deck Rprs	\$0	\$280,000	\$0	\$0	\$0	3
	<u>\$0</u>	<u>\$280,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
FIRE DEPARTMENT						
(13220.22530.811000) Equipment						
FIRE EMS Upgrade	\$0	\$0	\$100,000	\$20,000	\$0	1
FIRE Radio Replacement	\$0	\$0	\$0	\$280,000	\$0	1
	<u>\$0</u>	<u>\$0</u>	<u>\$100,000</u>	<u>\$300,000</u>	<u>\$0</u>	
TOTAL - PUBLIC SAFETY FUND:	\$110,000	\$293,000	\$350,000	\$1,149,000	\$42,000	
<i>Estimated Annual Operating Impact:</i>	<i>\$500</i>	<i>\$2,250</i>	<i>\$2,250</i>	<i>\$2,750</i>	<i>\$250</i>	
<i>(Resulting from Public Safety Fund Purchases)</i>	<i>These increases will occur in Contractual Services & Commodities; not in Personnel</i>					

FIRE DEPARTMENT

(Annual Debt Service Payments)

FIRE Station #1 Replacement	\$0	\$0	\$560,000	\$549,500	\$539,000
	<u>\$0</u>	<u>\$0</u>	<u>\$560,000</u>	<u>\$549,500</u>	<u>\$539,000</u>

The \$7.0m construction of the Fire Station #1 replacement facility is planned for completion in 2021, with the first debt service payment due in 2022.

KEY: 1 = Annual Operating Impact of less than \$500 per year.
2 = Annual Operating Impact between \$500 and \$1,000 per year.
3 = Annual Operating Impact greater than \$1,000 per year.



ARTERIAL STREET PROGRAM

This program is funded from the Street Improvements Fund (#13020) and includes funds for the Arterial Street Program and Other Street/Signal Repairs. The program is reviewed annually and changes are made to reflect both current needs and funding availability. The type of repairs is identified in the "Project Description" column.

2019 Program	Project #	Project Description	Estimated Cost	Funding from Partner City	Proposed CARS Funds	Program Cost
Lee Blvd, 83rd to 95th (Engineering)	* 72054	Mill/Overlay	\$225,000			\$225,000
Mission Rd, 119th to 127th Streets	* 72065	Ovly, Crb/Storm	\$3,225,000	\$1,220,000	CMP Prg \$800,000	\$1,205,000
Lee Blvd, 103rd to 95th Streets (Ph I)	* 72066	Mill/Ovrly/Storm	\$1,955,600		\$887,500	\$1,068,100
Mission Rd, 95th to N City Limits	72074	Mill/Overlay	\$1,122,300	\$170,000	PV,KS \$591,500	\$360,800
State Line Road, Phase I	72084	Mill/Overlay	\$300,000	\$150,000	KC,MO	\$150,000
2019 Annual Total			\$6,827,900	\$1,540,000	\$2,279,000	\$3,008,900

2020 Program	Project #	Project Description	Estimated Cost	Funding from Other Sources	Proposed CARS Funds	Program Cost
Kenneth Rd, 135th to 143rd Streets	* 72034	Mill/Overlay	\$400,000			\$400,000
Lee Blvd, 83rd to 95th (Ph II)	* 72054	Mill/Overlay	\$2,470,000		\$1,235,000	\$1,235,000
State Line Road, Phase II	72085	Mill/Overlay	\$400,000	\$200,000	KC,MO	\$200,000
2020 Annual Total			\$3,270,000	\$200,000	\$1,235,000	\$1,835,000

2021 Program	Project #	Project Description	Estimated Cost	Funding from Other Sources	Proposed CARS Funds	Program Cost
83rd St, State Line to W. City Limits	* 72070	Rehab	\$2,250,000		\$1,125,000	\$1,125,000
State Line Road, Phase III	72086	Mill/Overlay	\$400,000	\$200,000	KC,MO	\$200,000
Lee Blvd, Somerset to 83rd (Ph III)	* 72087	Mill/Overlay	\$800,000			\$800,000
2021 Annual Total			\$3,450,000	\$200,000	\$1,125,000	\$2,125,000

2022 Program	Project #	Project Description	Estimated Cost	Funding from Other Sources	Proposed CARS Funds	Program Cost
137th Street, Pawnee to Chadwick	* 72067	Mill/Overlay	\$150,000			\$150,000
Mission Rd - 127th to 135th Streets	* 72076	Mill/Overlay/Strm	\$2,220,000	\$1,000,000	CMP Prg \$750,000	\$470,000
Mission Rd - 95th to 103rd Streets	72078	Mill/Overlay	\$400,000	\$300,000	OP,KS	\$100,000
Mission Rd, 85th to 95th Streets	72082	Mill/Overlay	\$600,000	\$150,000	PV,KS	\$450,000
2022 Annual Total			\$3,370,000	\$1,450,000	\$750,000	\$1,170,000

2023 Program	Project #	Project Description	Estimated Cost	Funding from Other Sources	Proposed CARS Funds	Program Cost
Tomahawk Creek Parkway	* 72077	Mill/Overlay	\$2,000,000		\$1,000,000	\$1,000,000
Somerset - UBAS	72083	Mill/Overlay	\$500,000	\$187,500	PV,KS \$250,000	\$62,500
2023 Annual Total			\$2,500,000	\$187,500	\$1,250,000	\$1,062,500

2024 Program	Project #	Project Description	Estimated Cost	Funding from Other Sources	Proposed CARS Funds	Program Cost
135th Street - Nall to Mission	* 72075	Pavement Maint	\$1,000,000		\$500,000	\$500,000
95th Street - State Line to Wenonga	* 72079	Rehab	\$2,550,000	\$220,000	OP,KS \$750,000	\$1,580,000
2024 Annual Total			\$3,550,000	\$220,000	\$1,250,000	\$2,080,000

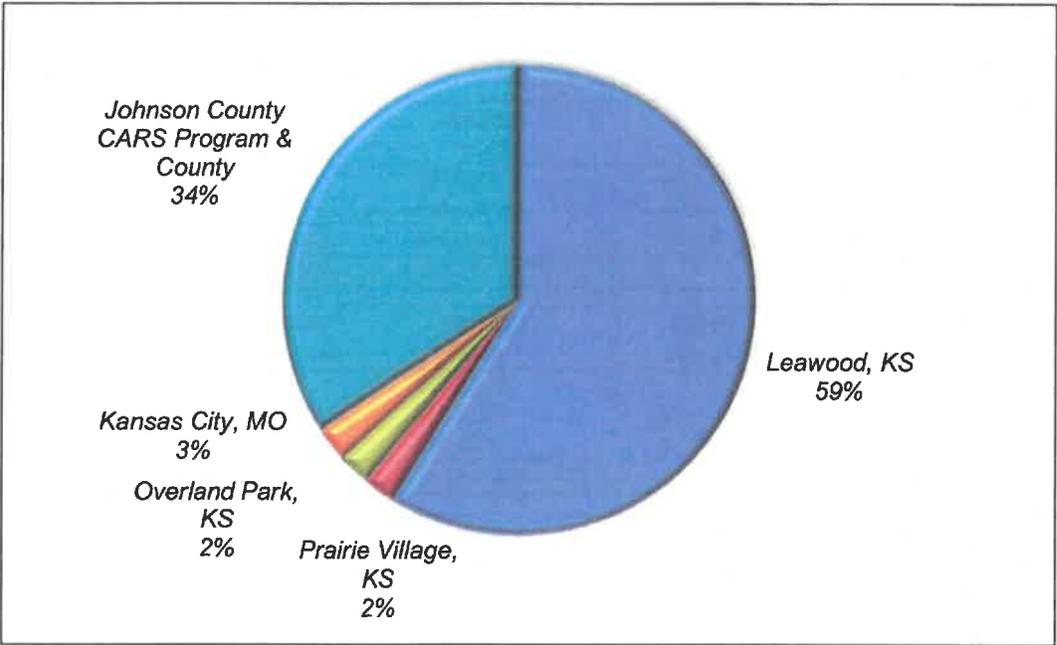
* Project administered by the City of Leawood



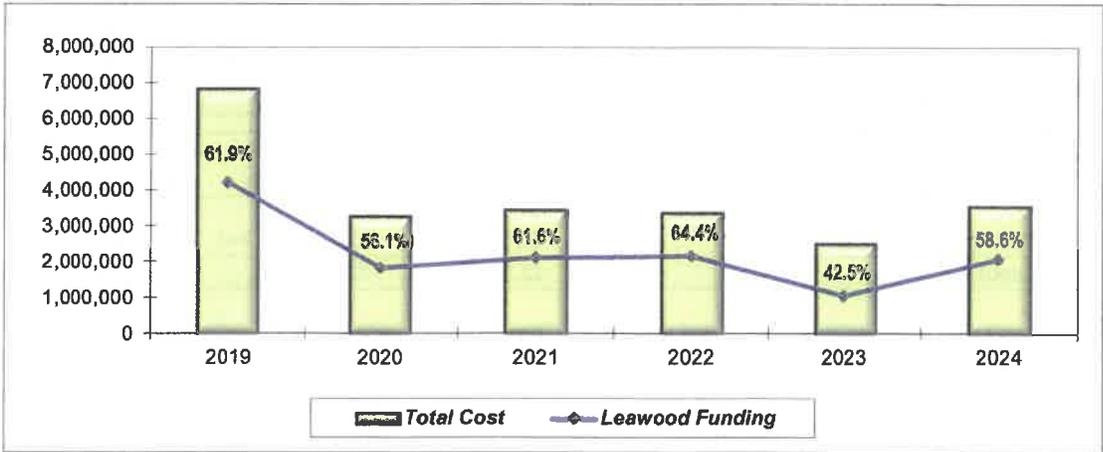
ARTERIAL STREET PROGRAM

By Funding Source:

Leawood, KS	\$ 13,501,400
Prairie Village, KS	\$ 507,500
Overland Park, KS	\$ 520,000
Kansas City, MO	\$ 550,000
Johnson County CARS Program & County	\$ 7,889,000
	\$ 22,967,900



By Program Years:





RESIDENTIAL STREET PROGRAM

This program is primarily funded with Gasoline Tax revenue from the Special Highway Fund and/or from the General Fund. These funds provide for the Mill & Overlay program. It is reviewed annually and changes are made, if necessary, to reflect both current needs and funding availability. A 2.5% inflation factor has been included in each year.

The Mill and Overlay program consists of milling the surface of the existing pavements and laying down a new asphalt surface. Typically this will replace the top 2 to 4 inches of asphalt pavement. Spot curb repairs and base repairs are sometimes included depending on the condition of the road. The process usually takes two weeks to complete.

Previously, the City applied a slurry seal application, however beginning in 2017, this application changed to a Ultra-Thin Asphalt Mill & Overlay process. This 1" thick asphalt surface has a 10-year life, as opposed to only a few years for the slurry seal surface. The dollars previously allocated for these applications have been combined with the Residential Mill & Overlay projects to allow for cost savings when bidding the repairs and efficiency with oversight.

2019 Program	Project #	Program Cost
Residential Mill & Overlay	70026	1,573,000
	2019 Annual Total	\$1,573,000

2020 Program	Project #	Program Cost
Residential Mill & Overlay	70028	1,620,300
	2020 Annual Total	\$1,620,300

2021 Program	Project #	Program Cost
Residential Mill & Overlay	70030	1,660,900
	2021 Annual Total	\$1,660,900

2022 Program	Project #	Program Cost
Residential Mill & Overlay	70032	1,702,500
	2022 Annual Total	\$1,702,500

2023 Program	Project #	Program Cost
Residential Mill & Overlay	70034	1,745,100
	2023 Annual Total	\$1,745,100

2024 Program	Project #	Program Cost
Residential Mill & Overlay	70036	1,788,700
	2024 Annual Total	\$1,788,700



1/8-CENT SALES TAX - STORMWATER PROJECTS

In April of 2000, the citizens of Leawood approved a 1/8-cent sales tax for improvement of City owned storm water projects as well as acceleration of the annual street improvement program. This five-year tax became effective July 1, 2000. In August 2004 voters approved, with 71% of the vote, to extend this tax for another five years until June 30, 2010. Then in August 2008, the tax was extended for an additional five years until 2015. Voters most recently, November 2014, approved the extension of this tax until June 30, 2021. Approximately half of the tax goes towards increasing the number of streets for rehabilitation.

Year	Project #	Project Name	Subdivision	Project Description	Project Cost
2019	77017	Waterford Stormsewer	Leawood South (Cherokee Ln & Wenonga Ln)	Design for SMAC project <i>(cost reflects the City's portion; this project is 75% reimbursable by the County; total cost is \$225,000).</i>	\$56,250
2019	77017	Waterford Stormsewer	Leawood South (Cherokee Ln & Wenonga Ln)	Replace the existing stormsewer to control flooding of property and streets. <i>(cost reflects the City's portion; this project is 75% reimbursable by the County; total cost is \$1,900,000).</i>	\$475,000
2019	77018	Patrician Woods Stormwater	W 126th Terr/Delmar	Construction for SMAC project TM-04-006 <i>(cost reflects the City's portion; this project is 75% reimbursable by the County; total cost is \$1,660,200).</i>	\$415,050
2019	77021	Prairie Village Stormwater Project	Cloisters (Rinehart Ln & Wenonga Rd)	Increase the size of the existing stormsewer to reduce flooding of property and homes.	\$390,000
2019	77022	12600 Roe, RCB Improvements	Patrician Woods	Repairs/modifications to an existing box culvert, east of Roe Ave.	\$50,000
2019	77500	Minor Storm Repairs	Varies	Repairs, as authorized and approved by the Governing Body for small storm repairs.	\$40,000
TOTAL 2019					\$1,426,300
2020	73004	SMAC IC-04-040	North of I-435, Mission Farms to Lee Blvd	Stormwater improvements <i>(cost reflects the City's portion only, no reimbursement).</i>	\$500,000
TOTAL 2020					\$500,000
2021	73004	SMAC IC-04-040 <i>(continuation of the above project)</i>	North of I-435, Mission Farms to Lee Blvd	Stormwater improvements <i>(cost reflects the City's portion only, no reimbursement).</i>	\$500,000
TOTAL 2021					\$500,000
2022	77122	2022 Accelerated Stormwater Reconstruction <i>(specific projects TBD)</i>	Various	Repair failing curb inlets, junction boxes and point repairs. Some pipe will be replaced, but these will not be significant.	\$500,000
TOTAL 2022					\$500,000
2023	77123	2023 Accelerated Stormwater Reconstruction <i>(specific projects TBD)</i>	Various	Repair failing curb inlets, junction boxes and point repairs. Some pipe will be replaced, but these will not be significant.	\$500,000
TOTAL 2023					\$500,000
2024	77124	2024 Accelerated Stormwater Reconstruction <i>(specific projects TBD)</i>	Various	Repair failing curb inlets, junction boxes and point repairs. Some pipe will be replaced, but these will not be significant.	\$600,000
TOTAL 2024					\$600,000
TOTAL FOR ALL YEARS, 2019 - 2024					\$4,026,300



OTHER PROJECTS

IMPROVEMENTS TO PARKS, BUILDINGS, LAND, TECHNOLOGY

The following represent projects which have been included in the CIP for other repairs/replacements to city-owned properties or other repairs to city facilities that meet the criteria to be included in the CIP. These pay-as-you-go projects are funded from the City Capital Improvements Fund, unless otherwise noted.

Year	Project #	Project Name	Project Description	City Project Cost
2019	49137	Ironhorse Golf Clubhouse, HVAC Replacement	Replacement of the existing system at the Ironhorse Golf Clubhouse (life exp=15 yrs).	\$75,000
2019	49139	Ironhorse Golf Course, Pump Station Repr	Repair the existing pump station.	\$60,000
2019	71026	Bicycle Route Sign System	Signage on trails/bike routes as identified in the Park Master Plan.	\$72,000
2019	74001	Interior Renovations, City Hall	Repairs/Modifications within City Hall, TBD (\$25,000 budgeted every other year)	\$53,000
2019	74013	Restroom Repairs, City Hall	First of a 3-yr project to renovate restrooms in City Hall.	\$10,000
2019	74056	Ironwoods Nature Center, HVAC Replacement	Replacement of the existing system at the Ironwoods Nature Center located at 147th & Mission Rd (life exp=15 yrs).	\$40,000
2019	74057	Oxford School House, HVAC Replacement	Replacement of the existing system at the Oxford School House located at 147th & Mission Rd (life exp=15 yrs).	\$14,000
2019	74070	PW Facility, Radiant Shop Heaters	Replace the shop heaters at the Public Works building (life exp=15 yrs)	\$37,000
2019	74076	City Hall, Heating Boilers	Replace heating boilers in City Hall building (life exp=20+ yrs).	\$200,000
2019	74098	Ironwoods Lodge, HVAC & Controls Replacement	Replacement of the existing system at the Ironwoods Lodge located at 147th & Mission Rd (life expectancy=15 yrs).	\$285,000
2019	76048	Fiber Technology Installation, Phase 3	Final Phase: Area south to 154th S will be addressed; connect redundantly to Overland Park and the County at 143rd/Nall.	\$626,300
2019	76050	PW Facility Expansion	Completion of 2 bay areas to the Public Works Maintenance Facility located at 14303 Overbrook Rd.	\$683,500
TOTAL 2019				\$2,155,800
2020	49136	Ironhorse Golf Clubhouse, Kitchen Appliances	Replace the original kitchen appliances in the clubhouse kitchen (life exp=15+ yrs).	\$150,000
2020	74006	Ironwoods Lodge, Security Sys	Replace the security system at the Lodge (life exp=10 yrs).	\$15,000
2020	74013	Restroom Repairs, City Hall	Second of a 3-yr project to renovate restrooms in City Hall.	\$10,000
2020	74067	PW Facility, Overhead Garage Doors	Replace the overhead garage doors at the Public Works Facility located at 14303 Overbrook Rd (life exp=10+ yrs).	\$40,000
2020	74087/ 74088	City Hall & Public Works Maint Facility	Parking lot asphalt overlay.	\$200,000
TOTAL 2020				\$415,000
2021	49129	Ironhorse Golf Course, Sub-Air	Replace several fans at the golf course, over 3 years; staggered due to the original	\$17,000
2021	74013	Restroom Repairs, City Hall	Last year of a 3-yr project to renovate restrooms in City Hall.	\$10,000
2021	74044	Public Works Facility, Salt	Replace the Salt Storage facility doors (life exp=10+ yrs).	\$40,000
2021	74082	Aquatic Center Pool	Repaint the pool at the City Park Aquatic Center (life exp=4 yrs).	\$70,000
2021	74084	Justice Center Parking Deck	Waterproof/Repair the current parking deck (Public Safety Fund)	\$280,000
2021	74086	Ironwoods Lodge, Kitchen Appl	Replace the original appliances at the Lodge (life exp=15+ yrs).	\$150,000
2021	74093	Public Works Facility, HVAC	Replace the existing HVAC #6 Unit (life exp=15 yrs).	\$20,000
2021	74103/ 74104	FS #2 & FS #3, Garage Doors	Replace existing garage doors at Fire Stations #2 and #3 (life exp=7+ yrs).	\$80,000
TOTAL 2021				\$667,000
2022	74059/ 74062	Standby Generators, Fire Station #2 & Fire Station #3	Replace the existing generators at these two Fire Stations (life exp=15 yrs).	\$125,000
2022	74100	Justice Center, Exterior Repairs	Perform maintenance and repairs, as needed.	\$25,000
2022	74096	Aquatic Center, Sun Deck	Replace the existing sundeck (life exp=15 yrs).	\$35,000
TOTAL 2022				\$185,000
2023	74064	Ironwoods Maint Bldg, HVAC Replace	Replace the existing HVAC unit at the facility (life exp=15 yrs).	\$40,000
2023	74068	PW Facility, Salt Dome	Repairs, as determined, on the Salt Dome (life exp=20+ yrs).	\$75,000
TOTAL 2023				\$115,000
2024	74085	Justice Center, Garage Doors	Replace overhead garage doors at the Justice Center (life expectancy=7 yrs).	\$80,000
2024	74037	Aquatic Center, Replace/Repair Deck Walls	Repair and replace, as needed the pool deck walls (life exp=15 yrs).	\$35,000
TOTAL 2024				\$115,000
TOTAL FOR ALL YEARS, 2019 - 2024				\$3,652,800



PARKS MASTER PLAN PROJECT LIST

In 2013 a Comprehensive Park Plan Study was completed with the findings discussed at a work session on October 6, 2014 with the Governing Body. Several improvements, to be in compliance with the Americans with Disabilities Act (ADA), were identified as priority; all of these were addressed and completed in 2015. All other items were placed into two other categories: Repair/Replacements or New. These improvements, as shown below, were then prioritized by the Governing Body and the Park Board. The below improvements are reviewed, and re-prioritized if necessary, annually.

Year	Project #/Location	Project Description	City Project Cost
2018	71025: Citywide Park Improvements, Year 3	(not finished in 2018)	
TOTAL 2018, carry-forward to 2019			\$130,000
2019	71028: Citywide Park Improvements, Year 4		
	City Park	Pool House Renovation (estimate)	\$1,250,000
TOTAL 2019			\$1,250,000
<i>Total Budget = \$1,230,000 (including rollover of 2018 funds; and \$160,000 in Park Impact Fee funds)</i>			
2020	71029: Citywide Park Improvements, Year 5		
	City Park	Pool House Equipment Renovations	\$325,000
	Trails	City Hall Connection to Greenway Trail & Roe Tunnel Repair	\$700,000
TOTAL 2020			\$1,025,000
2021	71030: Citywide Park Improvements, Year 6		
	96th & Lee	Future Park Construction	\$325,000
	City Park	Replace Shelters A & B with one shelter; Add Restroom	\$725,000
TOTAL 2021			\$1,050,000
2022	71031: Citywide Park Improvements, Year 7		
	Ironwoods Park	Repair hillside drainage and rebuild the garden area	\$375,000
	City Park	Replace the sprayground	\$300,000
	City Park	Replace Lions Shelter & Restroom	\$450,000
	Greenway	Restrooms - North Lake or Fields 20/21 (*Leawood Foundation Project)	*Foundation
TOTAL 2022			\$1,125,000
2023	71032: Citywide Park Improvements, Year 8		
	Ironwoods	Enhance Pond Outfall Structure	\$400,000
	City Park	Indian Creek Stabilization (NE location)	\$500,000
	TBD	Improvements TBD	\$100,000
TOTAL 2023			\$1,000,000
2024	71033: Citywide Park Improvements, Year 9		
	TBD	Improvements TBD	\$1,000,000
TOTAL 2024			\$1,000,000
TOTAL FOR ALL YEARS, 2019 - 2024			\$6,580,000

UNFUNDED PROJECTS:

Gezer, Access Route from West end to Playground	\$15,000
Tomahawk Creek Park, Drinking Fountain	\$25,000
CP/Tom/Ind/lwds, Add Wayfinding Signage-Constitution Court, Trails	\$35,000
I-Lan, Add Irrigation	\$70,000
Ironwoods, Storage/Support Building for Amphitheater	\$100,000
Ironwoods, Vestibule Area at Lodge	\$150,000
City Park, Restrooms at West End - Fields 11 & 12	\$200,000
Tomahawk Creek Park, Restrooms-S of 119th Street	\$200,000
Ironhorse Golf, 10-12 Tees Leveled;7-9 Tees Realigned/Expanded	\$237,000
Ironhorse Golf, Replace all TORO 7730 Sprinklerheads	\$250,000
Ironwoods, Parking Lot Addition	\$450,000
Ironwoods, Improvements to Ironwoods (new land)	\$1,800,000
Leawood Activity Center	\$15,000,000
	\$18,532,000



ART PROJECTS

The following represent planned art projects which have been identified by the Leawood Arts Council/APPI. This committee is responsible for Leawood's Art in Public Places Initiative (APPI) which is intended to integrate many aspects of art into the Leawood community in order to create a legacy of works to be enjoyed by current and future generations. The art purchases are made from the following two city funds: the City Capital Art Fund and the Public Art Impact Fee Fund. Beginning in 2007 funds were included annually in the City Capital Art Fund for art maintenance, as needed. The acquisition of one art piece typically occurs over a 2-year period, as reflected below. A down payment is made in the first year and the final payment and site preparation expense (assumed at 15%) occurs in the second year.

Year	Project #	Project Name	Projected Fund Source	Cost
2019	#79005	Temporary Art	Acquire either a temporary or a permanent art piece.	\$50,000
2019	#79015	"Walking Woman"	Final payment due	\$62,500
2019	#79027	"Inspiration"	This includes the art piece and installation costs.	\$90,000
2019	#79028	"Women of World"	This includes rehab and installation costs.	\$8,000
TOTAL Proposed 2019 Projects				\$210,500
2020	#79017	Selection Panel (20-1A)	This includes the down-payment for an art piece.	\$50,000
2020	#79026	Ironhorse Golf Art (Interior)	This includes the art piece and site preparation costs.	\$13,000
TOTAL Proposed 2020 Projects				\$63,000
2021	#79005	Temporary Art	Acquire a temporary art piece.	\$5,000
2021	#79017	Selection Panel (20-1B)	This includes the final payment and site preparation costs.	\$100,000
2021	#79020	Art - Old City Hall Site	Acquisition and site preparation costs.	\$70,000
TOTAL Proposed 2021 Projects				\$175,000
2022	#79023	Selection Panel (22-1A)	This includes the down-payment for an art piece.	\$50,000
2022	#79024	Selection Panel (22-2A)	This includes the down-payment for an art piece.	\$50,000
TOTAL Proposed 2022 Projects				\$100,000
2023	#79005	Temporary Art	Acquire a temporary art piece.	\$5,000
2022	#79023	Selection Panel (21-1B)	This includes the final payment and site preparation costs.	\$75,000
2023	#79024	Selection Panel (22-2B)	This includes the final payment and site preparation costs.	\$50,000
TOTAL Proposed 2023 Projects				\$130,000
2024	#79005	Temporary Art	Acquire a temporary art piece.	\$5,000
2024	#79025	Selection Panel (23-1A)	This includes the down-payment for an art piece.	\$50,000
TOTAL Proposed 2024 Projects				\$55,000
TOTAL FOR ALL YEARS, 2019 - 2024				\$733,500

- Locations for Public Art installations are greatly limited to land that is owned by the City, is not within the right-of-way and is outside of, or not manageable, within a flood zone. Several future art installation sites are identified however, some of those will not be available due to pending projects (City or private development), i.e., 96th & Lee, the 135th Street Corridor, Mission & Lee Blvd (JoCo WW expansion).
- The combined Ending Balance for the Capital ART fund and the Public ART IMPACT FEE fund is \$586,700, as of December 31, 2018. Assuming that the planned expenses occur as shown above for the years 2019 through 2024 and the \$5/per person allocation occurs each year; and an annual expense of \$60,000 for art maintenance repairs occurs; the ending balance is estimated to be approximately \$100,000 at 12/31/2024.
- The Art Maintenance repairs are afforded and paid from a calculated sum which represents 10% of the value of the piece of art at the time of acquisition. There is not a separate fund for the art maintenance repairs. If repairs are needed in a given year,

The budget shown for these projects are only estimates at this time. The available funding is contingent on: the available funds or revenue collections in each art fund; the actual cost of art pieces purchased in previous years; the final cost of the proposed art pieces; and the amount expended annually for Art Maintenance repairs.

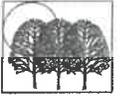


**Pay-As-You-Go Capital Program
2019 - 2024**

Capital Routine Repair and Replacement Expenditures to Facilities

Items placed on this schedule have a replacement cost over \$5,000 and include repairs typically not capitalized but instead expensed in the year of completion. The schedule is reviewed annually during the budget process at which time, new items are added and existing items are evaluated to ensure proper placement on the schedule.

Building/Item	2019	2020	2021	2022	2023	2024	Total
City Hall (11110.33800.623400):							
City Hall, Exterior Hand Rails Paint				\$5,000			\$5,000
City Hall, Balcony Deck Waterproof	\$10,000						\$10,000
City Hall, Air Balance Control		\$15,000					\$15,000
City Hall, Breakroom Appliances Replace	\$8,000						\$8,000
City Hall, Interior Paint	\$15,000					\$15,000	\$30,000
City Hall, Roof Repairs	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000
Police Department (11110.22110.623400):							
Justice Center, Roof Repairs	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000
Justice Center, Interior Paint	\$30,000					\$30,000	\$60,000
Fire Department (11110.22510.623400):							
FS #2, Exterior Paint		\$20,000					\$20,000
FS #3, Exterior Paint		\$15,000					\$15,000
FS #2/#3, Upgrade Station Door Locks	\$30,000						\$30,000
All Fire Stations, Roof Repairs	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$18,000
Public Works (11110.33800.623400):							
PW Facility, Car Wash Parts/Equip		\$15,000					\$15,000
PW Facility, Chloride Containment	\$20,000						\$20,000
PW Facility, Guard Rails/Fence Painting				\$20,000			\$20,000
PW Facility, Interior Car Wash Seal/Paint					\$8,000		\$8,000
PW Facility, Paint Vehicle Storage Building		\$70,000					\$70,000
PW Facility, Ext Bollards/Frames/Curbs					\$20,000		\$20,000
PW Facility, Interior Paint	\$20,000						\$20,000
PW Facility, Kitchen Remodel	\$30,000						\$30,000
PW Buildings, Roof Repairs	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$18,000
Aquatic Center (11110.44200.623400):							
Aquatic Center, Building Awnings				\$10,000			\$10,000
Aquatic Center, Deck Awnings	\$16,000						\$16,000
Aquatic Center, Waterslide Restoration		\$20,000					\$20,000
Rec Programming (11110.44310.623400):							
Lodge, Exterior Stain/Paint					\$30,000		\$30,000
Lodge, Interior Paint		\$22,000					\$22,000
Lodge, Entry Doors/Hardware	\$7,000						\$7,000
Outdoor Programming (11110.44320.623400):							
Cabins, Interior Paint			\$25,000				\$25,000
Ironwoods Bath House, Int/Ext Paint					\$10,000		\$10,000
Nature Center, Int/Ext Paint					\$20,000		\$20,000
Ironwoods Palyground Restroom, Paint					\$5,000		\$5,000
Oxford School House, Int/Ext Paint					\$8,000		\$8,000
Maintenance (11110.44500.623400):							
City Park, Repair Gate Operator		\$12,000					\$12,000
Gezer Park, Int/Ext Paint				\$5,000			\$5,000
I-Lan Park, Int/Ext Paint				\$5,000			\$5,000
Ironwoods Pk Maint Bldg, Paint					\$10,000		\$10,000
All Facilities, Roof Repairs	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$18,000
Golf Course (46400.600.623400.623410):							
Clubhouse, Exterior Painting				\$15,000			\$15,000
Clubhouse, Carpet		\$25,000					\$25,000
Clubhouse, Interior Paint/Wallcoverings		\$15,000					\$15,000
Course, Fence Repairs	\$16,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$54,000
Course, Plant Large Trees	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$45,000
Golf Facilities, Roof Repairs	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000
\$ 225,000	\$ 259,000	\$ 55,000	\$ 90,000	\$ 141,000	\$ 75,000	\$ 845,000	



**Pay-As-You-Go Capital Program
2019 - 2024
Projected Major Capital Expenditures to Facilities**

Items on this schedule indicate major asset improvements, have a total cost over \$5,000 and meet the following criteria:

1. The life of the asset is extended by more than 25%, OR
2. The cost results in an increase in the asset capacity, OR
3. The efficiency of the asset is increased by 10% or more, OR
4. Significantly changes the character of the assets, OR
5. In the case of streets, parking lots and roads, if the work done impacts the "base" structure.

Building/Item	2019	2020	2021	2022	2023	2024	Total
City Hall:							
City Hall, Int Wall Renovations 74001.120.832000	\$53,000		\$25,000		\$25,000		\$103,000
City Hall, Restroom Repairs 74013.120.832000	\$10,000	\$10,000	\$10,000				\$30,000
City Hall, Computer Room A/C 74099.120.832000					\$45,000		\$45,000
City Hall, Heating Boilers 74076.120.832000	\$200,000						\$200,000
City Hall, Overlay Asphalt Parking Lot 74087.120.832000		\$100,000					\$100,000
Justice Center:							
Justice Center, Waterproof Parking Deck 74084.120.832000					\$75,000		\$75,000
Justice Center, Garage Doors 74085.120.832000						\$80,000	\$80,000
Justice Center, Heat Pump Replace 74094.120.832000	\$30,000	\$33,000	\$36,300	\$39,900	\$43,900	\$48,300	\$231,400
Justice Center, Exterior Repairs 74100.120.832000				\$25,000			\$25,000
Fire Department:							
FS #2, Standby Generator 74059.120.832000				\$50,000			\$50,000
FS #2, Garage Doors 74103.120.832000			\$40,000				\$40,000
FS #3, Standby Generator 74062.120.832000				\$75,000			\$75,000
FS #3, Garage Doors 74104.120.832000			\$40,000				\$40,000
Public Works:							
PW Facility, Shop Overhead Garage Doors 74067.120.832000		\$40,000					\$40,000
PW Facility, Salt Dome Repairs 74068.120.832000					\$75,000		\$75,000
PW Facility, HVAC #6 Unit 74093.120.832000			\$20,000				\$20,000
PW Facility, Overlay Asphalt Parking Lot 74088.120.832000		\$100,000					\$100,000
Aquatic Center:							
Aquatic Center, Repaint Pool 74082.120.832000			\$70,000				\$70,000
Aquatic Center, Sun Deck Replacement 74096.120.832000				\$35,000			\$35,000
Aquatic Center, Rplc/Maint-Deck Wall 74037.120.832000						\$35,000	\$35,000
Recreation Programming:							
Ironwoods Lodge, Security System 74097.120.832000		\$15,000					\$15,000
Ironwoods Lodge, HVAC/Controls 74098.120.832000	\$285,000						\$285,000
Ironwoods Lodge, Kitchen Appliances 74086.120.832000			\$150,000				\$150,000
Outdoor Programming:							
Nature Center, HVAC Replace/Repair 74056.120.832000	\$40,000						\$40,000
Oxford School, HVAC Rplc/Rpr 74057.120.832000	\$14,000						\$14,000
Oxford School, Heat Pump 74040.120.832000						\$6,000	\$6,000
Park Maintenance:							
Ironwoods Pk Maint Bldg, HVAC 74064.120.832000					\$40,000		\$40,000
Golf Course:							
Clubhouse, HVAC Replacement 49137.800.832000	\$75,000						\$75,000
Clubhouse, Kitchen Appliances 49136.800.832000		\$150,000					\$150,000
Course, Sub-Air/Fans 49129.800.840140			\$17,000	\$17,000	\$8,500		\$42,500
	\$707,000	\$448,000	\$408,300	\$241,900	\$312,400	\$169,300	\$2,286,900

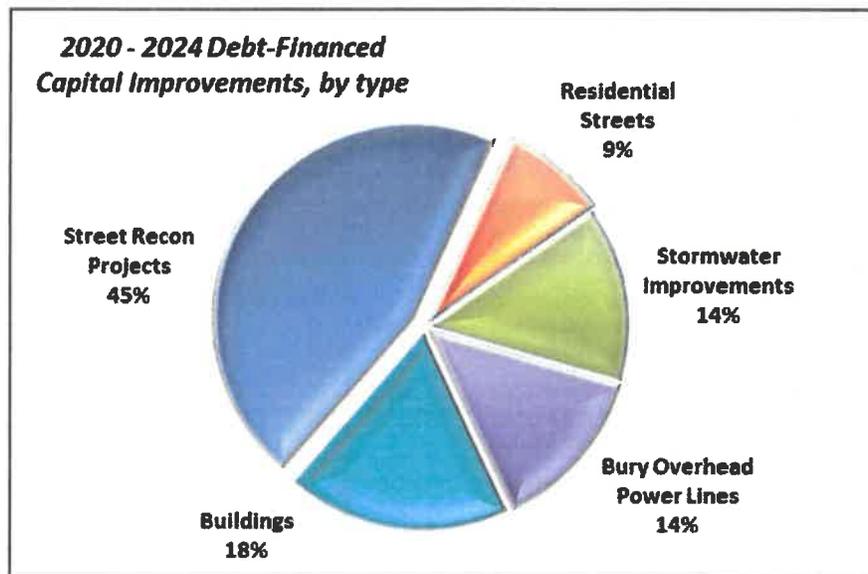


Debt-Financed Capital Improvements 2020 – 2024

The debt-financed projects included in the 2020 - 2024 C.I.P. are shown on the following pages. Detailed information on the design, construction and bonding timelines for each project are provided. All outside funding sources are reflected on the next page. The plan, including years 2020 through 2024, totals \$74,033,200 of which the City will fund 95%.

The largest estimated construction cost is \$18,990,625 for the Mission Road, 143rd Street to Bell Drive improvements, planned for 2024. Included for residential street repairs is \$3,000,000 in 2021 and 2023. The Stormwater Improvement program will continue in 2020 at \$3,000,000 and increase to \$3,500,000 in 2022 and 2024. New to the plan is \$6,000,000 to construct a Park Maintenance Facility in 2021; and the first of a bi-annual traffic signal improvement project of \$750,000 in 2024.

The chart below shows the types of projects, which are targeted for debt-financing. The majority, or 45%, of the funds will provide for street improvements; followed by 18% for the construction of a new Fire Station #1 building and a Park Maintenance Facility; 14% each for the burying of overhead power lines and stormwater improvements; and 9% for residential street projects.



In an effort to improve residential streets at a greater pace, the Accelerated Street Reconstruction program was created in 2003. The program allowed for an increased number of streets to be addressed and, further to reconstruct groups of streets in entire neighborhoods at the same time. Phase I began in 2004; followed by Phase II in 2009; and Phase III began in 2019. A total of \$3,000,000 is planned for every other year. This program is debt-financed with general obligation debt.

The debt-financed Stormwater Improvements program began in 2018 with \$3.0 million and continues in 2020 at the same amount, increasing to \$3.5 million in 2022. The program will continue every other year until a total of \$35.0 million has been spent. The replacement program will address over 105,000 linear feet of pipe.

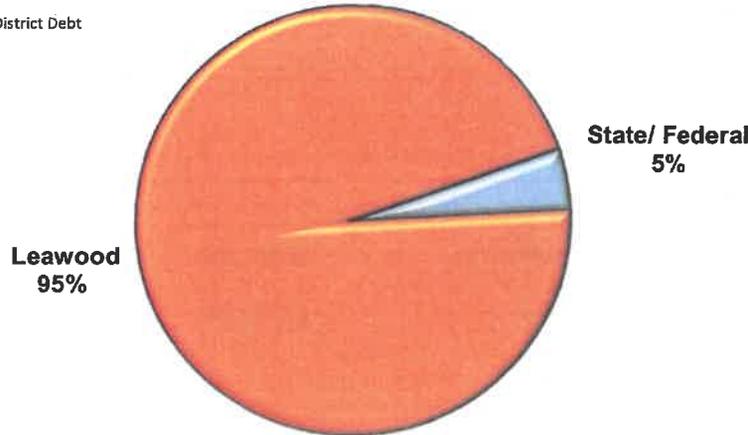


Debt Financed Capital Improvements
Summary of All Current Year & Future
2020 - 2024

Total Cost All Projects
Cost Distribution by Contributors

Year	Leawood	SBD *	TDD *	State/ Federal	County/ Cities	Impact Fees	Total
2020	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$10,000,000
2021	\$12,891,300	\$0	\$0	\$0	\$0	\$0	\$12,891,300
2022	\$22,094,775	\$0	\$0	\$1,353,000	\$0	\$0	\$23,447,775
2023	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000
2024	\$22,694,125	\$0	\$0	\$2,000,000	\$0	\$0	\$24,694,125
	\$70,680,200	\$0	\$0	\$3,353,000	\$0	\$0	\$74,033,200

*SBD = Special Benefit District Debt
*TDD = Transportation Development District Debt



The 2020 - 2024 C.I.P. is funded by the following revenue sources:

City of Leawood General Obligation Debt: The funding responsibility for the majority of the capital program will be assumed by the City. During the engineering and construction phases of each project, temporary notes will be used to finance the expenses. After completion of the project, general obligation debt will be issued, typically with a 15-year repayment schedule, for infrastructure projects and a 20-year schedule for public building projects.

State/Federal and Other: Within the planned five-year period, it is anticipated that 2 projects will receive state/federal contributions: #80175, Mission Road from 133rd to 143rd streets of \$1,353,000; and #80155, Mission Road from 143rd Street to Bell Drive of \$2,000,000.

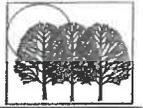


**Debt Financed Capital Improvements
Summary of All Current Year & Future
2020 - 2024**

Total Project Cost - All Projects, by Construction Year

Project # and Description	2020	2021	2022	2023	2024
# 80155 Mission Road, 143rd Street to Bell Drive					\$18,990,625
# 80158 Fire Station #1 Replacement*	\$7,000,000				
# 80173 Park Maintenance Facility		\$6,000,000			
# 80175 Mission Road, 135th to 143rd Streets			\$15,694,375		
# 80221 2021 Residential Streets, Phase III-Yr 2		\$3,000,000			
# 80223 2023 Residential Streets, Phase III-Yr 3				\$3,000,000	
# 80256 2020 Stormwater Improvements, Yr 2	\$3,000,000				
# 80257 2022 Stormwater Improvements, Yr 3			\$3,500,000		
# 80258 2024 Stormwater Improvements, Yr 4					\$3,500,000
# 80424 2024 Traffic Signal Replacement, Yr 1					\$750,000
# 82070 Bury Overhead Lines - 83rd St, State Line to W City Limits		\$2,351,100			
# 82071 Bury Overhead Lines - 89th St, Mission Rd-High Dr		\$1,540,200			
# 82076 Bury Overhead Lines - Mission Rd, 127th to 133rd			\$2,101,200		
# 82078 Bury Overhead Lines -Mission Rd, 97th Pl to 103rd			\$1,076,100		
# 82079 Bury Overhead Lines -95th St, State Line to Belinder					\$1,453,500
# 82082 Bury Overhead Lines - Mission Rd, 85th to 92nd			\$1,076,100		
	\$10,000,000	\$12,891,300	\$23,447,775	\$3,000,000	\$24,694,125

*Annual debt service payments will be paid from the Public Safety Fund.



Debt Financed Capital Improvements
Summary of All Current Year & Future
2020 - 2024

General Obligation Bonding Projections and Total City Cost All Projects
(Reflects City of Leawood Costs only)

Project # and Description	2020	2021	2022	2023	2024
# 80129 143rd Street, Windsor to Kenneth Rd		\$11,708,598			
# 80155 Mission Road, 143rd Street to Bell Drive			\$16,990,625		\$16,990,625
# 80158 Fire Station #1 Replacement *	\$7,000,000	\$7,000,000			
# 80173 Park Maintenance Facility	\$6,000,000	\$6,000,000	\$6,000,000		
# 80175 Mission Road, 135th to 143rd Streets			\$14,341,375		\$14,341,375
# 80219 2019 Residential Streets, Phase III-Yr 1	\$3,000,000				
# 80221 2021 Residential Streets, Phase III-Yr 2	\$3,000,000	\$3,000,000	\$3,000,000		
# 80223 2023 Residential Streets, Phase III-Yr 3			\$3,000,000	\$3,000,000	\$3,000,000
# 80225 2025 Residential Streets, Phase III-Yr 4					\$3,000,000
# 80255 2018 Stormwater Improvements, Yr 1	\$3,000,000				
# 80256 2020 Stormwater Improvements, Yr 2	\$3,000,000	\$3,000,000			
# 80257 2022 Stormwater Improvements, Yr 3		\$3,500,000	\$3,500,000	\$3,500,000	
# 80258 2024 Stormwater Improvements, Yr 4				\$3,500,000	\$3,500,000
# 80424 2024 Traffic Signal Replacement, Yr 1				\$750,000	\$750,000
# 82065 Bury Overhead Lines - Mission Rd, 119th to 127th	\$1,632,000				
# 82070 Bury Overhead Lines - 83rd St, State Line to W C	\$2,351,100	\$2,351,100	\$2,351,100		
# 82071 Bury Overhead Lines - 89th St, Mission Rd-High	\$1,540,200	\$1,540,200	\$1,540,200		
# 82074 Bury Overhead Lines - Mission Rd, 92 S to N Ran	\$663,000				
# 82076 Bury Overhead Lines - Mission Rd, 127th to 133rd		\$2,101,200	\$2,101,200	\$2,101,200	
# 82078 Bury Overhead Lines - Mission Rd, 97th Pl to 103rd		\$1,076,100	\$1,076,100	\$1,076,100	
# 82079 Bury Overhead Lines -95th St, State Line to Belinder				\$1,453,500	\$1,453,500
# 82080 Bury Overhead Lines -123rd St, Mission to State Line					\$2,381,700
# 82082 Bury Overhead Lines - Mission Rd, 85th to 92nd		\$1,076,100	\$1,076,100	\$1,076,100	
	\$31,186,300	\$42,353,298	\$54,976,700	\$16,456,900	\$45,417,200
Total Project Cost/Design Year	\$12,891,300	\$7,753,400	\$19,990,625	\$5,703,500	\$5,381,700
Total City Cost/Construct Year	\$10,000,000	\$12,891,300	\$22,094,775	\$3,000,000	\$22,694,125
Total Project Cost/Bond Year	\$8,295,000	\$21,708,598	\$12,891,300	\$7,753,400	\$17,341,375

*Annual debt service payments will be paid from the Public Safety Fund.



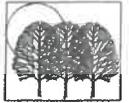
**Debt-Financed Capital Improvements
2020 - 2024
Residential Street Program**

In June 2002, the Governing Body approved an accelerated street rehabilitation program with the intent of eliminating some of the City's backlog of street repairs. Phase I of this debt-financed initiative included a total of \$10,500,000 over the five-year period of 2004 through 2008; alternating funding of \$1,500,000 and \$2,500,000 each year. Phase II began in 2009 with a total of \$1,500,000, with \$2,500,000 in 2010, \$1,275,000 in 2011 and will end with \$3,000,000 in 2017. Phase III began in 2019 with the same funding level, and continues every other year. These funds will allow the City to complete rehabilitation/repairs on entire neighborhoods where some of the streets have been improved in the past and others have not. The funding levels in the current Capital Improvement Plan (CIP) are as follows:

2019	\$3,000,000
2020	\$ 0
2021	\$3,000,000
2022	\$ 0
2023	\$3,000,000
2024	\$ 0

The following streets are planned for reconstruction in the current C.I.P. The groups are selected for funding based on the PCI rating. The 2018 overall average PCI rating of all lane miles was 81.4, compared to the Governing Body goal of a street rating minimum of 70.0. Currently, 75.2% of all collector streets are maintained above the 70 PCI; 70.0% of arterial streets are maintained above the 70 PCI; and 84.6% of residential streets are maintained above the 70 PCI. The Public Works Department annually reviews the streets and their ratings to determine if the particular street or group of streets should be shifted forward or backward within the five-year plan.

	<i>Length (ft)</i>	<i>PCI</i>	<i>Type of Work</i>
<i>2021 Program</i>			
100 th Street (Mission Rd to Howe Dr)	759	NA	Reconstruction
101 st Street (Mission Rd to Howe Dr)	776	NA	Reconstruction
Howe Dr (100 th to Mohawk Ln)	1,031	NA	Reconstruction
101 st /Pawnee/Wenonga	2,994	NA	Reconstruction
Mohawk Lane (101 st to 103 rd Streets)	1,175	NA	Reconstruction
<i>2023 Program</i>			
Ensley Lane (91 st to 93 rd Streets)	1,200	NA	Reconstruction
Ensley Lane, south of 98 th & 99 th	2,493	NA	Reconstruction
97 th Place (Mission Rd to Ensley Ln)	2,470	NA	Reconstruction

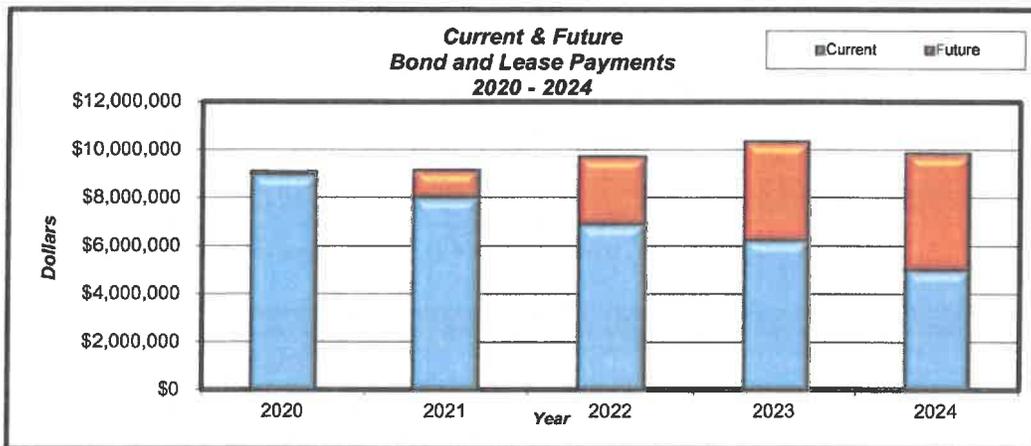


Current and Future Bond and Lease Payments

	2020	2021	2022	2023	2024
Current Bond and Leases					
General Obligation - includes Property Tax Supported & Special Assessments (Bond & Interest Fund)					
Principal	\$6,855,000	\$6,260,000	\$5,530,000	\$5,080,000	\$4,065,000
Interest	\$1,764,153	\$1,471,498	\$1,248,180	\$1,019,200	\$815,640
Leases/Revenue Bonds					
Principal	\$322,060	\$250,145	\$111,601	\$114,190	\$116,940
Interest	\$31,641	\$21,720	\$13,561	\$10,972	\$8,322
Subtotal-Principal	\$7,177,060	\$6,510,145	\$5,641,601	\$5,194,190	\$4,181,940
Subtotal-Interest	\$1,795,794	\$1,493,218	\$1,261,741	\$1,030,172	\$823,962

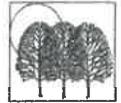
Future Bond and Leases					
General Obligation - includes Property Tax Supported & Special Assessments (Bond & Interest Fund)					
Principal	\$0	\$553,000	\$1,533,573	\$2,292,993	\$2,809,887
Interest	\$0	\$290,325	\$859,314	\$1,316,388	\$1,537,570
Leases/Revenue Bonds					
Principal	\$78,358	\$220,042	\$324,743	\$403,269	\$414,512
Interest	\$25,928	\$69,640	\$68,052	\$82,225	\$70,982
Subtotal-Principal	\$78,358	\$773,042	\$1,858,316	\$2,696,262	\$3,224,399
Subtotal-Interest	\$25,928	\$359,965	\$927,366	\$1,398,613	\$1,608,552

TOTAL Current & Future	\$9,077,140	\$9,136,370	\$9,689,024	\$10,319,237	\$9,838,853
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The City currently has three no-commitment special assessment Transportation Development District (TDD) bond issues. The City is no way liable for the repayment of these, but acts as the agent for the property owners to collect the assessments, forward them to the trustee and assist with foreclosure proceedings, if necessary.

	2020	2021	2022	2023	2024
CURRENT Agency Debt -Transportation Development District Debt					
Principal	\$125,000	\$130,000	\$85,000	\$0	\$0
Interest & Fees	\$26,000	\$16,375	\$6,375	\$0	\$0
Subtotal	\$151,000	\$146,375	\$91,375	\$0	\$0
FUTURE Agency Debt - includes Transportation District Debt					
Principal	\$0	\$0	\$0	\$0	\$0
Interest & Fees	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0	\$0	\$0
TOTAL Current & Future	\$151,000	\$146,375	\$91,375	\$0	\$0



Future Bonded Debt and Lease Obligations

Proposed FUTURE – General Obligation Debt, Capital Projects

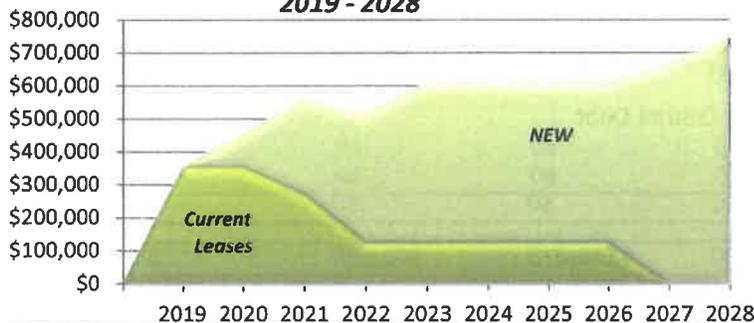
Number	Project	Project Cost	Finish Date	GO Bond Issue Amt	Developer/TDD/SBD Amt	Bond Date	Bond Life
2019 BONDED PROJECTS - No Projects Currently Planned to be Bonded							
# 80219	2019 Residential Streets, Phase III-Yr 1	\$3,000,000	2020	\$3,000,000	\$0	2020	15
# 80255	2018 Stormwater Improvements, Yr 1	\$3,000,000	2018	\$3,000,000	\$0	2020	15
# 82065	Bury Overhead Lines-Mission Rd, 119th to 127th	\$1,632,000	2020	\$1,632,000	\$0	2020	15
# 82074	Bury Overhead Lines-Mission Rd, 92 S to N RanchMart	\$663,000	2020	\$663,000	\$0	2020	15
2020 BONDED PROJECTS		\$8,295,000		\$8,295,000	\$0		
# 80129	143rd Street, Windsor to Kenneth Rd	\$14,607,275	2021	\$11,708,598	\$0	2021	15
# 80158	Fire Station #1 Replacement*	\$7,000,000	2021	\$7,000,000	\$0	2021	20
# 80256	2020 Stormwater Improvements, Yr 2	\$3,000,000	2021	\$3,000,000	\$0	2021	15
2021 BONDED PROJECTS		\$24,607,275		\$21,708,598	\$0		
# 80173	Park Maintenance Facility	\$6,000,000	2022	\$6,000,000	\$0	2022	20
# 80221	2021 Residential Streets, Phase III-Yr 2	\$3,000,000	2022	\$3,000,000	\$0	2022	15
# 82070	Bury Overhead Lines-83rd St, State Line to W City	\$2,351,100	2022	\$2,351,100	\$0	2022	15
# 82071	Bury Overhead Lines-89th St, Mission Rd-High Dr	\$1,540,200	2022	\$1,540,200	\$0	2022	15
2022 BONDED PROJECTS		\$12,891,300		\$12,891,300	\$0		
# 80257	2022 Stormwater Improvements, Yr 3	\$3,500,000	2023	\$3,500,000	\$0	2023	15
# 82076	Bury Overhead Lines-Mission Rd, 127th to 133rd	\$2,101,200	2023	\$2,101,200	\$0	2023	15
# 82078	Bury Overhead Lines-Mission Rd, 97th Pl to 103rd	\$1,076,100	2023	\$1,076,100	\$0	2023	15
# 82082	Bury Overhead Lines-Mission Rd, 85th to 92nd	\$1,076,100	2023	\$1,076,100	\$0	2023	15
2023 BONDED PROJECTS		\$7,753,400		\$7,753,400	\$0		
# 80175	Mission Road, 133rd to 143rd Streets	\$15,694,375	2024	\$14,341,375	\$0	2024	15
# 80223	2023 Residential Streets, Phase III-Yr 3	\$3,000,000	2024	\$3,000,000	\$0	2024	15
2024 BONDED PROJECTS		\$18,694,375		\$17,341,375	\$0		
TOTAL		\$72,241,350		\$67,989,673	\$0		

*Annual debt service payments will be paid from the Public Safety Fund.

Proposed FUTURE – Capital Equipment/Vehicle Lease Purchases

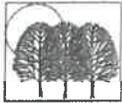
Year	Description	Proposed Item Cost	Funding	Replacement/New	Year of First Payment	Lease Term	Year Paid
2019	Fire Quint Unit (Unit #Q33)	\$900,000	Tax Levy	Replacement	2020	10	2029
2020	Fire Pumper Unit (Unit# E31)	\$800,000	Tax Levy	Replacement	2021	10	2030
2020	Fire Pumper Unit (Unit# E32)	\$800,000	Tax Levy	Replacement	2021	10	2030
2021	Golf Carts	\$300,000	Tax Levy	Replacement	2021	3	2024
2022	Fire Pumper/Quint	\$800,000	Tax Levy	Replacement	2023	10	2032
TOTAL		\$3,600,000					

**Current and Proposed Annual Lease Payments
2019 - 2028**



As shown in the graph, the City's annual lease/purchase payments increase in 2019 due to the cost of the Fire platform truck replacement. Future leases will continue to increase each year thereafter for the Fire apparatus listed above. All current lease payment obligations will be paid in full by year-end 2026.

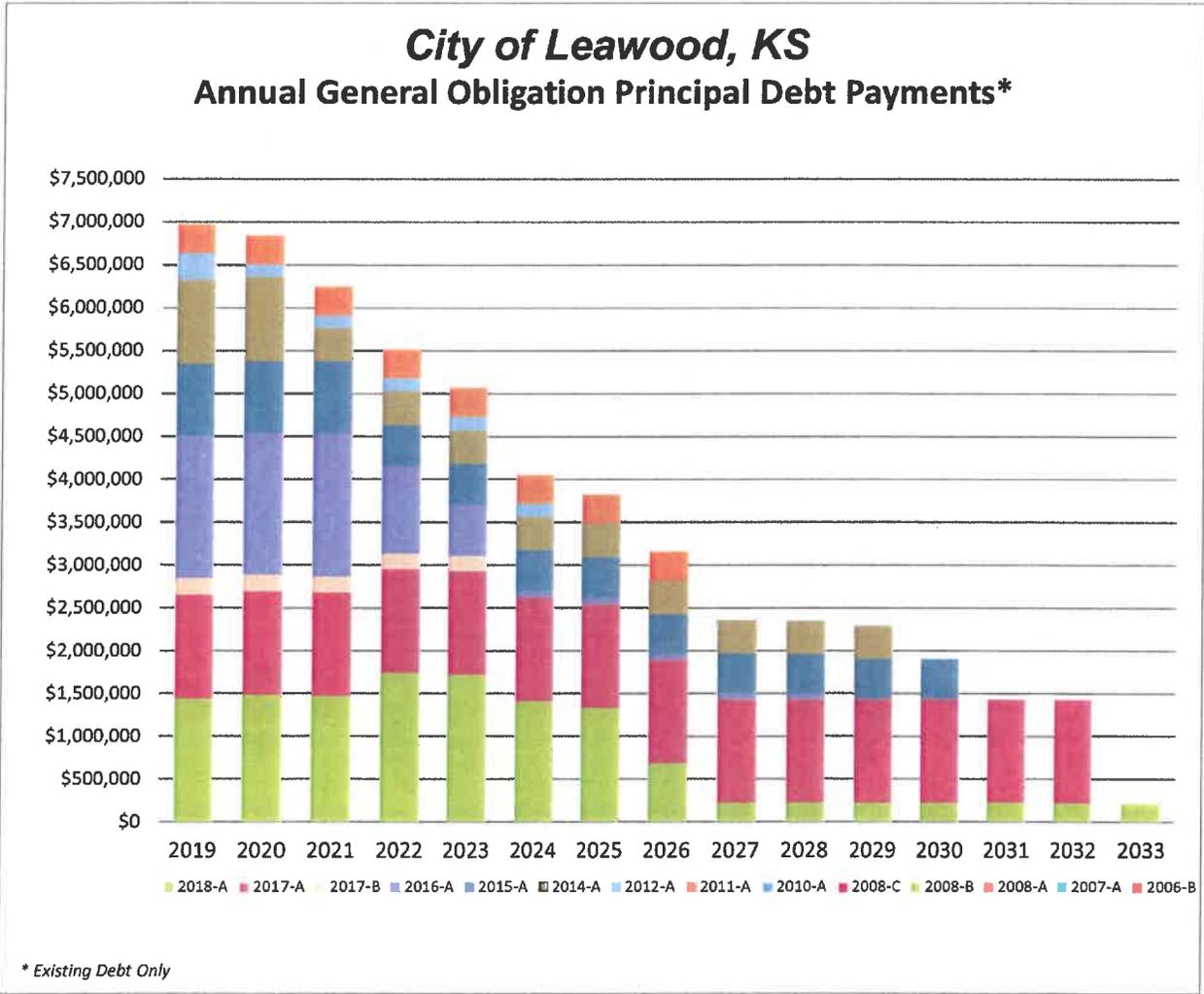
The City's plans to replace golf carts every three years.



Current Principal Debt Payments

The City's C.I.P. includes capital improvement projects, planned to be debt-financed, over a five-year period. However, the resulting debt payments continue over a substantially longer period. General Obligation Bonds, the primary method of borrowing funds by state and local government, finance projects which have a longer useful life, i.e., streets, stormwater. This financing tool allows for the costs, to be paid for over a longer period of time as compared to pay-as-you-go, or cash-financing. The City borrows from the bond holders and pledges to pay the funds back with interest over a pre-determined number of years, usually 15 to 20 years, depending on the type of improvement. The bonds are backed by the full faith and credit of the government.

The below chart shows the payments for the City's current bond issues, in Year/Series order.

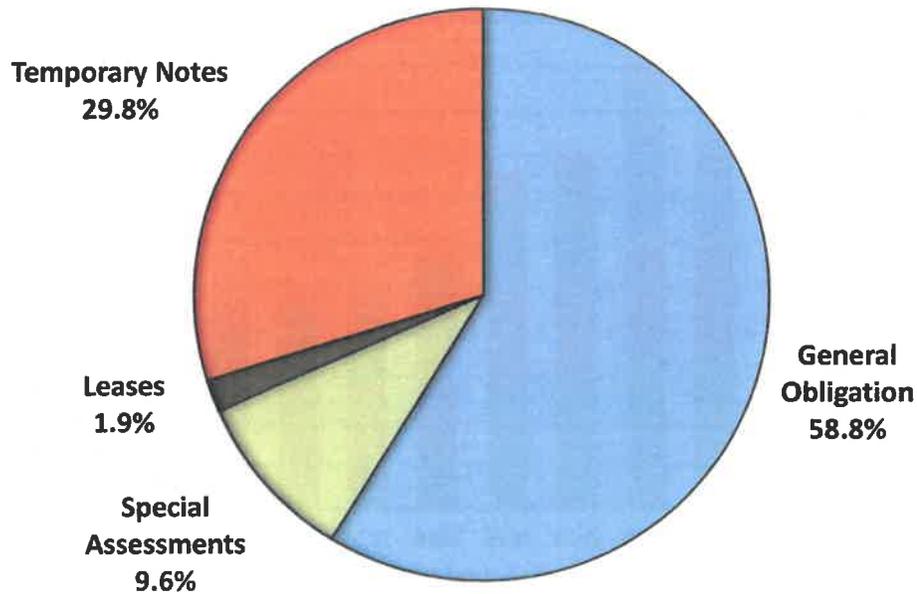




BONDS, NOTES, AND LEASES OUTSTANDING

	Outstanding 12/31/2018	Percent of Total
General Obligation	46,280,361	58.8%
Special Assessments	7,534,639	9.6%
Leases	1,469,164	1.9%
Temporary Notes	23,470,000	29.8%
TOTAL	\$78,754,164	100.0%

Transportation Development District \$460,000





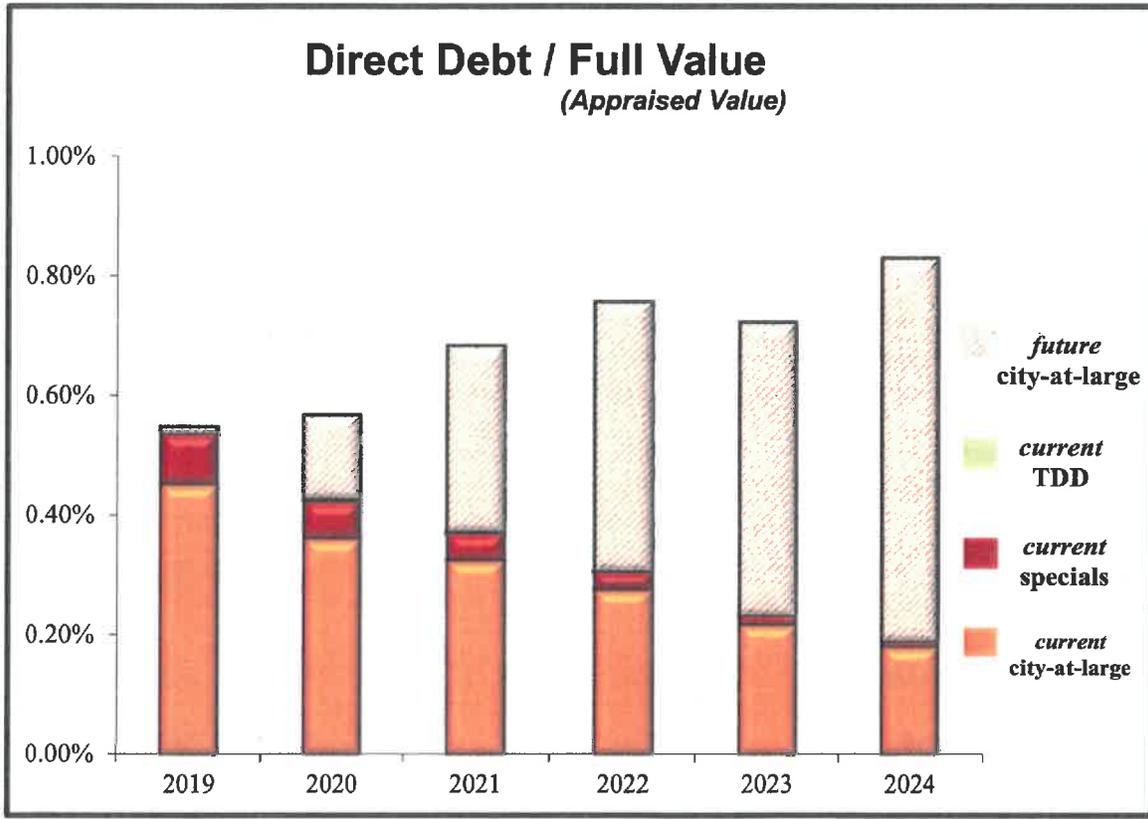
KEY DEBT MANAGEMENT INFORMATION

	← Forecast →						Standard
	2019	2020	2021	2022	2023	2024	
Economy/Tax Base Factors							
Full Value per Capita (Appraised Value)	\$216,353	\$215,091	\$222,582	\$228,340	\$234,248	\$240,308	>\$150,000
Projected % Change in Assessed Value	4.17%	5.83%	4.00%	3.10%	3.10%	3.10%	>0.0%
Debt Factors							
Net Direct Debt/Full Value (1)	0.79%	0.86%	1.01%	1.01%	0.98%	1.08%	<0.75%
Net Direct Debt/Operating Revenues (2)	53.41%	31.33%	14.60%	17.91%	17.93%	4.18%	<0.33%
<i>(A higher % indicates there is more income to pay for debt obligations. If debt rises and fund balance & operating revenues both decrease, the % lowers).</i>							
Direct Debt/Full Value (3)	0.55%	0.56%	0.68%	0.76%	0.73%	0.83%	NA
Direct & Overlapping Debt/Full Value (4)	3.44%	3.33%	3.33%	3.22%	3.12%	3.14%	NA
Total debt service as a percent of total expenditures (5)	15.8%	14.8%	14.2%	14.8%	15.0%	13.7%	< 20%
Debt Service Levy (per \$1,000 of assessed value)	7.700	5.500	3.000	4.450	3.950	6.500	NA
Total G.O. Debt at Year-End 12/31	\$46.8	\$48.3	\$56.2	\$62.0	\$61.9	\$72.3	NA
Prin/Int Paid as a % of Total Debt	19.3%	17.9%	15.3%	14.8%	15.7%	12.8%	NA
% of New Debt/Total G.O. Debt	0.0%	17.2%	26.2%	20.8%	10.0%	24.0%	NA

1. The sum total of current & future General Obligation debt, temporary notes, and capital leases supported by general tax levy revenues / by Appraised Value.
2. The sum total of current & future General Obligation debt, temporary notes, and capital leases, less the estimated Debt Service and General fund balances / Operating Revenues. This metric expresses the potential budgetary impact of future debt service. A high debt burden relative to operating revenues implies a possibility that debt will consume a greater portion of the local government's budget in future years.
3. General Obligation debt and capital leases, excluding Transportation Development District debt (TDD).
4. All debt described in #3 plus Leawood's share of debt from Blue Valley & Shawnee Mission school districts, Johnson County, County Parks & Rec and Leawood's TDD debt.
5. The Target is less than 20%, not to exceed 25% in any given year.

DEFINITIONS:			
Net Direct Debt	This is debt supported by a government's general tax levy revenues; and includes General Obligation Debt, Temporary Notes, and Capital Leases.	Full Value	The full value represents the Appraised Value for the City of Leawood.
Direct Debt	Includes all of the above debt, and Special Assessment Debt, which is to be paid by the assessed property owners.	Per Capita	Leawood's population is projected to increase 0.5% annually.
Overlapping Debt	This includes debt issued by the City of Leawood, along with any other debt issued by overlapping jurisdictions, such as Johnson County and the School Districts.	Operating Revenues	Includes all revenue for the City, excluding Special Revenue fund sources, as those are restricted for specific purposes.

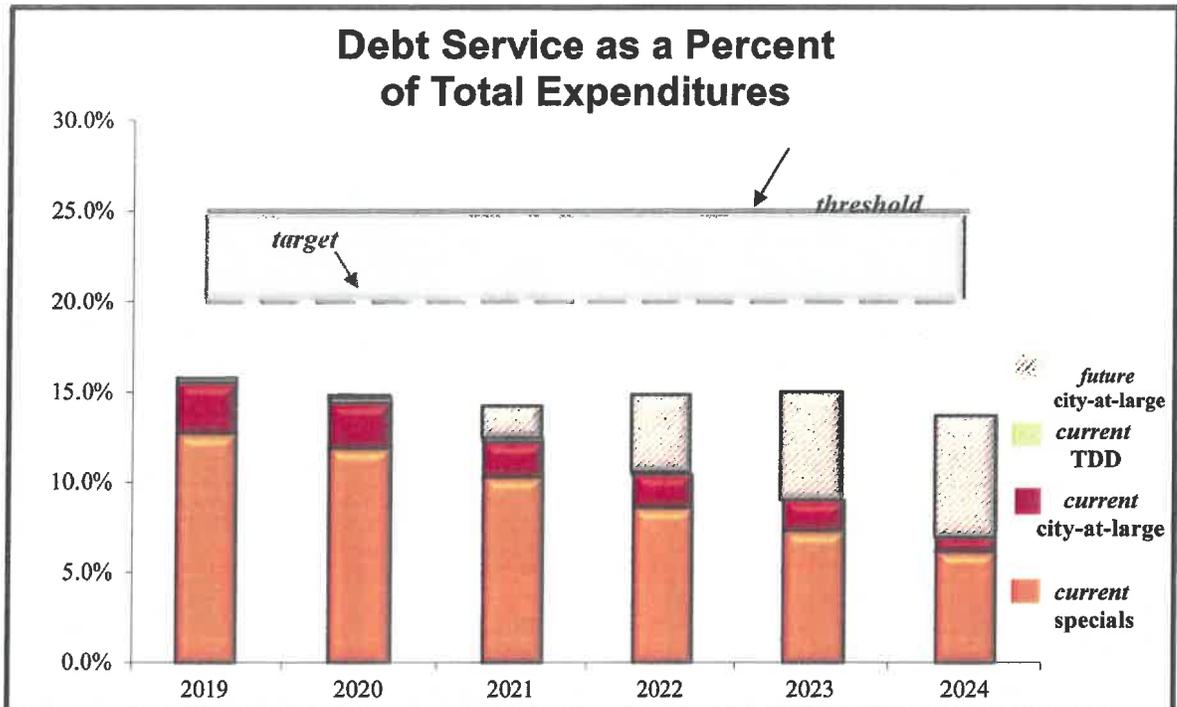
These projections are based on the current assumptions in the City's comprehensive Financial Planning Model.



	2019	2020	2021	2022	2023	2024
Direct Debt as a Percent of Full Value (Appraised Value)						
<i>Current Tax-Supported:</i>						
City-at-Large	0.45%	0.36%	0.32%	0.28%	0.22%	0.18%
Special Assessments	0.08%	0.06%	0.05%	0.03%	0.02%	0.01%
<i>Current Agency-Supported:</i>						
Transportation District Debt	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<i>Future Tax-Supported:</i>						
City-at-Large	0.01%	0.14%	0.31%	0.45%	0.49%	0.64%
Special Assessments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<i>Future Agency-Supported:</i>						
Transportation District Debt	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	0.55%	0.56%	0.69%	0.75%	0.71%	0.79%

Net Direct Debt includes only General Obligation debt and Capital leases which are supported by general tax levy revenues. Direct Debt includes all other debt such special assessment, which is self-supported, but excludes TDD debt.

The rating agencies evaluate net direct debt to full value. This metric gauges how onerous future debt service payments could be to the tax base. Full value (appraised value) is a proxy for the capacity of a local government to generate additional revenues to pay debt service.



	2019	2020	2021	2022	2023	2024
Debt Service as a Percent of Total Expenditures						
<i>Current Tax-Supported:</i>						
City-at-Large	12.7%	11.9%	10.3%	8.6%	7.3%	6.1%
Special Assessments	2.8%	2.5%	2.0%	1.9%	1.7%	0.8%
<i>Current Agency-Supported:</i>						
Transportation District Debt	0.3%	0.2%	0.2%	0.1%	0.0%	0.0%
<i>Future Tax-Supported:</i>						
City-at-Large	0.0%	0.2%	1.7%	4.2%	5.9%	6.7%
Special Assessments	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Future Agency-Supported:</i>						
Transportation District Debt	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	15.8%	14.8%	14.2%	14.8%	15.0%	13.7%
Threshold	25%	25%	25%	25%	25%	25%
Target	20%	20%	20%	20%	20%	20%

This measurement is a key operating ratio. The graph shows the current projects and the proposed future projects by category, city-at-large, special assessment and TDD. This ratio is projected to remain well below the 20% target throughout the planning period.

According to the City's financial advisors, TDD debt is not included as direct debt but is included as overlapping debt by the rating agencies, thus this threshold is maintained throughout the five-year planning period.

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"



Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

*2020 Annual Budget
City of Leawood, Kansas*



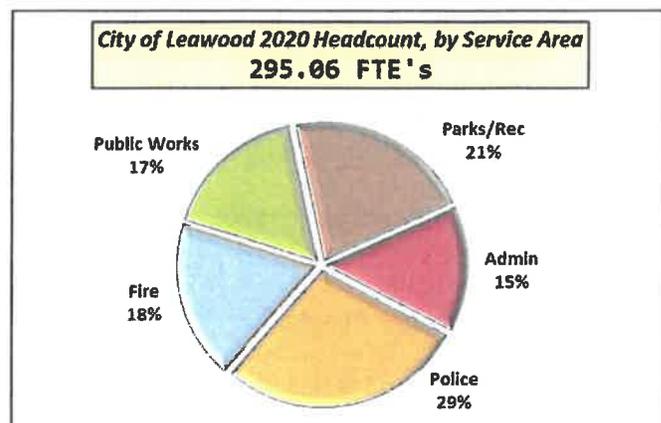
SUMMARY OF PERSONNEL
Full-Time Equivalent

Full Time Equivalent (FTE) represents the conversion of a position into one year of work. A full-time position (one FTE) equals 2,080 hours of work (a 40-hour work week times 52 weeks). By using the FTE method, a combination of part-time slots equals a full-time position.

	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
ADMINISTRATION				
Administration	4.50	4.50	4.50	4.50
Finance	7.00	7.00	7.00	7.00
Information Services	4.00	4.00	4.00	4.00
Human Resources	3.75	3.75	3.75	3.75
Legal Services	3.00	3.00	3.00	3.00
Municipal Court	7.43	7.43	7.43	7.43
Community Development				
Community Dev. Admin.	1.00	1.00	1.00	1.00
Planning Services	4.00	4.00	4.00	4.00
Neighborhood Services	3.00	3.00	3.00	3.00
Codes Services	6.00	6.00	6.00	6.00
	43.68	43.68	43.68	43.68
PUBLIC SAFETY				
Police	84.23	84.23	84.23	84.23
Fire	53.49	54.49	54.49	54.49
	137.72	138.72	138.72	138.72
PUBLIC WORKS	49.71	49.71	49.71	49.71
PARKS & RECREATION	62.45	62.45	62.95	62.95
TOTAL Full-Time Equivalent	293.56	294.56	295.06	295.06
FULL-TIME CIVILIAN POSITIONS	145.00	145.00	146.00	146.00
COMMISSIONED POLICE OFFICERS	61.00	61.00	62.00	62.00
SWORN FIRE PERSONNEL	52.00	53.00	53.00	53.00
TOTAL REGULAR PART-TIME (FTE)	8.23	8.23	6.73	6.73
TOTAL SEASONAL/CASUAL (FTE)	27.33	27.33	27.33	27.33

From the 2019 Original Budget to the 2019 Estimate several reclassifications have occurred: two regular part-time Park Maintenance Worker positions were converted to full-time Park Maintenance Workers, resulting in an increase of 0.50 in the total FTE count; a vacant Fleet/Facilities Manager position, within Public Works, has been transferred to Design Engineering for a Special Projects Engineer position; an Accountant position within Finance has been converted to an Accounting Manager; and a vacant Alarm Coordinator position within the Police Department has been transferred to Patrol for an additional Police Officer. There are no changes in the 2020 budget.

The City's financial planning model reflects the addition of one full-time position every other year, beginning in 2021.





Department/Position	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
<u>ADMINISTRATION</u>				
City Administration (11230)				
City Administrator	1	1	1	1
City Clerk	1	1	1	1
Assistant City Clerk	1	1	1	1
Receptionist	1	1	1	1
Management Intern (Seasonal/Casual)	0.50	0.50	0.50	0.50
	4.50	4.50	4.50	4.50
Finance (11240)				
Finance Director	1	1	1	1
Budget Manager (I, II, Sr)	1	1	1	1
Accounting Manager	0	0	1	1
Senior Accountant	1	1	1	1
Accountant (I, II)	4	4	3	3
	7.00	7.00	7.00	7.00
Human Resources (11250)				
Human Resource Director	1	1	1	1
HR Generalist (I, II, Sr)	2	2	2	2
HR Assistant (Regular PT)	0.75	0.75	0.75	0.75
	3.75	3.75	3.75	3.75
Municipal Court (11310)				
Court Administrator	1	1	1	1
Court Supervisor	1	1	1	1
Court Clerk (I, II, III, Sr)	4	4	4	4
Court Clerk II (Regular PT)	0.75	0.75	0.75	0.75
Municipal Judge (Regular Part Time)	0.68	0.68	0.68	0.68
	7.43	7.43	7.43	7.43
Legal Services (11410)				
City Attorney	1	1	1	1
Assistant City Attorney	1	1	1	1
Assistant City Attorney/Prosecutor	1	1	1	1
	3.00	3.00	3.00	3.00
Information Services (11610)				
Information Services Director	1	1	1	1
Information Services Specialist (I, II, III)	2	2	1	1
Network & Comm Systems Administrator	1	1	2	2
	4.00	4.00	4.00	4.00
Community Development Admin (11810)				
Community Development Director	1	1	1	1
	1.00	1.00	1.00	1.00
Planning Services (11820)				
Planning Official	1	1	1	1
Planner (I, II)	2	2	2	2
Administrative Assistant	1	1	1	1
	4.00	4.00	4.00	4.00
Neighborhood Services (11830)				
Code Enforcement Officer (I, II, III)	3	3	3	3
	3.00	3.00	3.00	3.00



Department/Position	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
Codes Services (11840)				
Building Official	1	1	1	1
Senior Building Inspector	1	1	1	1
Building Inspector (I, II)	2	2	2	2
Permit Technician (I, II)	1	1	1	1
Senior Plans Examiner	1	1	1	1
	6.00	6.00	6.00	6.00
<i>TOTAL FULL-TIME</i>	<i>41.00</i>	<i>41.00</i>	<i>41.00</i>	<i>41.00</i>
<i>TOTAL REGULAR PART-TIME</i>	<i>2.18</i>	<i>2.18</i>	<i>2.18</i>	<i>2.18</i>
<i>TOTAL SEASONAL/CASUAL</i>	<i>0.50</i>	<i>0.50</i>	<i>0.50</i>	<i>0.50</i>
TOTAL ADMINISTRATION - FTE	43.68	43.68	43.68	43.68

City of Leawood, Kansas
2020 Annual Budget



Department/Position	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
Police Administration Services (22110)				
Chief of Police	1	1	1	1
Deputy Chief of Police (Major)	1	1	0	0
Police Captain	2	2	3	3
Professional Standards Officer (Sergeant)	1	1	1	1
Police Corporal	0	0	1	1
Police Officer (I, II, III, IV)	2	2	1	1
Police Admin Services Coordinator	1	1	1	1
Administrative Assistant	1	1	1	1
Public Service Officer	2	2	2	2
Alarm Coordinator	1	1	0	0
Police Interns	0.23	0.23	0.23	0.23
	12.23	12.23	11.23	11.23
Police Investigations (22120)				
Investigations Sergeant	1	1	1	1
Police Officer III, IV - Detective	5	5	5	5
Administrative Assistant	1	1	1	1
	7.00	7.00	7.00	7.00
Police Patrol/Traffic (22130)				
Sergeant	4	4	4	4
Corporal	4	4	3	3
Police Officer (I, II, III, IV)	37	37	39	39
	45.00	45.00	46.00	46.00
Police Records (22140)				
Records Specialist	3	3	3	3
	3.00	3.00	3.00	3.00
Police D.A.R.E./SRO (22160)				
DARE Officer	1	1	1	1
School Resource Officer (SRO)	2	2	2	2
	3.00	3.00	3.00	3.00
Police Communications (22170)				
Communications Supervisor	0	0	1	1
Communications Officer (I, II, III)	11	11	10	10
	11.00	11.00	11.00	11.00
Police Animal Control (22180)				
Animal Control Officer	3	3	3	3
	3.00	3.00	3.00	3.00
<i>TOTAL COMMISSIONED</i>	<i>61.00</i>	<i>61.00</i>	<i>62.00</i>	<i>62.00</i>
<i>TOTAL FULL-TIME</i>	<i>23.00</i>	<i>23.00</i>	<i>22.00</i>	<i>22.00</i>
<i>TOTAL SEASONAL/CASUAL</i>	<i>0.23</i>	<i>0.23</i>	<i>0.23</i>	<i>0.23</i>
TOTAL POLICE DEPARTMENT	84.23	84.23	84.23	84.23



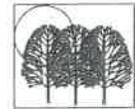
Department/Position	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
<u>FIRE</u>				
Fire Administrative Services (22510)				
Fire Chief	1	1	1	1
Deputy Fire Chief - Admin	1	1	1	1
Deputy Fire Chief - Operations	1	1	1	1
Fire Administrative Assistant (Regular PT)	0.80	0.80	0.80	0.80
	3.80	3.80	3.80	3.80
Fire Service Operations (22530)				
Battalion Chief	3	3	3	3
Captain	9	9	9	9
Lieutenant	3	3	3	3
Firefighter (I, II, III, Master)	32	33	33	33
Part-time On Call Firefighter-5 (Seasonal/Casual)	0.69	0.69	0.69	0.69
	47.69	48.69	48.69	48.69
Fire Prevention Services (22540)				
Fire Marshal	1	1	1	1
Fire Prevention Specialist	1	1	1	1
	2.00	2.00	2.00	2.00
	<i>TOTAL SWORN</i>	<i>52.00</i>	<i>53.00</i>	<i>53.00</i>
	<i>TOTAL REGULAR PART-TIME</i>	<i>0.80</i>	<i>0.80</i>	<i>0.80</i>
	<i>TOTAL SEASONAL/CASUAL</i>	<i>0.69</i>	<i>0.69</i>	<i>0.69</i>
TOTAL FIRE DEPARTMENT	53.49	54.49	54.49	54.49



Department/Position	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
<u>PUBLIC WORKS</u>				
Public Works Administrative Services (33110)				
Public Works Director	1	1	1	1
Manager - Admin Svcs	1	1	1	1
Contract Administrator	1	1	1	1
Administrative Assistant (Regular PT)	1.50	1.50	1.50	1.50
	4.50	4.50	4.50	4.50
Street Maintenance (33200)				
Superintendant of Public Works	1	1	1	1
Supervisor - PW Operations	1	1	1	1
Asset Mgmt Manager - PW	1	1	1	1
Crew Leader (I, II)	3	3	3	3
PW Specialists (I,II,III,IV)	6	6	7	7
PW Maintenance Worker (I, II, III, IV)	9	9	8	8
Administrative Assistant (Regular PT)	0.75	0.75	0.75	0.75
Intern-1 (Seasonal/Casual)	0.23	0.23	0.23	0.23
	21.98	21.98	21.98	21.98
PW Engineering/Inspections (33400)				
City Engineer	1	1	1	1
Engineer - Special Projects	1	1	0	0
Construction Inspector (I,II,III,Sr)	2	2	3	3
Right of Way Technician (I, II, III)	1	1	1	1
	5.00	5.00	5.00	5.00
PW Engineering/Design (33500)				
Engineer - Special Projects	1	1	3	3
Engineering Technician	2	2	2	2
Construction Inspector (I, II, III)	1	1	0	0
Intern-1 (Seasonal/Casual)	0.23	0.23	0.23	0.23
	4.23	4.23	5.23	5.23
PW Stormwater Management (33600)				
Crewleader	1	1	1	1
PW Specialists (I,II,III,IV)	2	2	2	2
	3.00	3.00	3.00	3.00
PW Fleet Maintenance/Operations (33700)				
Manager - Fleet/Facilities	0.5	0.5	0	0
Fleet Maintenance Supervisor	1	1	1	1
Fleet Technician (I,II,III)	2	2	3	3
Vehicle Electronics Technician (I, II, III)	2	2	1	1
	5.50	5.50	5.00	5.00
PW Facility Maintenance (33800)				
Manager - Fleet/Facilities	0.50	0.50	0.00	0.00
Building Maintenance Supervisor	1	1	1	1
Facility Technician (I,II,III)	4	4	4	4
	5.50	5.50	5.00	5.00
	TOTAL FULL-TIME	47.00	47.00	47.00
	TOTAL REGULAR PART-TIME	2.25	2.25	2.25
	TOTAL SEASONAL/CASUAL	0.46	0.46	0.46
TOTAL PUBLIC WORKS	49.71	49.71	49.71	49.71



Department/Position	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
<u>PARKS AND RECREATION</u>				
Parks/Recreation Admin Services (44110)				
Parks and Recreation Director	1	1	1	1
Administrative Assistant	1	1	1	1
Recreation Technician	1	1	1	1
Admin Graphics Technician	1	1	1	1
	4.00	4.00	4.00	4.00
PR Aquatic Center (44200)				
Seasonal/Casual Employees	14.18	14.18	14.18	14.18
	14.18	14.18	14.18	14.18
PR Programming (44310)				
Superintendent of Recreation Services	1	1	1	1
Program/Facilities Supervisor	1	1	1	1
Seasonal/Casual Employees	4.62	4.62	4.62	4.62
	6.62	6.62	6.62	6.62
PR Outdoor Programming (44320)				
Outdoor Recreation Supervisor	1	1	1	1
Outdoor Recreation Specialist	1	1	1	1
Seasonal/Casual Employees	4.04	4.04	4.04	4.04
	6.04	6.04	6.04	6.04
PR Sports (44330)				
Sports Supervisor	1	1	1	1
Recreation Supervisor	1	1	1	1
Seasonal/Casual Employees	0.91	0.91	0.91	0.91
	2.91	2.91	2.91	2.91
PR Special Events (44410)				
Aquatic & Spec Events Supervisor	1	1	1	1
	1.00	1.00	1.00	1.00
PR Historic Programs (44430)				
Seasonal/Casual Employees	0.25	0.25	0.25	0.25
	0.25	0.25	0.25	0.25
PR Cultural Arts (44440)				
Cultural Arts Coordinator	1	1	1	1
	1	1	1	1
PR Park Maintenance (44500)				
Superintendent of Parks	1	1	1	1
Supervisor - Horticulture & Forestry	1	1	1	1
Supervisor - Parks Facilities	1	1	1	1
Supervisor - Turf Maintenance	1	1	1	1
Parks Specialist	1	1	1	1
Park Maintenance Worker (I, II, III, Sr)	16	16	18	18
Building Custodian	1	1	1	1
Parks Attendant (Regular PT) - 2	1.50	1.50	1.50	1.50
Park Maintenance Worker (Regular PT) - 0	1.50	1.50	0.00	0.00
Seasonal/Casual Employees	1.45	1.45	1.45	1.45
	26.45	26.45	26.95	26.95



Department/Position	2018 Estimate	2019 Budget	2019 Estimate	2020 Budget
TOTAL FULL-TIME	34.00	34.00	36.00	36.00
TOTAL REGULAR PART-TIME	3.00	3.00	1.50	1.50
TOTAL SEASONAL/CASUAL	25.45	25.45	25.45	25.45
TOTAL PARKS AND RECREATION	62.45	62.45	62.95	62.95

CITY OF LEAWOOD - TOTALS

TOTAL FULL TIME EQUIVALENT POSITIONS	293.56	294.56	295.06	295.06
FULL TIME POSITIONS	258	259	261	261

TOTAL FULL-TIME CIVILIAN POSITIONS	145.00	145.00	146.00	146.00
COMMISSIONED POLICE OFFICERS	61.00	61.00	62.00	62.00
SWORN FIRE PERSONNEL	52.00	53.00	53.00	53.00
TOTAL REGULAR PART-TIME (FTE)	8.23	8.23	6.73	6.73
TOTAL SEASONAL/CASUAL (FTE)	27.33	27.33	27.33	27.33



Budget and Financial Policies

It is the policy of the City Council to annually develop a budget that accurately reflects the revenue and expenditure goals and objectives of the City Council and to incorporate those goals, objectives, programs and projects that best serve the public good. The budget of the City of Leawood will be constructed and managed in accordance with the policies set forth below. During the course of each fiscal year, the budget will be used to provide direction in the administration of City services.

BUDGET POLICIES

I. OPERATING BUDGET

1. The City will maintain a financial and budgetary control system to ensure adherence to the budget and awareness of the financial environment. Services provided by the City are categorized in order to set priorities for allocating available funds and are defined as follows:

- A. *Basic or Core Services*: Includes (1) legally mandated commitments or services, (2) those most closely linked to the health and safety of the citizens of Leawood, and (3) those providing a net revenue contribution or reducing identifiable costs in the same fiscal year.

Basic or Core Services

Debt Services
Police & Fire

- B. *Maintenance of Effort Services*: Services that (1) maintain control of City resources (2) reduce identifiable costs in future years, and (3) are necessary to keep the public adequately informed of legislative matters.

Maintenance of Effort Services

Council
Administration
Human Resources
Finance
Municipal Court
Legal Services
Information Services
Planning
Neighborhood Services
Public Works

- C. *Quality of Life Services*: Activities which are provided for more specialized groups or services that are more aesthetic or promotional in nature.

Quality of Life Services

Parks
Recreation
Aquatic Center
Golf Course
Arts Council
Sister City Program
Historic Commission

2. Increases in staff will be permitted only in cases where the service demands have been expanded.
3. In the General Fund, expenditures for normal operating and personnel services, excluding capital expenditures, will not be permitted to exceed anticipated revenues and carryover.



Budget Basis The basis of budgeting refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations that are the legal authority to spend or collect revenues. The City of Leawood budgets all funds on a modified accrual basis. This is the same basis of accounting used in the City's audited financial statements.

Balanced Budget The City of Leawood considers a balanced budget to consist of adequate revenues from both the current year as well as a portion of the carryover from the previous year to meet current year expenditures. Combined reserves from all operating funds must first be held aside from the carryover before the remainder is added to the current year's revenues. The total of the reserve funds must fall within the reserve policy standards.

Fund Balance The City defines fund balance as the excess of a fund's assets over the liabilities, also known as surplus funds.

Non-Budgeted Funds The City's non-budgeted funds consist of funds not required by Kansas statute to be legally adopted because they are exempted by a specific statute. Control over spending in funds that are not subject to legal budget is maintained by the use of internal spending limits established by granting agencies, City policy, or by the City Administrator. Funds not included in the annual budget are:

American Revolution Tri-Centennial Fund – established to account for monies donated by the Leawood American Revolution Bi-Centennial Committee. These monies are to be continually reinvested by the City until the year 2076. It is intended that this fund will then be used for the overall benefit for the citizens of the City on a special American Revolution Tri-Centennial event/project, needed community facilities, equipment or programs.

Leawood Transportation Impact Fee Fund – established to account for fees imposed on new development in South Leawood for the purpose of assuring that transportation improvements are available and provides adequate transportation system capacity to support new development while maintaining levels of transportation service deemed adequate by the City. The Impact Fee shall be imposed on all new development in South Leawood, except as may be otherwise provided, and all fees collected shall be utilized solely and exclusively for transportation improvements in South Leawood serving such new development.

Insurance Proceeds Fund - established to account for insurance proceeds received by the City whenever any privately owned building or other structure is damaged as a result of fire, explosion or windstorm. When the insured party meets requirements to repair the property to the satisfaction of the City, the funds are returned to the insured.

Leawood Public Safety Improvement Fund – established to account for resources used to construct public safety improvements including a Justice Center and other necessary related improvements.

Leawood Economic Development – established to provide payment for economic development promotion within the City.

TDD/CID Agency Funds – established to account for collections and remittance of Transportation Development and Community Improvement Districts.

Employee Giving Fund – established to account for elected employee payroll contributions for the payment of employee charitable donations.



II. BUDGET PROCESS

The annual budget is a fiscal plan that presents the services that will be provided to the community and the funds needed to perform the services. The budget shall be presented as a legislative document that, when combined with the related appropriating ordinance, will represent City Council policy concerning the sources and uses of funds for the budget year.

Development of the City's Budget is an ongoing process that generally begins more than a year before the fiscal year begins on January 1. Opportunities for public input are provided at various stages of development.

<i>November - December, 2018</i>	Planning for the 2020 Budget began with the review of revenue and spending forecasts; review of user fees; and coordination with departments of capital spending needs to prepare the Capital Improvement Program (CIP) document.
<i>January-February, 2019</i>	The Governing Body met to discuss short, near and long-term goals on January 28, 2019; and staff prepared the pay-as-you-go capital replacement schedules and expendable equipment schedules.
<i>February-March, 2019</i>	Preliminary assessed valuation information was received from the Johnson County Appraiser to establish the mill levy for the 2020 Budget. Departments developed their revenue and operating expenditure budget requests; the City Administrator met with departments to review expenditure needs to ensure compatibility with the Governing Body goals.
<i>March-April, 2019</i>	The 2020-2024 CIP was distributed to both the Governing Body and the Planning Commission on March 22, 2019. A public hearing for citizen input on the 2020 Budget was held on April 1, 2019. The Governing Body met to discuss the 2020-2024 CIP document in a work session on April 15, 2019; along with a review of the 2020-2024 budget model assumptions.
<i>April – May, 2019</i>	The Planning Commission reviewed the CIP document in a work session on May 14, 2019; and held a public hearing on May 28, 2019. The proposed 2020 Budget was distributed to the Governing Body and the Budget & Finance Committee on May 24, 2019.
<i>June – July, 2019</i>	The City Council will hold a public hearing and formally adopt the 2020-2024 CIP for budget June 3, 2019. The 2020 Budget document will be discussed in an open work session on June 10 th with the Governing Body and the Budget & Finance Committee. Estimated assessed valuation information will be received from the Johnson County Clerk on June 15, 2019. After agreement by the Governing Body on any changes to the mill levy, the 2020 Budget will be published along with the publication notice for a public hearing, as required by state law.
<i>August, 2019</i>	A public hearing on the 2020 Budget will be held to obtain citizen input on August 12, 2019; and the Governing Body plans to adopt the 2020 Budget the same evening. Under state law, the budget is required to be approved by the Governing Body and filed with the County Clerk no later than August 25 th .
<i>January 1, 2020</i>	The 2020 Budget goes into effect.

III. BUDGET AMENDMENT



Departments are given the latitude to exceed specific line items; however, total expenditures must not exceed total budgeted expenditures, excluding monies from the Personnel service categories. The City does budget a citywide contingency fund and has statutory authority to budget this account up to 10% of the overall budgeted expenditures.

The state statutes allow for the Governing Body to increase the originally adopted budget for previously unbudgeted increases in revenue other than ad valorem property taxes. A notice of public hearing to amend the budget must be published in the local newspaper. Ten days following publication, the hearing may be held and the budget amended.

IV. CASH BASIS LAW

Kansas Statutes prohibit cities from creating indebtedness unless there is money on hand in the proper fund and unencumbered by previous commitments with which to pay the indebtedness. The execution of a contract or the issuing of a purchase order automatically encumbers money in the fund for payment of the amount represented by the commitment. It makes no difference that the amount may not have to be paid until more monies are in the fund or until the following year. An exception to this cash basis law is the issuance of debt, in the form of bonds, notes or warrants; pursuant to statutory authority, referendum or by the State Board of Tax Appeals. In the event debt is issued, funds need not be on hand for future payments.

V. REPORTING POLICY

Amounts presented in the budget document shall be compared with actual revenues and expenditures for month-end and year-to-date throughout the budget year. Quarterly reports are prepared and printed in the Legal Record.

FINANCIAL POLICIES

I. OPERATING RESERVES

1. The Governing Body has set a goal of 11% minimum for operating fund reserves. The City of Leawood strives to follow financially sound fiscal policies. One such policy that enhances a city to maintain a well-balanced financial structure is a fund balance policy, or commonly called an operating reserves policy. In government, the standard can be anywhere from one month of expenditures (8.33%) to 15% of expenditures.
2. Establishing a formal policy assures the citizenry that funds will be available for the following reasons:
 - a) Provide sufficient working capital to meet daily cash needs.
 - b) Provides reserves to absorb emergency expenditures caused by natural disaster such as fire, flood or earthquake.
 - c) Cover any unanticipated deficit resulting from a shortfall in actual revenues in a given budget year.

II. FINANCIAL FORECASTING - MODEL PARAMETERS

1. The City staff will provide the City Council with a 10-year financial budget model.
2. In any given year, a proposed mill levy increase will not exceed 1.00 mill.
3. There will not be any consecutive years with a mill increase.
4. The model's financial projections will not go below the General Fund one month cash requirement.
5. For any mill levy imposition consideration, the City Council will consider only 7 years of the 10-year financial model.
6. A 1% to 2% variance for both revenues and expenditures will be anticipated in a given fiscal year.



III. DEBT SERVICE RESERVES

Debt reserves shall be established to protect bondholders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of the underlying bonds. The City can maintain up to one year of payment reserves by state law. In this year's budget, the City of Leawood will strive to maintain a total reserved fund balance equal to 35% of budgeted Debt Service expenditures. Consideration has been given to annual collection rates and to any unforeseen cash shortages associated with any debt that is backed by the full faith and credit of the City.

IV. REVENUE POLICY

1. The City will attempt to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
3. The City will rely on user charges, where appropriate, but will refrain from "nuisance" charges. User charges, as opposed to licensing or regulator charges, shall wherever possible recover the full cost (operating, direct, indirect, and capital) of providing the service.
4. All charges and fees will be reviewed annually. Comparisons with other public and/or private organizations will be used when appropriate in determining the level of fees and charges as well as service costs.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees, and charges.
6. The City will refinance outstanding debt whenever economically feasible.
7. The City will follow an aggressive policy of collecting revenues, including past due bills of any type.
8. The City shall dispose of surplus property in the most cost-effective manner.

V. DEBT POLICY

On April 3, 2000, the Governing Body adopted the Debt Policy by Resolution #1518. This policy has been revised several times: by Resolution #2221 on May 3, 2004; by Resolution #2789 on May 5, 2007; by Resolution #3334 on February 1, 2010; by Resolution #3553 on March 7, 2011; by Resolution #3931 on November 19, 2012; by and most recently by Resolution #4173 on February 17, 2014.

Objective

To maintain the City's ability to incur debt and issue other long-term obligations at favorable interest rates in amounts needed for capital improvements, economic development, and facilities or equipment to provide essential city services.

Scope

This Policy provides a general guideline to all debt issued by the City regardless of purpose, source, or type.

Responsibility

The primary responsibility for developing financing recommendations rests with the City Administrator. In developing the recommendations, the Finance Director, City Attorney or designee, Public Works Director, and other Department Heads assist the City Administrator. Responsibilities include annual review of debt capacity, quarterly assessment of progress on the Capital Improvement Program, preparation for debt issues and the ongoing responsibility of oversight and evaluation of services provided by the Financial Advisor and Bond Counsel.



I. Debt Planning Policies

- Section 1: Capital Planning. To enhance creditworthiness and prudent financial management, the City is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financial planning. Evidence of this commitment is demonstrated through adoption of an annual Capital Improvement Plan (CIP), and annual assessment of financial condition.
- Section 2: Debt Capacity. Each year the City will review whether it is willing and able to assume new debt beyond what will be retired. The Finance Director or designee shall, prior to the issuance of new debt, or at least annually, calculate the City's statutory debt limit in accordance with K.S.A. 10-308. Debt capacity will be assessed by reviewing debt per capita, general levels of per capita income, debt as a percent of appraised value, debt service payments as a percent of general government expenditures, debt payout over the ensuing ten years, and the level of overlapping net debt of all other local taxing jurisdictions.
- Section 3: Debt vs. Pay-As-You-Go. The City will evaluate annually the relationship between issuing debt and pay-as-you-go financing. The City will consider pay-as-you-go financing for all personal property less than \$100,000.
- Section 4: Appropriate Uses. The City will generally consider long-term financing for the acquisition, maintenance, replacement, or expansion of physical assets having a useful life of at least (5) years. The scheduled maturities of long-term obligations should generally not exceed the expected useful life of the capital project or asset(s) financed. Proceeds should only be used for construction project costs, acquisition of fixed assets, issue costs, debt service reserve requirements, or refunding of outstanding issues. Proceeds from long-term debt may not be used to fund current operating costs.
- Section 5: Timing of Issues. In determining when to issue bonds, notes and other obligations the following factors should be considered:
- The timing of other proposed issues, including those by other jurisdictions;
 - The timing of the preparation, completion and certification of the City's annual budget including special assessment procedures;
 - The availability of the City's audited financial statements for the previous fiscal year;
 - The potential impact on the City's bond ratings.
- Section 6: Types of obligations. In determining the type of obligation to issue, the following factors should be considered:
- The direct and indirect beneficiaries of the project (i.e. a significantly large proportion of citizens should benefit from projects financed by at-large taxes and other revenues);
 - The time pattern of the stream of benefits generated by the project;
 - The sources and timing of revenues available for the repayment of the debt;
 - The cost-effectiveness of user charges or other revenue sources to the extent available;
 - The effect of the proposed issue on the City's ability to finance future projects of equal or higher priority;
 - The interest cost of each type of obligation;
 - The impact on the City's financial condition and credit ratings.
- Section 7: At-Large General Obligation Bonds. At-large general obligation, property tax-supported financing should be used for those capital improvements and long term assets which have been determined to be essential to the maintenance or development of the City and as permitted by law. Consideration should be given to alternative funding sources, such as project revenues, Federal and State grants, and special assessments.



Section 8: *Benefit District Bonds.* The issuance of benefit district general obligation bonds shall be governed by the most recently approved Resolution.

Section 9: *Assessment Methodology.* Upon request by a developer, the City may consider approving an assessment methodology for Special Benefit District [SBD] financing that is based upon the improvement and/or land value for each tract of land or tax parcel within the District, provided that the development project is greater than 20 acres in size; has an approved overall floor-area-ratio [F.A.R.] of .5 or greater; and has received a Certificate(s) of Occupancy for 35% of the total approved square footage. As part of the consideration of this methodology for assessment, the City Council may consider requiring a Letter of Credit.

Section 10: *Revenue Supported Obligation.* Revenue supported obligations should be used to limit potential dependence on property taxes for those projects with available revenue sources, whether self-generated or dedicated from other sources. Adequate financial feasibility studies will be performed for each project to establish assurances as to the self-liquidating nature of the project or adequacy of dedicated revenue sources.

Section 11: *Transportation Development District Obligations.* The formation of a Transportation Development District [TDD] will be considered by the Governing Body on a case by case basis. The Governing Body will only consider pay-as-you-go [PAYGO] financing funded through a sales tax and/or special property tax assessment. However, bonded indebtedness may be considered by the Governing Body in the case of burying or relocating utility lines. A TDD Project will be initiated by petition pursuant to the TDD Act. The Developer shall comply with all of the statutory requirements of a TDD project. The Developer shall also be responsible for providing a description of the improvements to be financed, a timetable for such improvements to be completed and an itemized listing and estimated total cost of said improvements with the TDD petition. The Governing Body reserves the right to approve any or part of any petition submitted including which costs may be reimbursed, provided, however that in no event shall interest costs be subject to reimbursement from TDD revenues on a pay-as-you-go project. All costs subject to reimbursement from TDD proceeds shall be certified by the City and/or an outside consultant retained by the City prior to any reimbursement payment being made.

Section 12: *Lease and Lease-Purchase Agreements.* The City may enter into leases and lease-purchase obligations to finance the acquisition of real and personal property as permitted by law. The Finance Director shall review all proposed leases prior to submittal to the Governing Body. Lease financing is appropriate:

- a) Whenever the introduction of leased equipment and/or a capital improvement results in verifiable operating savings, or interest costs that minimizes the loss on resale value, properly discounted, outweigh the lease financing costs;
- b) Existing or incremental new revenues are available to provide for the lease payments;
- c) The capital asset is deemed important enough (for safety, legal, efficiency, or other reasons) to lead to a reallocation of existing revenues; or
- d) Existing state statutes do not provide adequate or expedient methods of financing.

This Policy shall not preclude the use of operating leases in appropriate circumstances such as for office equipment.

Section 13: *Other Borrowing Methods.* Financial feasibility studies should be performed for other financing methods such as state loan programs and pool participation.



- Section 14: Short Term Borrowing. Use of short-term borrowing, such as temporary notes will be undertaken if the available cash is insufficient to meet project requirements or their use is judged to be prudent and advantageous to the City. Temporary notes may also be used to affect the interim financing of capital projects including benefit district projects so that permanent financing can occur on a more orderly basis. The City will conduct a cash flow analysis for a forecast period of no less than 12 months prior to issuing short-term notes.
- Section 15: Conduit Financing. The City may sponsor conduit financing such as industrial revenue bonds and tax increment financings that are consistent with the City's overall service, development and Policy objectives. The issuance of industrial revenue bonds and tax increment financings should be governed by Resolutions 598 and 1317 respectively.

II. Debt Issuance Policies

- Section 16: Method of Sale. As required by law, City debt will be issued through a competitive bidding process. Bids on long-term bonds will be awarded on a true interest cost basis, providing other bidding requirements are satisfied. Negotiated sales of debt will be considered when the complexity of the issue requires specialized expertise, or when the negotiated sale would result in substantial savings in time or money. The objective in all situations will be to accomplish the project at the lowest overall cost to the City.
- Section 17: Length of Debt. Debt will be structured for the shortest period consistent with a fair allocation of costs to current and future beneficiaries or users (Guidelines: - 15 years for General Obligations Debt; 20 years for land, parks and buildings; and 15 to 20 years for Revenue Bonds). Benefit District Debt has a 10 year length; however, upon special approval by the Governing Body, benefit district debt may be extended up to a 15 year term. Transportation Development District [TDD] has a 10-year length however, upon special approval by the Governing Body; this debt may be extended up to a maximum of 22 years, in accordance with Kansas State Statute. The term will commence with the imposition of the tax.
- Section 18: Debt Structure. Debt will be structured to achieve the lowest possible net cost to the City given market conditions, the urgency of the capital project, and the nature and type of security provided. Moreover, to the extent possible, the City will design the repayment of its overall debt so as to recapture rapidly its borrowing capacity for future use. The structure should approximate level principal on street projects debt, and level payment for public buildings, land and parks. Level debt service should also be used for revenue bonds. There shall be no debt structures which include increasing debt service levels in subsequent years, except when such structuring will allow debt service to more closely match project revenues during the early years of the project's operation or such structuring is needed to mitigate property tax impacts. There shall be no "balloon" bond repayment schedules that consist of low annual payments and one large payment of the balance due at the end of the term. Normally, there shall be no capitalized interest included in the debt structure unless there are insufficient revenues available from the source of repayment of the debt during the project construction or startup phase.
- Section 19: Bond Rating. The City should continually seek to maintain and improve current bond ratings so that borrowing costs are minimized and access to credit preserved. Good communication with bond rating agencies should be maintained and all necessary financial and economic data concerning the City and its borrowing needs shall be provided to the bond rating agencies as needed or requested. The City shall attempt to structure its debt issuance, prepare its operating budgets, and implement policies that will maintain or improve its existing bond rating. Any departure from prior structuring or budgeting processes that may jeopardize the City's bond rating will be discussed in advance with the rating agencies.



Section 20: Credit Enhancements. Decisions regarding credit enhancements such as Letters of Credit or Bond Insurance will be based upon the City's goal of accomplishing its financings at the lowest borrowing cost.

III. Debt Administration Policies

Section 21: Coordination of Local Jurisdictions. The City will participate in communications with overlapping and adjoining jurisdictions concerning plans for future debt issues.

Section 22: Monitoring. The Finance Department should continually monitor the City's outstanding debt issues to verify compliance with debt covenants and record keeping.

Section 23: Reporting. Official statements accompanying debt issues, Comprehensive Annual Financial Reports, and continuing disclosure statements will meet (at a minimum) the standards articulated by, the Government Accounting Standards Board (GASB), the Government Finance Officers Association (GFOA), any clarifying guidance from the Securities and Exchange Commission (SEC), and Generally Accepted Accounting Principles (GAAP). The Department of Finance shall be responsible for ongoing disclosure to established national and state information repositories and for maintaining compliance with disclosure standards of state and national regulatory bodies.

Section 24: Investment of Bond Proceeds. All proceeds of bonds, notes and other obligations shall be segregated into separate funds and invested in a manner consistent with those authorized by existing state laws and by the City's investment practices, consistent with safety, liquidating and return. All interest earned on proceeds shall be used to pay costs associated with the projects being financed or used to pay the principal of or interest on such debt.

Section 25: Arbitrage Rebate. The Finance Director shall ensure that record keeping and reporting meets the arbitrage rebate compliance requirements of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. The City should actively monitor its investment practices to ensure maximum returns on its invested bond funds while complying with federal arbitrage guidelines.

Section 26: Refunding. Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. As a general matter, advance refundings may be undertaken for economic savings when net present value savings of not less than two percent of the refunded debt can be achieved. The City also may choose to refund outstanding indebtedness when existing bond covenants or other financial structures can be modified to improve financial operations. Savings requirements for current or advance refundings undertaken to restructure debt may be waived upon finding that such a restructuring is in the City's overall best financial interests.

VI. BASIS OF ACCOUNTING & BUDGETING

The budgets/accounts of the general government type funds (i.e. general fund, special revenue funds, capital improvement funds, and the debt service fund) are prepared on a modified accrual basis. This means that revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which is recognized when due.



The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). Usually, this conforms to the way the City prepares its budget. Two exceptions are the treatment of depreciation expense, which are not a budgeted line item although the full purchase price of equipment and capital improvements is, while just the opposite is true in the preparation of the CAFR. The second exception is compensated absences that are treated differently in the budget than in the CAFR. The City uses the following fund types and account groups:

A. Governmental Fund Types

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

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

Special Revenue Funds are used to account for revenues derived from specific taxes, governmental grants, or other revenue sources that are designated to finance particular functions or activities of the City.

Capital Project Funds account for and report financial resources that are restricted and required for the acquisition of capital assets.

Debt Service Funds are used to account for the accumulation of resources and for the payment of principal, interest and other related costs of the City's general obligation bonds other than bonds payable from the operations of the proprietary fund.

B. Proprietary Fund Types

Enterprise Funds account for operations that provide a service to citizens. The fund is financed primarily by a user charge for the provision of that service and activities where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Leawood does *not currently* have any enterprise funds, but has had such funds in the past.

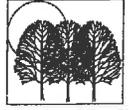
VII. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting and reporting policies of the City conform to generally accepted accounting principles applicable to local governments. The following represents the more significant accounting and reporting policies and practices of the City:

Reporting Entity. In determining the agencies/entities that comprise the City for financial reporting purposes, the criteria of oversight responsibility over such agencies/entities, special financing relationships, and scope of public service provided by the agencies/entities are used. Oversight responsibility is determined by the extent of financial interdependency, control over the selection of the governing authority and management, ability to significantly influence operations, and accountability for fiscal matters. Based upon these criteria, there are no other agencies or entities that should be included in the financial statements of the City.

VIII. ACCOUNTING POLICIES

Independent Audit. An independent audit shall be made of all accounts, including special funds, of the City at least annually. This audit shall be made as soon after the close of the fiscal year as possible. The audit will be conducted by certified public accountants that are selected by the City Council. The City Administrator shall make available copies of such audit for public inspection at the Office of the City Clerk.



GLOSSARY OF BUDGET TERMS & ACRONYMS

Accrual Accounting: A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Ad Valorem: A tax levied on the assessed value of both real and personal property in proportion to the value of the property (also known as “property taxes”).

Appraised Valuation: The value set upon real estate or other property by the Johnson County Appraiser.

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

Arbitrage: Arbitrage refers to the interest income (or profit) issuers of tax-exempt bonds may be able to earn by investing bond proceeds obtained from the sale of tax-exempt bonds in higher yielding taxable securities. Federal rules prohibit excessive and premature issuance of tax-exempt bonds so governments will not benefit from the investment of bond proceeds in income producing securities.

Assessed Valuation: A value that is established for real and personal property for use as a basis for levying property taxes. The assessed valuation for residential property in Johnson County is 11.5% of fair market value, commercial property is 25% and agricultural property is 30%.

Audit: A comprehensive investigation of the manner in which the City's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how City funds were spent and whether expenditures are in compliance with legislative appropriations.

Balanced Budget: A budget in which revenues (fund balance plus current revenues) equal current expenditures. In accordance with Kansas Law, the City must adopt a balanced budget. In addition, Kansas law restricts unallocated fund balances at year-end.

Bond: A written promise, generally under seal, to pay a specific sum of money (called the face value) at a fixed time in the future (called the date of maturity) and carrying interest at a fixed rate, usually payable periodically.

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

Bonded Indebtedness: The portion of a government's debt represented by outstanding bonds.

Budget: A financial plan, for a specified period of time, of the governmental operation, that matches all planned revenues and expenditures with the services provided to the residents of the City.

Budget Amendment: Adjustments made to the budget during the fiscal year by the City Administrator or City Council to properly account for unanticipated changes that occur in revenues and/or expenditures as well as for programs initially approved during the fiscal year.

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

Calendar Year: Twelve-month cycle upon which the budget is based and constructed. The calendar year for the City begins January 1 and ends December 31.



Capital Assets: Assets of significant value and having a useful life of several years, also called fixed assets. Capital assets includes land, improvements to land, right-of-way, buildings, building improvements, vehicles, machinery, equipment, art and infrastructure.

Capital Expenditure: An expenditure which results in the acquisition of, or addition to, fixed assets.

Capital Improvements: Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's infrastructure.

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

Capital Project: A capital project is a project that constructs, expands or acquires a City asset, including infrastructure, facilities or large equipment.

Cash Basis Law: A state statute which requires that cash be on hand before incurring an obligation.

Casual/Seasonal Employees: Those who have established an employment relationship with the City of Leawood but who are assigned to work on an intermittent and/or unpredictable basis. While they receive all legally mandated benefits, they are ineligible for all other City benefit programs.

Commodities: Expendable items which are consumable or have a short life span. Examples include office supplies, gasoline, and minor equipment.

Community Improvement District (C.I.D.): Established to encourage and promote economic development, tourism and community investment within a defined area. A CID project should provide public benefit such as strengthening economic development and employment opportunities; reducing blight, enhancing tourism; upgrading older real estate through redevelopment or rehabilitation; or promoting sustainability. Public financing is achieved by levying and collecting special assessments and/or a CID sales tax upon property in the district.

Contingency: A budgetary resource set aside for emergencies or unforeseen expenditures not otherwise known at the time the budget is adopted.

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

County Assisted Road System (CARS): In 1983, Johnson County recognized a need for a program that focuses on countywide transportation corridors that, in general, are not tied to local jurisdictional boundaries. In response to this need, Johnson County Resolution No. 089-83, created this program.

Debt Service: The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

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

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

Drug Abuse Resistance Education (DARE): A police officer-led series of classroom lessons that teaches children how to resist peer pressure and live productive drug and violence-free lives.



EDEN: The integrated Human Resources/Financial Management system that the City implemented in 2003 with Purchasing, Accounts Payable, General Ledger, HR/Payroll, Budgeting, Project Accounting, Fixed Assets, Cash Receipts, Code Enforcement, and Planning & Permits.

Encumbrance: The commitment of appropriated funds to purchase goods or services. To encumber funds means to set aside or commit funds for a specified future expenditure, to a specific vendor.

Enterprise Fund: An enterprise fund is used to account for the acquisition, operation, and maintenance of governmental facilities and services which are predominately self-supporting through user charges. The City currently has no enterprise funds.

Expendable Equipment: These are items which have a unit value of \$5,000 or less and typically have a short useful life. Expendable equipment is not included in the City's capital asset inventory.

Expenditure: The outflow of funds paid or to be paid for assets, goods or services obtained regardless of when the expense is actually paid.

Fiscal Year: The time period designated by the City signifying the beginning and the ending period of recording financial transactions. The City of Leawood has specified the calendar year as its fiscal year.

Franchise Tax: A tax levied by the City on the utility companies, such as electricity, telephone, tele cable and natural gas.

Full Time Equivalent (FTE): Used to compare part-time employees to full-time employees. A full time employee works 2,080 hours per year.

Fund: An accounting entity with a self-balancing set of accounts that record financial transactions for a specific government activity or function.

Fund Balance: The difference between an entity's assets and its liabilities.

General Fund: This is the general operating fund of a city. The revenues and expenditures associated with all services traditionally associated with local governments are accounted for in this fund, except for those services that are required to be accounted for in some other fund.

General Obligation Debt: (G.O. Bonds) Bonds that finance a variety of public projects which pledge the full faith and credit of the City. The debt may be supported by revenue provided from real property that is assessed through the taxation power of the local governmental unit.

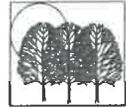
Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Government Finance Officers Association (GFOA): GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, which has served the public finance profession since 1906. The association's nearly 15,000 members are dedicated to the sound management of government financial resources.

Goal: A statement of broad direction, purpose or intent based on the needs of the community.

Governmental Funds: Funds used to account for tax-supported activities. Budgeted governmental funds include the General Fund, Special Revenue Funds and the Debt Service Fund.

Grant: A contribution by a government or other organization to support a specific function.



Impact Fee: An impact fee is a charge on new development, authorized by City Ordinance, to pay for the construction or expansion of improvements within a specific area or designated for other capital acquisitions in a defined specific area.

Infrastructure: Public domain capital assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenues: Revenue from other governments (primarily Federal and State grants) but also payments from other local governments.

Kansas Eastern Regional Insurance Trust (KERIT): This trust is comprised of 13 cities/counties. The Trust was established in 1986 for the purposes of providing and maintaining Worker Compensation and Employer Liability benefits on a group basis substantially at cost. Third party administration, actuarial services and loss control/safety consulting are provided to member entities.

Kansas Police and Fire Retirement (KP&F): This plan is similar to the KPERS system but covers only sworn police and fire personnel.

Kansas Public Employees Retirement System (KPERS): This system was established in 1961 by the Kansas Legislature to provide an orderly means of financing the pension benefits of retiring public employees and to extend life insurance coverage, long-term disability, and service-connected death and disability benefits to members and their beneficiaries.

Lease-Purchase Agreements: Contractual agreements that are termed "leases", but in substance amount to purchase contracts for equipment, machinery, and some types of improvements.

Levy: To impose taxes for the support of government activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

Line Item: An individual expenditure category listing in the budget. (Example: salaries, professional services, gasoline, materials & supplies).

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Mid-America Regional Council (MARC): An association that serves city and county governments and the metropolitan planning organization for the bi-state Kansas City region.

Mill: The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

Modified Accrual Accounting: A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

National Pollutant Discharge Elimination System (NPDES): A national program under Section 402 of the Clean Water Act for regulation of discharges of pollutants from point sources to waters of the United States. Discharges are illegal unless authorized by an NPDES permit.



Objective: A statement of specific direction, purpose or intent based on the needs of the community and the goals established for a specific program.

Operating Budget: The portion of the budget that pertains to daily operations that provides basic governmental services within a set period of time. The operating budget contains appropriations for such expenditures as personnel, commodities and contractual services.

Operation Greenlight (OGL): A project to improve the coordination of traffic signals on major routes throughout the Kansas City area, especially those that cross city limits. This project will help reduce unnecessary "stop delay", improve traffic flow and reduce emissions that contribute to ozone pollution.

Part-Time Employees (PT): Employees who are not in a seasonal or casual status and who are budgeted to work at least 24 hours per week but less than 27 hours per week. PT employees are not eligible to participate in the City's insurance benefit programs. PT employees are eligible for certain other specified benefit programs on a pro rata basis subject to the conditions and limitations of each benefit program.

Pavement Condition Index (PCI): This is a numerical index, developed by the United States Army Corps of Engineers, between 0 and 100 which is used to indicate the general condition of a pavement.

Pay-As-You-Go (PAYG): Represents the capital projects and equipment purchases/repairs that will be funded with cash and not debt-financed.

Personal Property: Property, other than real estate, identified for purposes of taxation, including personally owned items, as well as corporate and business equipment and property. Examples include automobiles, boats, airplanes, business furnishings, and manufacturing equipment.

Property Tax: Ad valorem taxes levied on both real and personal property according to the assessed valuation and tax rate.

Regular Full-Time Employees (RFT): Employees who are not in a seasonal or casual status and who are budgeted to work a full-time schedule. RFT employees are eligible to participate in all the City's benefit programs subject to the conditions and limitations of each benefit program.

Regular Part-Time Employees (RPT): Employees who are not in a seasonal or casual status and who are budgeted to work at least 27 hours per week but less than a full-time schedule. RPT employees are eligible to participate in the City's insurance benefit programs. RPT employees are eligible for certain other specified benefit programs on a pro rata basis subject to the conditions, and limitations of each benefit program.

Reserves: An account used to indicate that a portion of fund resources are restricted for a specific purpose or is not available for appropriation and subsequent spending.

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

Slurry Seal: Slurry seal is a cold mixed asphalt which consists of graded aggregate, a binder fines and additives. It is the most versatile and cost effective way to preserve and protect pavement over time.

Special Assessments: A compulsory levy made against certain properties to defray a part of the cost of a specific improvement, such as street paving, curb and gutter replacement, sanitary sewers, etc., which are deemed to primarily benefit those properties.



Special Revenue Funds: These funds are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

Stormwater Management Advisory Council (SMAC): These represent County funds that are provided to make needed repairs and upgrades to stormwater systems in Johnson County. The City's share is normally 25% and the County will match with 75%.

Tax Levy: The total amount to be raised by general property taxes for the purposes specified in the approved City budget.

Tax Rate Limit: The maximum legal rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Temporary Notes: These are used as a funding mechanism for capital projects, which will be paid off, by the use of general obligation bonds or other funding sources. General obligation temporary notes are full faith and credit notes, pledging the general taxing power of the jurisdiction to back the notes.

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

Transient Guest Tax: The City imposes an 8% tax on transient guests occupying a room in a hotel or motel located within the City. Revenue from this tax is receipted into the Transient Guest Tax Fund.

Transportation Development District (TDD): This type of debt is a transportation project development tool, governed by state statute. This debt tool is designed to facilitate specific public transportation improvements through the collection of taxes and the borrowing of funds. The revenue of a TDD (most frequently sales tax) can only be used for public transportation and transportation-related improvements or they can be backed by assessments.

Use Tax: Compensating Use Tax is a tax on goods from outside Kansas purchased by individual and businesses in Kansas which are used, stored or consumed in Kansas.

User Charges: The payment of fees for direct receipt of a public service by the party benefiting from the service.



ACRONYMS

ADSAP	Alcohol and Drug Abuse Program	KDOT	Kansas Department of Transportation
ADA	Americans with Disabilities Act	KERIT	Kansas Eastern Regional Insurance Trust
AED	Automated External Defibrillators	KPERS	Kansas Public Employees Retirement System
AFIS	Automated Fingerprint Identification System	KP&F	Kansas Police and Fire Retirement
ALICE	Alert, Lockdown, Inform, Counter, Evacuate	KRPA	Kansas Recreation & Park Association
AP	Accounts Payable	KSA	Kansas Statutes Annotated
APPI	Art in Public Places Initiative	LAC	Leawood Arts Council
APWA	American Public Works Association	LDO	Leawood Development Ordinance
AV	Assessed Valuation	LERA	Labor and Employment Relations Association
CAD	Computer Aided Design	LPR	License Plate Recognition
CAFR	Comprehensive Annual Financial Report	LSC	Leawood Stage Company
CARS	County Assisted Road System	MARC	Mid-American Regional Council
CIP	Capital Improvement Program	NCIC	National Crime Information Center
CID	Community Improvement District	NPDES	National Pollutant Discharge Elimination System
DARE	Drug Abuse Resistance Education	OGL	Operation Greenlight
EMS	Emergency Medical System	PAYG	Pay-As-You-Go
EMT	Emergency Medical Technician	PCI	Pavement Condition Index
EPA	Environmental Protection Agency	PT	Part-Time Employees
FEMA	Federal Emergency Management Agency	REJIS	Regional Justice Information Service
FTE	Full Time Equivalent	RFT	Regular Full-Time Employees
GAAP	Generally Accepted Accounting Principles	ROW	Right of Way
GO	General Obligation Bonded Debt	RPT	Regular Part-Time Employees
GASB	Governmental Accounting Standards Board	SBD	Special Benefit District
GFOA	Government Finance Officers Association	SMAC	Stormwater Management Advisory Council
ICMA	International City/County Mgmt. Assn	SRO	School Resource Officer
JCPRD	Johnson County Park & Rec District	SUV	Service Utility Vehicle
		TDD	Transportation Development District

CITY OF LEAWOOD, KANSAS



"Growing with Distinction"



Leawood City Hall

*4800 Town Center Drive
Leawood, KS*

*2020 Annual Budget
City of Leawood, Kansas*



2020 Annual Budget

THE CITY OF LEAWOOD'S VISION

Leawood prides itself on being a safe, attractive community, which values its distinctive character. The citizens of Leawood are civic-minded and are an important component in shaping Leawood's future. As the City of Leawood looks to the future, it will continue to maintain the residential property values, promote neighborhood-oriented commercial developments, offer a variety of high quality residential neighborhoods, sustain environmental sensitivity, retain natural landscapes and provide public, open space. With vision, as articulated in our comprehensive plan, the City of Leawood will continue to grow with distinction.

2020 Policy Highlights

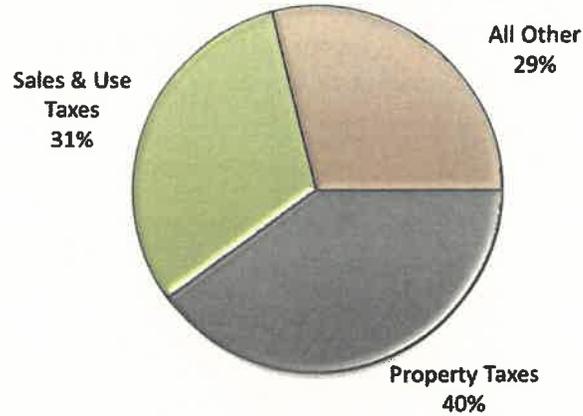
- **Sustaining financial stability**
 - Reserves for all operating funds are budgeted at 45% of expenditures, above the 11% minimum.
 - Debt service reserve levels remain at 35% or above throughout the financial planning period.
 - The 2020 Budget includes a mill levy of 24.524.
 - Assessed Valuation growth of 5.83%.
 - Sales Tax growth of 2.95% for all areas.
 - Continuation of the City's Aaa bond rating.
- **Sustaining service levels**
 - Maintain equitable and competitive employee compensation.
 - Mandates and operating costs of capital are funded.
 - Provide 1.7 commissioned officers per 1,000 citizens.
 - Coverage of 651 residents per 1 firefighter.
 - Maintain the City streets at an average Pavement Condition Index of 81.4.
- **Sustaining efficient delivery of services**
 - Continuation of employee training & certifications.
 - Performance measures are linked to resources needed to meet expected performance levels.
 - Improved productivity and service levels with technology, fiber, communication systems.

2019/2020 Budget Changes

- No Mill Levy increase is planned for 2020; remains at 24.524.
- The 2020 budget reflects a total of 295.06 FTE's; 261 full-time positions. No new positions.
- No new G.O. debt issuance is planned for 2019. In 2020, \$8.3 million in new G.O. debt will be issued. The City's financial advisors are reviewing the current debt to determine if a debt refunding is feasible in 2019.
- Inclusion of \$1,250,000 in 2019 and \$1,025,000 in 2020 for park improvements; the majority funded with the Special Parks/Recreation fund, the Park Impact Fee fund, and the balance with General Fund transfers.
- The 2020 budget includes a maximum 3.9% merit increase for all employees. Additionally, a market adjustment of 2% to 3% has been included for Police Officer I, Police Officer II and Communications I positions. Payment of all wages (FT, PT, CS, overtime and other) will increase by 2.9% over the 2019 estimated budget wage base. The health insurance benefit grows by 5.2% from 2019; and all other benefits by 2.7%.
- A total of \$377,500 in Decision Packages in 2020: Citywide training, policy, & tracking system; Fire professional credentialing; Fire inflatable safety house & robot; Police license plate cameras; PW tree limb removal funds; PW covered brine system & saddle tanks; irrigation booster pump at Gezer Park; and silt removal at Ironwoods Park Lake; \$25,000 for contractual park trail repairs; and \$5,000 additional for July 4th fireworks.
- Expenses of \$957,000 in 2019 from the Public Safety Fund (mobile command vehicle, Fire EMS equipment & radio replacement; and Police records management system & radios). In 2020, a total of \$110,000 is planned for a Police CAD system upgrade and radios.
- Transfers of \$1,119,300 each to the Public Safety and Economic Development funds in 2020.

2020 Budgeted Revenue

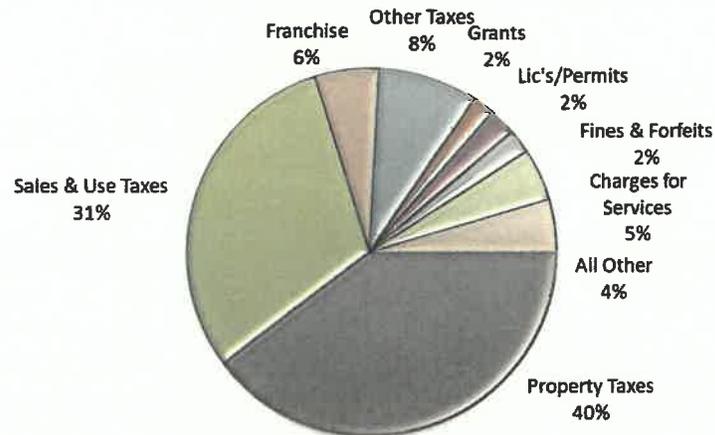
Total All Funds: \$63.1 million



Revenues for all budgeted funds in the 2020 Budget are projected at \$63,064,200. The largest single revenue source is Property Taxes consisting of 40% of total revenues, followed by sales taxes of 31%; and lastly other governmental revenue of 29%, which includes franchise fee, licenses, permits, and charges for services.

2020 Budgeted Revenue

Total All Funds: \$63.1 million



Revenues for all budgeted funds in the 2020 Budget are projected to decrease by 3.2% from the 2019 Estimated Budget. The three areas projecting decreases are: Grants (76.6%), Fines & Forfeitures (13.3%), and Special Assessments (7.8%). The Grants decrease is due to less County SMAC funded projects and shared costs from other jurisdictions for the Arterial street program. The projection for 2020 fines and forfeitures is lower due to lower actual collections in 2018. The principal debt balance of Special Assessment projects continue to decrease as no new special assessment debt has been assumed for several years. The Property Tax category reflects the largest increase, 5.8%.

Revenues by Source

all funds, millions of dollars

	2019 est.	2020 budget	incr(decr)	change
Property Taxes	\$23.6	\$25.0	\$1.4	5.8%
Sales & Use Taxes	18.7	19.3	0.6	3.0%
Franchise Fees	3.5	3.5	0.0	0.0%
Other Taxes	5.3	5.4	0.1	2.4%
Grants	5.1	1.2	(3.9)	-76.6%
Licenses & Permits	1.6	1.6	0.0	0.4%
Fines & Forfeitures	1.5	1.3	(0.2)	-13.3%
Charges for Service	2.9	2.9	0.0	1.8%
All Other	3.0	2.9	(0.1)	-2.6%
TOTAL	\$65.2	\$63.1	(\$2.1)	-3.2%

Property Tax, 40%: Total property taxes for 2020 are budgeted at \$25,015,695 and comprises 40% of all City revenues. Staff is projecting a 5.83% increase in assessed valuation for 2020, and growth of 4.00% for 2020 and 3.10% thereafter. In early 2019, the County Appraiser projected that Leawood's market value had increased by 7.20% as compared to 5.01% last year. Using this information, when converted to assessed valuation, real property increased by 5.83%, as compared to 4.18% last year.

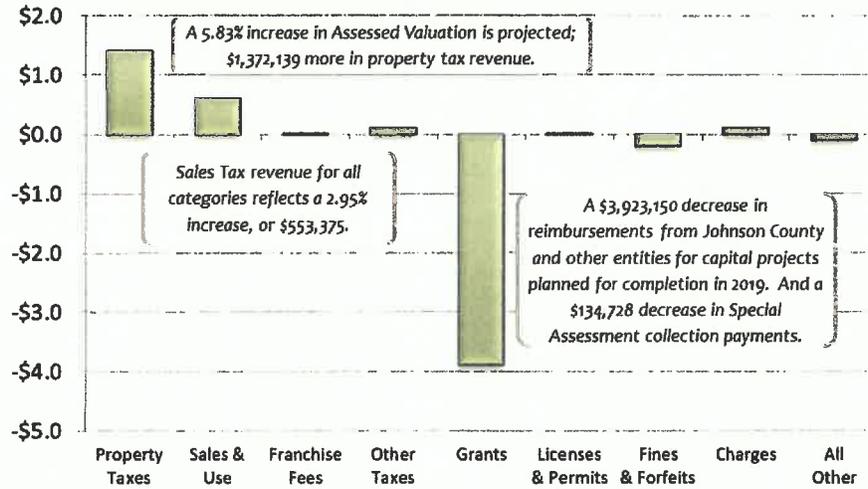
Sales and Use Taxes, 31%: Sales tax revenue represents 31% of total 2020 revenue. This category includes the 1-cent City sales tax, County sales tax, the 1/8-cent sales tax, City & County use taxes, and the .25 special county sales taxes. The 2019 Estimated Budget for both City and County sales and compensating use taxes are expected to increase 2.95% over the 2018 actuals. The 2020 Budget also anticipates that these areas will increase by 2.95% over the 2019 estimate; with 2.95% growth each year thereafter. The combined total for these areas is \$19,283,510 in 2020.

Other Taxes, 8%: This category totals \$5,399,914 in 2020 and comprises 8.0% of City revenues. Included are taxes on Motor Vehicles, the Gasoline Tax, and the Special Alcohol Tax. These revenue sources can be found in the General, Debt Service, Special Alcohol, Special Parks/Recreation and Special Highway Funds.

Franchise Fees, 6%: This category totals \$3,515,000 in 2020, remaining unchanged from the 2019 estimate. Included are electricity, gas, telephone, cable and video franchise payments. This area is affected by several factors, such as weather, changes in rates, usage variances, and changes in technology and user demands.

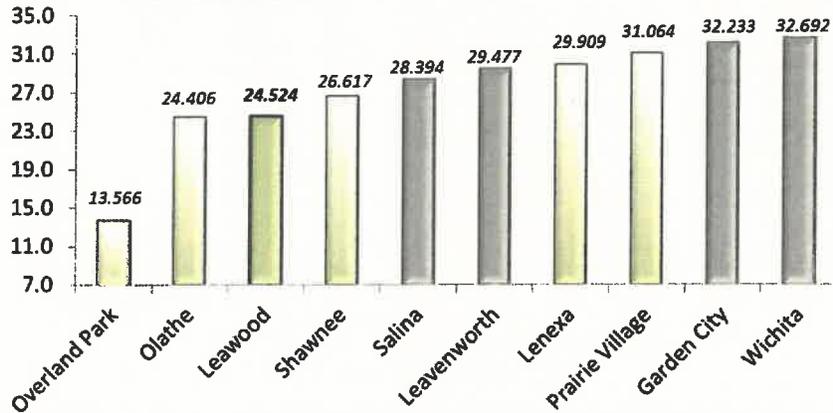
Revenue Increase (Decrease)

change from 2019 estimated: (\$2,092,444)



2018 Mill Levy Comparisons

Six of the ten lowest city tax rates are levied by cities in Johnson County. The cities and their tax rates are:

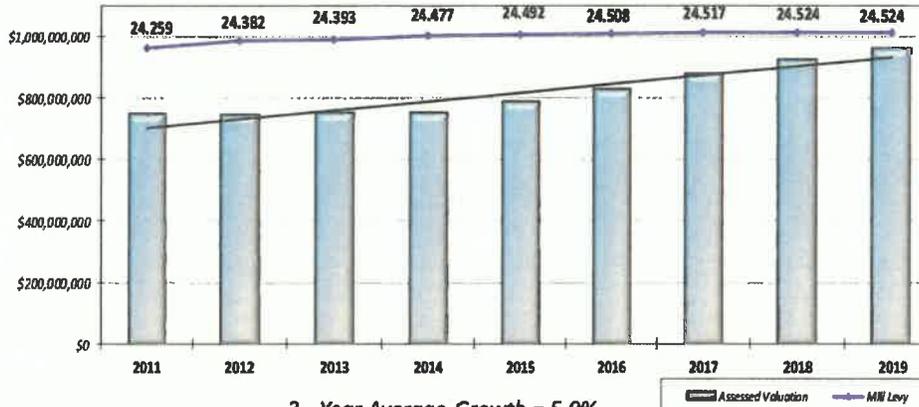


According to the League of Kansas Municipalities, the City of Leawood has the 3rd lowest property tax rate of the 27 cities of the First Class in the state of Kansas.

Prairie Village's levy of 31.064 includes 19.314 for the city and 11.750 for the Johnson County Consolidated Fire District #2.

Source: Kansas Government Journal, March 2019

Assessed Valuation & Mill Levy

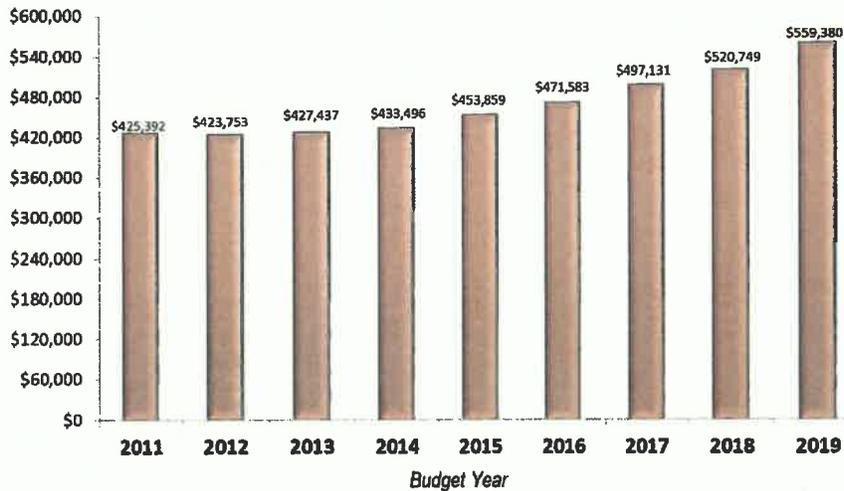


3 - Year Average Growth = 5.0%
 5 - Year Average Growth = 5.3%
 10-Year Average Growth = 3.5%

A Governing Body or voter-approved mill levy increase has not occurred in Leawood since 2003.

Average Appraised Value

Leawood Home



The City of Leawood's portion of the mill levy, 24.524, costs an average Leawood taxpayer \$131.47 per month. According to the 2019 Johnson County Revaluation Report, the average Leawood resident is living in a home with a market value (appraised value) of \$559,380, higher by 6.9% from the 2018 market value of \$520,749.

Where Your Property Tax Dollar Goes

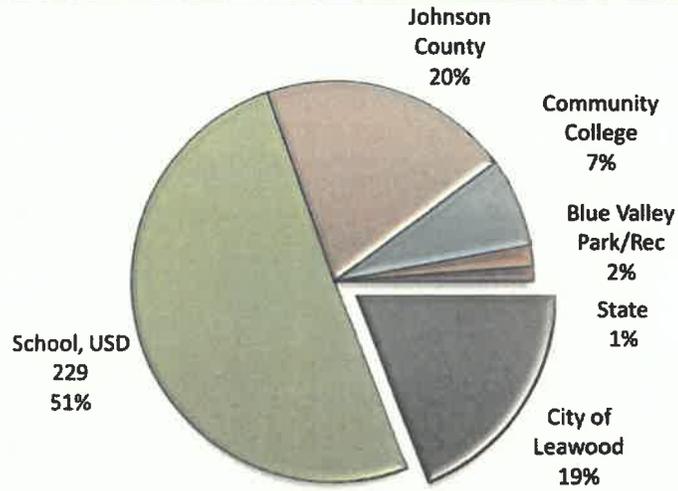
The average Leawood resident, living in the Blue Valley School District, pays \$19.00 of \$100.00, or 19% of 100%, in property tax payments to the City of Leawood. The remainder is distributed to other taxing entities:



2020 Budget Estimated Mill Levy: Blue Valley USD = 64.999; Johnson County=26.013; Leawood=24.524; Johnson County Community College=9.266; Blue Valley Parks & Rec=2.199; State of Kansas=1.500

This presentation assumes a Leawood resident is living in the Blue Valley School District.

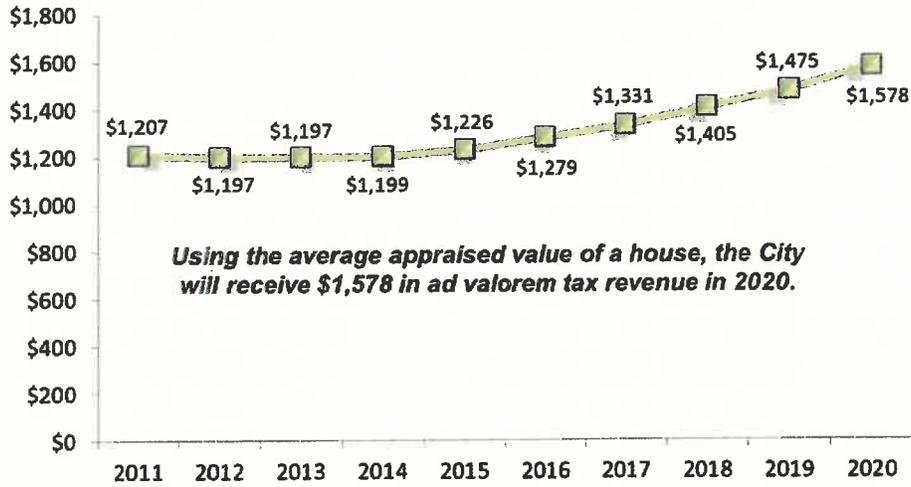
Where Your Property Tax Dollar Goes



The average Leawood residence pays approximately \$1,578 per year (\$131 per month) in property taxes to the City

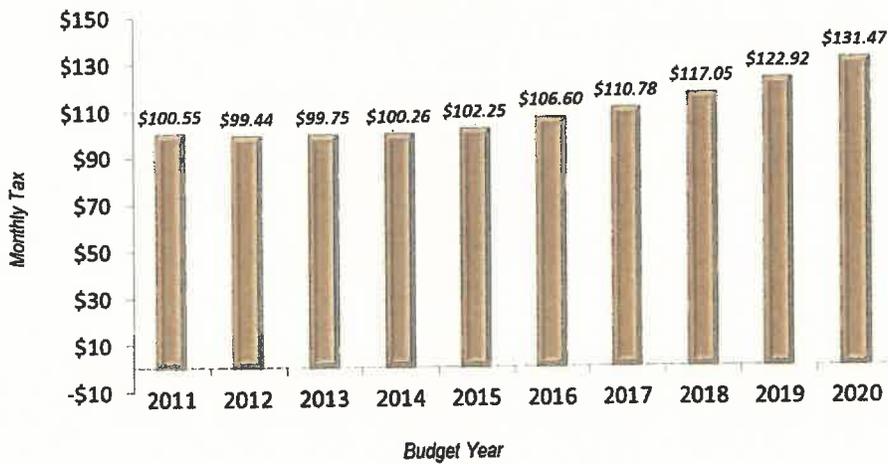
This presentation assumes a Leawood resident is living in the Blue Valley School District.

Average Residential Property Taxes City of Leawood's Share



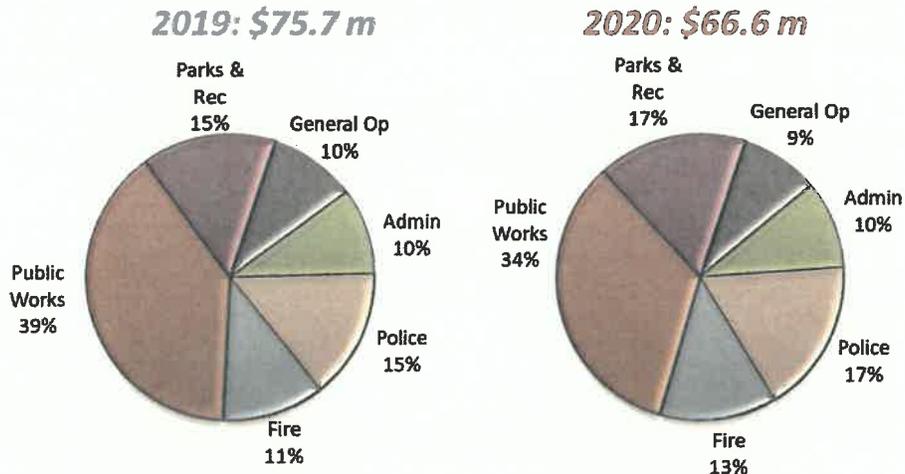
Monthly Property Tax City of Leawood's Share

Average Home in Leawood (\$559,380)



Budgeted Expenditures

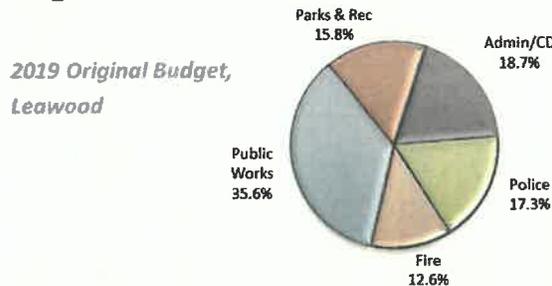
all funds, by department



Expenditures for all budgeted funds in the 2020 Budget are projected to decrease by \$9,029,500, or 11.9%, from the 2019 Estimated Budget.

Expenditures by Department

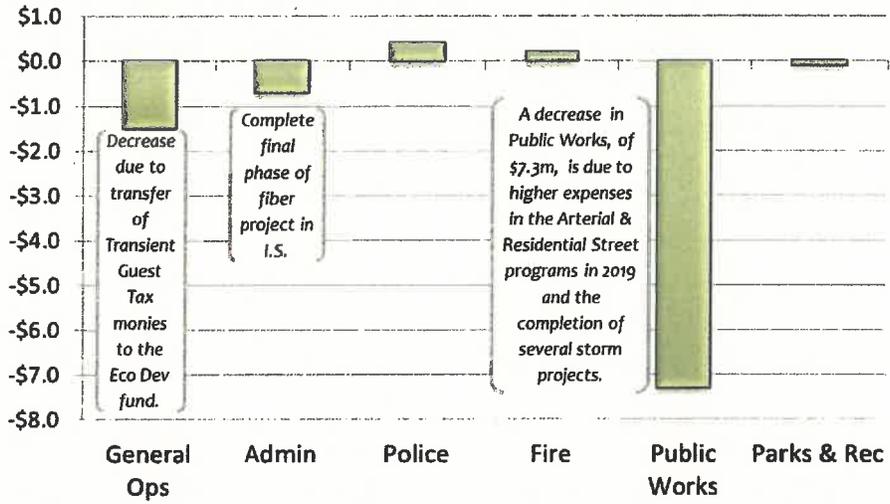
by department, COMPARISON to Other Cities



Budgeted Expenditures, by Department - COMPARISON						
2019 Original Budgets	Leawood	Overland Park	Shawnee	Lenexa	Olathe	Average
Admin/CD	18.7%	24.8%	21.6%	19.3%	9.1%	18.7%
Police	17.3%	19.2%	23.9%	17.2%	10.6%	17.6%
Fire	12.6%	12.1%	14.5%	12.6%	6.8%	11.7%
Public Works	35.6%	25.6%	32.0%	40.7%	61.0%	39.0%
Parks & Rec	15.8%	18.4%	8.0%	10.2%	12.5%	13.0%

Expenditure Increase (Decrease)

change from 2019 estimated: (\$9.0 million)



Expenditures by Department

all funds, millions of dollars

	2019 est.	2020 budget	incr(decr)	change
Administration	\$14.8	\$12.6	(\$2.2)	-15%
Police	11.2	11.6	0.4	4%
Fire	8.6	8.8	0.2	2%
Public Works	29.7	22.5	(7.2)	-24%
Parks & Rec	<u>11.3</u>	<u>11.2</u>	<u>(0.1)</u>	<u>-1%</u>
TOTAL	\$75.6	\$66.6	(\$9.0)	-12%

Administration & General Operations, 19%: Expenditures in these two areas are projected to be 15.0% lower or \$2,225,600 less than 2019. The decrease is due to the anticipated transfer of the balance in the Transient Guest Tax fund to the Economic Development fund; and the completion of the fiber connectivity project. These decreases are offset by increases for building and liability insurance and anticipated wage and benefit increases.

Police, 17%: The Police Department projected expenditures will increase by \$437,800, or 3.9%, from the 2019 estimate. This increase is due to wage and benefit changes, market adjustments for the Police Officer I and II and Communications I positions; the purchase of 4 new license plate readers; an increase in the boarding of prisoners; and higher vehicle replacement cost in 2020. These increases are offset by a reduction in the cost to board stray animals. Other planned expenditures include contractual and shared contracts; communication systems with other metropolitan agencies; utilities and operating costs for the Justice Center; gasoline and vehicle repairs; expendable equipment replacements; and officer training.

Fire, 13%: The Fire Department budget is \$175,528 higher, or 2.0%, in 2020 over the 2019 estimate. Increases include \$231,100 for planned wage and benefit changes; \$4,000 for professional credentialing; and \$20,000 for a public education safety house and a robot. These are offset by a planned decrease in expendable equipment replacements.

Public Works, 34%: The Public Works department is projecting a decrease of 24.4%, or \$7,268,947, from 2019. Increases are included in 2020 for planned wage/benefit changes and higher operating expenses, such as expendable equipment and minor building repairs. New operating spending in 2020 includes \$15,000 for annual tree limb removal and \$190,000 for a covered brine system with saddle tanks for the trucks. Capital decreases from 2019 as expenses are higher in the Arterial & Residential Street programs and for the anticipated completion of several storm projects.

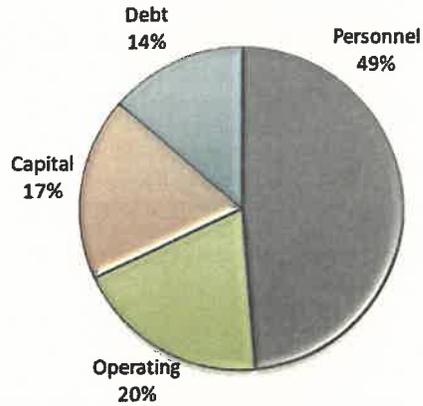
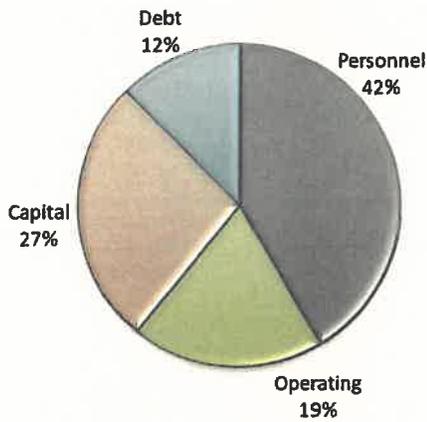
Parks & Recreation, 17%: A decrease of 1.3%, or \$148,281, is reflected in Parks and Recreation from 2019. The largest decrease occurs in the Capital category for the completion of 2018 and 2019 citywide park improvements. This is offset by increases for planned wage & benefit changes; \$87,000 to remove silt from Ironwoods Lake and \$30,500 for an irrigation booster pump for Gezer Park.

Budgeted Expenditures

all funds, by category

2019: \$75.6 m

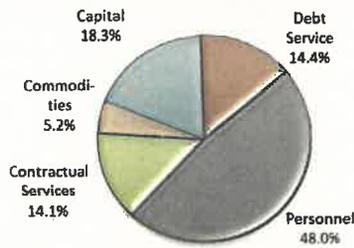
2020: \$66.6 m



Expenditures by Category

by category, COMPARISON to Other Cities

2019 Original Budget, Leawood

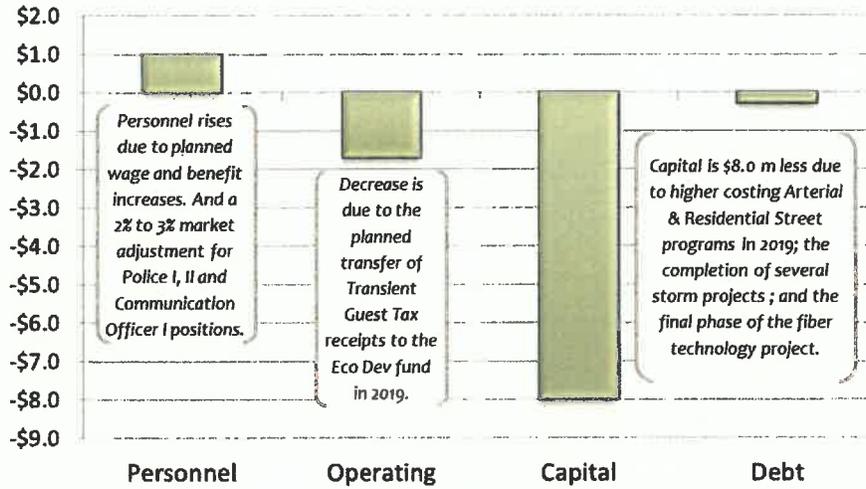


Budgeted Expenditures, by Category - COMPARISON

2019 Original Budgets	Leawood	Overland Park	Shawnee	Lenexa	Olathe	Average
Personnel	48.0%	49.9%	49.9%	52.4%	28.4%	45.7%
Contractual Services	14.1%	13.9%	18.0%	12.9%	23.3%	16.4%
Commodities	5.2%	12.5%	4.7%	4.9%	5.4%	6.5%
Capital	18.3%	11.9%	17.0%	12.9%	31.9%	18.4%
Debt Service	14.4%	11.8%	10.4%	16.8%	11.1%	12.9%

Expenditure Increase (Decrease)

change from 2019 estimated: (\$9.0 million)



Expenditures by Category

all funds, millions of dollars

	2019 est.	2020 budget	incr(decr)	change
Personnel	\$31.4	\$32.4	\$1.0	3%
Operating	14.6	12.9	(1.7)	-12%
Capital	20.2	12.2	(8.0)	-40%
Debt	<u>9.4</u>	<u>9.1</u>	<u>(0.3)</u>	<u>-3%</u>
TOTAL	\$75.6	\$66.6	(\$9.0)	-12%

Personnel, 48%: Personnel Services will increase by 3.1% over the 2019 Estimated Budget, totaling \$32,377,600 in 2020. A 3.9% factor has been applied to base wages to cover merits, promotions and career development changes. A market adjustment of 2% to 3% has been included in 2020 for Police Officer I, Police Officer II and Communications I positions. Also in 2020 are increases for health insurance, social security, unemployment payments, group life insurance, state pension plans and long-term disability plans.

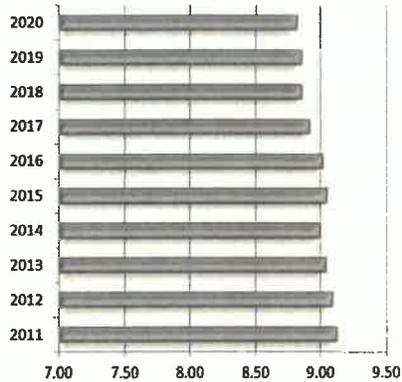
Operating, 19%: Operating expenses, which include contractual services and commodities, has decreased by \$1,705,500, or 11.6%, from the 2019 Estimated Budget. A large decrease, offset by new spending, is due to the proposed transfer of \$2,255,300 in Transient Guest Tax receipts to the Economic Development fund in 2019. All types of building, vehicle, and liability insurance are expected to increase by \$41,000, or 10.0%, from 2019. A total of \$39,000 in new spending has been added to the 2020 Budget, including \$4,000 for the commission for professional credentialing and \$20,000 for a safety house and robot to be used for fire public education, both in the Fire Department; and \$15,000 in Public Works for annual tree limb removal to be used as needed.

Capital, 18%: Capital costs are projected to decrease by 39.7%, or \$8,007,600, from 2019. Within 2019 are projected sales tax collections to be transferred to the Economic Development and Public Safety funds (\$2.2m); Park improvement projects (\$2.1m); Arterial and Residential street projects (\$7.0m); completion of the Fiber Technology project (\$0.7m); storm repair projects (\$4.3m); public art (\$.4m); and vehicle/ equipment replacements (\$2.3m). Planned 2020 pay-as-you-go capital purchases/improvements include \$4,890,300 for arterial and residential street repairs; \$2,736,500 in replacement vehicles/equipment; \$2,271,500 for sales tax transfers to the special funds; \$1,662,600 in City building, park, golf course repairs/maintenance; and \$500,000 for stormwater projects.

Debt Service, 15%: Debt is projected to decrease by 12.0%, or \$299,700 from the 2019 Estimated Budget. No new general obligation debt issuance is planned for 2019 and an issuance is planned for 2020 totaling \$8,295,000, with the first payment beginning in 2021.

2020 Personnel

**City Employees
per 1,000 Citizens**

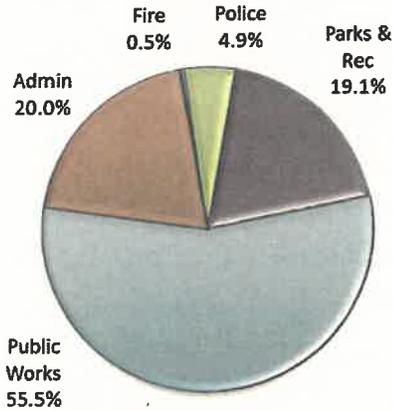


- 261 full-time, 295.06 FTE's
- In the 2019 Estimated budget, several position reclassifications are planned including: a Finance Accountant position to an Accounting Manager; a Police Alarm Coordinator to a Police Officer; a Public Works Fleet/Facilities Manager to a Special Projects Engineer; and the conversion of two regular part-time Park Maintenance Workers to two full-time Park Maintenance Workers. There are no personnel position changes in the 2020 Budget.
- The financial planning model adds one position every other year, with the next one being added in 2021.

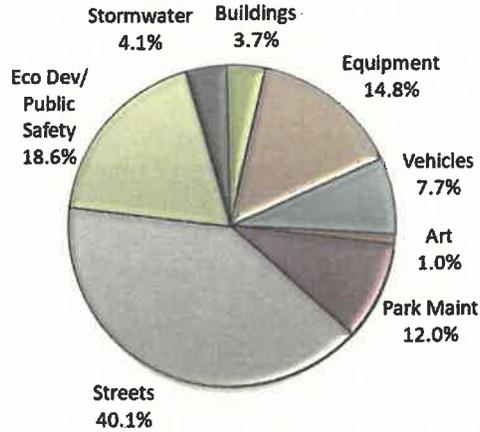
2020 PAYG Capital Budget

all funds: \$12.2 million

by Department



by Category



The tables show both the funding sources for the pay-as-you-go (PAYG) capital and the expenses, by type. The majority of the expenses are financed by the General Fund through cash transfers to the City Equipment and Capital Improvement Funds, which are from where the majority of capital equipment, vehicles and building improvement project expenses are included.

2020 PAYG Capital Budget

By Funding Source

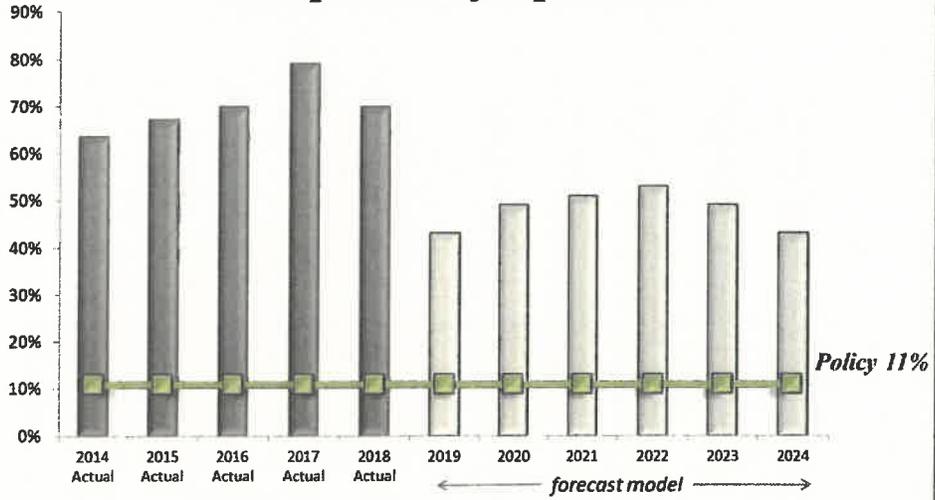
	2019 Estimate	2020 Budget
General Fund	\$5,670,000	\$9,150,000
Grants	5,120,000	1,200,000
Gasoline Tax	940,000	960,000
Sales Tax	940,000	970,000
Alcohol Tax	540,000	540,000
All Other	6,980,000	1,200,000
TOTAL	\$20,190,000	\$14,020,000

By Capital Expense Type

	2019 Estimate	2020 Budget
Streets	\$7,023,800	\$4,890,300
Stormwater	4,287,200	500,000
Park Maintenance	2,094,800	1,212,600
Economic Develop/ Public Safety Funds	2,204,400	2,271,500
Equipment	1,984,700	1,801,500
Buildings & Facilities	1,131,200	450,000
Vehicles	1,024,000	935,000
Public Art	445,500	127,100
TOTAL	\$20,195,600	\$12,188,000

Reserves – Operating Funds

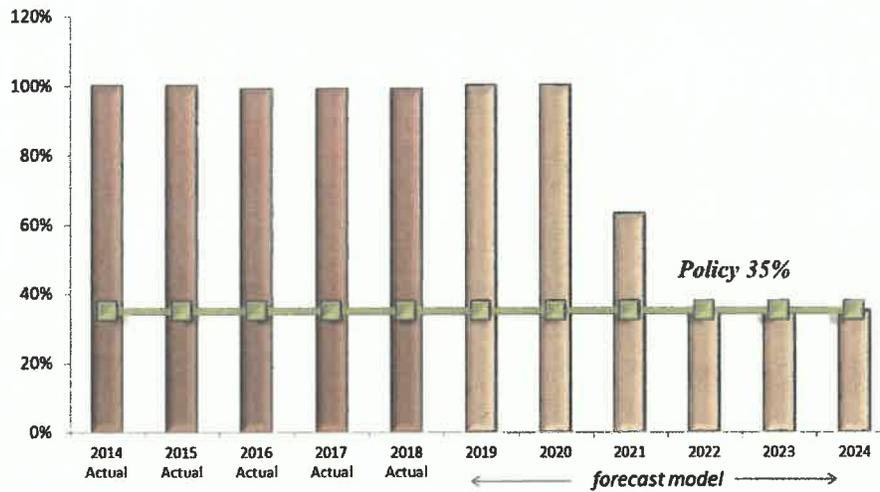
as a percent of expenditures



Projections assume a .95 mill levy increase in 2022, 2024, and 2026, and a budget variance of -2.0% for expenditures and +1.0% revenues.

Reserves – Debt Service Fund

as a percent of expenditures



Debt reserves total \$8,619,000 in the 2020 Budget or 97% of debt service expenditures. This reserve level provides a financial cushion for the City for financial circumstances, which could include a decline in property tax collection rates; delayed payments from special benefit debt; or any change in planned debt expenditures. Excellent reserve levels provide financial security for all stakeholders.

Each year the City staff and Council carefully review the capital improvements to be debt financed. With this process, there is a clear understanding that the capital obligations made today will be balanced against the cost and the service levels provided in the future.

2020 Budget Calendar



The remaining budget calendar dates include:

- ✓ June 15th - County Clerk releases valuation information used in the levy limit calculation.
- ✓ July 1st - Deadline to notify the County Clerk if an election is desired.
- ✓ July 15th - Resolution calling for a public hearing on August 12, 2019.
- ✓ Jul 23rd - Publication of the August 12, 2019 public hearing notice.
- ✓ August 12th - Public Hearing on the 2020 Budget; and 2020 Budget Approval.
- ✓ August 25th - Deadline to file the 2020 Budget with the County Clerk, if no election needed.
- ✓ September 20th - Date of Mail Ballot Election, if an election is needed.
- ✓ October 1st - 2020 Budget due to County Clerk, if an election is needed.



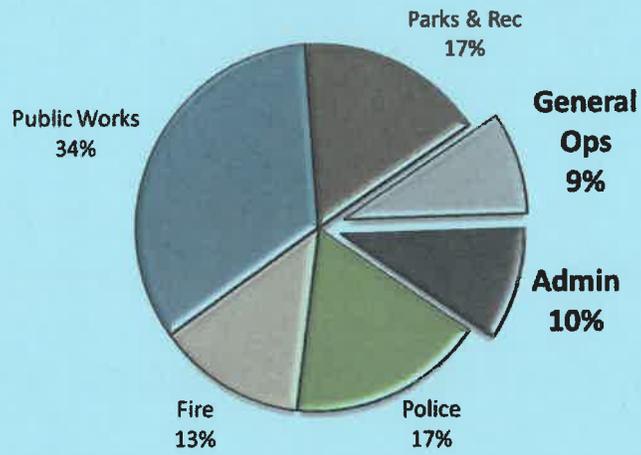
General Operations & Administration Departments

2020 Budget

The Administration Departments comprise 10% or \$6,637,000. General Ops is 9% or \$5,945,981.

2020 Budgeted Expenditures

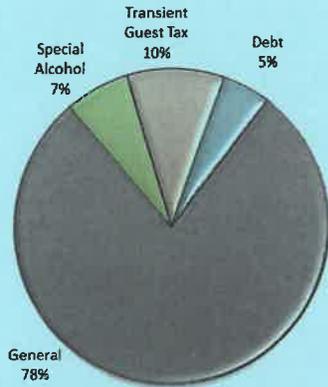
Total All Funds: \$66.6 million



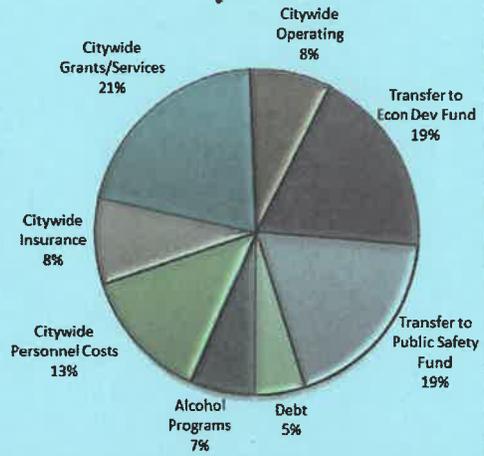
General Operations

Total All Funds: \$5.9 million

by Fund



by Function



The funding sources include the Special Alcohol fund; the Transient Guest Tax fund; the Debt Service fund and the General fund.

General Operations, *All Funds*

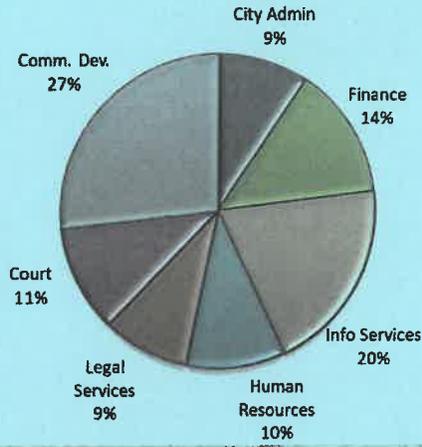
\$395,000	Alcohol Program	Funded from the Special Alcohol fund for alcohol/drug programs; and after-prom & graduation events.
\$1,119,300	Economic Development	Transfer of the 0.25% county-shared courthouse & coroner sales & use taxes.
\$785,000	Citywide Personnel Costs	Salaries/benefits for Governing Body; the employee supplemental retirement plan; KERIT workers compensation; long-term disability; and the employee assistance program.
\$513,900	Citywide Insurance	The cost of building, automobile, liability insurance and claims/deductibles.
\$1,237,400	Citywide Grants/Services	Health/Human service grants; donations; Leawood Chamber; Sister City; election costs; legal & professional services, as needed; and any co-jurisdictional shared expenses. Also includes the Transient Guest Tax collections.
\$484,700	Citywide Operating	All City expenses such as telephone/data; copy machines; postage; meeting expense; memberships/subscriptions; printing and legal notice publication expenses.
\$1,119,300	Public Safety Fund Transfer	Transfer of the 0.25% county-shared public safety sales & use taxes.
\$291,381	Debt	The annual GO debt payments for the 2012 City Hall improvements and budget to pay any debt expenses.

\$5,945,981 Total 2020 Budget - *General Operations*

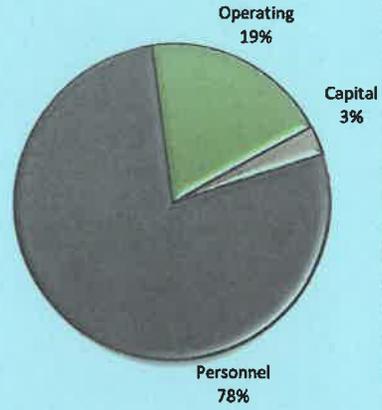
Administration Departments

Total All Funds: \$6.6 million

by Program

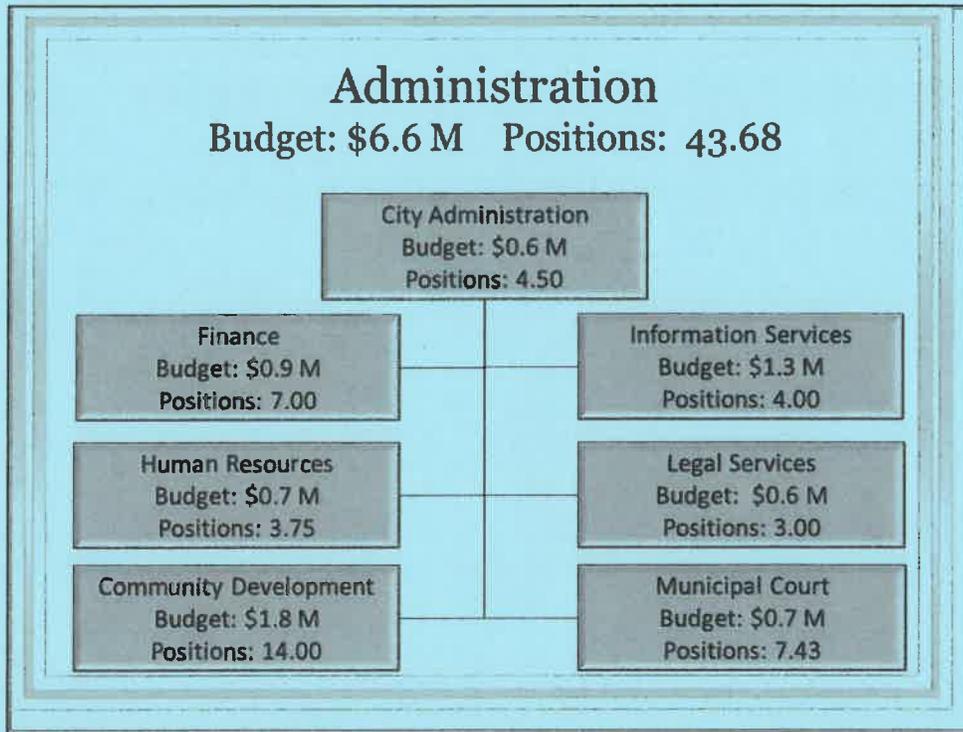


by Function



Administration

Budget: \$6.6 M Positions: 43.68



Program Accomplishments

- GFOA CAFR Award – 2017; GFOA Budget Achievement Award – 2019.
- Implementation of GASB 75 accounting and reporting for post-employment benefits.
- Training and Implementation of a new timekeeping solution throughout the City for employees.
- Deployment of a new more powerful and faster server cluster; installation of remote desktop deployment of new Police laptops; and deployment of 10 gigabit switches to facilitate a new high-speed network.
- Launch of city-wide physical demands analysis for all City positions.
- Recipient of the Breastfeeding Employees Support Award – Silver from the KS Breastfeeding Coalition.

Program Accomplishments – *continued*:

- Maintenance of a workers compensation rating of 41% below industry average receiving maximum KERIT discount towards workers compensation premium.
- Assisted in the purchase of property for the future Park Maintenance facility.
- Continued work with wireless carriers to develop policies for attachment of facilities to streetlights.
- Coordination of Municipal Court's first warrant purge process.
- With help from the Police Department, Court created a new Property Disposition form and implemented a new processing procedure.
- Updated the City's Comprehensive Plan with a new format and graphics.
- Recreated a new Access database to internally track projects.
- Added "Sketch-Up" software to help illustrate mixed-use developments.

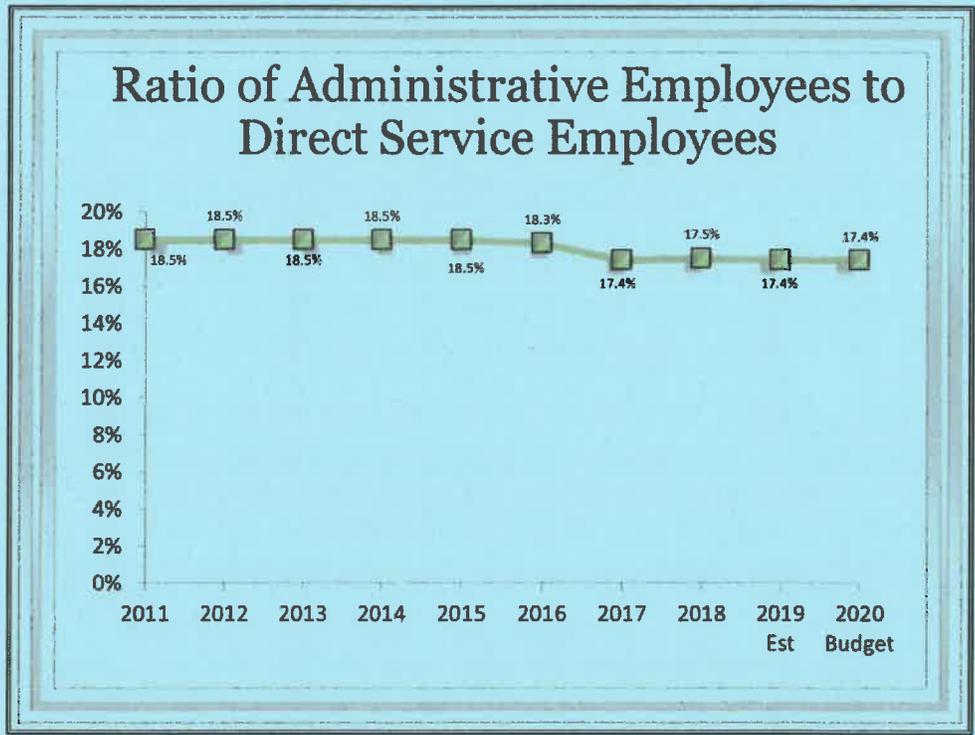
Council Priorities

To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

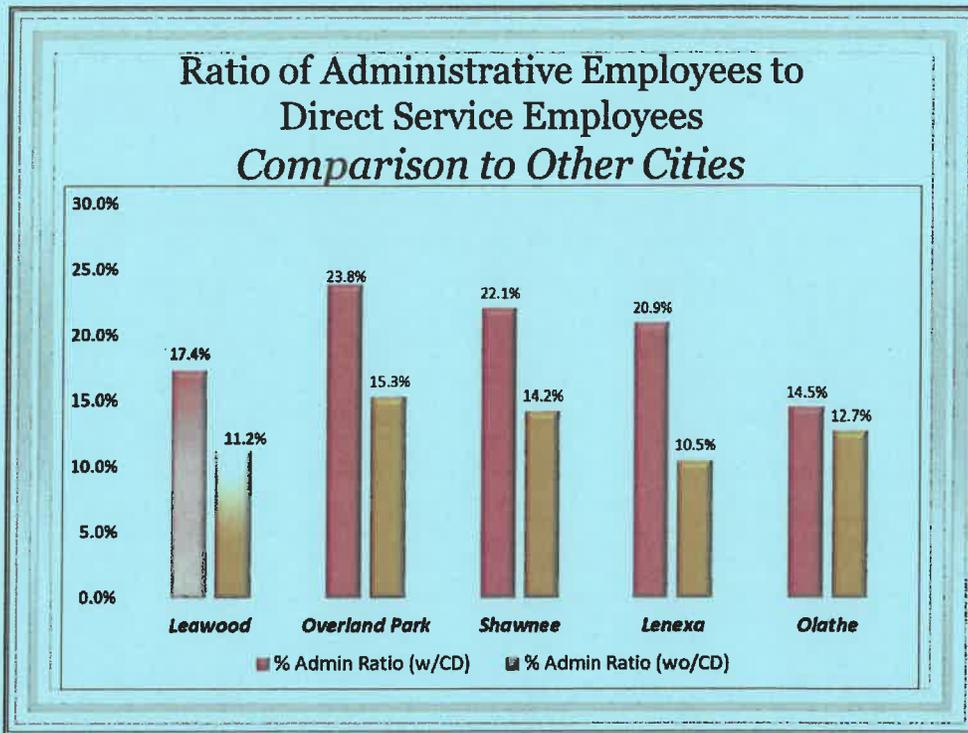
- 17.4% ratio of administrative employees to direct service employees (overhead).
- Aaa bond rating and GFOA awards.
- \$2.6 million total revenue from Admin. Programs.

To promote development that sustains rather than depletes the community, that is fiscally sound, that contributes to a high quality of life, and that nourishes the community.

- 100% of inspections performed on time.
- Approximately 14,300 neighborhood and code inspections per year.



This measure is a proxy for administrative efficiency. A high and/or increasing ratio would be a warning and could indicate inefficiencies. In most cities the size of Leawood, overhead functions range between 15% and 25%. The 2020 Budget includes 295.06 FTE's, of which 43.68 are considered Administrative employees. These include City Administration, City Clerk, Human Resources, Information Services, Legal, Municipal Court, Finance, and all of Community Development.



NOTE: Leawood includes the Community Development/Planning employees in the Administration function area. As a result, these 14 employees are included in this ratio calculation for Leawood. Some other cities do not include these employees in the Administration area and instead are shown in other departments. For presentation purposes in this graph, the ratio is calculated two ways: with the Community Development/Planning employees; and without.

Administration Departments by Program *All Funds*

	2019 est.	2020 budget	incr(decr)	change
City Admin Services	659,800	623,300	(36,500)	-6%
Finance	837,900	906,100	68,200	8%
Information Services	2,124,900	1,322,300	(802,600)	-38%
Human Resources	667,900	684,300	16,400	2%
Legal Services	579,300	589,500	10,200	2%
Municipal Court	728,000	735,400	7,400	1%
Community Devel.	1,749,200	1,776,100	26,900	2%
TOTAL	\$7,347,000	\$6,637,000	(\$710,000)	-10%

CITY ADMIN SERVICES: The change is the result of the retirement of a long time employee and the replacement in late 2019.

FINANCE: The change is the result of anticipated wage and benefit increases in 2020 and the reclassification of an existing position in 2019.

INFORMATION SERVICES: The decrease in 2020 is primarily in Capital due to the completion of the final phase of fiber connectivity within the City.

HUMAN RESOURCES: The change is the result of anticipated wage and benefit increases.

LEGAL SERVICES: The change is the result of anticipated wage and benefit increases.

MUNICIPAL COURT: The change is the result of anticipated wage and benefit increases and no capital purchases in 2020.

COMMUNITY DEVELOPMENT: The increase provides for wage and benefit changes and no capital purchases in 2020.

Administration Departments by Function *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Personnel	\$5,003,600	\$5,161,400	\$157,800	3%
Operating	1,326,100	1,280,600	(45,500)	-3%
Capital	1,017,300	195,000	(822,300)	-81%
Debt	0	0	0	0%
TOTAL	\$7,347,000	\$6,637,000	(\$710,000)	-10%

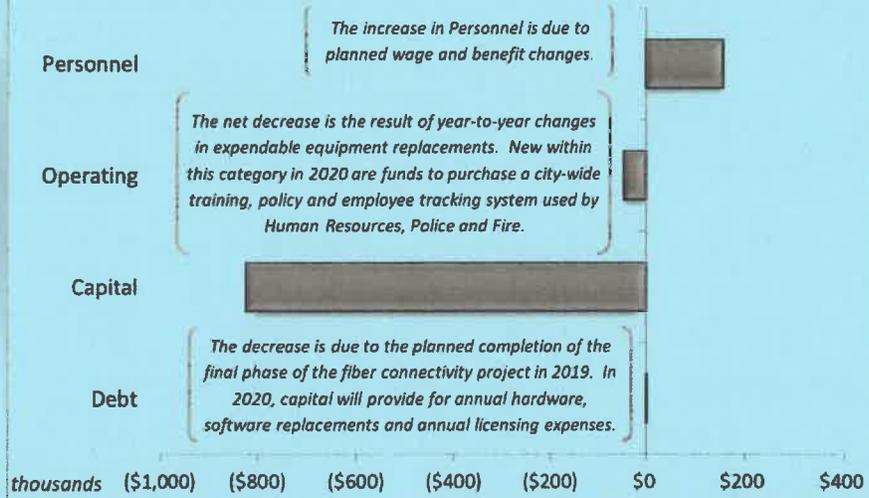
PERSONNEL: This increase is related to planned wage/benefit changes.

OPERATING: The decrease is the result of year-to-year fluctuations in the replacement of expendable equipment.

CAPITAL: The majority of the decrease, \$626,000 in 2019, is primarily due to the completion of the final phase of fiber connectivity within the City along with a decrease of \$146,300 in annual hardware, software replacements and licensing expenses due to rollover funds from 2018 to 2019; one Codes & Neighborhood Services vehicle replacement in 2019; and \$25,000 in Municipal Court for the replacement of the AFIS system in 2019.

Administration Departments by Function

Change from 2019 Estimated: (\$710,000)





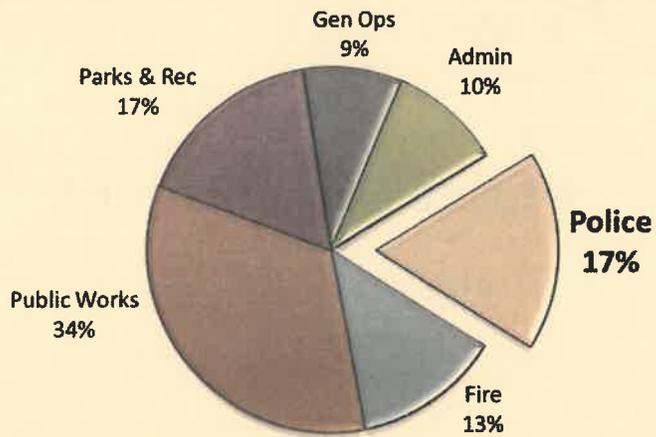
Police Department

2020 Budget

The Police department comprises 17%, or \$11,644,300 of the 2020 total City budget.

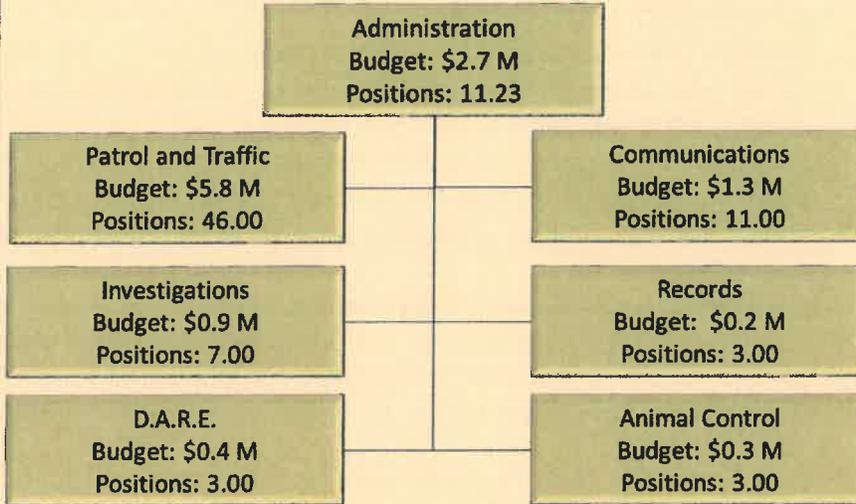
2020 Budgeted Expenditures

Total All Funds: \$66.6 million



Police

Budget: \$11.6 M Positions: 84.23



Program Accomplishments

- Phased out previous body cam and car camera systems and transitioned to a new HD quality integrated system.
- Realized a 20% reduction in reported violent crimes.
- Further streamlining of the Officer hiring process; eliminated 2 weeks of applicant processing. Hired 10 officers in 2018.
- Hosted 2 Citizen Academy classes in 2018 for the 1st time in 10 years.
- Realized an emergency response time less than 3:30 minutes.
- Investigated and resolved a shooting incident at the Church of the Resurrection.
- Completed 27 pre-employment background investigations.
- Two Detectives were certified for the Metro Squad in 2018; and 1 Detective earned Force Science certification.
- The Investigations unit assisted in all of the county's officer involved shooting incidents.
- Suspects involved with the South American Theft Group (SATG) were apprehended and prosecuted.

Program Accomplishments — *continued*:

- The department received the AAA Platinum Traffic Safety Award for the 5th consecutive year.
- Four lifesaving events occurred in 2018 where 7 Officers received a Lifesaving ribbon.
- Joined the International Assn of Chief of Police One-Mind campaign to further develop the department's ability to respond/assist in a mental health emergency.
- The number of crashes, injury crashes and reported violent crimes all declined.
- Records staff prepared for NICHE Records Management System transition.
- Presented the Seatbelts are for Everyone (SAFE) driver course at Leawood Middle School; and introduced the Science, Technology, Engineering, Arts, Mathematics (STEAM) program to DARE students.
- Increased monitoring of cameras and license plate readers by dispatchers.
- Animal Control officers participated in chemical capture training.
- Participation in many community outreach efforts, including Boy Scout presentations and Bark in the Park.

Council Priority

Protect Leawood residents, visitors and businesses by providing quality police and homeland security services.

- 3:15 min average response times for emergency calls
- Crime rate – 29.6 (per 1,000 residents)
- 83.0% of respondents feel safe in their neighborhood
- 11,112 traffic citations issued
- 80% rating dispatch services as good or better
- 173 active cases cleared
- 76% respondents satisfied with police service

The average response time for 2018 was 3:15 minutes. The averages for the past several years are: 3:16 in 2017; 3:25 in 2016; and 3:33 min in 2015.

The Crime rate, per 1,000 citizens, remains low relative to the national average.

A total of 83.0% of respondents feel safe in their neighborhoods; lower than last year's 92.7%.

Traffic citations for 2018 were 11,122, lower than 12,848 in 2017.

A department survey shows that 80.0% of citizens responding to the survey rated dispatch services as good or better in 2018; lower than the 96.0% in the previous year; and the 92.6% in 2016.

A total of 173 active cases were cleared in 2018; lower than the 211 in 2017 and the 245 in 2016.

Of the citizens responding, 76% were satisfied with police services; lower than 88% in 2017 and 86% in 2016.

Council Priority

To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

- 66% of DARE funded by the Alcohol Tax
- 2,162 children benefited from the DARE program; and 301 children completed the program in 2018.
- Total department Overtime usage is 9% of salaries
- 11,010 case management entries processed
- 1,284 Animal Control calls

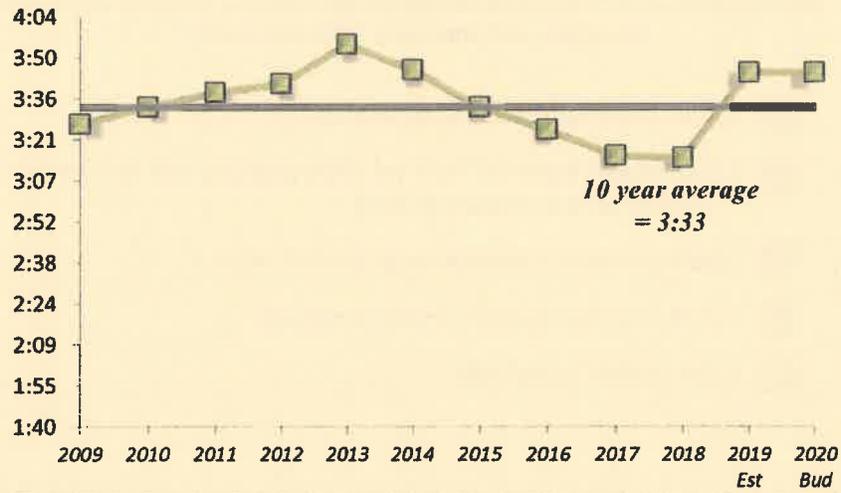
Alcohol funding as a % of DARE expenses was 66% in 2018.

The department promoted safety through the DARE education program.

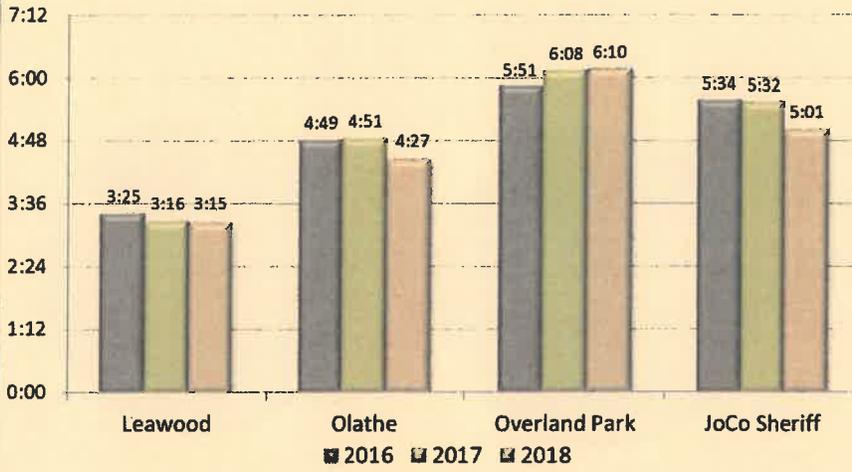
Overtime usage is the same as the previous year at 9%.

The number of animal control calls increased to 1,284 in 2018 as compared to 1,175 in 2017. The animal control enforcement service is available everyday, including weekends.

Average Response Time – *Leawood* Emergency Calls



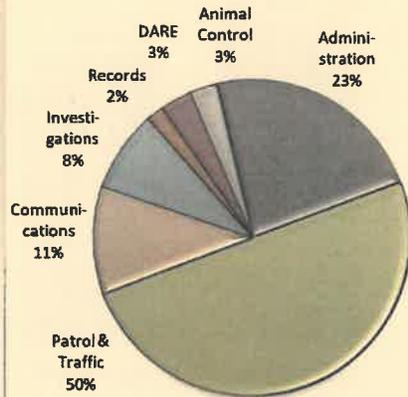
Average Response Time Comparison *Emergency Calls*



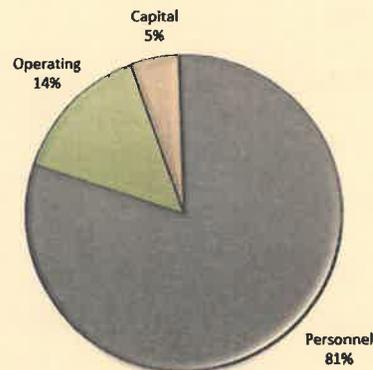
Police Department

Total All Funds: \$11.6 million

by Program



by Function



Patrol & Traffic employs the greatest number of people in the department and accounts for 50% of departmental expenditures. Departmental expenditures are largely driven by personnel costs (81%). The department has no debt service costs.

Police Department by Program *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Administration	\$2,735,200	\$2,690,500	(\$44,700)	-2%
Patrol & Traffic	5,431,700	5,798,600	366,900	7%
Communications	1,256,800	1,287,400	30,600	2%
Investigations	885,300	971,800	86,500	10%
Records	192,900	206,900	14,000	7%
DARE	377,800	379,500	1,700	0%
Animal Control	326,800	309,600	(17,200)	-5%
TOTAL	\$11,206,500	\$11,644,300	\$437,800	4%

ADMIN: Personnel decreases due to the retirements and the transfer of 1 position to the Patrol program for an additional Police Officer. This decrease is offset by an increase of \$25,000 for housing of prisoners at the county facility; and the addition of \$24,000 to purchase 4 new license plate recognition cameras.

PATROL & TRAFFIC: The increase is due to planned wage and benefit changes; the transfer of a position from Admin for an additional Patrol Officer; and a market adjustment for the Police Officer I and II positions.

COMMUNICATIONS: Planned changes in wages and benefits; and a market adjustment for the Communications Officer I positions.

INVESTIGATIONS: Planned changes in wages and benefits; and the replacement of 2 vehicles.

RECORDS: Planned wage and benefit increases.

DARE: No major changes.

ANIMAL CONTROL: Planned wage and benefit increases; and a decrease of \$33,000 due to a change in the boarding of stray animals.

Police Department by Function *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Personnel	\$9,099,600	\$9,377,200	\$277,600	3%
Operating	1,671,900	1,671,600	(300)	0%
Capital	435,000	595,500	160,500	37%
Debt	-	-	-	-
TOTAL	\$11,206,500	\$11,644,300	\$437,800	4%

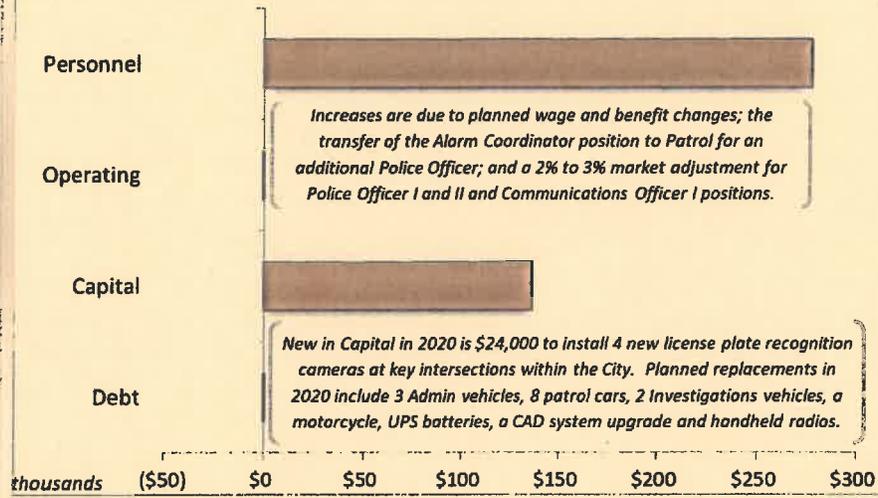
PERSONNEL: Wages are higher due to anticipated wage and benefit increases; and market adjustments for Police I and II and Communications Officer I positions.

OPERATING: Primarily the change is due to the increase of \$25,000 in boarding of prisoners at the county facility; offset by a decrease in the boarding of stray animals.

CAPITAL: This category increases in 2020 to provide for the replacement of more capital items. Replaced in 2019 are 6 Patrol units, a motorcycle, the Automated Fingerprint Imaging System (AFIS), total station data collection equipment, mobile license plate reader, handheld radios and a records management system. In 2020, replacements include 3 Administration vehicles, 8 Patrol units, 2 Investigations vehicles, 1 motorcycle, UPS batteries, 4 new license plate recognition cameras, a CAD system upgrade and handheld radios.

Police Department by Function

Change from 2019 Estimated: \$437,800



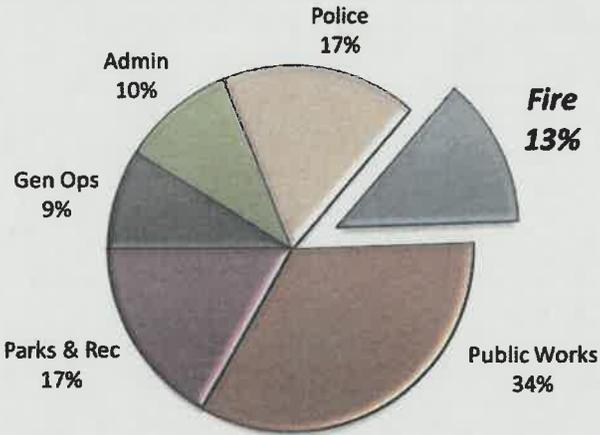


**Fire Department
2020 Budget**

The Fire department comprises 13%, or \$8,771,435 of the 2020 total City budget.

2020 Budgeted Expenditures

Total All Funds: \$66.6 million



Fire

Budget: \$8.8 M Positions: 54.49



Program Accomplishments

- Completed the annual reporting requirement to the Commission on Fire Accreditation International.
- Maintained ISO Class 1 rating from the Insurance Services Office.
- Conducted live burn training at the Southern Platte Fire Protection District training center.
- Hosted the 8th annual international French intern from the University of Bordeaux.
- Participated in the annual HOA Sustainability Summit.
- A total of 628 students received CPR or CPR/AED/First Aid training.
- Certified department technicians installed 111 child/infant car seats.
- Completed the Fire/Police/Public Works/Parks Tornado tabletop exercise.
- Citywide participation in Johnson County "Civil Unrest" full-scale exercise.
- Replaced the storm warning siren at Brookwood Elementary with a solar powered siren.

Program Accomplishments—*continued*:

- Established a Peer Support program and sent 5 Peer Support personnel to training.
- Developed an additional policy regarding firefighter and equipment post-fire decontamination as part of a continued risk reduction effort to reduce occupational hazards related to cancer.
- 1st cardiac arrest save by a Leawood Paramedic in 2018; 2 additional firefighters began paramedic training.
- Tested/certified fire hose, ladders and equipment to industry standards.
- Conducted 289 public events (tours, visits, education, block parties, etc.)
- Delivered fire safety training to over 2,500 students.
- Performed 1,037 building inspections; and completed 75 residential smoke alarm assists.
- Reviewed 192 construction plans; and issued 6 special permits.

Council Priority

Protect and preserve life and property through excellence in training, community risk management, emergency preparedness and rapid emergency services response.

- Each firefighter protects an average of 656 residents.
- Realized a Turnout Time on All Calls (90th) of 1:30 min.
- First unit on scene travel time (90th) was 5:25 min.
- Effective Response Force Time (90th) was 10:23 min.
- 100% of the City sirens tested are in working condition.

In 2018, each firefighter protected an average of 656 residents as compared to 616 residents in 2017. These changes are due to the estimated .5 growth in population each year.

The department realized a Turnout Time on All Calls (90th Percentile) of 1:30 minutes, as compared to 1:25 minutes in 2017, but the same as the goal of 1:30 minutes. Turnout Time starts when the alarm is received and stops when the first fire truck rolls out of the door.

The first unit on scene travel time (90th Percentile) of 5:25 in 2018, lower than 5:35 minutes for 2017, and much lower than the goal of 5:40 minutes.

The Effective Response Force Time (90th Percentile) achieved in 2018 was 10:23, higher than the 10:19 minutes in 2017, but lower than the goal of 10:30 minutes. Effective Response Time starts when dispatch receives the call and ends when all of the units that were dispatched arrive at the scene.

The department inspects, monitors and tests the 11 warning sirens located in the City every month to ensure all are in working order.

Council Priority

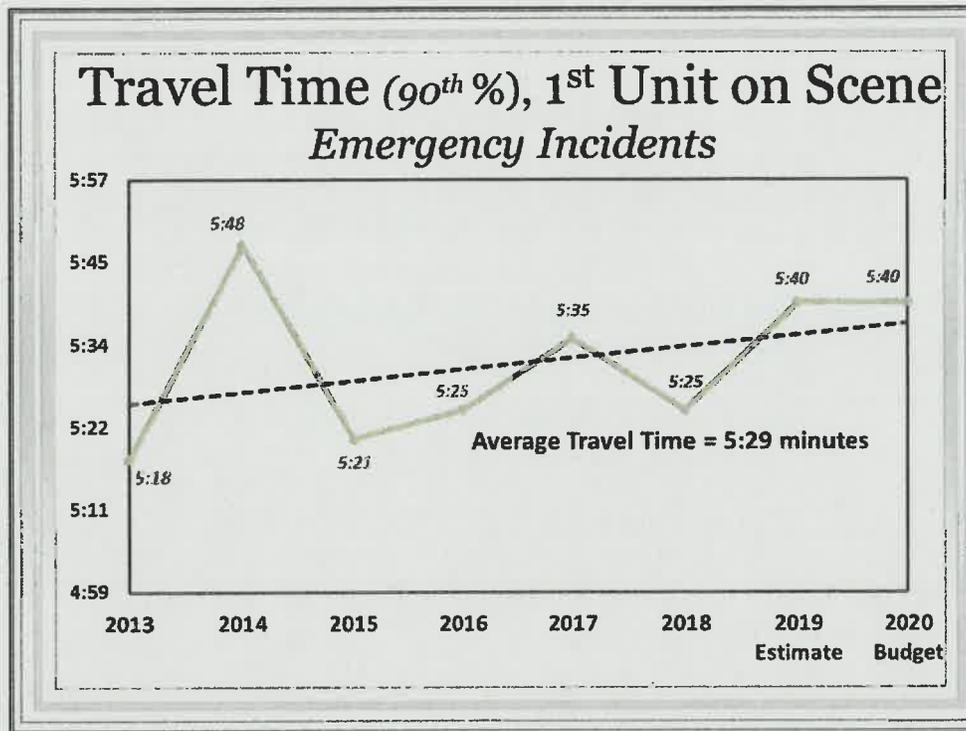
To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

- The 2020 budgeted expenditure per citizen for Fire/EMS protection is \$247.
- An average of 19 hours of training per firefighter, per month, occurred in 2018.
- 7% overtime as a percent of regular salaries.

The budgeted expenditure cost per citizen decreased to \$247 as compared to \$253 last year.

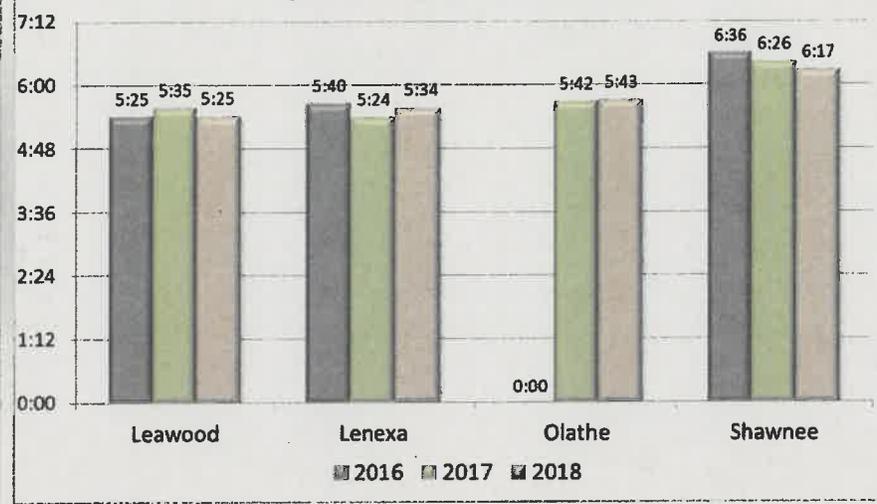
The average training hours per firefighter decreased to 19 hours as compared to 24 hours last year.

Overtime as a percent of salaries was slightly lower at 7%, as compared to last year's 8%. This area continues to be monitored by the Chief.



This is an effectiveness measure which tells how well the Leawood Fire Department accomplishes its service delivery goals and objectives.

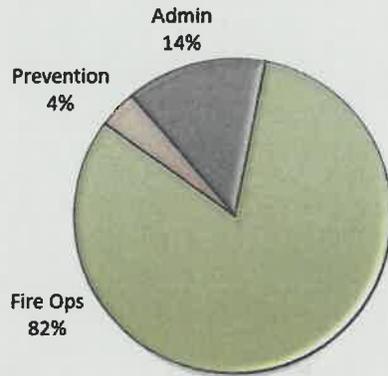
Average Travel Time Comparison
First Unit-Emergency Responses Only
90th Percentile Times



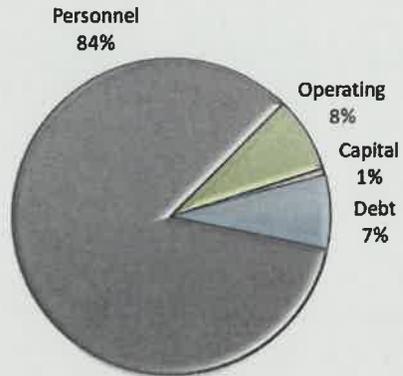
Fire Department

Total All Funds: \$8.8 million

by Program



by Function



Fire Department by Program *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Administration	\$1,290,207	\$1,246,435	(\$43,772)	-3%
Operations	7,005,900	7,190,000	184,100	3%
Prevention	299,800	335,000	35,200	12%
TOTAL	\$8,595,907	\$8,771,435	\$175,528	2%

ADMINISTRATION: Increases in 2020 for professional credentialing, accreditation, and exterior painting of Fire Stations #2 & #3 are offset by decreases in capital replacements and lower debt obligations.

FIRE OPERATIONS: Increases for planned wage and benefit changes along with higher debt service for the first lease payment on the Quint unit planned for replacement in 2019.

FIRE PREVENTION: An increase of \$20,000 to purchase an inflatable safety house and a fire prevention robot to be used for public education; and planned changes in wages and benefits.

Fire Department by Function *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Personnel	\$7,148,700	\$7,379,800	\$231,100	3%
Operating	669,800	676,200	6,400	0%
Capital	209,300	61,000	(148,300)	-71%
Debt	568,107	654,435	86,328	15%
TOTAL	\$8,595,907	\$8,771,435	\$175,528	2%

PERSONNEL: This area is higher due to anticipated wage and benefit increases.

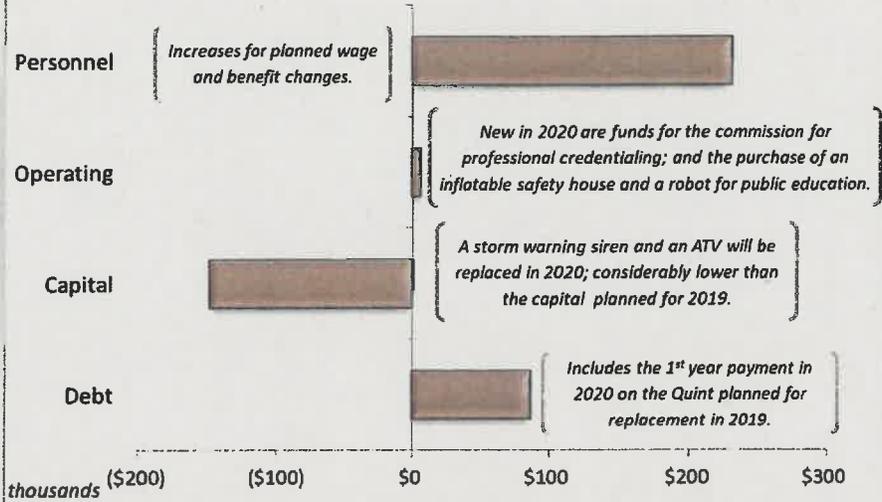
OPERATING: New spending in 2020 includes \$4,000 for the commission for professional credentialing and \$20,000 for a safety house and a public education robot to be used for the department's fire safety program for school age children. These increases are offset by lower expendable equipment replacements planned for 2020.

CAPITAL: Less capital replacement purchases are planned for 2020. In 2019, the replacement of the HVAC systems at Stations #2 & #3 will be complete. Also included is \$39,000 for the replacement of a storm warning siren; \$12,000 for replacement of exercise equipment; \$10,000 for an air bag lift system; and \$85,500 to install opticom systems on traffic lights at intersections. In 2020, another storm warning siren and an ATV will be replaced.

DEBT: The change is due to a decrease in GO debt payments, offset by an increase in fire apparatus lease payments for the 1st year payment in 2020 on the Quint planned for replacement in 2019.

Fire Department by Function

Change from 2019 Estimated: \$175,528



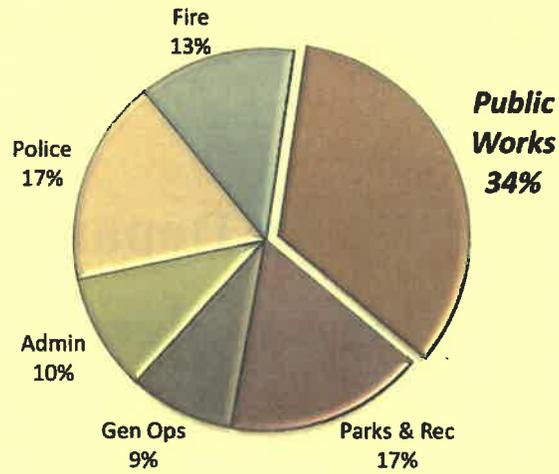


Public Works Department 2020 Budget

The Public Works department comprises 34%, or \$22,472,397 of the 2020 total City budget.

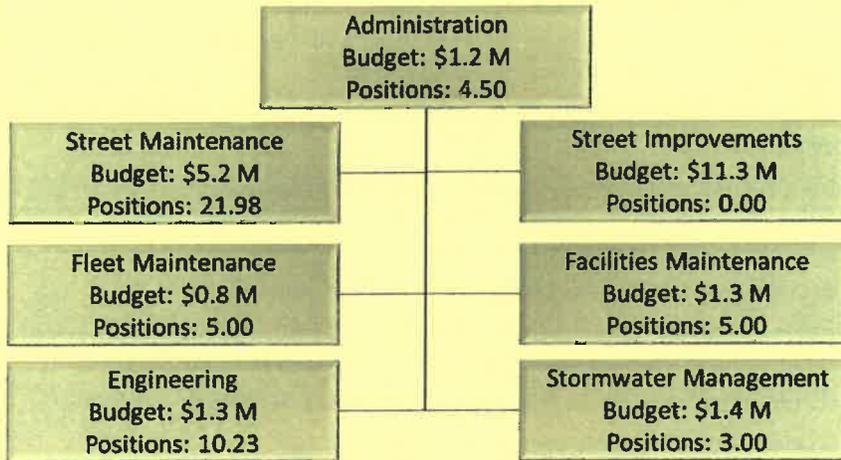
2020 Budgeted Expenditures

Total All Funds: \$66.6 million



Public Works

Budget: \$22.5 M Positions: 49.71



Program Accomplishments

- Completed the design of 143rd Street, Phase II.
- Successfully hired a City Engineer.
- Provided oversight of over 80 contracts; and processed 519 right-of-way permits.
- Began construction on the \$1.0 million Public Works Maintenance Facility bay expansion.
- Mill/Overlay of several large patches (Mission and 135th Street, Overbrook Rd). The program completed 16 miles of residential streets within 6 subdivision at a value of \$1.3 million.
- Replaced several blocks of sidewalks at 151st Street & Nall Ave.
- Received C.A.R.S. funding from Johnson County for the City's Arterial overlay program; and received SMAC funding for storm sewer repair projects.
- Continued work with the Fire Department on the FEMA Flood of 2017.
- Placed over 1,200 temporary no parking signs.
- Rebuilt 3 cul-de-sacs and 1 island.

Program Accomplishments—*continued*:

- Began the \$3.0 million Stormwater Improvement project which includes replacement of 7,900 linear feet of corrugated metal pipe.
- Completed the College Blvd retaining wall replacement at \$920,000.
- Designed and installed signs along the 10-mile North Bike Loop route.
- Worked with Bike/Walk Committee to develop the 12-mile South Bike Loop route.
- Installed 100 LED streetlight fixtures on 3 miles of arterial streets.
- Televised 46,947 feet of storm sewer; performed 1,222 sewer inspections.
- Responded to 2 illicit discharges.
- Replaced 16 vehicles and performed over 5,200 work hours on vehicle & equipment repairs.
- Oversight of several building projects; caulking of the Justice Center parking deck; car wash heater replacement at PW facility; HVAC replacements at FS #2 & #3; painting of Ironwoods Lodge; and painting projects at PW facility.

Council Priority

To maintain the current infrastructure and to provide the highest quality new improvements where economic benefits clearly justify new investment.

- \$6,751 annual maintenance expenditures per mile
- 6.0 average annual street sweepings per street
- Potholes repaired on average within 1 day of request
- 452 lane miles rated at an average of 81.4 PCI
- 98.7% street light outages with 48 hour response
- 2 illicit discharges

The annual maintenance expenditures per mile was \$6,751 in 2018; as compared to \$7,184 in 2017 and \$7,672 in 2016. This calculation is the result of the division of ALL expenditures for Street Maintenance among ALL lane miles.

The actual PCI was 81.4 in 2018; 79.9 in 2017; and 77.7 in 2016.

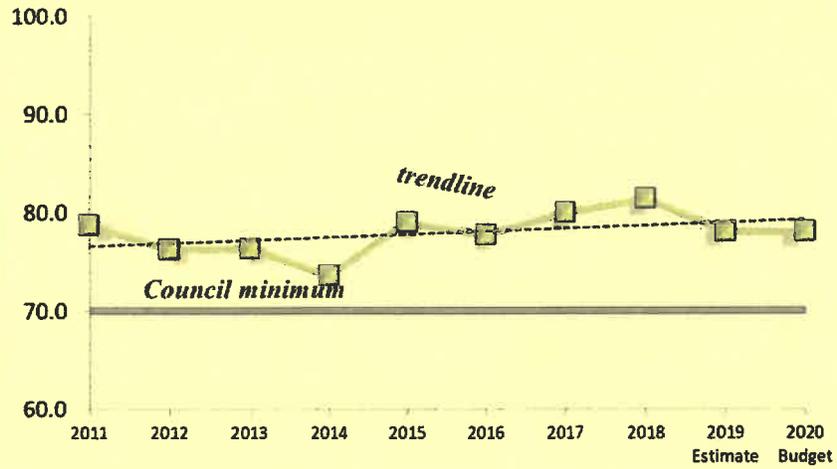
Council Priority

To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

- Average age of vehicles is 5.2 years
- \$4,188 maintenance expense, per vehicle
- Responded to 345 requests for service, per Facility Worker
- 63% of eligible PW employees maintain professional certifications
- \$0.38 utility cost per square foot of buildings

Overall Pavement Condition Index

All Lane Miles

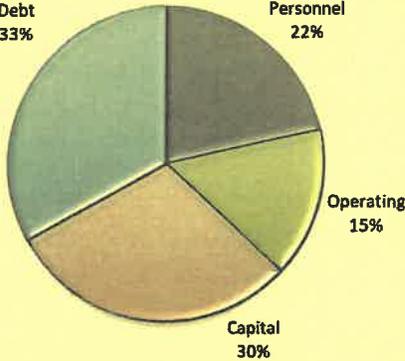
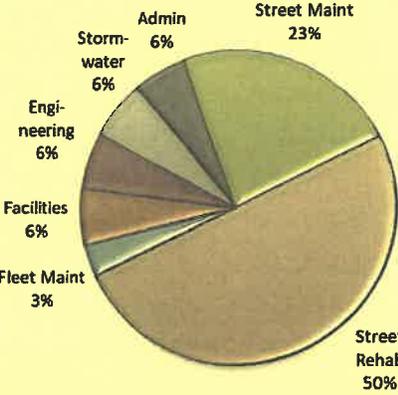


Public Works Department

Total All Funds: \$22.5 million

by Program

by Function



Public Works Department by Program *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Administration	\$1,411,564	\$1,246,350	(\$165,214)	-12%
Street Maint.	5,167,800	5,190,000	22,200	0%
Street Improv.	13,824,464	11,327,834	(2,496,630)	-18%
Fleet Maint.	707,600	750,100	42,500	6%
Facilities Maint.	2,131,700	1,297,000	(834,700)	-39%
Engineering	1,334,200	1,313,400	(20,800)	-2%
Stormwater	5,164,016	1,347,713	(3,816,303)	-74%
TOTAL	\$29,741,344	\$22,472,397	(\$7,268,947)	-24%

ADMINISTRATION: Included in 2020 is \$15,000 annually for tree debris clean-up. After the 2019 winter storm, approximately \$180,000 was needed; thus the primary reason for the decrease in this program from 2019. Debt service payments on the public works facility decreases slightly from 2019. An increase is reflected in Personnel for planned wage and benefit changes.

STREET MAINT.: New in 2020 is the addition of \$190,000 to purchase a covered brine system and saddle tanks for the trucks.

STREET IMPROV.: Capital decreases by \$2,133,500 due to lower anticipated Leawood costs for the Arterial Program; Debt also decreases, as no new G.O. debt issuance is planned for 2019.

FLEET MAINT.: The change is due to planned wage/benefit costs. The Fleet/Facilities Manager position will be transferred to Engineering for a Special Projects Engineer.

FACILITIES MAINT.: The decrease is the result of larger capital improvements projects being completed in 2019, including the public works facility bay expansion, radiant shop heaters, heating boiler replacement at City Hall and minor interior renovations.

ENGINEERING: As stated earlier, the Fleet/Facilities Manager position will be transferred to this program in 2019 to hire a Special Projects Engineer.

STORMWATER: Five capital projects are planned in 2019 funded with 1/8-Cent Sales tax receipts, including the completion of the Waterford and Patrician Woods storm projects, engineering of the N of I-435/Mission Farms project, 12600 Roe RCB improvements and a joint stormwater project with Prairie Village, KS. Also included in 2019 capital is \$65,000 to purchase an easement machine to clean stormwater structures inaccessible with current equipment.

Public Works Department by Function *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Personnel	\$4,773,700	\$4,839,100	\$65,400	1%
Operating	3,650,100	3,447,700	(202,400)	-6%
Capital	13,510,500	6,764,300	(6,746,200)	-50%
Debt	7,807,044	7,421,297	(385,747)	-5%
TOTAL	\$29,741,344	\$22,472,397	(\$7,268,947)	-24%

PERSONNEL: The increase is the result of planned wage and benefit changes. A Fleet/Facilities Manager position will be transferred to Engineering for a Special Projects Engineer.

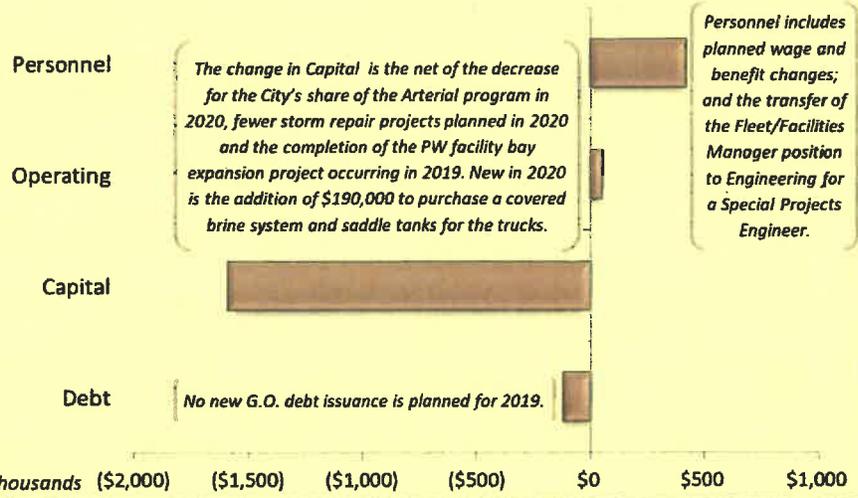
OPERATING: Expenses in this area were higher due to the \$180,000 included in 2019 for the winter storm debris clean-up. Beginning in 2020, \$15,000 will be included annually for storm debris clean-up.

CAPITAL: The change is the net of the decrease for the City's share of the Arterial program in 2020, fewer storm repair projects planned in 2020 and the completion of the PW facility bay expansion project occurring in 2019. New in 2020 is the addition of \$190,000 to purchase a covered brine system and saddle tanks for the trucks.

DEBT: Debt is lower due to the fact that no new G.O. debt issuance is planned for 2019.

Public Works Department by Function

Change from 2019 Estimated: (\$7,268,947)



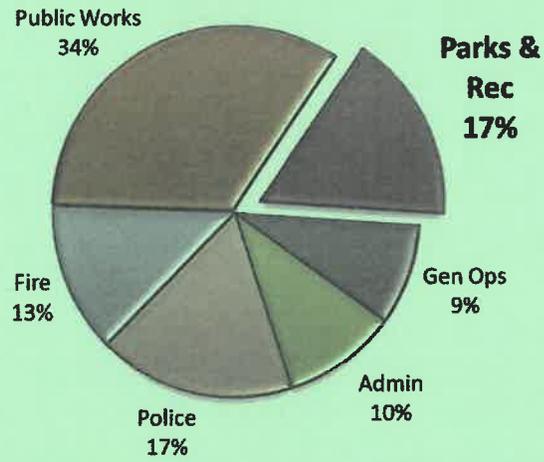


**Parks & Recreation Department
2020 Budget**

The Parks and Recreation department comprises 17%, or \$11,151,587 of the 2020 total City budget.

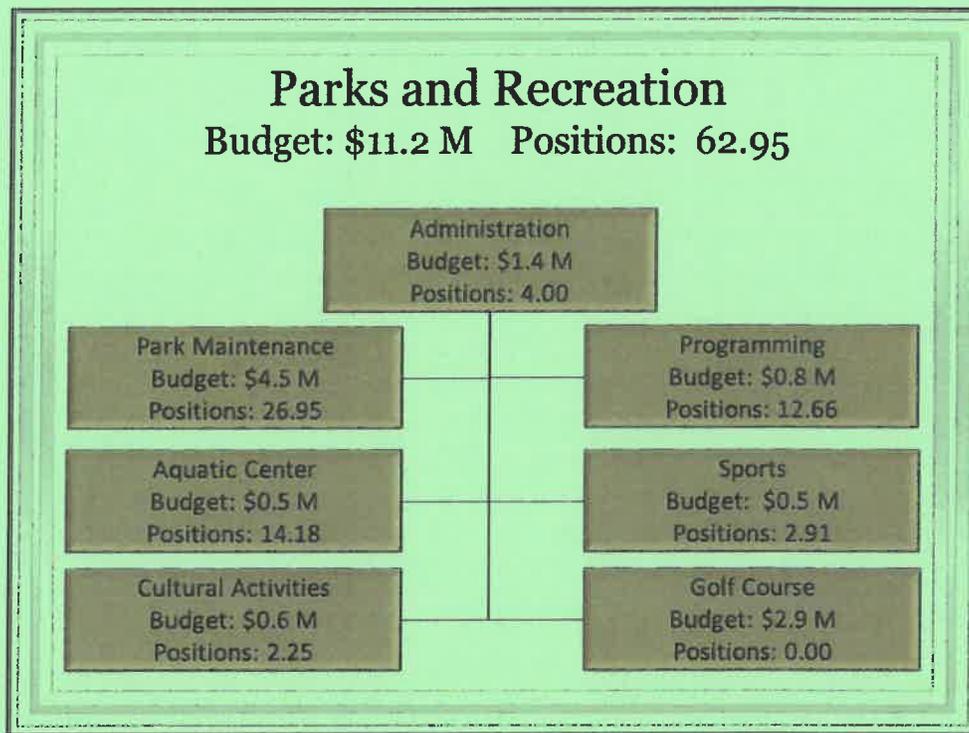
2020 Budgeted Expenditures

Total All Funds: \$66.6 million



Parks and Recreation

Budget: \$11.2 M Positions: 62.95



Programming includes Recreation and Nature Center classes, Day/Specialty Camps, Shelter Rentals, Community Center, Lodge at Ironwoods and Cabin Rentals.

Cultural Activities include Public Art commissions, Theater Productions (Leewood Stage Company), Educational "Historic" Programs at the Oxford School, and Citywide special events (July 4th, City Hall Holiday Lighting, etc) for the public.

The Ironhorse Golf Course is managed by Troon Golf, and is staffed with Troon employees.

Program Accomplishments

- Partnered with JoCo Health Department for Stride N' Ride information and to begin exploration of an Employee Wellness program for 2019.
- Installation of "Dancer" art piece and site work for future "Woman" art piece.
- Coordinated effort with Scheel's for Stride N' Ride and Fishing Derby events.
- Collaborated with Flood Group on FEMA work on the 2017 flood.
- Participated on selection committee for the new City banners.
- Cooperation with JoCo Wastewater on construction by City Park/Tomahawk Crk.
- Developed, distributed & reviewed RFP for 96th/Lee future park with task force.
- Oversight/collaboration with HR on Park Maintenance career development.
- Worked with Troon to optimize golf shop inventory procedures.
- Assisted with the annual SAB HOA Summit; Lunar New Yr Event; Mayor's State of City; Volunteer Picnic on July 4th.
- Overview on development of new subdivision and effect on Ironwoods Park.
- Worked on initial plans for connection of trail from City Hall to Tomahawk Crk.
- Oversight of City Park tennis court renovation.
- Hosted the JoCo Swim & Dive League Dive team championships.

Program Accomplishments—*continued*:

- Implemented online pool pass renewal and new pass sales.
- Changed the Parent-Tot classes from two-week sessions to one-week sessions.
- Provided teambuilding activities for non-profit organization w/homeless youth.
- Hosted the Girl Scouts twilight camp for 2nd year.
- Updated the Audio-Visual system in the Oak Room and the Ironwoods Lodge.
- Partnered with Genesis Health Club to provide adult & youth tennis lessons.
- Partnered with The First Tee of GKC (golf lessons); and Challenger sports (soccer camp).
- Installed backstop at Tomahawk Park baseball field and can now accommodate 2 teams at same time; while reducing potential damage to permanent backstop.
- Received the Tree City USA award for 23rd yr; & the Tree City USA growth award.
- Developed GIS based Tree Inventory program available to HOA's.
- Oversight of the South Loop Recreational Bike route.
- Recorded 26,630 rounds of golf at Ironhorse course; highest since 2010.
- The 2018 Ironhorse course conditions were rated 5 points ahead, via a random survey; & the overall assessment finished 2 points ahead.
- The overall revenue for Vista 154 facility, for non-golf related usage, exceeded \$100,000.

Program Accomplishments—*continued*:

- LSC produced 2 shows of "An Enchanted Evening" 20th anniversary musical at Burns/McDonnell.
- LSC produced 6 nights of "West Side Story" in Ironwoods Park Amphitheater.
- LSC hosted Tea w/Shakespeare; & "A Wilder Afternoon" by Senior Barn Players.
- LSC presented 4 nights of "Mame"; hosted Natl Dance Day w/Vida Dance Co.
- LSC produced 3 shows of "BARK" the musical; & assisted w/Bark in the Park.
- LAC, LSC & Leawood Foundation hosted 7th Annl Arti Gras Art show & reception.
- LAC hosted JoCo Dev Supports Artist exhibit; & partnered w/Gallery V for Art Show/Reception.
- LAC presented 4 Grinnin'/Groovin' events for kids; & 4 Sunday evening concerts.
- Hosted 100+ at Daddy Daughter Date Night; the 23rd Eggstravaganza; July 4th celebration; the 4th Truckin' It in the Park Food Festival; 14th Doggie Dunk; & 1st Stride & Ride event.
- Oxford School held 7 Old Time Stories & Fun events; & 6 other events.
- Oxford School participated in KC Passport to Adventure & Kickoff at Bass Pro in Olathe with ISC.
- APPI held the dedication of "Dancers" by Ewerdt Hilgemann.

Council Priority

To promote a community that offers family-oriented activities and recreational and cultural opportunities that encourages and enhances the quality of life for citizens.

- 18.6 acres per each Park Maintenance employee
- 7 days between park mowings
- 98% customer satisfaction rating - Classes
- 98% customer satisfaction rating – Aquatic Center
- 98% program attendance rates – Sports
- 98% customer satisfaction rating – Golf Course
- 85% of classes *offered* meet minimum participation requirements

The number of Park Maintenance employees per developed acre increased to 18.6. A change from 18.1 from last year. The highest this measurement has been was 19.0 for the years of 2012 through 2014.

Customer satisfaction with the Community Center and the Nature Center classes are high; as well as with the Aquatic Center, Sports program participation and customer satisfaction at the Golf Course.

Minimum participation requirements were met in 85% of the classes in 2018. The department continues to review classes offered, meet citizen demand and attempt to recover costs on all fee based programs. If minimum participation levels are not met, the classes are cancelled.

Council Priority

To ensure that Leawood is fiscally responsible, while investing in the infrastructure of the City, modernizing the government, investing in human resources, and improving customer service.

- 33%-85% Facility utilization in 2018
- 47% Golf Course utilization ratio in 2018

Cost recovery, operating costs (2018 Actual):

- Sports– 101% (2017 = 101%)
- Aquatic Center – 85% (2017 = 76%)
- Programming– 67% (2017 = 68%)
- Golf – 88% (2017 = 77%)

Combined Cost Recovery for all = 92%

Utilization

In 2018, facility utilization for the Community Center was at 60% (65%=2017) with a goal of 60% in 2020; Ironwoods Lodge 43% (28%=2017) with a goal of 40% in 2020; Ironwoods Cabins 33% (21%=2017) with a goal of 35%; and Shelters 85% (82%=2017) with a goal of 85%. Estimates for 2020 are projecting that utilization will increase at most facilities. Golf Course utilization was 47% (44.5%=2017), with a 2020 target of 46%. The Department continues to search for effective ways to market these venues and adjust fees accordingly.

Cost Recovery

The Department continues to monitor demand and attempts to set fees accordingly. It is the intent of the department to recover all expenses associated with fee based classes and events and a majority of the costs to operate facilities such as the Aquatic Center, the Lodge and Cabins. If this cannot be achieved, the department takes a critical look at the program/event to justify the cost benefit for future offerings.

Special Events represent several fee generated activities as well as partial/non-fee generated events which include: the Eggstravanza, the Holiday Lighting ceremony, the Fourth of July, the Duck Derby, the Father/Daughter dance, the Labor Day run, annual musical/theater productions, concerts, art shows, etc. Sponsorships and partnerships are also sought out to offset expenses or add value to programs/events.

Cost Recovery Fee-Based Programs

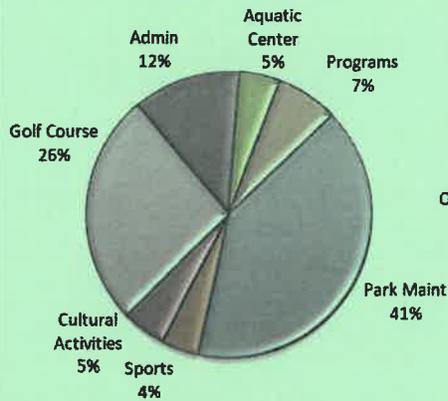
	Operating Cost of Service	Program Revenues	Subsidy	Mill Levy Equiv.	2018 Cost Recovery	2017	2016	2015	2014	2013	5 YR AVG
Aquatics	\$401,296	\$340,932	\$60,364	\$0.06	84%	76%	72%	78%	75%	69%	74%
Programming	\$575,178	\$384,844	\$190,334	\$0.20	67%	68%	68%	70%	80%	68%	71%
Sports	\$330,702	\$332,619	-\$1,917	\$0.00	101%	101%	92%	95%	96%	94%	96%
Cultural Activities											
Special Events	\$169,868	\$14,756	\$155,112	\$0.16	9%	12%	12%	14%	16%	14%	14%
Historic Programs	\$20,331	\$0	\$20,331	\$0.02	0%	0%	14%	16%	9%	15%	11%
Community Theater	\$72,228	\$0	\$72,228	\$0.08	0%	0%	0%	0%	0%	0%	0%
TOTAL	\$1,569,603	\$1,073,151	\$496,452	\$0.52	68%	67%	65%	68%	71%	64%	67%
Ironhorse Golf Course	\$2,010,612	\$1,761,231	\$249,381	\$0.26	88%	78%	70%	70%	59%	76%	71%

As shown in the chart, the General Fund subsidy to Parks activities was \$496,452 in 2018, as compared to \$516,363 in 2017, or a reduction of \$19,911. The 2018 Cost Recovery for all programs is 68% as compared to 67% in 2017. The Community Theater does not generate any revenue and is fully subsidized by the General Fund.

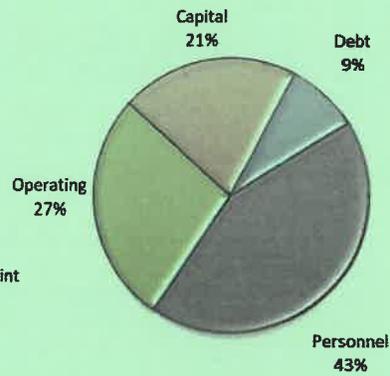
Parks and Recreation Department

Total All Funds: \$11.2 million

by Program



by Function



The Park Maintenance and Golf Course divisions are the two largest in this department. Park Maintenance maintains all parkland, greenway, public building landscapes and assists with snow removal. The golf course is managed by Troon Golf.

Parks and Recreation by Program *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Administration	\$1,365,268	\$1,375,187	\$9,919	1%
Aquatic Center	486,900	508,700	21,800	4%
Programming	750,600	780,900	30,300	4%
Park Maintenance	4,691,500	4,525,900	(165,600)	-4%
Sports	465,400	466,800	1,400	0%
Cultural Activities	890,800	562,300	(328,500)	-37%
Golf Course	2,649,400	\$2,931,800	282,400	11%
TOTAL	\$11,299,868	\$11,151,587	(\$148,281)	-1%

ADMINISTRATION: No major changes.

AQUATIC CENTER: Included in 2020 is \$20,000 for restoration of the waterslide.

PROGRAMMING: Increases in 2020 of \$32,000 to replace expendable equipment such as table carts, chairs, animal caging, aquarium/outdoor equipment, and challenge course ropes.

PARK MAINTENANCE: Decreases in 2020 capital are offset by increases in other categories. New in 2020 is \$30,500 for an irrigation booster pump for Gezer Park; \$87,000 to remove silt from the lake at Ironwoods Park; and an additional \$25,000 for contractual trail repairs in addition to the \$75,000 included for repairs performed by employees. In the 2019 estimated Budget, 2 part-time Park Maintenance Workers have been reclassified to 2 full-time Park Maintenance Workers.

SPORTS: No major changes.

CULTURAL ACTIVITIES/SPECIAL EVENTS: The change is due to year-to-year fluctuations for art purchases from the City Capital Art fund and the Public Art fund. Purchases will be determined by two selection panels. New is an additional \$2,500 in 2019, and \$5,000 in 2020, to be used towards fireworks for the July 4th celebration.

GOLF COURSE: Capital increases in 2020 to provide \$150,000 to replace the original kitchen appliances in the clubhouse and \$418,500 for the replacement of several pieces of mowing and landscape care equipment. Operating expenses increase to provide for renovation of the clubhouse (paint, wallcoverings, carpet), utilities and building/ground supplies.

Parks and Recreation by Function *All Funds*

	2019 est.	2020 budget	incr(decr)	change
Personnel	\$4,642,500	\$4,835,100	\$192,600	4%
Operating	2,874,300	3,047,300	173,000	6%
Capital	2,849,100	2,333,700	(515,400)	-18%
Debt	933,968	935,487	1,519	0%
TOTAL	\$11,299,868	\$11,151,587	(\$148,281)	-1%

PERSONNEL: The change is due to planned wage and benefit increases in 2020; and the reclassification of 2 part-time Park Maintenance Workers to 2 full-time Park Maintenance Workers.

OPERATING: The increase allows for restoration of the Aquatic Center waterslide; expendable equipment items for Recreational and Outdoor Programming; and painting/carpet at the Ironhorse clubhouse. New in 2020 is an additional \$25,000 for contractual trail repairs in addition to the \$75,000 included for repairs performed by employees; and \$5,000 in 2020, and \$2,500 in 2019, to be used towards fireworks for the July 4th celebration.

CAPITAL: The decrease from 2019 is due to the completion of 2018 and 2019 citywide park improvements of \$1.4 million, compared to \$1.0 million in 2020. In 2019, \$339,000 is included for the replacement of HVAC systems at several park facilities; \$72,000 for bicycle route signage; and \$58,500 for equipment replacements. New in 2020 is \$30,500 for an irrigation booster pump for Gezer Park and \$87,000 to remove silt from the lake at Ironwoods Park.

DEBT: Fluctuations in the annual debt payments on existing debt obligations.

Parks and Recreation by Function

Change from 2019 Estimated: (\$148,281)

